Quick With A Whip: Bullying In The Workplace

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Teammate or Tormentor?
Poll Question: 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

- Currently Bullied: 7%
- Witness: 21%
- Aware: 23%
- Been Bullied: 20%
- Unaware: 29%

Source: Workplace Bullying Institute (2014)

66 Million U.S. Workers

Image: Map of the United States with states highlighted.
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).
Chat: Toxic Tactics

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

Please type in your response.
Bullying Behaviors

1. Threats to Personal Standing
   - Yelling, name-calling, mocking, insulting or ridiculing
   - Spreading rumors, hurtful gossip or innuendo
   - Invalid or baseless criticism
   - Accusatory or threatening statements
   - Faultfinding or unwarranted blaming
   - Unwanted physical contact or physical gestures that threaten
   - Displaying offensive photos or objects
   - Temper tantrums, mood swings, shouting
   - Humiliation, public reprimands or obscene language
   - Aggressive posturing

2. Threats to Professional Standing
   - Denying access to resources, assignments, projects or opportunities
   - Stealing or taking credit for another’s work
   - Interfering with someone’s work performance
   - Failing to return phone calls or messages
   - Little or no feedback on performance
   - Withholding information essential to perform one’s job
   - Toxic e-mails
   - Flaunting status

3. Control or Manipulation Tactics
   - Threatening job loss
   - Interference or sabotage
   - Failing to invite someone to an essential meeting
   - Excessive monitoring or micro-management
   - Ignoring a coworker with the intent to harm or control
   - Ostracism, isolation, dissociation or exclusion from others
   - Excessive, impossible, conflicting work expectations or demands
   - Objectionable behavior designed to torment, isolate, pester or abuse
Targets

- Shock
- Anger
- Frustration
- 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
Consequences

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

- Male Bully - Female Target: 39%
- Male Bully - Male Target: 30%
- Female Bully - Female Target: 21%
- Female Bully - Male Target: 10%

Position

- Supervisors, 56%
- Co-Workers, 33%
- Subordinates, 11%

Source: Workplace Bullying Institute (2014)
Employer Responses

- Denial: 25%
- Discount: 16%
- Rationalize: 15%
- Eliminate: 12%
- Defend: 11%
- Acknowledge: 10%
- Condemn: 6%
- Encourage: 5%
Chat: Systemic Bullying

What organizational, cultural or societal beliefs, biases or practices promote workplace bullying?

Please type in your response.
Culture

• Rooted in organizational systems & structures

• Antecedents:
  – Competitive & socially unsupportive environment
  – Hierarchal rank structure
  – Task-oriented, oppressive & non-interventionist managers
  – High workload with insufficient resources
  – Poor communication mechanisms
  – No formal behavior policy
  – Role conflict
  – Ambiguity
Cures

• Legal
  – Title VI of the Civil Rights Act of 1964
  – Healthy Workplace legislation introduced

• Targets
  – Document bully behaviors
  – Notify leadership
  – Request dispute resolution
  – Seek counseling & training

• Bystanders
  – Educate & empower to intervene
Increased absenteeism
Increased turnover
Increased recruiting & retraining costs
Increased demands on health care services
Increased workers compensation & disability claims
Increased litigation & settlements
Decreased trust & morale
Decreased productivity

Cures

• Leadership
  – Model appropriate behavior
  – Increase group cohesion
  – Intervene early
  – Communicate intent

• Organizational support
  – Anti-bullying policy
  – Training
  – Intervention
Conclusion & Questions

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

Thank you for your participation & service to our nation!
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