Workplace Bullying
Gabrielle K. Gabrielli, Ph.D.

What is bullying?
• Unwarranted or invalid criticizing
• Blaming without factual justification
• Treating differently than the rest of the work group
• Attacking personally (swearing, name calling, having angry outbursts, gossiping, yelling)
• Isolating or excluding
• Humiliating
• Excessive monitoring or micromanaging
• Work-specific harassing (unrealistic deadlines, work overload, meaningless tasks)
• Sabotaging
• Stalking

According to the Workplace Bullying Institute (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 itself.
• Is akin to domestic violence at work, where the abuser is on the payroll.

3-Step WBI Action Plan for Targets of Bullying
1. **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.
2. **Pause.** Take time off to heal and launch a counterattack to work on:
   a. Mental health- Seek counseling from a professional.
   b. Physical health
   c. Research on legal options
   d. Research on economic impact the bully has had on the organization
   e. Job opportunities outside of the organization
3. **Expose the bully.**
   a. Make the business case that the bully is too expensive to keep.
   b. Control your emotions and stick to the facts.
   c. Give the employer one chance to do something about the bully.
   d. Should you leave the organization, note the reason (health).
Personality Types in the Workplace

The Perfectionist
Perfectionists want to get things exactly right. They also often think that there is only one way to get the job done: their way. They are often thought to be critical and judgmental, yet intriguing and full of energy. In supervisory roles, they tend to micromanage and nitpick, holding others to their own high standards.

The Helper
 Helpers need to be needed and always wants to help. They are people pleasers who value being appreciated. Sometimes considered manipulative, helpers are loyal, inspirational workers who bring out the best in others. In supervisory roles, they tend to be highly supportive and encouraging but not as results-focused.

The Producer
Producers are enthusiastic team players. They get the job done, and they get it done properly. They are proud of their accomplishments and have high levels of confidence often perceived as cockiness. In a supervisory role, they tend to be results oriented coaches who motivate their team to high levels of performance.

The Connoisseur
Connoisseurs are creative. They have many interests and may feel misunderstood. Sometimes perceived to thrive on drama and have low self-esteem, they are sensitive and use intuition to make decisions. In supervisory roles, they help stimulate creative problem solving and strive to continuously improve.

The Sage
Sages are analytic innovators. They are very self-sufficient and seek knowledge. They are sometimes perceived as detached, especially from emotions, and are known to hoard information. In supervisory roles, they have integrity and are able to accomplish a lot without letting office politics or bureaucracy affect them.

The Troubleshooter
Troubleshooters are always prepared. They often worry more about what could go wrong than focusing on what could go right. They are skeptics who have fear of being without support, though they are loyal and industrious. In supervisory roles, they are trustworthy and protective against perceived threats to their team.

The Visionary
Visionaries always have new and innovative ideas. They are enthusiastic, optimistic, and productive. Sometimes perceived as narcissistic, they want to make a positive difference and enjoy what they do. In supervisory roles, they are great at motivating their team but may change course in the middle of an idea.

The Top Dog
Top Dogs strive for leadership roles. They are self-confident, energetic, and fearless. Their desire to achieve power and control can be perceived as aggressive, insensitive, confrontational, and dominating. In supervisory roles, they are self-reliant but have little patience for indecisiveness and mistakes.

The Mediator
Mediators are the peacemakers in your office. They are patient, empathetic, and unpretentious. Their discomfort with confrontation sometimes leads to the perception they are indecisive and complacent. In supervisory roles, they are supportive but may be “too nice” and therefore may be taken advantage of.
CALM Model of Conflict Resolution

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Clarify the issue.</td>
</tr>
<tr>
<td>A</td>
<td>Address the problem.</td>
</tr>
<tr>
<td>L</td>
<td>Listen to the other side.</td>
</tr>
<tr>
<td>M</td>
<td>Manage your way to resolution.</td>
</tr>
</tbody>
</table>

Exercise: Conflict Resolution Bullying Role Play

With your 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. Walk through each of the steps in the CALM model of conflict resolution. After going through the ten clarifying questions, act out your scenario to come to successful resolution of the conflict.

Use this CALM Model reminder to help:

C stands for clarify. When encountering conflict, you can clarify the issue by asking yourself the following ten questions:

1. What exactly am I upset about? What specifically happened to upset me?
2. What emotions am I feeling? Why do I feel this way?
3. What did I do to contribute to the problem?
4. Is my reaction warranted or am I overreacting?
5. What would a successful outcome to this conflict look like?
6. How would I want to be approached if I was the other party in this conflict?
7. Is it possible that the other person had good intentions that I did not notice?
8. Does this happen frequently, or is it the first time?
9. How does this conflict impact my work?
10. What can I do to increase the chances of a successful resolution?

A is for address the problem. Think about how you will approach the other person and take note of the issue at hand so that you can describe what happened, how you feel, and the negative effects of the disagreement on the workplace.

L is for listen to the other side. Use the active listening skills discussed earlier in this course, and be an empathetic listener by acknowledging the speaker’s concerns and recognizing his or her point of view.

M for manage your way to resolution of the conflict. Remember to reach an agreement that a problem exists, then work to come up with a solution that will be best for both sides. Always end your conversation on a positive note.
Tips on How to Handle Aggressive People

- Remember that they have nothing against you personally, and that their egos and insecurities drive their selfish attitudes.
- Listen to everything that they have to say but don't give in to their anger.
- Stand up for yourself and your ideas with assertive communication.
- Do not engage with them if they do not apologize and want to argue with you.
- Create a physical boundary when possible.
- Buy some time when they are angry, loud, or out of control.
- Get their attention. If they still disregard what you say, ask them to stop and listen to you. Use assertive body language to draw their attention.
- Be concise and clear with your reactions.
- If you cannot influence their behaviors, then change how you feel.

Giving Beneficial Feedback

Positive Feedback
Four components of positive feedback (praise):
1. Specific
2. Immediate
3. Earned
4. Individualized

Corrective Feedback
Four components of corrective feedback:
1. Behavior
2. Effect
3. Expectation
4. Result or Consequence

Remember with corrective feedback:
- Avoid “never” or “always.”
- Give feedback in private.
- Follow up to either provide positive feedback if the performance has changed or more corrective feedback if it has not changed.

“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