



OPM's Leadership Webinar Series

Bullying in the Federal Workplace: Psychological or Structural

Presented by Michael Belcher, M.S., ACC

Faculty, Center for Leadership Development

Center for Leadership Development

Developing Visionary Leaders to Transform Government

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Strategic Alignment



President's Management Agenda Key Driver of Transformation

People – Workforce for the 21st Century



OPM Strategic Plan Initiatives

- Improve integration and communication of OPM services to Federal agencies
- Optimize Agency Performance





Norms

- Have access to chat box and be ready to type.
- Avoid possible disruptions for others by refraining from taking other calls or participating in other work activities.
- Participate actively with full presence.
- Ask for what you need (on chat).



About Michael Belcher



- CLD faculty since 2013
- Instructor, facilitator, coach, manager and author
- Former Director, Marine Corps War College
- Expertise in strategic planning, change management & inter-organizational collaboration





Poll: Bullying Background

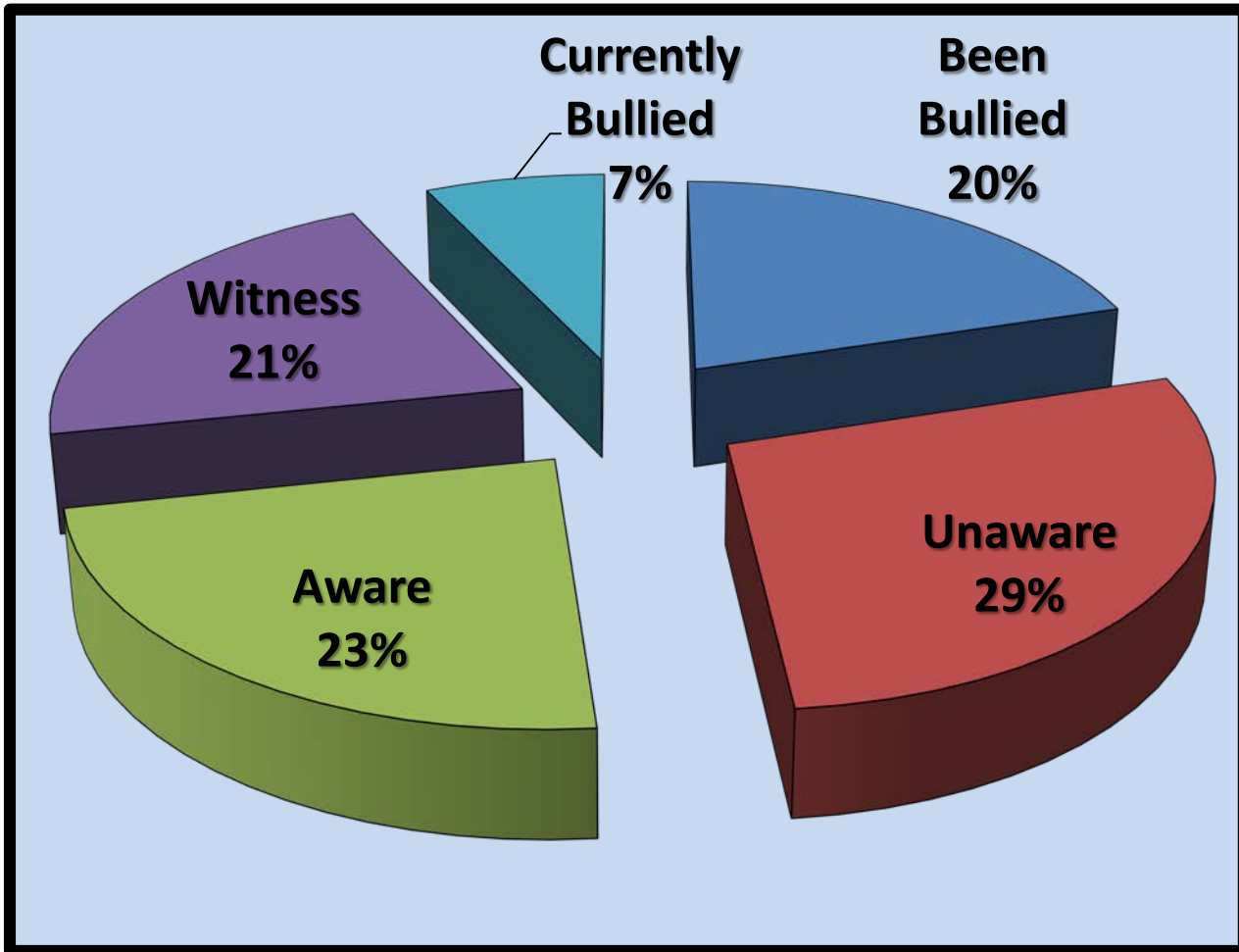
During your career, have you:

- a. Experienced bullying directly
- b. Seen or known of bullying happening to others
- c. Not experienced or witnessed bullying, but been made aware it occurs
- d. No personal experience or knowledge of bullying





National Statistics





Bullying Defined

*Workplace bullying is the **repeated, unreasonable** actions of individuals (or a group) directed towards an employee (or a group of employees), which are **intended to intimidate, degrade, humiliate, or undermine**; or which create a risk to the health or safety of the employee(s).*



AKA: Harassment, mistreatment, mobbing, abuse, incivility, intimidation, domination, coercion, discrimination



Poll: Toxic Tactics

What bullying tactics have you endured, observed or learn of during your career?

Please type in your response.





Bullying Behaviors

- 1. Threats to Personal Standing**
- 2. Threats to Professional Standing**
- 3. Control or Manipulation Tactics**
 - × Threatening job loss
 - × Interference or sabotage
 - × Excessive monitoring or micro-management
 - × Isolation or exclusion from others
 - × Excessive, impossible work expectations or demands





Targets

Increased absenteeism
Increased turnover
Increased litigation & settlements
Increased recruiting costs
**Increased workers compensation
& disability claims**
**Increased demands on
health care services**
Decreased trust & morale
Decreased productivity

Shock
Anger
**Feelings of frustration or
helplessness**
Increased sense of vulnerability
Loss of confidence
Inability to sleep & loss of appetite
Stomach pains & headaches
Panic or anxiety
Family tension & stress
Inability to concentrate
Low morale & productivity



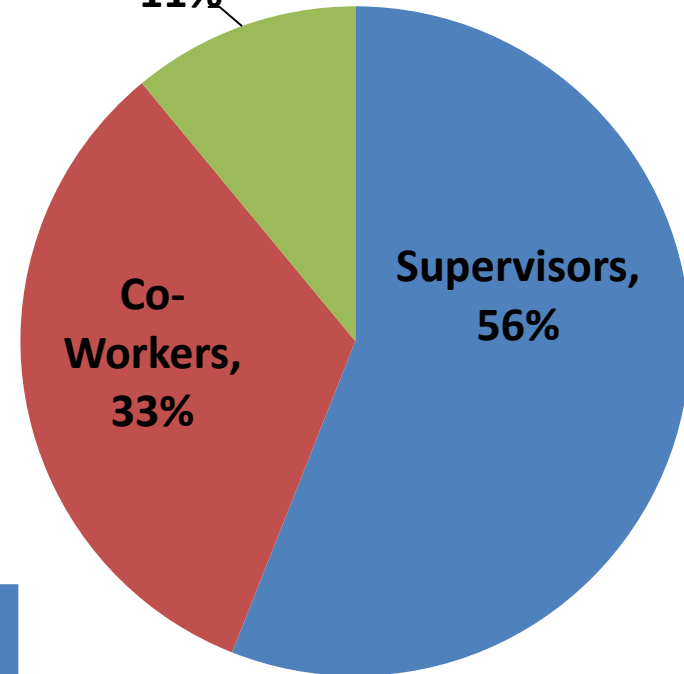
Perpetrators



Position

Subordinates,
11%

11%



39%



Male Bully -
Female Target

30%



Male Bully - Male
Target

21%



Female Bully -
Female Target

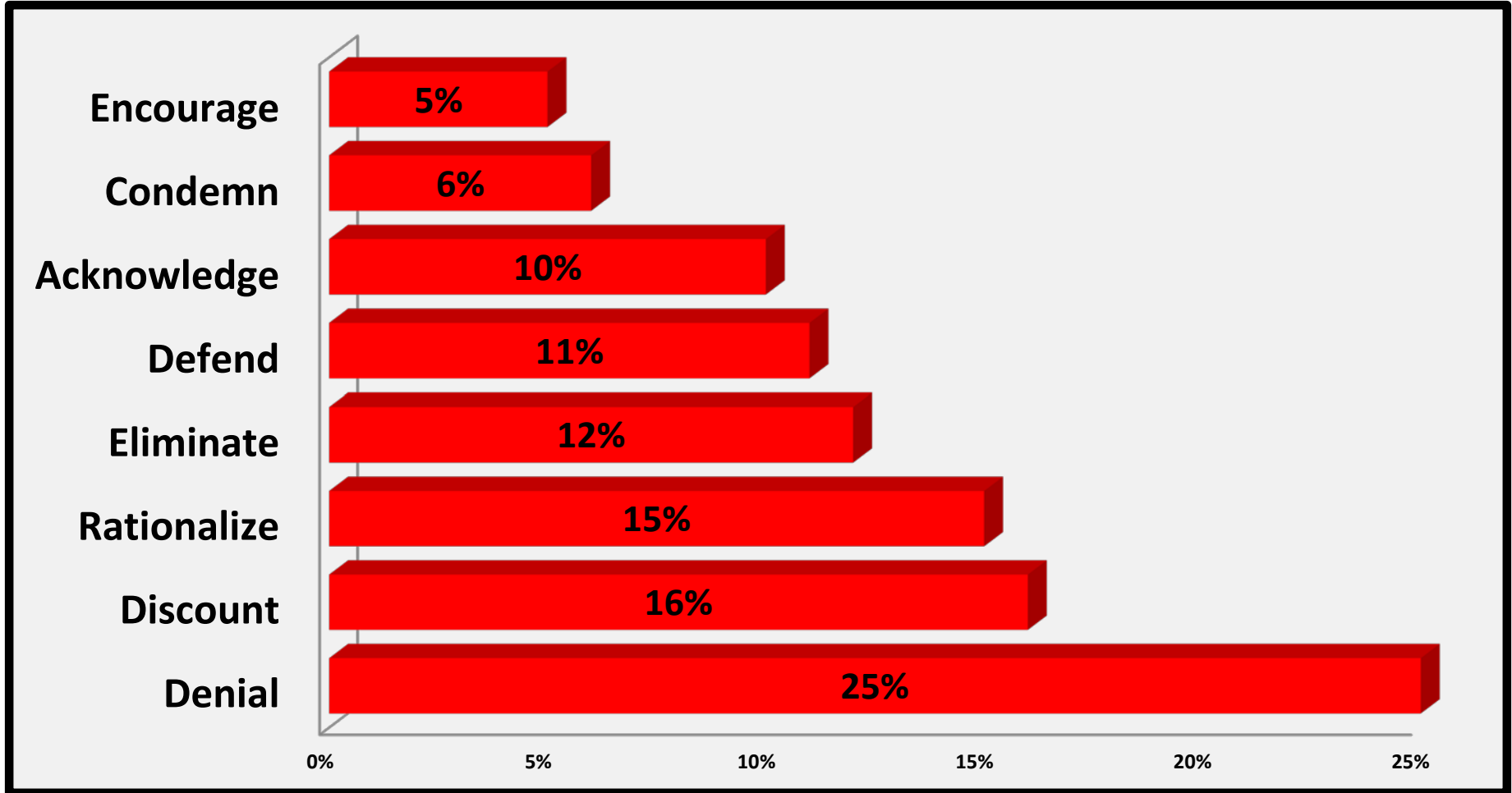
10%



Female Bully -
Male Target



Employer Responses





Poll: Systemic Bullying

What organizational, cultural or societal factors promote bullying in the workplace ?

Please type in your response.





Culture

- Rooted in organizational systems & structures
- Antecedents:
 - Hierarchical rank structure
 - Competitive & socially unsupportive environment
 - High workload with insufficient resources
 - Task-oriented, oppressive & non-interventionist managers
 - Role conflict and ambiguity
 - Poor communication mechanisms
 - No formal behavior policy



Cures

- Legal
 - Title VI of the Civil Rights Act of 1964
 - Healthy Workplace legislation introduced
- Targets
 - Don't retaliate – Document!
 - Notify leadership
 - Request dispute resolution
 - Seek counseling & training
- Bystanders
 - Educate & empower to intervene



Cures (Cont'd.)

- Leadership
 - Model appropriate behavior (MSPB Principles)
 - Increase group cohesion
 - Intervene early
 - Communicate intent
- Organizational support
 - Anti-bullying policy
 - Intervention
 - Training: Perpetrators, targets & bystanders





Conclusion

Does your organization
– *knowingly or unknowingly* –
tolerate bullying
in the workplace?

What will you
do about it?





Questions?





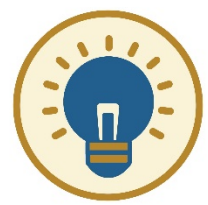
Feedback

- What is one thing you can take away from today's webinar?
- Are you interested in going deeper and learning more about this topic?



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Thank you for your participation and service to our nation!

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