



FMCS

Federal Mediation and Conciliation Service

Bullying in the Workplace

“Can’t We All Just Get Along?”

for

MALMC



Presented by St Louis, Mo Commissioners

Barbara D Rumph

Roland Lewis & J D Miller



Workshop Objectives

- Define workplace bullying
- Identify issues associated with workplace bullying
- Identify best route for resolution of bullying complaints
- Assess strategies before, during and after an episode of bullying
- Identify management and workplace allies to deter and/or resolve bullying issues



FMCS

Federal Mediation and Conciliation Service

Workplace Bullying Defined

Repeated and unwanted actions by an individual or group intending to intimidate, harass, degrade or offend

Abuse or misuse of power



Bullying *is* psychological **violence**



FMCS

Federal Mediation and Conciliation Service

Harassment of a Different Kind

Harassment comes from the French word



“*Harasser*” which literally means to sic a dog on someone” without provocation.



Workplace Examples of Bullying

- Being shouted at or humiliated
- Being the target of practical jokes
- Blame without justification
- Exclusion or social isolation
- Physical intimidation
- Excessive micro-managing



Examples (cont.)

- Setting impossible goals for subordinates to reach
- Blocking potential training and employment
- Tampering with an employee's personal belongings
- Removing areas of responsibility without cause



FMCS

Federal Mediation and Conciliation Service

The Effects of Bullying

- Excessive Absenteeism
- Decreased productivity
- High turnover
- Increased accidents on the job
- Violence





Bullying *is* a Serious Matter

- Incidents of bullying have lead to suicide in teens as well as adult
- Mass workplace and school violence
- Just like second hand smoke may harm others, witnessing events of bullying may harm those in a bullying environment



Statistics on Bullying



- 37% of the workplace has been bullied
- 72% of bullies are bosses
- 57% of targets are female
- Bullying happens four times more than illegal harassment



Statistics (cont.)



- 45% of targets report stress related health problems
 - Panic attacks
 - Clinical depression
 - Post traumatic stress
- 40% of targets never tell anyone
- 3% of targets file lawsuits



FMCS

Federal Mediation and Conciliation Service

Levels of Bullying

- Institutional
- Managerial
- Collegial
- Familial





FMCS

Federal Mediation and Conciliation Service

Bullying or ABB?

Not all perpetrators look alike





FMCS

Federal Mediation and Conciliation Service

Civility in the Workplace

WHY





Defining Civility

- Civility is a form of benevolent awareness
 - ❖ Respect
 - ❖ Restraint

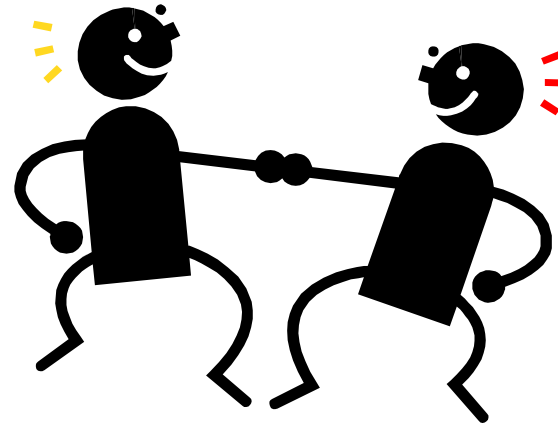


FMCS

Federal Mediation and Conciliation Service

Civility Involves

- Politeness
- Respect
- Accountability
- Manners





FMCS

Federal Mediation and Conciliation Service

Civility Involves

Consideration

Self-Restraint

Tolerance



What Stops Civility?

- Lack of communication
- Fear of the known or unknown
- It doesn't fit the workplace norm (Culture)
- Peer pressure



FMCS

Federal Mediation and Conciliation Service

Incivility

What dangers are there when incivility exists in the workplace?





Role Play

After role play, discuss following questions:

1. What behaviors did you see as inappropriate?
2. How can this situation be different?
3. If you were a witness to this situation, what should you do?



FMCS

Federal Mediation and Conciliation Service

Activity

Talk with your group:

- Have you been bullied, bullied others or witnessed bullying behavior?
- What did you do/say?





What's the Tone of Your Workplace?

- Does your workplace support bullying or ABB behavior? (Adults Behaving Badly)
- Does speaking-up mean taking a big risk?
 - Do you risk Getting Shot Down
 - Do you risk losing Face
 - Do you risk Making Enemies
 - Do you risk being associated with target



FMCS

Federal Mediation and Conciliation Service

What Can Labor & Management Do



- Determine if actions are bullying or a disagreement
- Talk about a zero tolerance policy
- Address the bullying behavior ASAP
- Hold an awareness campaign



FMCS

Federal Mediation and Conciliation Service

What Can Labor & Mgt. Do

- Visit Your Workplace Violence Policy
- Develop a Workplace Violence Policy

Take all threats seriously!!!



FMCS

Federal Mediation and Conciliation Service

What Can Labor & Management Do

- If you are the bully,...stop...seek help
- Model effective professional behavior
- Use Facilitation/ Mediation or design a Group Intervention/Team Building



How to Be (almost)Bully-Proof

Put things in perspective

- Diagnose your workplace culture
- Understand the consequences
- Evaluate the rewards of winning
- Understand the risks of “doing nothing”



Avoid Cyber-Bullying Electronic Media Tips

- Don't send anything that you would not like anyone other than the recipient to see or hear
- Electronic media can be manipulated and altered
- It can be a career ending move



Should Complaints of Bullying be Mediated?

- What is the outcome that you seek?
 - To make the “bully” a better person?
 - Behavior modification?
 - Acknowledgement of an offense and apology?
 - Other?
 - The aim of mediation in this case is not to change the bully from the inside out, it is to change or modify the behavior in the work environment so that morale and production are not impacted.



FMCS

Federal Mediation and Conciliation Service

Commit to Seeing the Situation Through to Resolution





FMCS

Federal Mediation and Conciliation Service

Thank you!

Commissioner Barbara D Rumph

brumph@fmcs.gov