

# **Workplace Bullying**

for

City of Tallahassee



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**2017**

# Purpose

The purpose of this training is to provide:

- Tools and information to help you understand the motivations behind toxic workplace bullying behavior and effective ways to handle it



# Ground Rules

1. Turn any cell phones to the off or silent position.
2. Be on time for class and from breaks.
3. Listen actively and be respectful; don't interrupt.
4. Participate to the fullest of your ability.
5. Keep an open mind.
6. If you break any rules, you sing. 😊

# Introductions

- Name
  - What you do (your job)
- What you hope to learn from today's training

OR

- Your definition of bullying

AND

- Answer a thumbball question

# Agenda

- 1300- Purpose, Ground Rules, Introductions, Icebreaker, Pretest
- 1330- Personality Types at Work
- 1400- Psychology of Bullying
- 1430- Handling Aggressive Behavior
- 1500- Group Activity: Application
- 1530- Emotional Intelligence
- 1610- Posttest
- 1630- Course Conclusions

# Learning Objectives

By the end of this course, participants should be able to:

- Define bullying behavior and its underlying psychological causes.
- Describe different forms of bullying including abuse, hostility, humiliation, abuse of power, deceit, and sabotage.
- Differentiate between harassment and bullying.
- Discuss strategies to effectively respond to bullying behavior.
- Explain how the City of Tallahassee and other organizations protect their employees from bullying and discipline those who bully others.

# Test Time!

- Don't worry if you don't know the answers.
- This is a "pretest" to see what you already know.
- A "posttest" will be given at the end of the course to measure what you learned.

# Bullying

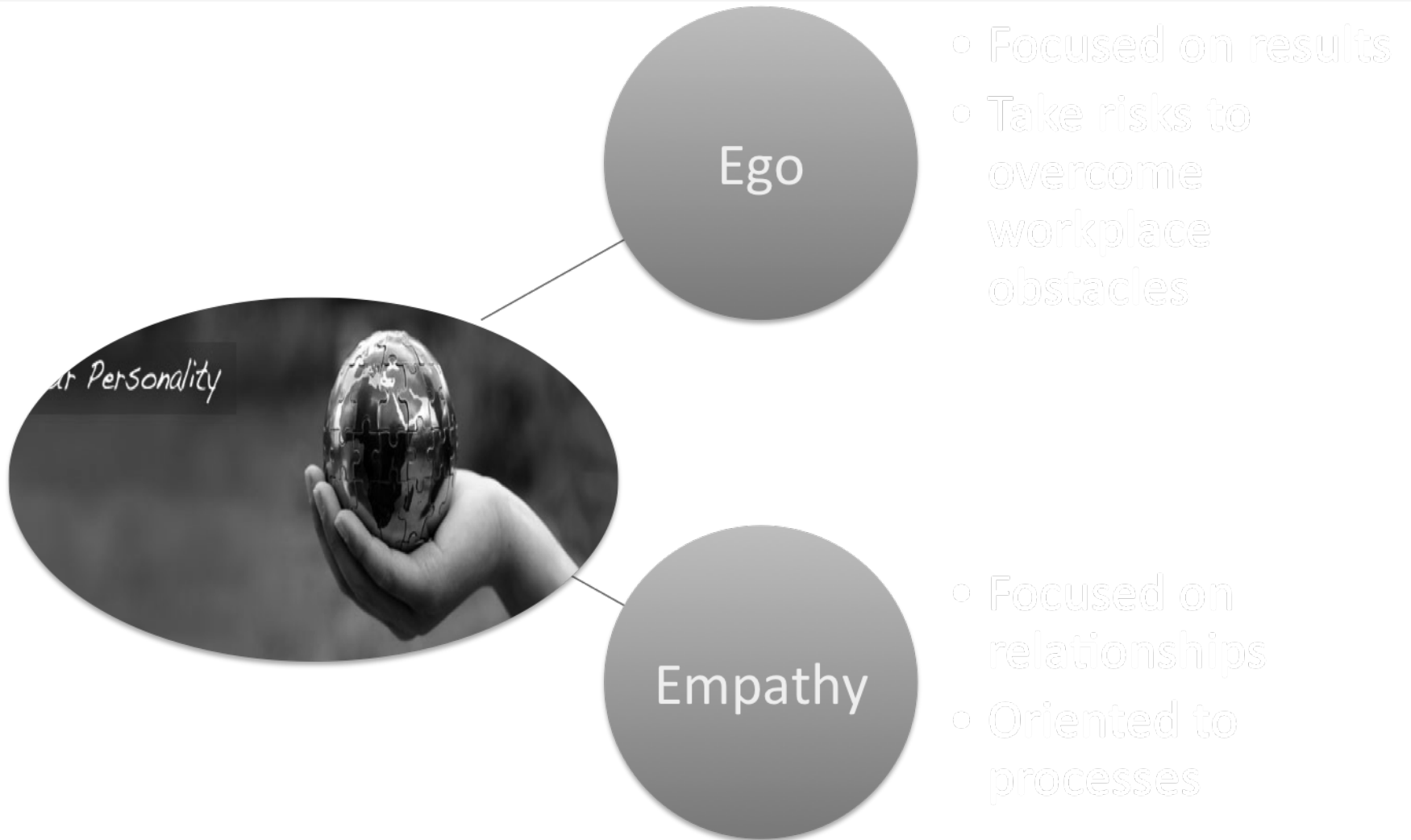
*“Bullying is the sexual harassment of 20 years ago; everybody knows about it, but nobody wants to admit it.”*

- Lewis L. Maltby

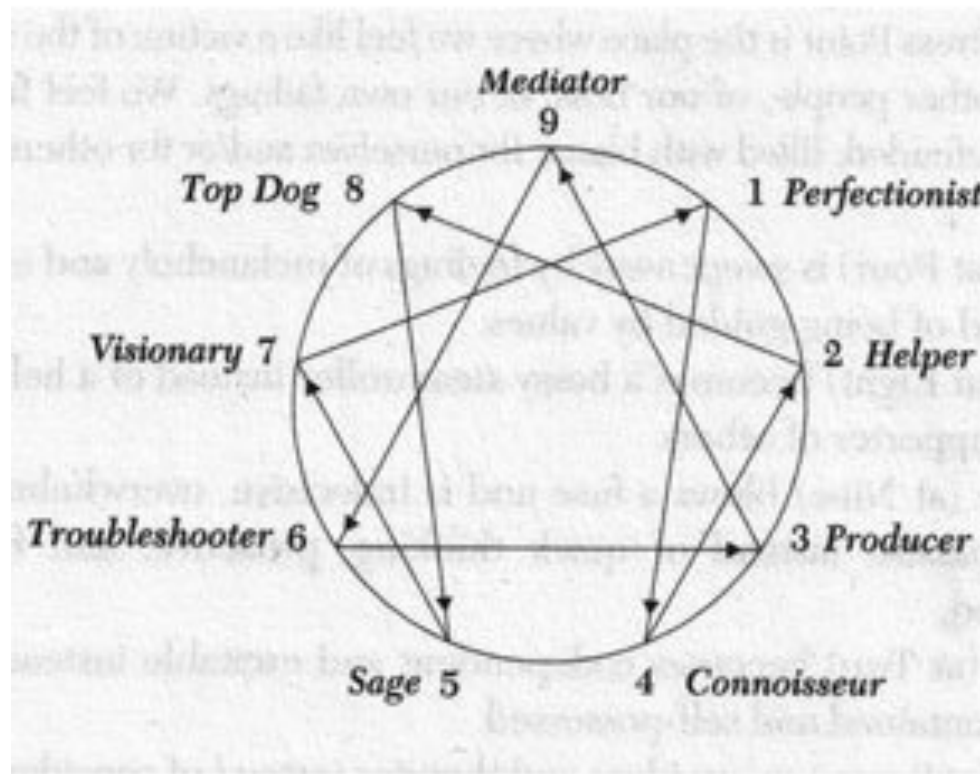
President, National Workrights Institute



# 2 Components of All Personalities



# Ancient Enneagram



The enneagram symbol

# Personality Types

1. The Perfectionist
2. The Helper
3. The Producer
4. The Connoisseur
5. The Sage
6. The Troubleshooter
7. The Visionary
8. The Top Dog
9. The Mediator

# The Perfectionist

- Want things to be exactly right
- One way to do the job: their way
- Bad- critical and judgmental
- Good- intriguing and energetic
- As a supervisor, tend to micromanage and nitpick, holding others to their high standards



Jim Spellman, WireImage

# Perfectionist Traits

- Ego fixation - resentment
- Holy idea - perfection
- Basic fear - corruptness, imbalance, being bad
- Basic desire - goodness, integrity, balance
- Temptation - hypocrisy, hypercriticism
- Vice - anger
- Virtue - serenity

# The Helper



- Need to be needed
- People pleasers who always want to help
- Bad- manipulative
- Good- loyal and inspirational; bring out the best in others
- As a supervisor, tend to be supportive and encouraging but not as results-focused

# Helper Traits

- Ego fixation - flattery
- Holy idea - freedom, will
- Basic fear - being unloved
- Basic desire - to feel love, acceptance
- Temptation - deny own needs, manipulate
- Vice - pride
- Virtue - humility

# The Producer aka Achiever



- Team players
- Bad- cocky
- Good- enthusiastic, confident, and accomplished
- As a supervisor, tend to be results oriented coaches who motivate people to high performance



# Producer aka Achiever Traits

- Ego fixation - vanity
- Holy idea - hope, law
- Basic fear - worthlessness
- Basic desire - to feel valuable
- Temptation - pushing self to always be “the best”
- Vice - deceit
- Virtue - truthfulness, authenticity

# The Connoisseurs aka Individualist



- Creative and sensitive
- Bad- lack confidence, thrive on drama
- Good- balanced
- As a supervisor, tend to encourage others to be themselves and get tasks done the way they see fit. They stimulate creative problem solving and strive to continuously improve.

# Connoisseur aka Individualist Traits

- Ego fixation - melancholy, fantasizing
- Holy idea - origin
- Basic fear - having no identity or significance
- Basic desire - to be uniquely themselves
- Temptation - to overuse imagination in search of self
- Vice - envy
- Virtue - emotional balance

# The Sage aka Investigator

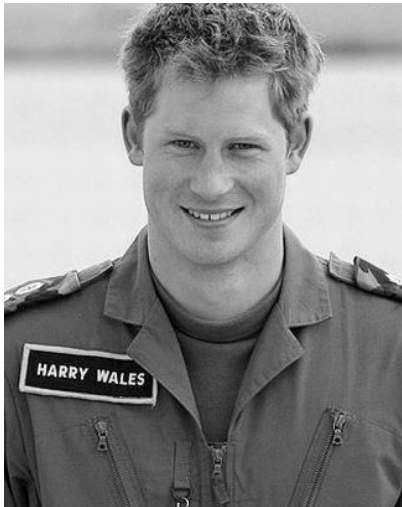


- Analytic innovators
- Bad- detached, hoard information
- Good- integrity
- As a supervisor, tend to be able to accomplish a lot without letting office politics or bureaucracy affect them

# Sage aka Investigator Traits

- Ego fixation - stinginess, retention
- Holy idea - transparency
- Basic fear - helplessness, being incapable
- Basic desire - mastery
- Temptation - replacing direct experience with concepts
- Vice - greed
- Virtue - non-attachment

# The Troubleshooter aka Loyalist

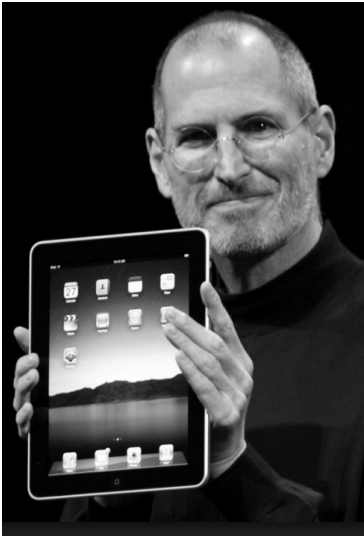


- Always prepared
- Bad- skeptical, fear lack of support
- Good- industrious, loyal
- As a supervisor, tend to be trustworthy and protective against perceived threats to their team

# Troubleshooter aka Loyalist Traits

- Ego fixation - cowardice, worrying
- Holy idea - faith
- Basic fear - being without support or guidance
- Basic desire - to have support, guidance
- Temptation - indecision, doubt, seeking reassurance
- Vice - fear
- Virtue - courage

# The Visionary aka Enthusiast



- New and innovative ideas
- Bad- narcissistic
- Good- optimistic, productive
- As a supervisor, tend to be great at motivating their team but may change course in the middle of an idea



# Visionary aka Enthusiast Traits

- Ego fixation - planning, anticipation
- Holy idea - wisdom
- Basic fear - being trapped in pain and deprivation
- Basic desire - to be satisfied and happy
- Temptation - thinking fulfillment is elsewhere
- Vice - gluttony
- Virtue - sobriety

# The Top Dog aka Challenger



- Strive for leadership roles
- Bad- insensitive, aggressive
- Good- energetic, fearless
- As a supervisor, tend to be self-reliant but have little patience for indecisiveness and mistakes

# Top Dog aka Challenger Traits

- Ego fixation - vengeance, objectification
- Holy idea - truth
- Basic fear - being harmed, controlled, violated
- Basic desire - self-preservation
- Temptation - thinking they are completely self-sufficient
- Vice - lust, forcefulness
- Virtue - innocence

# The Mediator aka Peacemaker



- Peacemakers
- Bad- indecisive, complacent
- Good- patient, empathetic, unpretentious
- As a supervisor, tend to be supportive but may be “too nice” and therefore may be taken advantage of

# Mediator aka Peacemaker Traits

- Ego fixation - daydreaming
- Holy idea - love
- Basic fear - loss, separation
- Basic desire - peace of mind, wholeness
- Temptation - avoiding conflicts, avoiding self-assertion
- Vice - disengagement
- Virtue - action

**Which of the nine  
personality types are most  
likely to be bullies?**

# Harassment vs. Bullying

<b>Workplace Harassment</b>	<b>Workplace Bullying</b>
May be physical and usually linked to gender, race, age, or other discrimination	Usually psychological and not usually linked to specific traits
Overt	Covert
Target usually knows immediately that he or she is being harassed.	Target may not realize he or she is being bullied until it is too late.
Initiator often lacks self-discipline.	Initiator is often motivated by envy.
Most people recognize harassment.	Few people recognize bullying.
Usually occurs for domination and superiority	Usually occurs to control the threat-exposure of inadequacy
Illegal	Legal...but this may change soon

# Bullying is Not Yet Illegal

- Workplace bullying is inappropriate and unacceptable behavior, but it is not yet prohibited by federal law (some states have passed laws).
- However, illegal discrimination and harassment may be covered by Title VII of the Civil Rights Act and under state fair employment laws on protected groups such as age, race, gender, ethnic origin, disability, and religion.





# Legal Changes

- Healthy Workplace Bill is being pushed nationally
- SB 308 introduced in 2013 by Sen. Oscar Braynon, II (Abusive Workplace Environment Act)
- HB 149 introduced by Rep. Daphne Campbell (Safe Work Environment Act)

# Organizational Changes

*It is the policy of the City of Tallahassee as both an employer and representative institutional model for community standards to reasonably provide for a work environment, facilities, and programs which are **civil, safe, secure, and free from threats, intimidation, abusive behavior, and physical and emotional violence. Acts of any type of violence, direct or indirect verbal threats, stalking, aggressive or intimidating behavior, provocation or bullying, which could lead to violence, will not be tolerated.***

# The Face of Bullying

- Workplace bullying shows its face through trivial untrue criticisms of underperformance.



# **How Serious is Bullying?**

# How Serious is Bullying?

- Has the same impact on a person as domestic violence
- Can cause many physical and emotional problems
- Kills morale
- Increases turnover
- Causes legal liability for the supervisor if no action is taken

# Definition of a Bully

- *“A bully is someone who preys on the strong and enlists the weak. Bullies are insecure and target the most competent, confident people because they are threatened. They enlist people who are afraid or easily influenced to help reinforce bullying behaviors and affirm that a target deserves the treatment.”*

- Dr. Gabrielle K. Gabrielli

# Workplace Bullying Statistics

- 50% of Americans have not experienced or witnessed bullying.
- 35% have been bullied.\* (up to 45%)
- 15% have witnessed bullying.
- Bosses comprise 72% of bullies.
- More men (62%) are bullies and women are the most frequent targets of bullies (58%).

*Zogby and Workplace Bullying and Trauma Institute, 2010*



# Workplace Bullying Statistics

- Female bullies tend to target other women (80%).
- In total, 44.8% of surveyed perceive employers as doing nothing.
- Bullying targets perceive 81% of employers as doing nothing.
- 45% of bullying targets have stress-related health problems including debilitating anxiety, panic attacks, and clinical depression (39%).

*Zogby and Workplace Bullying and Trauma Institute, 2010*

# Bullying Behaviors

- Abuse
- Misuse of power
- Unwarranted criticism
- Needless blame
- Isolation
- Yelling
- Name calling
- Sabotage
- Hostility
- Deceit
- Excessive micromanaging
- Senseless monitoring
- Swearing
- Being treated differently

# Dealing with Bullies

- Describe the behavior to the bully.
- Tell the bully how the behavior is affecting your work.
- Tell the bully what behavior you will not tolerate in the future.
- If the bullying behavior continues, confront the bully about the behavior.

# Why People Bully

- They enjoy feeling powerful.
- They are threatened by others.
- They are perfectionists or nitpickers who think their skills and abilities are superior to others.
- They are stressed and feel pressure to perform.
- They have mental health issues or personality disorders.

# Confronting a Bully

- At this point, confrontation is the only way to take power away from a bully.
- Call the bully out when the offending behavior happens.
- Make statements about the conduct to put the bully on notice.
- Control your emotions.

# Using “I” Statements

- Take responsibility for your feelings.
- Is a constructive way of confronting.

*I feel... (State your emotion) when you....(describe their behavior or under what conditions you feel this way) because... (explain why their behavior or the conditions cause you to feel this way).*

# Why Use “I” Statements

- Avoids blaming others for your emotions
- Less hostile way to express a feeling or an emotion you have
- Most appropriate way to let someone know that their behavior is causing a problem
- Reduces the other person’s feelings of defensiveness, guilt, and resent

# Hints for Resolution

- Be specific about behavior.
- Avoid always and never.
- Avoid name calling.
- Encourage listening.
- Confront in private.
- Praise in public.



# Tips on How to Handle Bullies

- Remember that bullies have nothing against you personally (even though it feels personal), and that their insecurities and egos drive their self-serving behaviors.
- *Picture them as a scared little boy or girl.*
- Stand up for yourself with assertive communication.
- Do not engage with them if they do not apologize and want to argue with you.

# Tips on How to Handle Bullies

- Buy some time when they are angry, loud, or out of control.
- Call them out for their bad behavior.
- Be concise and clear with your reactions; remain professional.
- Do not react with emotion regardless of how they behave.
- Document details of the bullying behaviors.

# Tips on How to Handle Bullies

- Seek inside help from human resources and employee assistance programs.
- Seek outside help including from a coach or mental health professional.
- If you cannot influence their behaviors, then change how you feel.
- Take care of yourself including finding healthy ways to relieve stress.
- When all else fails, do what is best for you including deciding to leave if needed.

# Group Activity

- In your group, read the scenario.
- Discuss the scenario and decide how best to deal with the situation.
- Use the questions as a guide.

# Breakout Group 1

Tommy was recently promoted in the Water Management division. Reggie, who has been working in the same division for five years, applied for the same promotional position but did not get the job. Reggie doesn't feel that Tommy is qualified for the job and has decided that he doesn't like Tommy and is going to get back at him for getting the job that he didn't deserve. Reggie begins to intentionally undermine Tommy's work. He also started a rumor about Tommy that has caused other employees in the division to dislike Tommy.

## Breakout Group 2

Joe and LaKeshia have been tasked to work on a project together that is due in a week. At their initial meeting, Joe and LaKeshia could not agree on how to complete the project. Joe insisted that they do it his way or he would just finish the project by himself. He then stormed off and refused to discuss the project any further with LaKeshia. After several unreturned phone calls and emails regarding the project, LaKeshia came to the conclusion that Joe is giving her the silent treatment. In the meantime, Joe and LaKeshia's supervisor requested an update on the project since its deadline is so soon. LaKeshia has no choice but to confront Joe so that they can move forward with the project.

## **Breakout Group 3**

Janika works at the Renaissance Center's Utility Payment office. Sammy is a customer who has been waiting in line to discuss his utility bill for 20 minutes. When he finally arrives at the counter where Janika works, Sammy is extremely angry. He accuses Janika of lying to him and yells that the City is falsifying his family's usage information. Sammy uses inappropriate language toward Janika and calls her a name.

## Breakout Group 4

Firefighter Taylor is the only female firefighter at her fire station. Although everyone is supposed to help clean the common areas before shift change, Taylor's Captain always makes her clean the bathrooms and the kitchen by herself while the rest of the group cleans the trucks. Any time she sees her Captain, he laughs and says, "Get back in the kitchen, woman!" Firefighter Taylor has mentioned this behavior to her Captain's supervisor, but he brushed her concerns off saying the Captain is "just joking."



# Breakout Group 5

Monica has worked for the City's Parks, Recreation & Neighborhood Affairs division for 15 years. During the years that she has worked there, Monica has only been promoted once. Five years ago, Monica started a rumor that another employee was romantically involved with a supervisor within the division. In addition, Monica is known for taking credit for other employees' work and hoarding job supplies in her locker to prevent others from using them. People tend to avoid her because she seems to be involved in a lot of conflicts. Monica has filed numerous unfounded complaints against other employees including her current supervisor, and the complaints have resulted in lengthy and stressful investigations. In some cases, employees have resigned due to the hostile work environment created by Monica.

# According to WBI, bullying....

- Is driven by perpetrators' need to control the targeted individual(s).
- Is initiated by bullies who choose their targets, timing, location, and methods.
- Requires consequences for the targeted individual.
- Escalates to involve others who side with the bully, either voluntarily or through coercion.
- Undermines legitimate business interests when bullies' personal agendas take precedence over work.
- Is akin to domestic violence at work, where the abuser is on the payroll.

# Action Plan for Targets of Bullying

1. Legitimize.
2. Pause.
3. Expose the bully.

*Workplace Bullying Institute*

# Legitimize

- Give what is happening to you a name (bullying, psychological harassment, emotional abuse, etc.) and know that you are not the cause of the bullying.

# Pause

- Take time off to heal and launch a counterattack to work on:
  - ✓ Mental health- Seek counseling from a professional.
  - ✓ Physical health
  - ✓ Research on legal options
  - ✓ Research on economic impact the bully has had on the organization
  - ✓ Job opportunities outside of the organization

# Expose the Bully

- Make the business case that the bully is too expensive to keep.
- Control your emotions and stick to the facts.
- Give the employer one chance to do something about the bully.
- Should you leave the organization, note the reason (health).

# Documenting Behavior

- Documentation is key.
- Keep a log with date, time, and details of each incident as well as if others witnessed the incident.
- If bullying happens in writing including email, keep a folder with the documents in chronological order.

# When All Else Fails, Escalate

- If the bully has other victims, ask them to also document the behavior.
- Discuss the issues with a supervisor and show documentation to HR.
- If bullying is in violation of the law, consider action.
- Only 3% of bullied employees sue and 4% complain to state or federal agencies (Zogby-WBTI, 2010).



# Hints for Resolution

- Don't escalate emotions.
- Focus on what a person is trying to say.
- Avoid being purposefully hurtful.
- Model behavior you want.
- Focus on solutions.
- Maintain eye contact.

# Hints for Resolution

- Be specific about behavior.
- Avoid always and never.
- Avoid name calling.
- Encourage listening.
- Confront in private.
- Praise in public.

# The CALM Model

- **Clarify** the issue
- **Address** the problem
- **Listen** to the other person
- **Manage** your way to a resolution



# C: Clarify the Issue

## Conflict Clarification Questions - Primary Questions

1. What am I upset about? In specific behavioral terms, what actually happened? Who else is involved? What did they do?
2. What emotions am I feeling: anger, hurt, frustration? Why am I feeling that way?
3. Have I contributed to the problem?
4. Am I just overreacting? If so, why?
5. In terms of actions and relationships, what are my desires for an outcome to this conflict? What will successful resolution look like?
6. If I was the other person involved in this situation, how would I want to be approached and dealt with?

# C: Clarify the Issue

## Conflict Clarification Questions - Secondary Questions

7. Where was the other person coming from? Could they in fact have been motivated by good intentions?
8. Has this happened before, or is this a first time occurrence?
9. How is this situation affecting you and your work? Are others impacted? If so, how?
10. When dealing with this issue, what can you do to increase your chances of getting the results you want? What counter-productive behaviors do you want to avoid?

# A: Address the Problem

- The Opening
- The Issue Description
  - Exactly what happened
  - How it made you feel
  - The negative impacts the situation has caused



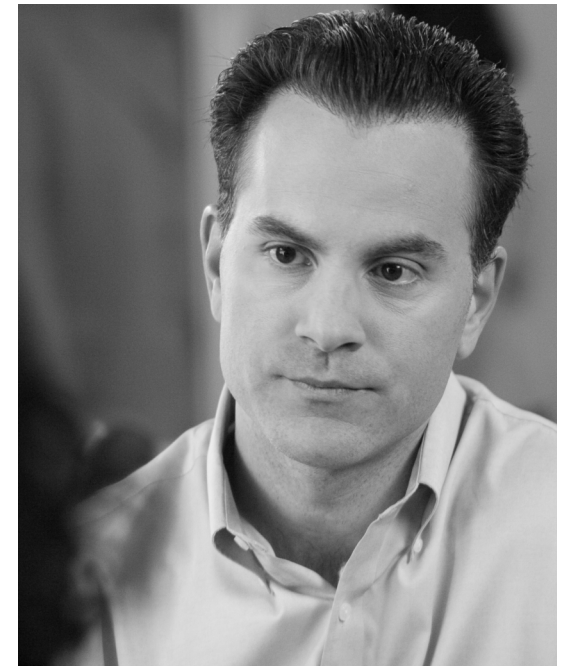
# A: Address the Problem

Other things to remember:

1. Have a walk-in strategy; you may want to practice what you plan to say.
2. Don't repeat what co-workers have said; this is between the two of you.
3. Keep the end in mind; the goal is not to win an argument. The goal is to reach a respectful, collaborative result.

# L: Listen to the Other Side

- Give the other person your **TOTAL ATTENTION**.
- **NEVER** interrupt.
- Ask questions for clarification.
- Paraphrase what you've heard.
- **SHOW** that you're listening.
- Use positive body language.





# Be An Empathetic Listener

- Acknowledge your acceptance of what the speaker is saying.
- Help the speaker clarify thoughts, feelings and ideas.
- Don't interrupt; look for nonverbal signals; maintain a listening posture
- Rephrase the content and reflect on the feelings.

# **M: Manage Your Way to Resolution**

- Gain agreement that a problem exists.
- Identify each other's concerns and needs.
- Explore win-win solutions.
- Agree on a course of action.
- Determine how to handle missteps, should they happen.
- Close on a positive note.

# No Time to Plan!

- Stop, breathe, and think.
- Acknowledge the conflict.
- Buy some time (and then do CALM).
- Take it somewhere else.
- Keep it respectful.



# The CALM Model

- **C**larify the issue.
- **A**ddress the problem.
- **L**isten to the other person.
- **M**anage your way to a resolution.



# Exercise

- Turn to page 3 of your handout.
- With a partner, think of a realistic scenario in a workplace environment in which there is conflict between two people where at least one appears to be bullying another.
- Use the **CALM** model to act out your scenario to come to successful resolution of the conflict.

# 4-7-8 Breathing

1. Exhale completely through your mouth, making a woosh sound
2. Close your mouth and inhale quietly through your nose- count 4
3. Hold your breath- count 7
4. Exhale through your mouth, make a woosh sound- count 8
5. Inhale and repeat for a cycle of 4

*Dr. Andrew Weil*

# Emotional Intelligence

Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves and others, and for managing our own emotions as well as others.

# Summary of EI Research

- People with high EI are happier, healthier, and more successful in their relationships.
- People with EI have:
  - Balance between logic and emotions
  - Awareness of their own feelings
  - Healthy self-confidence
  - Empathy and compassion for others



# Summary of EI Research

- Everyone has different levels of EI.
- The way we express and use our emotions can be controlled.
- Feelings affect our physical health.
- Emotions are contagious.
- Unlike IQ, EI can be significantly raised.

# 5 Competencies of EI

1. Self-awareness
2. Self-regulation
3. Self-motivation
4. Empathy
5. Effective relationships

# Empathetic Driving!





# **Conclusions**

# Randy Pausch

“Really Achieving Your Childhood  
Dreams”

aka

The Last Lecture

“We cannot change the cards we are  
dealt, just how we play the hand.”

# Reduce Stress

**Remember the positive things in your life.**

**Exercise, or just take a walk.**

**Don't sweat the small stuff.**

**Understand that goals must be reasonable.**

**Create an atmosphere of joy.**

**Eradicate the negative and learn to forgive.**



# Reduce Stress

**Smell the roses, and remember to breathe.**

**Talk through your issues.**

**Reflect on your emotions and life.**

**Eat healthy foods and get enough sleep.**

**Show gratitude.**

**Save time for YOU and have fun!**



# Conclusions

Presentation at

<http://gabrielleconsulting.com/COTBully>

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