



Creating A Bully-Proof Workplace

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Agenda

- + Definition of workplace bullying
- + Characteristics of workplace bullying
- + Signs of workplace bullying
- + Examples of workplace bullying
- + Difference between workplace bullying and illegal harassment
- + Effects of workplace bullying
- + Creating a bully-proof workplace



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Defining Workplace Bullying

- + Repeated, health-harming mistreatment of one or more persons by one or more perpetrators
- + Abusive conduct that is:
 - + Threatening, humiliating or intimidating
 - + Work interference (sabotage)
 - + Verbal abuse

Defining Workplace Bullying

- ⊕ Can occur one-on-one or in a group setting
- ⊕ More common than sexual harassment or verbal abuse
- ⊕ Can exist at any level of an organization
- ⊕ Schoolyard bullying vs. workplace bullying
- ⊕ Bullies are only interested in maintaining power and control

Characteristics of Bully Behavior

- + Bullying is characterized by:
 - + Repetition
 - + Duration
 - + Escalation
 - + Power disparity
 - + Attributed intent

Examples of Bullying Behavior

- + Malicious gossiping
- + Purposefully sabotaging work performance
- + Constant and unfair criticism
- + Yelling, shouting and screaming
- + Insults and behind-the-back put-downs
- + Overt threats, aggression or violence

Cyberbullying

- ⊕ Bullying behavior that takes place through the use of electronic devices
- ⊕ Can occur through SMS, text or social media



Accidental vs. Intentional Bullying

Accidental

- + Well-intentioned
- + Attempting to influence your behavior for your own good
- + Isolated incidents

Intentional

- + Aggressive behavior
- + Humiliating behavior
- + Manipulating behavior

Corporate/Institutional Bullying

- ⊕ Bullying so entrenched in an organization it becomes workplace culture
- ⊕ Placing unreasonable expectations on employees
- ⊕ Dismissing employees suffering from stress as weak
- ⊕ Encouraging employees to fabricate complaints about colleagues

Corporate/Institutional Bullying

- + Signs include:
 - + Failure to meet organizational goals
 - + Increased frequency of grievances, resignations and requests for transfers
 - + Increased absences due to sickness
 - + Increased disciplinary action



Targets of Workplace Bullying

- ⊕ Smart, well-liked and self-assured
- ⊕ Competent
- ⊕ More technically skilled than the bully
- ⊕ The “go-to” veterans
- ⊕ Employees who pose a threat to the bully

Common Bully Personalities

- + Screaming Mimi
- + Two-Headed Snake
- + Constant Critic
- + Gatekeeper
- + Attention Seeker
- + Wannabe
- + Guru
- + Sociopath

[Source: Anton Hout, founder of OvercomeBullying.org]

Common Bully Personalities

Screaming Mimi

- + Loud and obnoxious
- + Intention is to berate and humiliate others
- + Thrives on the notion that others fear them

Two-Headed Snake

- + Pretends to be a trusted friend to colleagues' faces
- + Behind their back:
 - + Attempts to destroy his/her reputation
 - + Takes credit for his/her work

[Source: Anton Hout, founder of OvercomeBullying.org]

Common Bully Personalities

Constant Critic

- + Looks for any possible flaw in colleagues' work to kill their credibility
- + Will even fabricate evidence to make others look bad

Gatekeeper

- + Enjoys wielding power (real or perceived) over others
- + Sabotages others by denying them the resources, time or info they need to do their jobs effectively

[Source: Anton Hout, founder of [OvercomeBullying.org](https://www.OvercomeBullying.org)]

Common Bully Personalities

Attention Seeker

- + Craves being the center of attention
- + Turns on those who don't pay them attention
- + Overly dramatic, seek to garner sympathy
- + Gathers info to use against others

The Wannabe

- + Sees themselves as indispensable
- + Compensates for own lack of skill by trying to poke holes in more competent workers' performances
- + "My way or the highway"

[Source: Anton Hout, founder of OvercomeBullying.org]

Common Bully Personalities

Guru

- + Believes they are superior to those around them
- + Won't accept responsibility for their actions
- + Feels like the rules do not apply to them

Sociopath

- + Often rise to positions of authority
- + Surround themselves with lackeys & “yes men”
- + Manipulate others' emotions to get ahead

[Source: Anton Hout, founder of OvercomeBullying.org]

Signs of Workplace Bullying

- ⊕ Ostracism or isolation
- ⊕ Withholding resources or information
- ⊕ Intimidation
- ⊕ Sabotage
- ⊕ Reputation damage due to rumors
- ⊕ Unfairly negative evaluation of work

Attendee Poll

Workplace bullying

Workplace Bullying in America

- ⊕ 19% of Americans are bullied, another 19% witness it & 63% are aware that it happens
- ⊕ 61% of bullies are bosses
- ⊕ 40% of bullied targets suffer adverse health effects
- ⊕ 29% of targets remain silent about their experiences

[Source: 2017 National Survey, The Workplace Bullying Institute]

Bullying vs. Harassment

⊕ Harassment is unwelcome conduct based on a protected group:

- ⊕ Race
- ⊕ Color
- ⊕ Religion
- ⊕ National origin
- ⊕ Age
- ⊕ Gender
- ⊕ Disability
- ⊕ Genetic information
- ⊕ Veteran status

Bullying vs. Harassment

- ⊕ Harassment becomes unlawful when:
 - ⊕ Enduring the offensive conduct becomes a condition of employment, or
 - ⊕ The conduct is **severe** or **pervasive** enough to create a work environment that a reasonable person would consider hostile
- ⊕ No federal laws prohibiting bullying in the workplace

Bullying vs. Harassment

- ⊕ Bullying behavior could rise to the level of unlawful harassment if it involves bad treatment that is related to a protected characteristic
- ⊕ Employers may still be held liable for tolerating bullying in their workplaces

Proposed Legislation

+ The Healthy Workplace Bill

- + Anti-bullying legislation specific to the workplace
 - + Defines an “abusive work environment”
 - + Holds the employer accountable
 - + Provides victims with legal redress
-
- + States with other anti-bullying language in proposed or passed legislation
 - + California
 - + Tennessee
 - + Utah

Effects of Workplace Bullying

+ Increased absenteeism

- + Targets may avoid work or take time to recover from negative effects

+ Decreased productivity

- + Targets may experience declining performance, can cause a cascading effect on the entire workforce

+ High turnover

- + Most targets will eventually leave
- + Replacing the employee can cost 1.5x to 2x employees' salary

Effects of Workplace Bullying

+ Increased on-the-job accidents

- + Targets of bullying may become distracted due to trying to cope with added stress

+ Manifestations of illness

- + Targets of bullying can experience physical and/or mental health problems
- + Can lead to increases in employers' health care costs

Effects of Workplace Bullying

+ Potential litigation

- + Workplace bullying is not illegal – yet
- + Can be connected to a form of illegal harassment or discrimination
- + Can result in hostile work environment claims

+ Workplace violence

- + Targets can become so distraught that they feel compelled to respond with violence

Creating a Bully-Proof Workplace

+ What does a bully-free workplace look like?

- + Workers are fully engaged and committed to organization's mission
- + Workers communicate honestly – and respectfully – with colleagues, peers, bosses
- + Leaders engage with employees and listen carefully to gauge pulse of the organization
- + Relationships are reciprocal and responsibility is shared
- + Misbehavior is dealt with seriously so everyone can get back to work

[Source: “How to Create a Bully-Proof Workplace,” SHRM (July 26, 2017)]

Creating a Bully-Proof Workplace

+ TIP #1: Create an anti-bullying policy

- + Clearly define bullying
- + Outline consequences for bullying behavior
- + Include procedures for reporting bullying

+ TIP #2: Hold awareness campaigns

- + Provide examples of bullying in the workplace
- + Encourage open discussions
- + Conduct employee surveys to determine if bullying is a problem in your workplace(s)

Creating a Bully-Proof Workplace

+ TIP #3: Train managers and supervisors

- + How to recognize signs of bullying
- + Constructive ways to drive positive behaviors
- + How to communicate effectively with employees

+ TIP #4: Create a culture of civility

- + Helps promote a positive workplace culture
- + Get employees involved in the process

Creating a Bully-Proof Workplace

+ TIP #5: Hold everyone to the same standard

- + Institutional bullying often begins at the top and is then copied by subordinates
- + Eventually becomes an accepted part of the culture

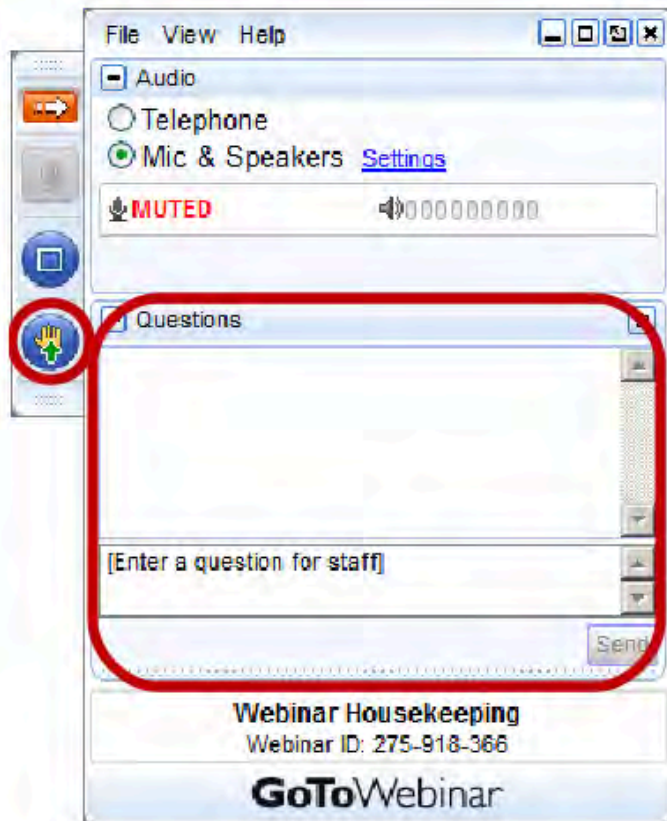
+ TIP #6: Take swift action

- + Take all complaints seriously and investigate them thoroughly
- + Follow up with corrective action
- + Communicate with complainant

Summary

- ⊕ Bullying is repeated, health-harming mistreatment of one or more persons by one or more perpetrators
- ⊕ Bullying takes many forms: verbal, physical, psychological abuse
- ⊕ Negative effects of workplace bullying can be detrimental to your workforce
- ⊕ Take steps to create a bully-proof workplace by fostering an environment of respect and inclusion

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