Workplace Bullying:

The After-Effects on Team Trust, Morale, and Productivity

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Scenario



What Do You Do?



What Do You Do?







Quandary…



Mentor-up



Mentor-up



Sir Isaac Newton

“Every action has an equal and opposite reaction.”



Workplace Bullying Defined

- Workplace bullying has been defined over the years by numerous scholars as abuse[2] within an organization[3] that is delivered subtly or blatantly by a person or persons[4] with the intent to inflict harm[5] upon others.
- http://healthyworkplacebill.org/
- “Recurrent mistreatment known to cause serious health-harming effects on others[1].”
- http://www.workplacebullying.org/



Defining the Bully





- This repeated behavior can be committed by one or more persons (the bully) and be aimed at one or more targets (the victims).

Lightbulb Moments

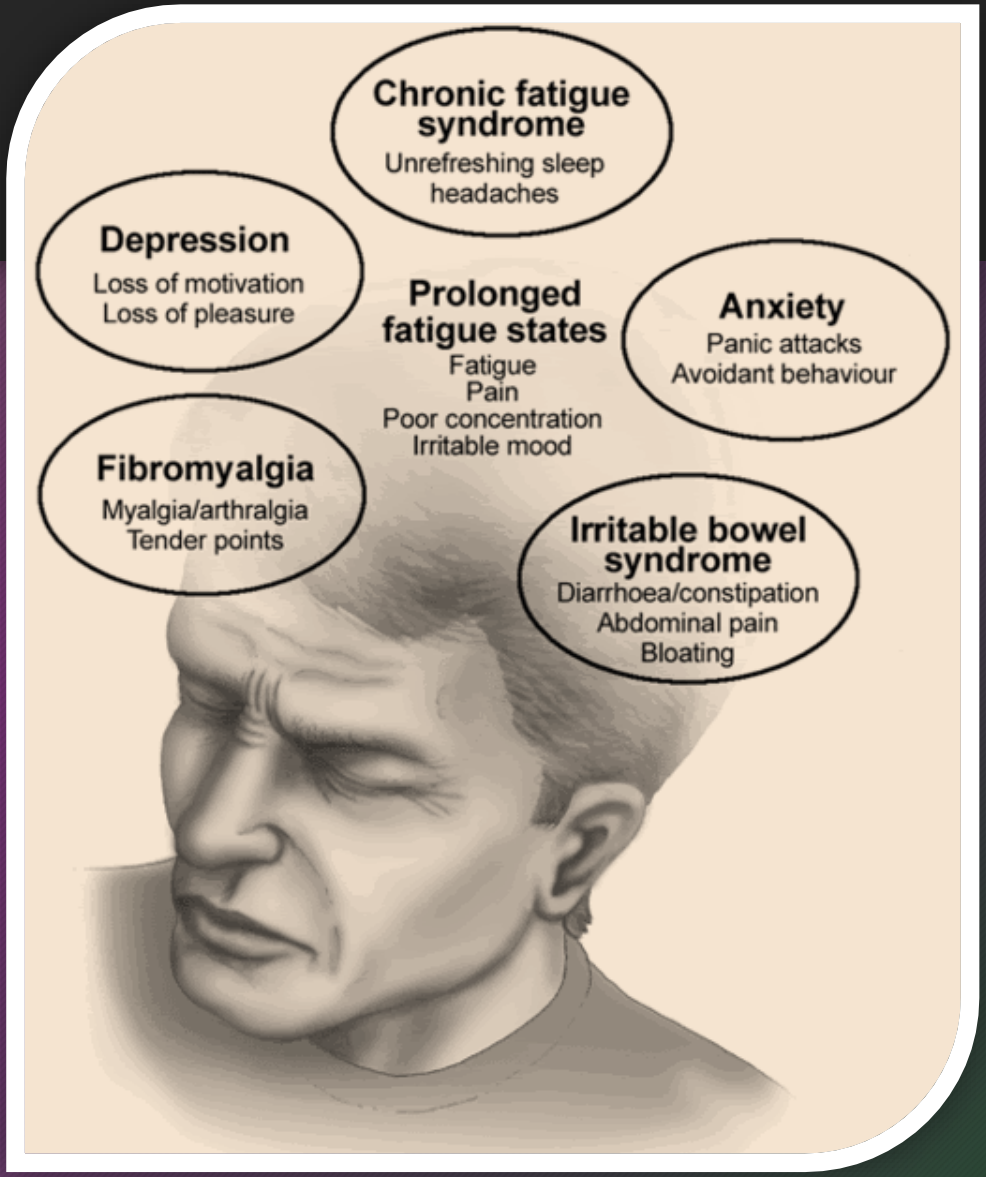


The After-Effects of Workplace Bullying

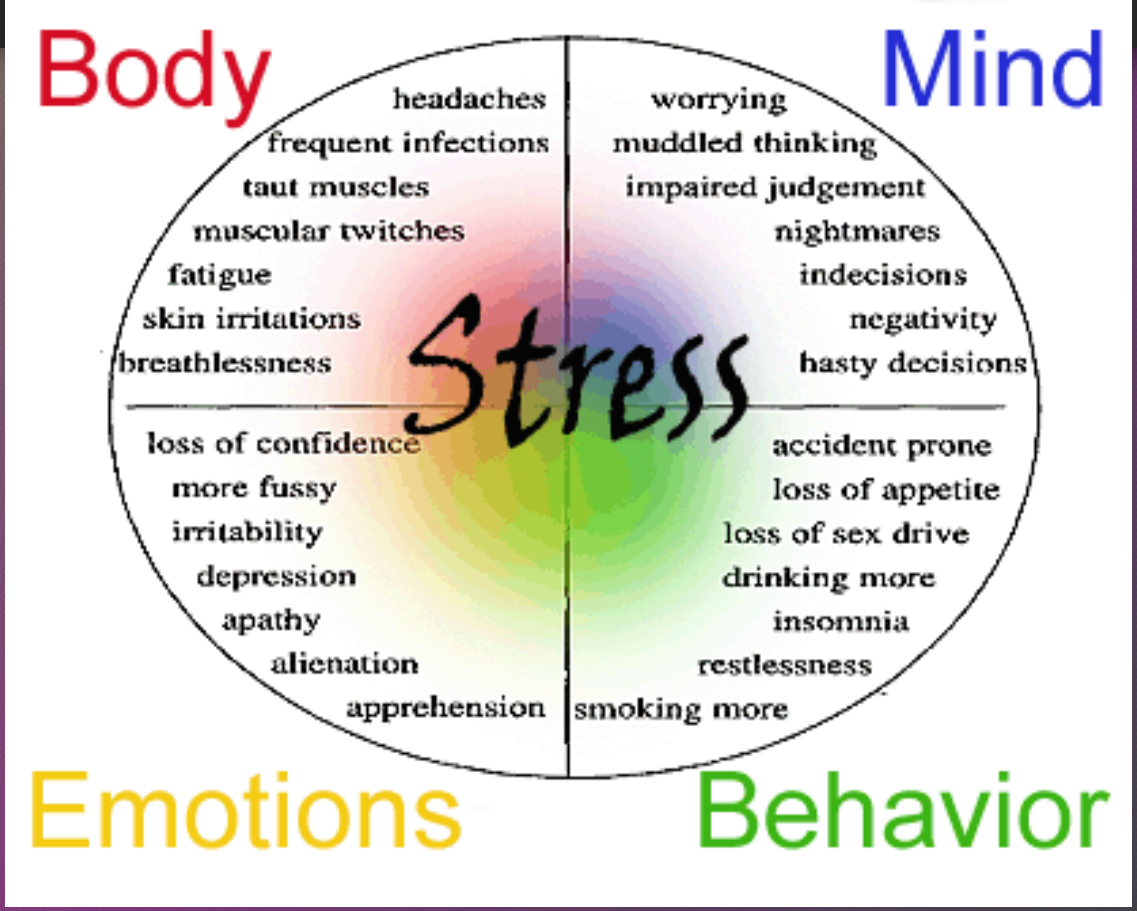


Health Effects…

- Increased stress
- Lower cortisol levels
- Decreased energy
- Increased fatigue
- Decreased productivity



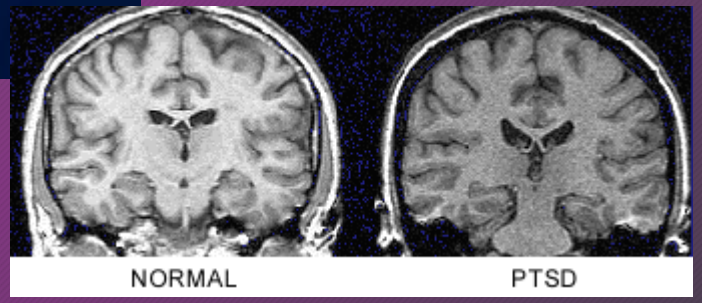
Health Effects

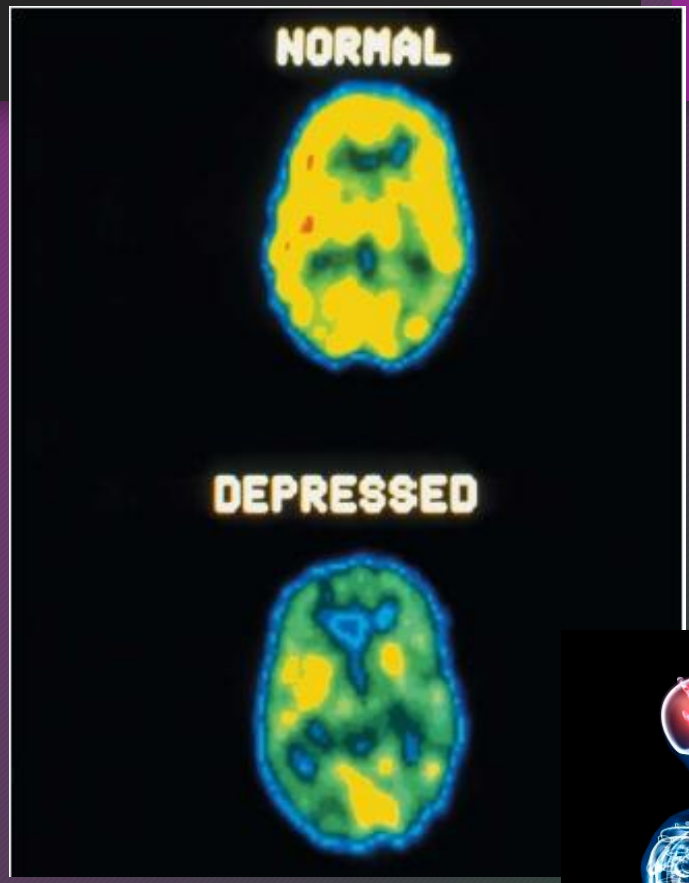


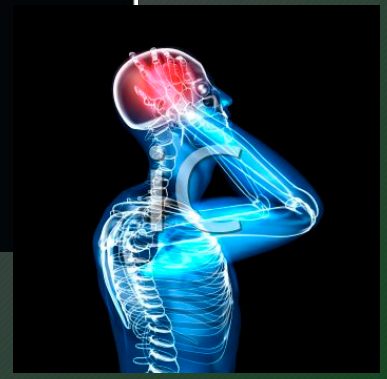
Health Effects



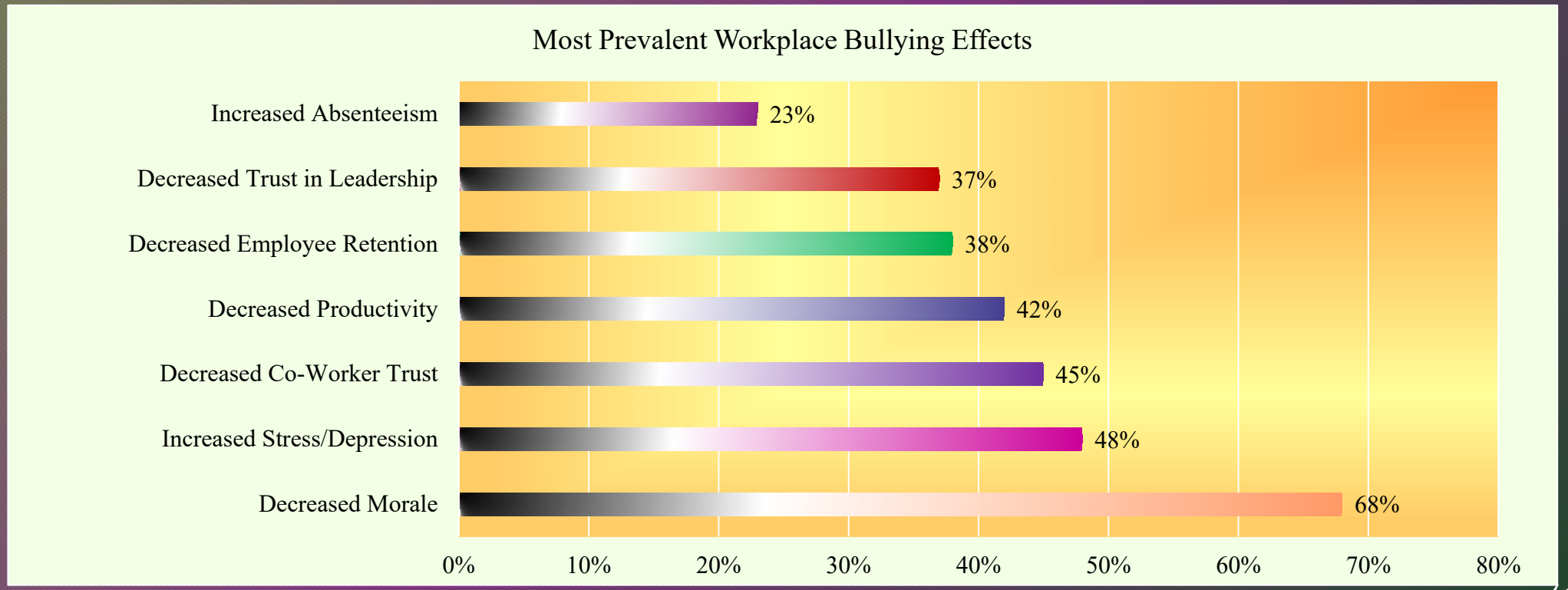
"Migraine headaches (48%), Irritable bowel disorder (37%), Chronic fatigue syndrome (33%) and Sexual dysfunction (27%)."







Bullying Effects



(12)

Situational Success









Team Effects



Team Trust

Workplace bullying is not a specific hazard. However, it jeopardizes overall trust, cohesion and morale of the team, as well as the organization as a whole.



Team Productivity

The effects of workplace bullying, similarly, negatively influence overall team performance.



Morale

Bullies have the ability to negatively affect the morale of their colleagues in ways that may not be initially recognizable.



Forms of Workplace Bullying

Any behavior that is:

- Unwelcome
- Aggressive
- Unsolicited
- Obnoxious
- Physical
- Emotional
- Verbal

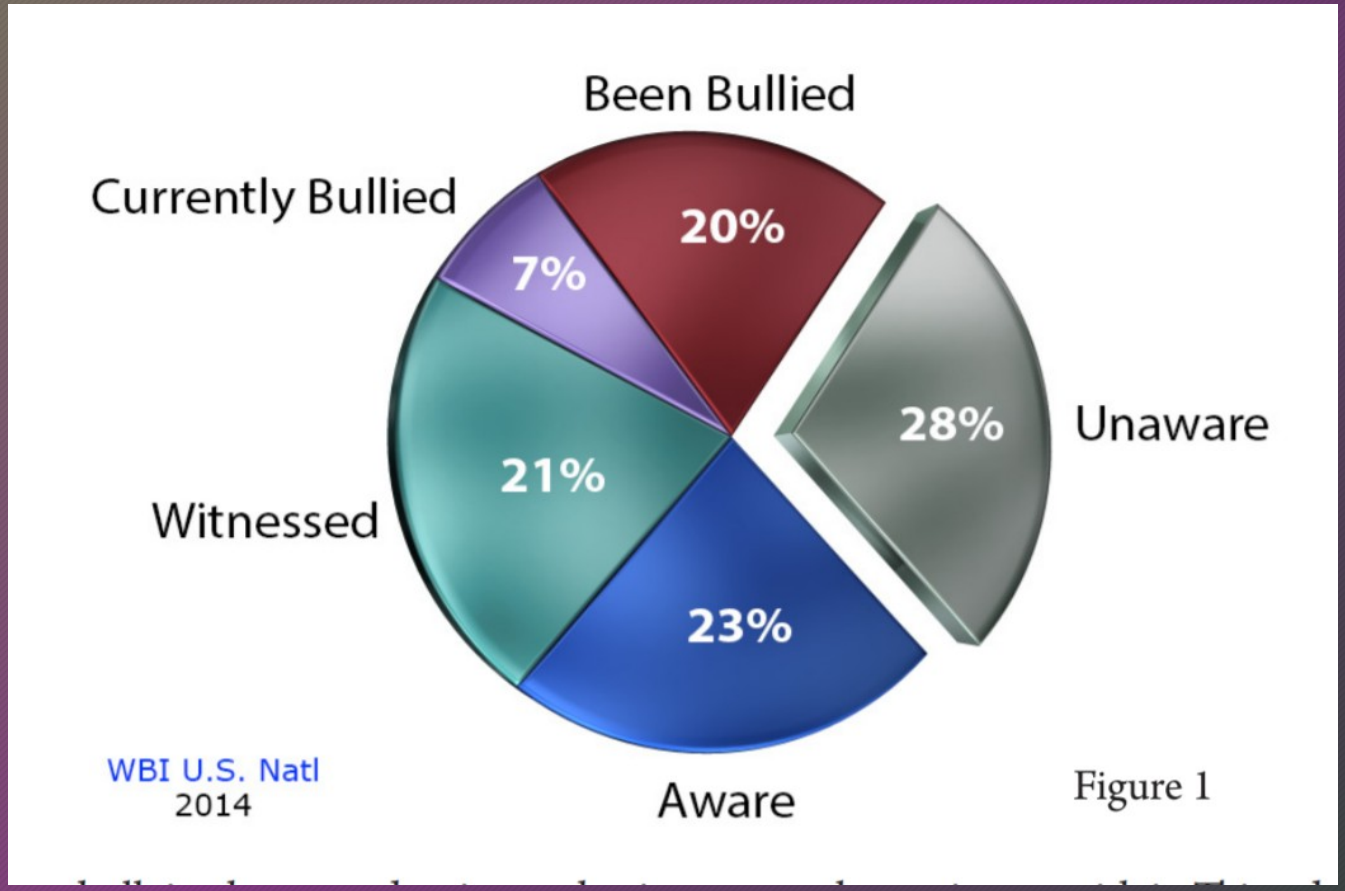


Additional Forms of Bullying

- Hostility
- Abuse
- Abuse of Power
- Deceit
- Sabotage



US Statistics



http://workplacebullying.org/multi/pdf/WBI-2014-US-Survey.pdf (9)

US Statistics

- Males: 69%



- Females: 31%



Job Loss Due to Bullying

Gender Pairs	Target Job Losses	Bully's Job Losses
M:M	80%	20%
M:F	83%	17%
F:M	70%	30%
F:F	89%	11%
Total	82%	18%

Ethnicity and Bullying

Race	Direct	Witness	Affected
Hispanic	32.5%	24.4%	56.9%
African American	33.0%	21.1%	54.1%
Asian	33.3%	19.4%	52.8%
Caucasian	24.1%	20.2%	44.3%

Careers with Highest Bullying Rates







The Reaction of Organizations

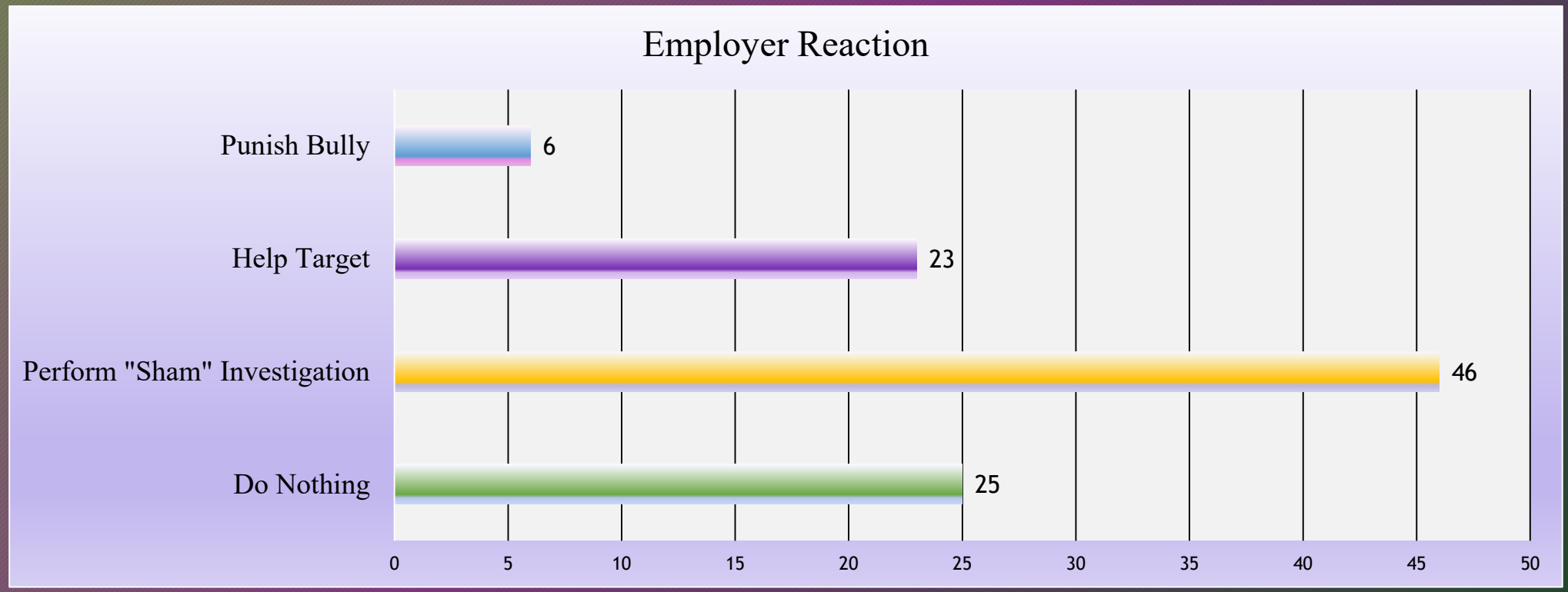


Organizational Accountability

- Organizational conflict is inevitable
- Accountability for assuring adherence to ethical behaviors in the workplace rests on the shoulders of its leadership
- In 2013, national survey found 68% of respondents perceived their employers' concern regarding workplace bullying as average or below average (Chekwa & Thomas 2013)



Employer Reaction



Employer Reaction

Employer Reactions	Proportion	Percentage
Encourage it; Necessary for a competitive organization	.0483	5%
Defend it; When offenders are executives and managers	.1115	11%
Rationalize it; It's an innocent, routine way of doing business	.1543	15%
Deny it; It doesn't happen here, fail to investigate complaints	.2491	25%
Discount it; Describe impact as not serious	.1599	16%
Negative Reactions	.7230	72%
Acknowledge it; Show concern for affected workers	.0985	10%
Eliminate it; Create and enforce policies and procedures	.1208	12%
Condemn it; Exercise zero-tolerance	.0576	6%
Positive Reactions	.2770	28%

(Namie, 2017)

Costs to the Organization

Tangible costs include:

- Unanticipated and unwanted turnover of key skilled personnel
- Absenteeism
- Higher insurance costs (health and employment practices liability)
- Litigation expenses

Intangible costs include:

- Damage to institutional reputation
- Impaired ability to recruit and retain talented employees (10)



Workplace Bullying Legislation



Workplace Bullying Organizational Policies



Ethical Leadership



Organizational Policy Creation

- Human Resources
- Management
- Implement Policy
- Transparency



The History Behind the Grassroots Campaign

Andrea Adams born in the UK and author of "*Bullying at Work: How to Confront and Overcome It.*" *1993*

Campaigned for the rights of victims of workplace bullying



https://nobullying.com/the-wonderful-work-of-andrea-adams/

The History Behind the Grassroots Campaign

U.S. Legislative Campaign

- Dr. Gary Namie: Father of the Workplace Bullying Institute (WBI)
- Dr. David Yamada: Father of the Healthy Workplace Bill (HWB)

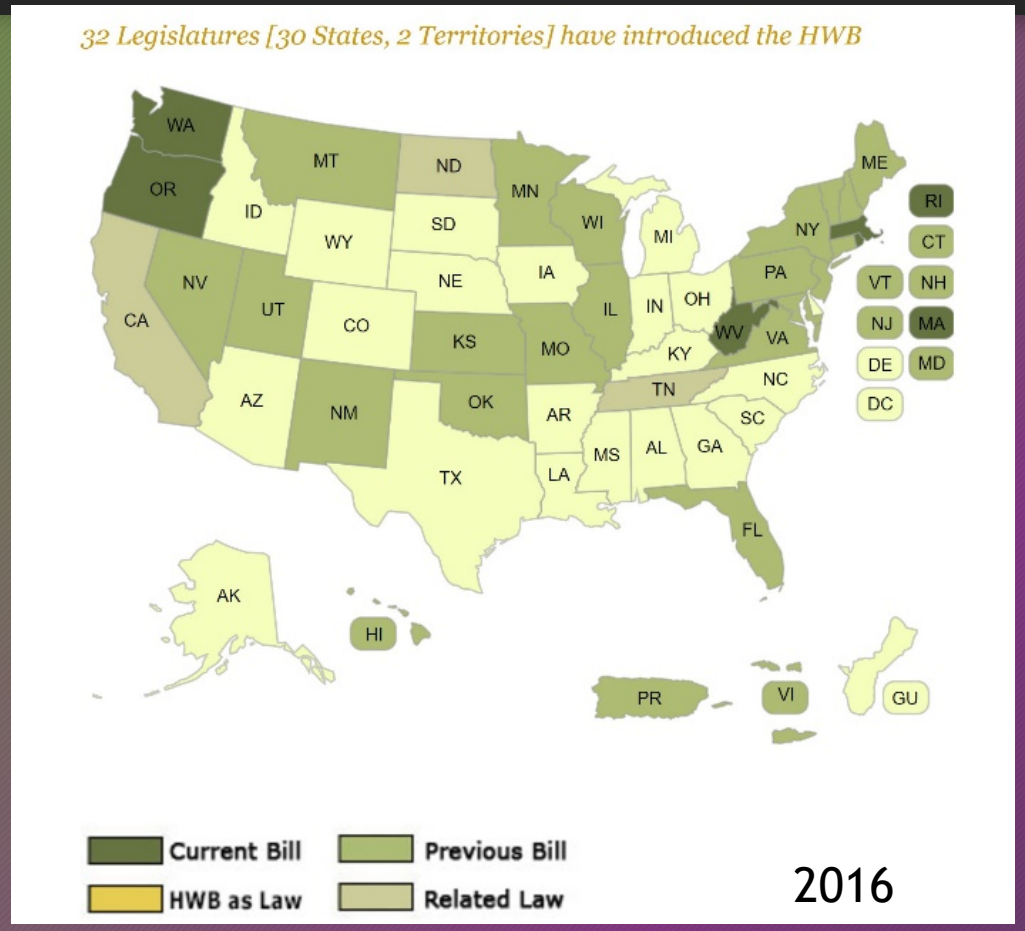


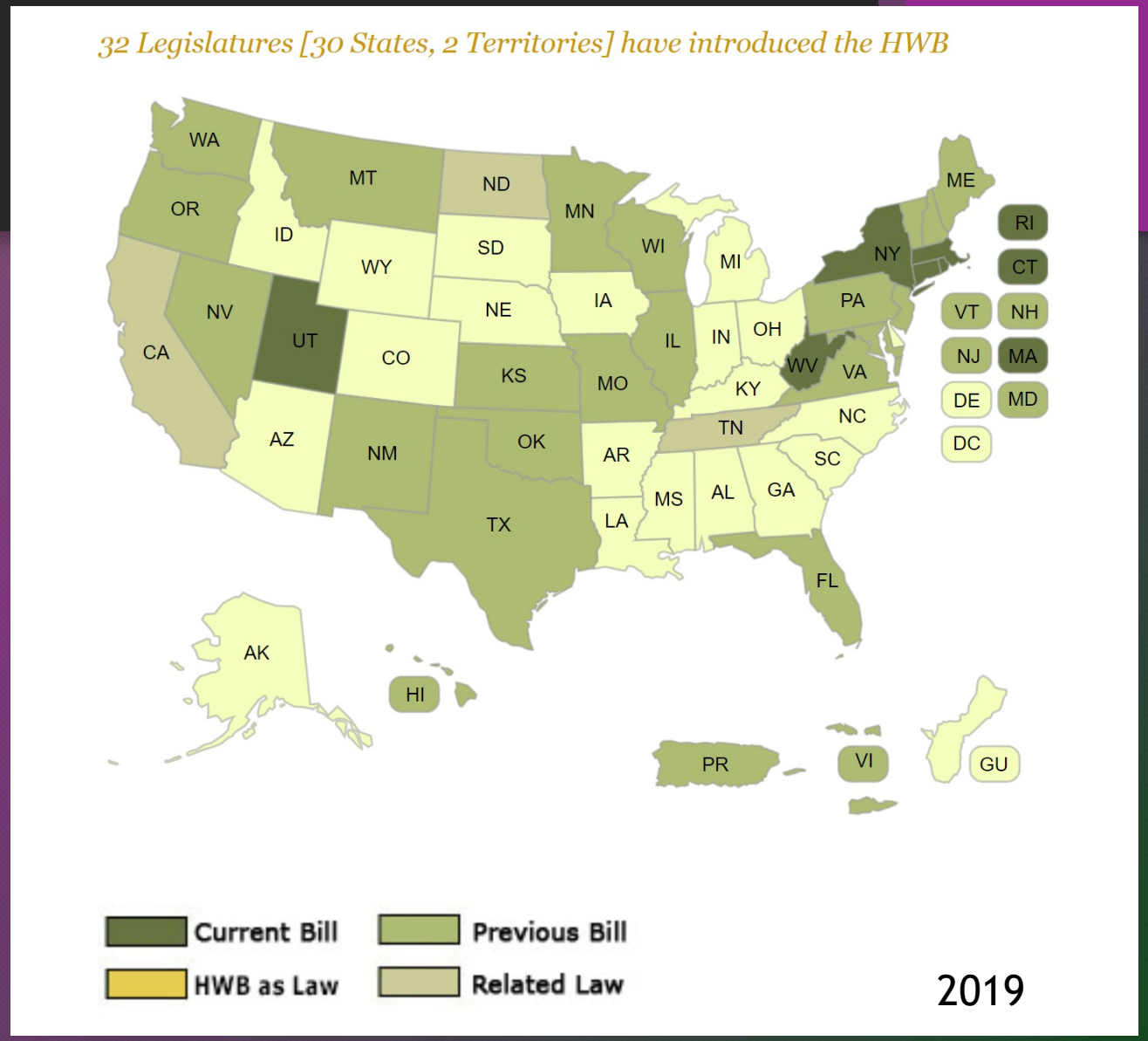
Workplace Bullying

- In 2010 talk about making anti-bullying initiatives into laws
- Started with the US House of Representatives
- Quickly moved on to the US Senate



The Healthy Workplace Bill





The 20th State to Introduce the HWB

- Occurring in 2016
- State of Maryland Policy was signed into effect on January 1st 0f 2017
- http://dbm.maryland.gov/employees/Documents/Policies/Signed_bullying_policy.pdf





- Being unjustifiably offensive toward fellow employees, wards of the State, or the public;
- Making threats about job security without foundation; or
- Repeated infliction of verbal abuse, such as the use of derogatory remarks, insults and epithets.

Bullying conduct does not include:

- A single incident of unreasonable behavior;
- Disciplinary action taken in accordance with applicable law, regulation or policy;
- Routine coaching and counseling, including feedback about and correction of work performance or conduct;
- Exercising management's prerogative to appoint, promote, transfer, or reassign an employee, to direct or assign work, and to determine and redetermine the methods and means by which an agency's functions will be carried out;
- Individual differences in styles of personal expression which may lead to conflict, provided that the expression is not meant to intimidate; and
- Having differences of opinion on work-related concerns.

TRAINING AND EDUCATION

Training is a significant factor in preventing and managing workplace bullying, particularly to enable early intervention in workplace conflict before it potentially escalates into bullying. Training protocols for both supervisors and employees should include the definition of workplace bullying, reporting and investigation procedures and available resources for those who have been affected by workplace bullying. Workers, including managers and supervisors, should be aware of their roles in relation to

STATE OF MARYLAND POLICY

SUBJECT: Bullying in the Workplace Effective: 1/1/17

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prevention and responses to workplace bullying and appropriate skills to take action where necessary.

MANAGER AND SUPERVISOR TRAINING

Managers and supervisors need the skills to be able to identify psychological hazards and put the right control measures in place. They should be trained in how to prevent and respond to workplace bullying, and in skills that will help develop productive and respectful workplace relationships, for example training that covers:

- Communicating effectively and engaging workers in decision-making;
- Managing difficult conversations and providing constructive feedback both formally and informally;
- Conflict management;
- Effectively managing workloads and performance; and
- Diversity and tolerance.

DATA COLLECTION

It is imperative that the data on complaints and the outcome of investigations be collected by agency HR departments and shared with DBM. This could be tabulated by work site and department in order to pinpoint specific problem locations.

RETALIATION PROHIBITED

Reprisal or retaliation against any employee who files a report about bullying is strictly prohibited. Any employee who harasses or intimidates another employee who has reported bullying behavior in the workplace may be subjected to disciplinary action, up to and including termination from State service.



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COMPLAINT PROCESS

An employee who feels s/he has been a victim of bullying that is not because of the individual's age, ancestry, color, creed, gender identity and expression, genetic information, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, sexual orientation or any other protected status, should file a complaint with their appointing authority or agency head/Secretary, as appropriate.

Upon receiving the complaint, the appointing authority or agency head/Secretary, as appropriate, shall:

- Investigate the alleged bullying;
- Meet with the alleged bully;
- Consider any mitigating circumstances;
- Determine the appropriate disciplinary action, if any, to be imposed; and
- Give the employee a written notice of the disciplinary action to be taken and the employee's appeal rights.

The appointing authority or agency head/Secretary, as appropriate, must investigate and take appropriate disciplinary action, if any, within 30 days of gaining knowledge of the alleged bullying.

COMPLAINT PROCESS – PROTECTED STATUS BASIS

For an employee who feels s/he has been a victim of bullying/harassment and/or discrimination because of the individual's age, ancestry, color, creed, gender identity and expression, genetic information, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, sexual orientation or any other protected status, there are a number of options for pursuing a complaint. Whether a complaint is filed pursuant to Title 5 of the State Personnel and Pensions Article or externally (through the federal Equal Employment Opportunity Commission or the Maryland Commission on Civil Rights) the employee should be aware of the deadlines.

Team Building

- Team building interventions can promote and enhance productivity
- Effective communication between team members improves trust
- Increased morale increases performance
- Nurtures safe work environment
- Positive impact on teamwork and performance



How is this Phenomenon Described?



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