



**EXCELSIOR COLLEGE
SCHOOL OF BUSINESS AND TECHNOLOGY**

**WORKPLACE BULLYING AND INCIVILITY
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Agenda

- 1) Welcome
- 2) Introductions
- 3) Acknowledgements
- 4) Bullying and Being Bullied
- 5) HR and Bullying Prevention
- 6) Discussion



WITH APPRECIATION

**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
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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 WITHHOLDING
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.

MOBBING

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

**Withdrawing 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
DISTRUST
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**



HR NEEDED!

**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**



“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

INCIVILITY
MICROAGGRESSIONS
HARASSMENT AND
DISCRIMINATION
INTIMATE PARTNER
VIOLENCE
RAPE
STALKING
HAZING
CYBERVIOLENCE
BULLYING
ROBBERIES
HOMICIDE



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

Paludi, M., Nydegger, R., & Paludi, M. (2006). *Understanding workplace violence: A guide for managers and employees*. Santa Barbara, CA: Praeger.

Paludi, M. (Ed.). (2015). *Bullies in the workplace*. Santa Barbara, CA: Praeger.

