

Seeking Civility?
Understanding & Eradicating
Workplace Bullying

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Author, BACK OFF! Your Guide to Ending Bullying at Work

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BACK OFF!
Your Kick-Ass
Guide to Ending
Bullying at Work

108 Practical Tools
 You Need to Understand,
 Report, and Effectively
 End Workplace Bullying

Catherine Mattice, MA
 E.G. Sebastian, CPC
 Foreword by Ann Elizabeth

Agenda

- Define bullying
- Damage caused
- Making a business case
- Corrective and preventative actions
- AB 2053

35%

of the workforce feels bullied

CareerBuilder, 2012; Workplace Bullying Institute/Zogby International, 2007 & 2010

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25%

of workplaces have bullying

NIOSH (OSHA), 2011

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11%

of targets are customers

NIOSH (OSHA), 2011

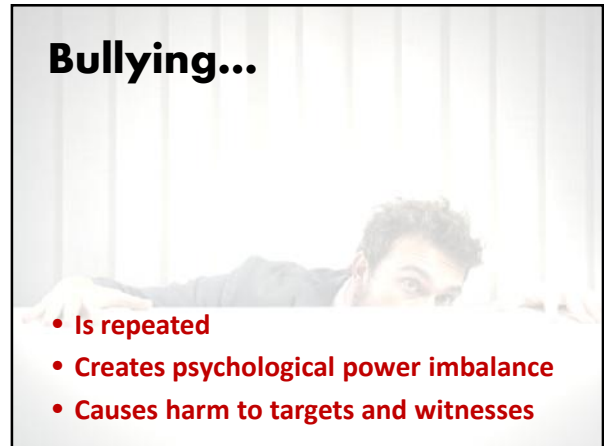
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30%

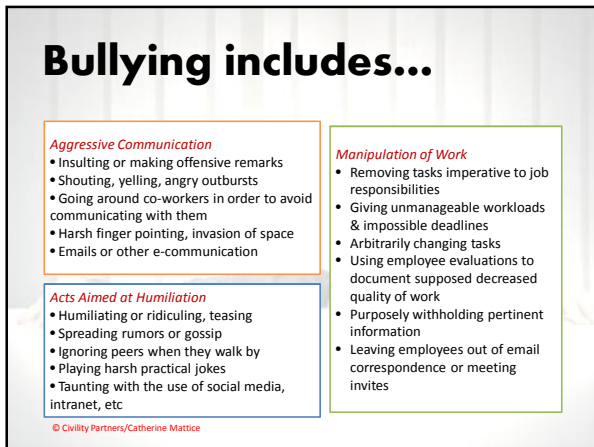
of HR Professionals feel bullied

Teresa Daniels, SHRM.org, 2012
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Bullying...

- **Is repeated**
- **Creates psychological power imbalance**
- **Causes harm to targets and witnesses**



Bullying includes...

Aggressive Communication

- Insulting or making offensive remarks
- Shouting, yelling, angry outbursts
- Going around co-workers in order to avoid communicating with them
- Harsh finger pointing, invasion of space
- Emails or other e-communication

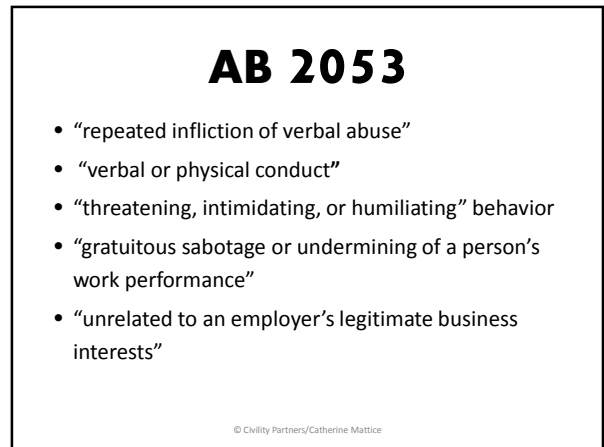
Manipulation of Work

- Removing tasks imperative to job responsibilities
- Giving unmanageable workloads & impossible deadlines
- Arbitrarily changing tasks
- Using employee evaluations to document supposed decreased quality of work
- Purposely withholding pertinent information
- Leaving employees out of email correspondence or meeting invites

Acts Aimed at Humiliation

- Humiliating or ridiculing, teasing
- Spreading rumors or gossip
- Ignoring peers when they walk by
- Playing harsh practical jokes
- Taunting with the use of social media, intranet, etc

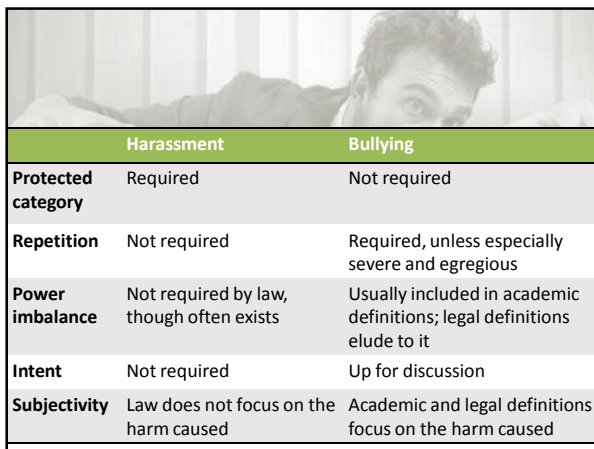
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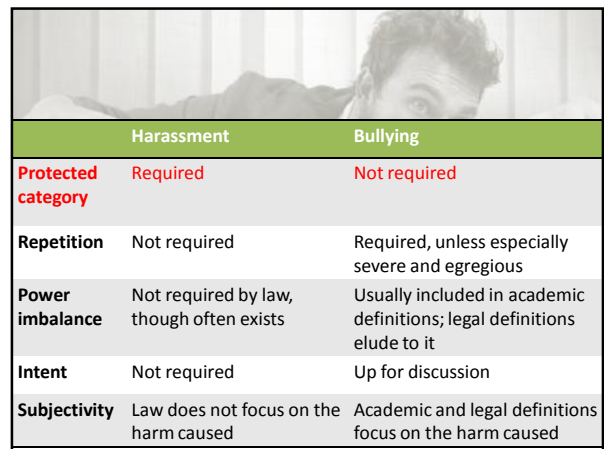
AB 2053

- “repeated infliction of verbal abuse”
- “verbal or physical conduct”
- “threatening, intimidating, or humiliating” behavior
- “gratuitous sabotage or undermining of a person’s work performance”
- “unrelated to an employer’s legitimate business interests”

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	Harassment	Bullying
Protected category	Required	Not required
Repetition	Not required	Required, unless especially severe and egregious
Power imbalance	Not required by law, though often exists	Usually included in academic definitions; legal definitions elude to it
Intent	Not required	Up for discussion
Subjectivity	Law does not focus on the harm caused	Academic and legal definitions focus on the harm caused



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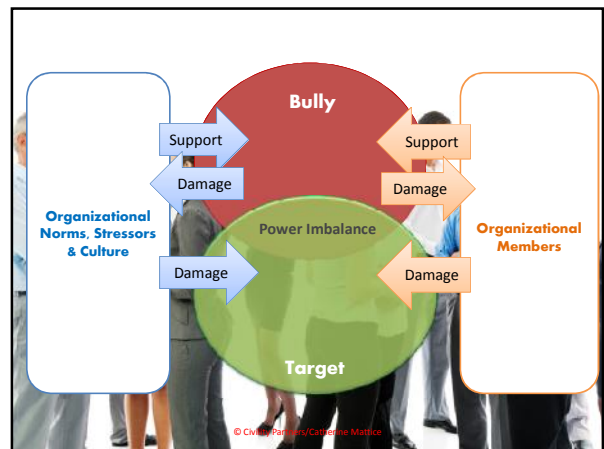
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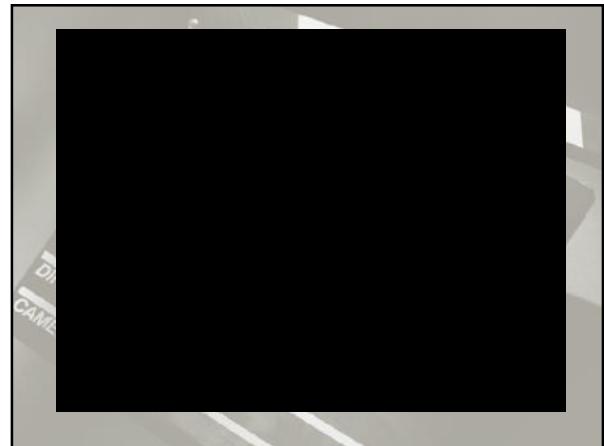
AB 2053

Conduct of an employer or employee in the workplace:

- With malice
- That a reasonable person would find hostile, offensive, and unrelated to an employer's legitimate business interests

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- How do you judge whether bullying occurred?
- How do you ensure complaints are handled?
- How do you communicate to employees that bullying is not tolerated?
- Must bullying include malice?
- Would "effective management training" ensure managers aren't bullying employees?
- How do you remove bullying behaviors from your workplace?

- ### **AB 2053**
- **Option A:** Do nothing
 - **Option B:** Have no policy, but investigate complaints
 - **Option C:** Have a policy, enforce it, and investigate complaints
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- Earning revenue?
- Decreasing costs?
- Shareholders?
- Image and reputation?
- Productivity?
- Customer service?
- Marketing?
- Innovation?
- Assets?
- Logistics?
- The marketplace?
- The economy?
- To be cutting-edge?
- Their people?
- Strategic goals?

WHAT ARE YOUR CEO'S HOT BUTTONS?



- Anxiety; depression
- Marginalization
- Detachment from work/clients
- Discouragement
- Psychosomatic symptoms
- Absenteeism; presenteeism
- Employee turnover
- Wasted time
- Workers comp claims
- Health insurance costs
- Litigation
- Suicide
- Violence

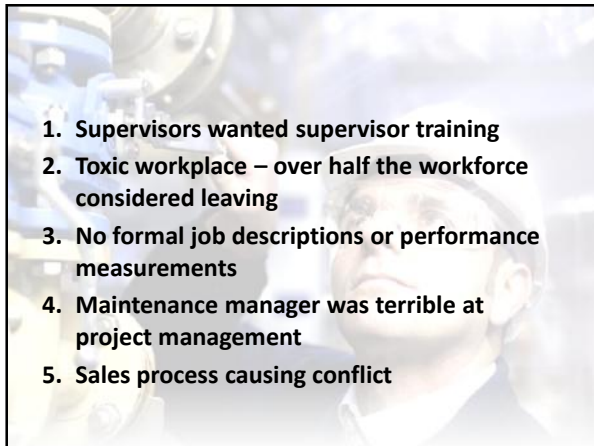
- Quality/quantity of work
- Safety
- Self-esteem
- Job satisfaction
- Customer satisfaction
- Company loyalty
- Talent
- Learning and innovation
- Physical health
- Community reputation
- Relationships
- Internal communication
- Ability to meet goals
- Bottom line / revenue

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Description	Cost
Time spent by human resources hiring replacements for people who quit:	\$20,000
Time spent by five employees talking about the bullying behaviors exhibited in the staff meeting, after the staff meeting is over:	\$5,000
Overtime costs associated with high demands of bully:	\$15,000
Cost of lost client because employee called in sick due to fear of bully:	\$10,000
Cost of lost client who left because he was bullied:	\$50,000
Time spent by human resources dealing with appeals to unemployment insurance because of people who were fired at the hands of the bully:	\$5,000
Estimated total cost of the bully:	\$105,000



1. "to rule the world when it comes to powder"
2. "to ensure everyone communicates with each other"
3. "ensure that everyone thinks and acts for the good of the whole."



1. Supervisors wanted supervisor training
2. Toxic workplace – over half the workforce considered leaving
3. No formal job descriptions or performance measurements
4. Maintenance manager was terrible at project management
5. Sales process causing conflict

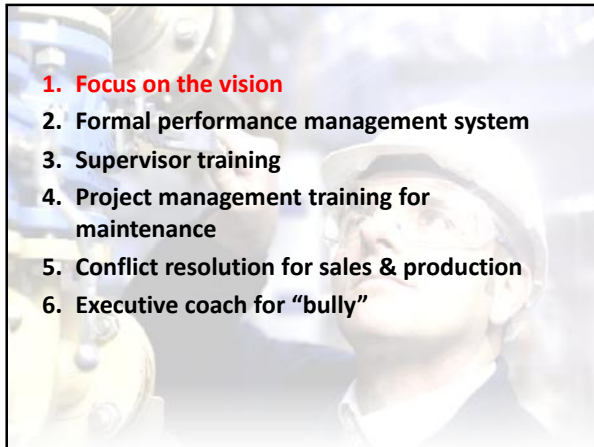
Questions for Your Audit

OPTION A

- How well does communication within this organization work?
- What are the weaknesses of this organization in terms of communication?
- How would you describe the organizational climate?

OPTION B

- Have you ever been bullied at work?
- What forms did the bullying take?
- What was the result of the bullying for you?




1. **Focus on the vision**
2. Formal performance management system
3. Supervisor training
4. Project management training for maintenance
5. Conflict resolution for sales & production
6. Executive coach for “bully”

Creating Solutions



A Civil Workplace Gets Results, Period.



Bottom Line Results
Meet Organizational Goals
Increased Productivity/Customer Service
Reduced Turnover and Absenteeism
Engaged, Motivated & Loyal Employees
Enhanced Decision Making, Innovation & Learning
Improved Communication and Relationships
Civil and Safe Workplace





Respectful Workplace (Anti-Workplace Bullying) Corporate Policy

Company and Management Commitment
 It is the commitment of this company and its management to ensure this place of work is free from negative, aggressive, and inappropriate behaviors, and that the environment is aimed at providing high quality products and services in an atmosphere of respect, collaboration, openness, safety and equality. All employees have the right to be treated with dignity and respect.

All complaints of negative and inappropriate workplace behaviors will be taken seriously and followed through to resolution, and employees who file complaints will not be victimized for "whistle-blowing" or reporting others for their inappropriate behavior.

Scope
 Protection from negative, aggressive, and inappropriate behaviors extends to management, fellow employees, subordinates, clients, customers and other business contacts and expands beyond the place of work to off-site and work-related social events. It is the responsibility of all employees and managers of this company to provide a healthy workplace environment to peers and co-workers, where all communication and interactions are marked by dignity and respect.

Acceptable and Healthy Workplace Behaviors Defined
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 ... behaviors that promote respect, positivity and civility



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1. **Create values**
 2. **Create social vision**
 3. **Create action items**

