

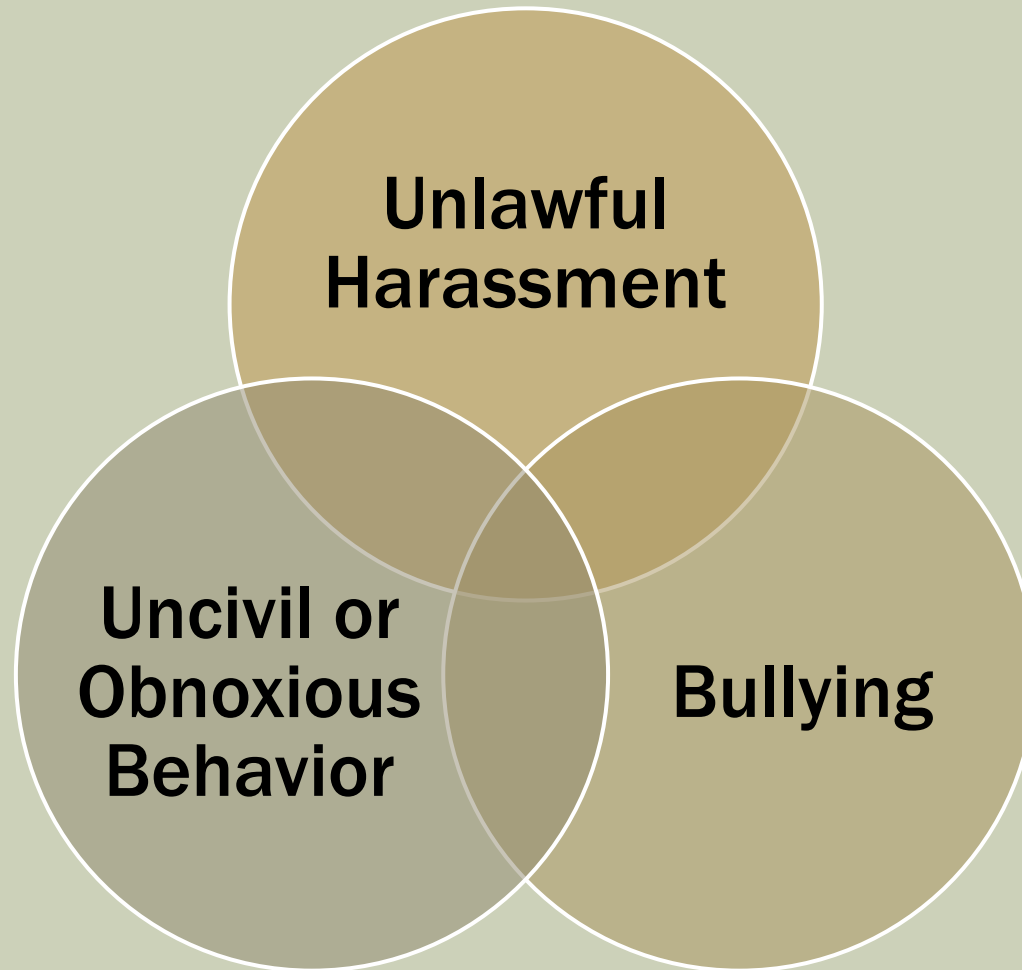
BULLYING PREVENTION AND ORGANIZATIONAL STRATEGIES FOR RESPECT

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Sepler &
Associates for

ENFORCING EXPECTATIONS OF CIVILITY

- Articulating the expectations
- Defining the corollary; self discovery and adjustment
- Modeling respect
- Calling out and addressing disrespect
- Providing remediation for those whose opportunities are being affected by bullying or chronic incivility

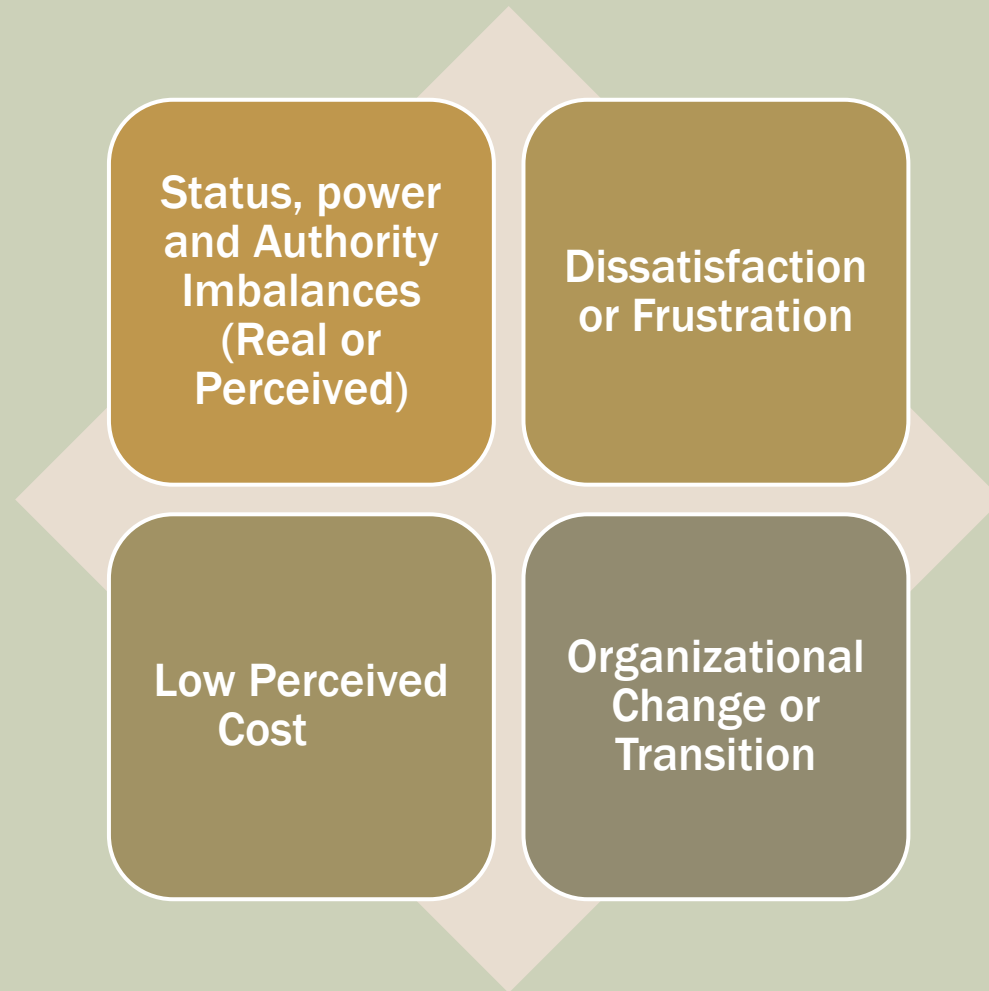
THE WORKPLACE TRIAD



DEFINING BULLYING

- **Repeated** mistreatment of one or more persons (targets) by one or more persons (bullies) that involve one or more of the following elements:
 - Verbal abuse
 - Physical intimidation
 - Infliction of psychological distress, including humiliation
 - Sabotage of work or work product
- Which interferes with the target's work product or ability to perform their job

BULLYING FRAMEWORK: ENABLING FEATURES



BULLYING FRAMEWORK: PREVENTIVE ELEMENTS



BULLYING FRAMEWORK: CHARACTERISTICS

Persistence

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graph TD; A[Persistence] --> B[Targeting]; B --> C[Repetition];
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Targeting

Repetition

BULLYING FRAMEWORK: TYPICAL TARGETS

Differences

- **Autism Spectrum**
- **Nonconformance to Stereotypes**
- **Stature or Attractiveness**

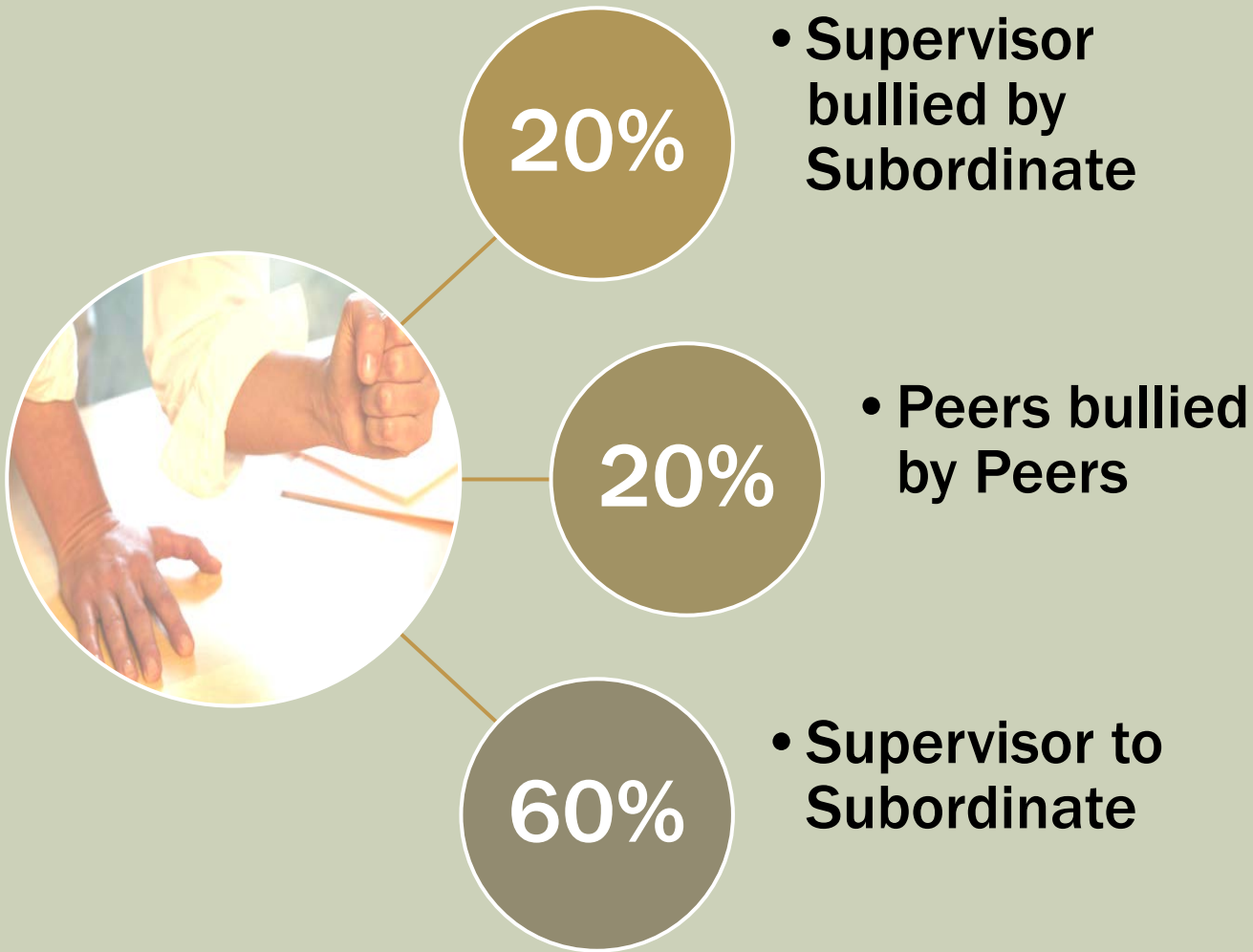
Threat

- **Too Skilled**
- **Too Outspoken**
- **Seen as Competing for Scarce Resources**

Vulnerability

- **Underperforming**
- **Shy or Conflict Averse**
- **Perceived as Weak**

BULLYING FRAMEWORK: TARGETS



BULLYING FRAMEWORK: TARGETS

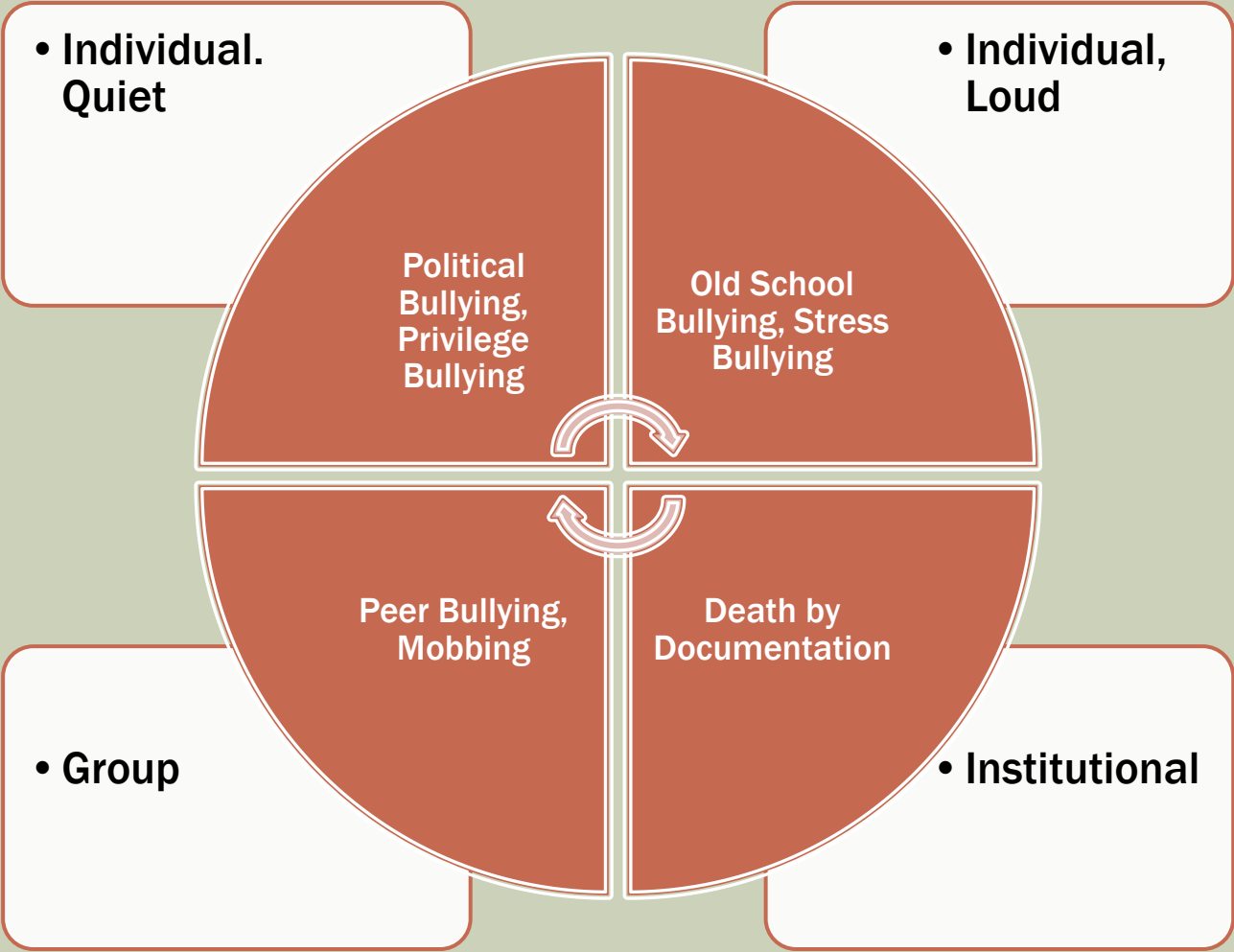
Females

- **Bullied by other women in 71% of female directed cases**

Males

- **Bullied by other males in 54% of male directed cases**

BULLYING TYPOLOGY



MANIFESTATION OF BULLYING

■ Quiet

- Spread misinformation
- Share information inappropriately
- Use nonverbal intimidation
- make veiled threats
- share information about the target inappropriately.
- Provide too much or not enough work
- Withhold resources

■ Loud

- Yell
- Publicly criticize
- Find fault constantly
- Publicly humiliate
- Physically threaten or intimidate
- Mock and Demean
- Constant attention to shortcomings

MANIFESTATION OF BULLYING

- While addressing “loud” bullying is essential, being aware of the pernicious nature of “quiet” bullying is also necessary
- The target of “quiet” bullying is in the quandary of having his or her credibility and competence degraded, making their version of events suspect.

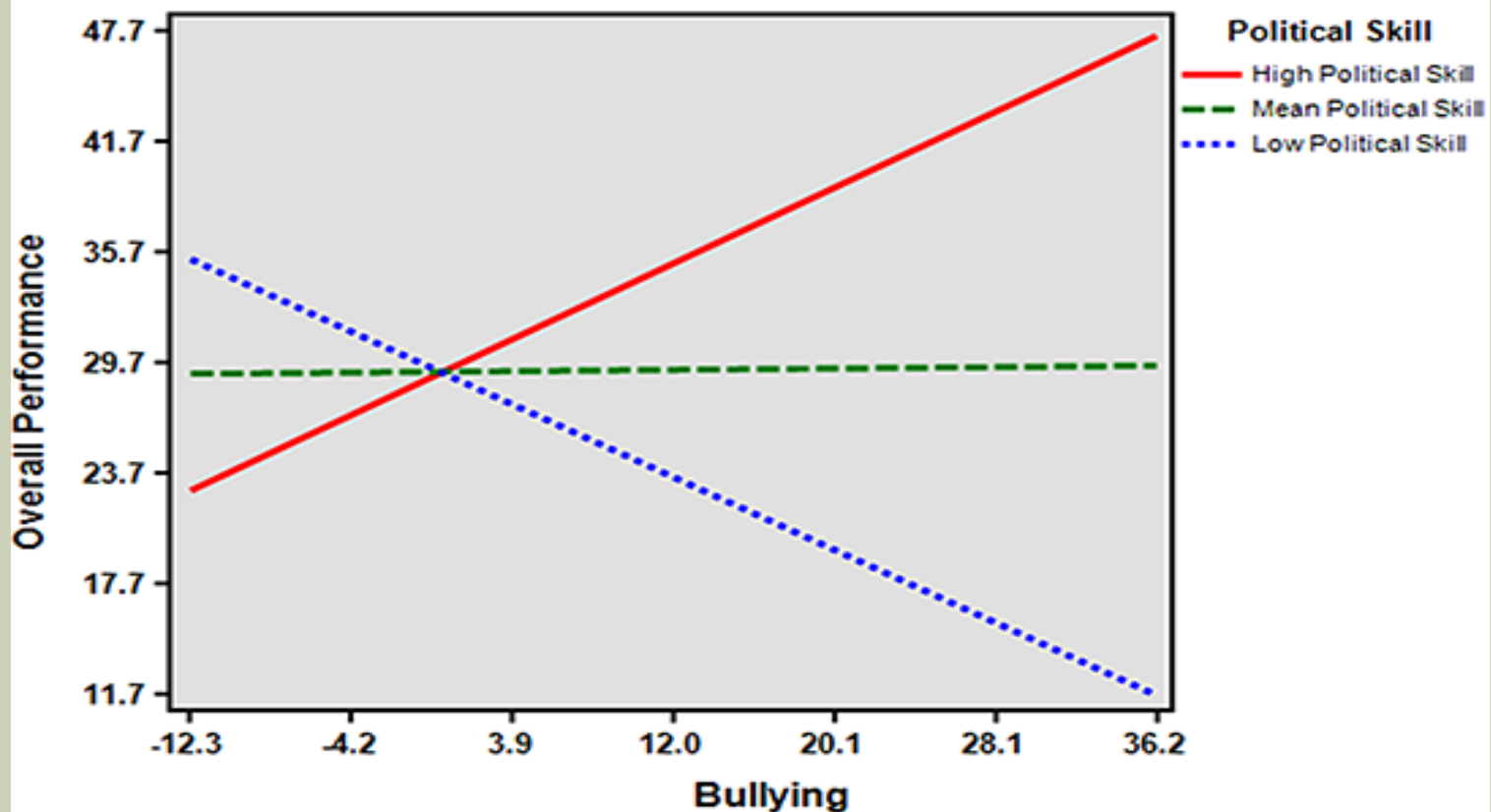
THE STRESS BULLY

- Loses composure during stress
- Can be verbally abusive
- Believes it is immediately erased by normative behavior
- Will deny being a bully but claims s/he is very emotional
- Seen as a driver who gets results
- May be more stressful for some than others

THE POLITICAL BULLY

- Uses emotional manipulation and power to compete or to label others
- Socially adept and dishonest
- Extremely likely to take credit for work of others
- Manages up, abuses down
- Team feels a need to be with him/her or against her
- “Crazy making” to target

POLITICAL SKILL AND BULLYING



Workplace bullying; Social information processing; Political skill; Performance.

Journal: Journal of Managerial Psychology

V28 Number: 3Year: 2013pp: 273-289

THE “OLD SCHOOL” BULLY

- Bullying is part of the culture
- Does not have a wide variety of tools available
- Lacks empathy –believes adversity makes people strong
- Focuses exclusively on measurable results
- “They should be happy they have a job.”

THE ORGANIZATIONAL BULLY

- Prevails in politics, unionized workplaces, sports organizations.
- Wields substantial clout and influence
- Can threaten and mobilize group condemnation or ostracism
- Often makes use of email lists to publicly criticize
- Speaks for the “good of the group,” but allows no dissent
- Will openly call people out on disloyalty,

THE PRIVILEGED BULLY

- Earned or unearned privilege
- Indispensable to the organization
- Has unilateral control over the success or failure of others.
- Generally unapproachable by leaders at any level.
- Operates with mindset of “high standards.”

THE PEER BULLY

- Bigotry not based on protected class
- Alpha characteristics or status/power/authority difference
- With them or against them
- May create alliance against leaders
- Create “turkeys.”

GROUP BULLYING OR MOBING

- Starts with an individual being viewed as “different” or “less than.”
- May be scapegoated or blamed for problems



WHAT IS THE ROOT OF MOBING IN THE WORKPLACE?

- We are hard wired to sort ourselves into ingroups and outgroups
- FOR EVEN THE FLIMSIEST REASON
- Social Identity Theory
- Being part of a group and giving that group advantage raises our self esteem

“DEATH BY DOCUMENTATION”

- Using personnel practices as a tool to intimidate, harass, harangue, shame and motivate employees to quit
- Differs from legitimate documentation in that it is not preceded by attempts to provide tangible targets for performance improvement and assistance in meeting those targets

THE DEATH SPIRAL OF BULLYING



IMPACT OF WORKPLACE BULLYING

- Organizational
 - Fear, lack of trust, anxiety
 - High turnover
 - Reputation damage
 - Lack of creativity and risk taking
 - Labor management strife

IMPACT OF WORKPLACE BULLYING

- Individual

- Post Traumatic Stress Disorder
- Complex Post Traumatic Syndrome Disorder (Cumulative)

ORGANIZATIONAL RESPONSE TO BULLIES

- In order to effectively prevent or address bullying, it must be perceived as a “high cost” set of behaviors
 - Tangible Employment Threats
 - Direct and Specific Remediation
 - Measurable Behavior Plans and Accountability

ACCOUNTABILITY

- Real consequences are essential
 - Reduction in compensation or bonus
 - Responsible for fees incurred
 - Non indemnification
 - Demotion

ACCOUNTABILITY

- Weigh cost of upsetting/losing bully versus loss of credibility regarding own anti-bullying stance.

REMEDIATION

- **Competent Coaching**
- **Assessment including 360**
- **Identification of triggers and behavioral competence coaching.**
- **Planning with touch points**
- **Continuous feedback**
- **Acknowledgement by bully**

KEY LEADERSHIP STRATEGIES TO ADDRESS BULLYING

- Recognize the power of **“micro affirmations”**
- Be an effective ally or bystander
 - Name or acknowledge unfair or unkind treatment
 - Interrupt bullying behavior
 - Publicly support those affected
 - Privately confront those involved
 - Use body language to provide feedback in the moment
- As with any interpersonal issue, listen, take it seriously and don't jump to judge someone's perception and motivation.
- Remember that targets are at a disadvantage due to the bullying itself

SHOULD A TARGET CONFRONT THE BULLY?

- If the target thinks they are doing so without realizing the impact of their behavior.
- If the target thinks they care.
- If the target does not think it will antagonize them into further bullying

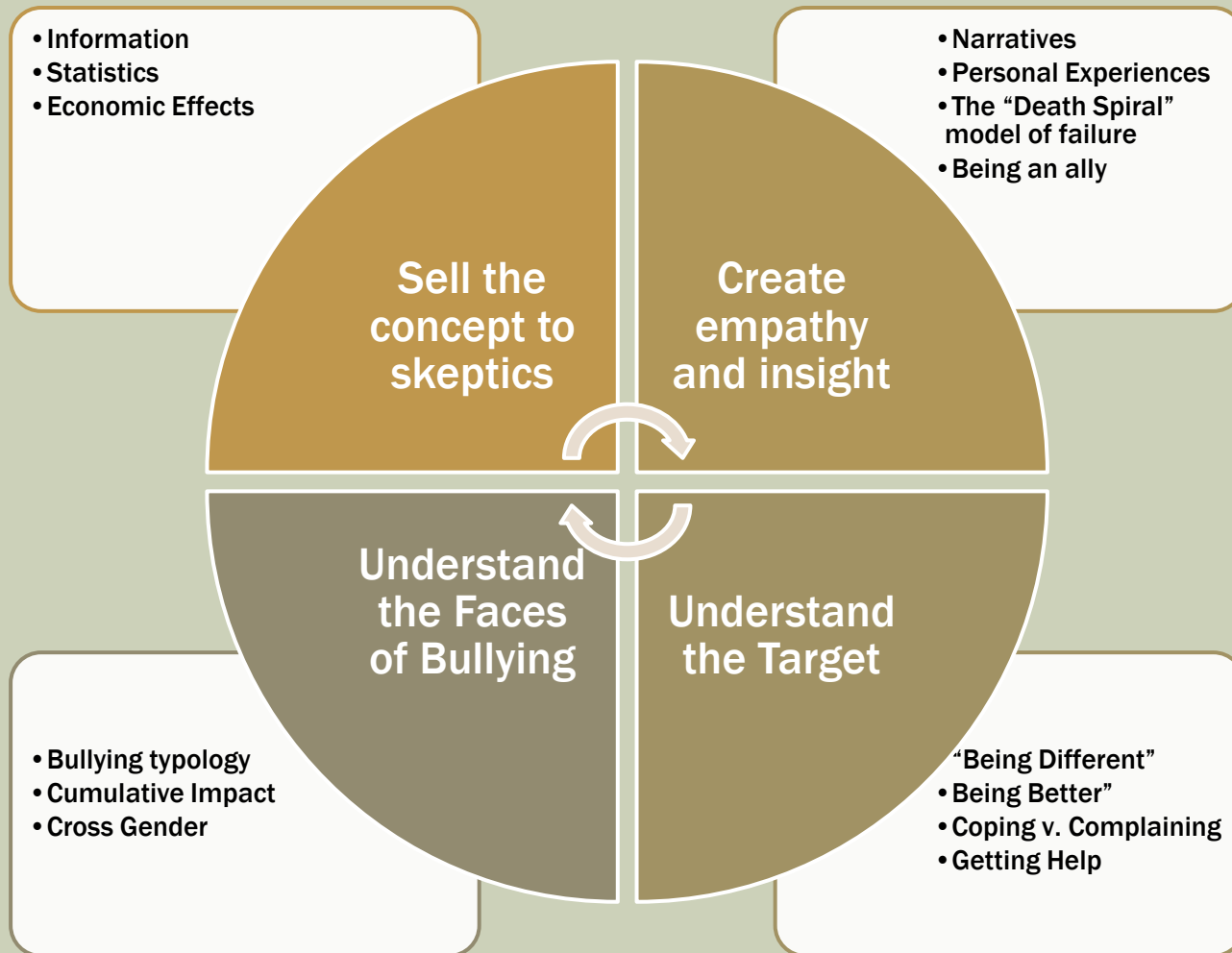
BULLYING CULTURE

- Values and behavior are mismatched
- Those in a position to intervene are enablers or have little authority
- Unearned privilege and earned privilege are both honored and not discussed
- It becomes part of the oxygen of the organization

A CULTURE OF CIVILITY

- Norms established
 - Avoidance of threatening or demeaning language
 - Evenhanded expectations and standards
 - Candid conversations about performance
 - Promotion of emotional intelligence

BULLYING EDUCATION FUNDAMENTALS



KEY SPECIALIZED TRAINING

Leaders

- **Creating a Respectful Culture**
- **Recognizing Systematic Bullying**
- **Making Change in Leadership Styles**

HR and Advocates

- **Ethics for dealing with powerful bullies**
- **Avoiding System-enabled bullying**
- **Advanced coaching skills**

Supervisors and Managers

- **Tolerating is the same as doing**
- **How to discuss bullying with employees and peers**
- **Handling complaints: dissect, discuss, deploy**

WHAT TO WATCH OUT FOR

- Over intellectualizing definitions
 - Impact vs Intention / Reasonable Person
- Over use of labeling
- Using label as excuse to be passive
- Victim mindedness
- Eye rolling and minimization

MESSAGE GOING FORWARD

- Respect is easy once it is a habit
- Speak up early
- Seek support early
- Hostility is not effective leadership
- Supervision is not bullying
- Be an ally or a bystander
- Use the procedures to help get everyone back to work.