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Agenda

1) Welcome
2) Introductions
3) Acknowledgements
4) Bullying and Being Bullied
5) HR and Bullying Prevention
6) Discussion
I would like to express my appreciation to my colleagues at Excelsior College:

Dean LiFang Shih
Associate Dean Scott Dolan
Associate Dean Michael Johnson
FAC and IAC Chairs: Gary Stroud and Jason Van Buren
Instructional Faculty in Human Resources and Leadership
Students in Our SHRM Student Chapter
Student Chapter President, Siara Ramos
Student Chapter Vice President, Meghan Rosebeck
BULLYING

The abuse of power and the use of aggression with the intention of hurting another individual.

Unwelcome or unreasonable behavior that demeans, intimidates or humiliates people either as individuals or as a group.

Often persistent and part of a pattern, but it can also occur as a single incident.

Usually carried out by an individual but can also be an aspect of group behavior.
CORPORATE BULLYING

EMPLOYER BULLIES EMPLOYEES KNOWING THAT THEY WILL BE AFRAID TO SPEAK UP FOR FEAR OF RETALIATION

EXAMPLES
- FORCES EMPLOYEES TO WORK LONG WORK WEEKS
- DENIES BENEFITS
- VIEWS STRESSED EMPLOYEES AS WEAK
- ENCOURAGES “TELLING” ON CO-WORKERS BY THREATS OR REWARDS
CORPORATE BULLYING

Can be direct (face-to-face) or indirect (via texting or email).

Bullying can be physical (e.g., pushing, kicking, hitting), emotional (humiliating, tormenting, ostracism) and verbal (name calling, spreading rumors).
OVERT
BULLYING

OFFENSIVE/ABUSIVE LANGUAGE
UNJUSTIFIED CRITICISM
UNFAIR PRESSURE
INAPPROPRIATE COMMENTS
SARCASM
ISOLATING THE TARGET
BLOCKING CAREER ADVANCEMENT
COVERT BULLYING

SABOTAGING BY WITHOLDING INFORMATION
EXCLUDING TARGET FROM SOCIAL EVENT
CONSTANTLY CHANGING TARGETS
OVERLOADING EMPLOYEE WITH WORK
SETTING IMPOSSIBLE DEADLINES
Mobbing is a particular type of bullying behavior carried out by a group rather than by an individual.

Mobbing is the bullying or social isolation of a person through collective unjustified accusations, humiliation, general harassment or emotional abuse.

Although it is group behavior, specific incidents such as an insult or a practical joke may be carried out by an individual as part of mobbing behavior.
BULLYING AS PROCESS

CONFLICT
CRITICAL INCIDENT, CONFLICT
AGGRESSIVE ACTS
PSYCHOLOGICAL ASSAULTS; SETS
BULLYING DYNAMICS IN MOTION
MANAGEMENT INVOLVEMENT
MISJUDGMENT OF SITUATION; ISOLATION
OF TARGET
BRANDING THE TARGET
"DIFFICULT” “MENTALLY ILL”
REINFORCE NEGATIVE CYCLE
EXPULSION
TARGET LEAVES ORGANIZATION
TRAUMA TRIGGERS POST TRAUMATIC
STRESS DISORDER
PSYCHOLOGICAL IMPACT OF BULLYING

Guilt
Depression
Denial
Fear
Shock
Anxiety
Frustration
Helplessness

Anger
Shame
Isolation
PHYSICAL RESPONSES TO BULLYING

- Headaches
- Lethargy
- Eating Disorder
- Substance Abuse
- Tiredness
- Sleep Problems
- Gastrointestinal Disorders
CAREER EFFECTS

Changes in Work Habits
Absenteeism
Changes in Career Goals
SOCIAL-INTERPERSONAL EFFECTS

Withdrawning from Co-workers
Lack of Trust
Relationship Difficulties
Fear of New People
Change in Social Network
SELF-CONCEPT EFFECTS

- Poor Self-Concept
- Powerlessness
- Isolation
IMPACT ON WORKPLACE

DECREASED PRODUCTIVITY
ERODED TEAMWORK
TENSION
DISTURST
INCREASED ABSENTEEISM
RISING BENEFIT COSTS
TURNOVER
LOST RESPECT FOR LEADERS
Profiles of Bullies

- 60% Men; 40% Women
- 73% in a Supervisory Position
- When the bully is a woman, 71% of the targets are women
- When the bully is a man, 53% of the targets are men
- Bullies operate alone in 68% of the cases
- Bullies have an executive sponsor---protection for the bully from being disciplined for the abusive behavior
PROFILES OF TARGETS

- 57% OF TARGETS ARE WOMEN
- 55% ARE RANK AND FILE EMPLOYEES
- 45% SUFFER STRESS RELATED HEALTH PROBLEMS—33% OF TARGETS SUFFER FOR MORE THAN A YEAR
- 40% OF TARGETS NEVER COMPLAIN OR REPORT TO THE EMPLOYER
- 24% OF TARGETS ARE TERMINATED
- 40% OF TARGETS VOLUNTARILY LEAVE
- 4% COMPLAIN TO STATE OR FEDERAL AGENCIES
- 3% FILE A LAWSUIT
PROFILES OF TARGETS

RACIAL AND ETHNIC MINORITY EMPLOYEES ARE MORE LIKELY TO BE THE TARGETS OF RACIAL/ETHNIC BULLYING

TARGETS ENDURE AN AVERAGE OF 18-20 MONTHS OF EXPOSURE TO BULLYING
UNWANTED OR INVALID CRITICISM
BLAME WITHOUT FACTUAL JUSTIFICATION
BEING TREATED DIFFERENTLY THAN THE REST OF YOUR WORK GROUP
BEING SWORN AT EXCLUSION OR SOCIAL ISOLATION
BEING SHOUTED AT OR BEING HUMILIATED
EXCESSIVE MONITORING
BEING GIVEN WORK UNREALISTIC DEADLINES

BULLYING EXAMPLES
RISK FACTORS

SIGNIFICANT ORGANIZATIONAL CHANGE

WORKER CHARACTERISTICS

WORKPLACE RELATIONSHIPS

WORK SYSTEMS
ORGANIZATIONAL BYSTANDERS

MISTRUST
FEAR
ANXIETY, DEPRESSION
ANGER
FEAR RETALIATION
20% OF WITNESSES
LEAVE ORGANIZATION
46% OF WITNESSES
ABANDONED TARGETS
FROM U.S. WORKPLACE BULLYING SURVEY (2007):

WHEN INFORMED ABOUT BULLYING IN THEIR ORGANIZATIONS, EMPLOYERS TOOK THE FOLLOWING ACTIONS:

IN 18% OF SITUATIONS: EMPLOYER MADE SITUATION WORSE

IN 44% OF REPORTED INCIDENTS, EMPLOYER ESCALATED PROBLEM FOR TARGET OR DID NOTHING

IN 32% OF SITUATIONS EMPLOYER HELPED OR TRIED TO HELP

HR NEEDED!
“REASONABLE CARE”

POLICY
PROCEDURES
TRAINING
“BROKEN WINDOWS THEORY”

If administrators do not intervene at the beginning of the continuum of workplace violence, employees are likely to infer that the organization does not offer assistance if and when the incivility spirals into harassment and discrimination, intimate partner violence, stalking, rape or homicide.
WORKPLACE VIOLENCE
IF YOU ARE BULLIED

DO NOT BLAME YOURSELF—BEING BULLIED IS NOT YOUR FAULT!
BE PROUD OF WHO YOU ARE
TALK WITH SOMEONE IN HR;
DON’T KEEP THIS TO YOURSELF
DO NOT BE AFRAID TO ASK FOR HELP
IF YOU ARE BULLIED

- Tell the bully to stop—if you feel comfortable saying this
- Write down what happened to you—where did the bullying happen? Who saw this? Who bullied?
- Bullying is not just a normal part of life!
- Believe in yourself!
- Do not fight back
IF YOU WITNESS BULLYING

BELIEVE THE PERSON WHO SAYS HE/SHE IS BEING BULLIED
MAKE SURE THE PERSON TELLS HR
DON’T STAND BY—STAND UP; TELL THE BULLY TO STOP
REFUSE TO TAKE PART IN THE BULLYING
BE A FRIEND TO THE PERSON WHO SAYS THEY ARE BEING BULLIED
QUESTIONS
THANK YOU

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RESOURCES
