





What's Wrong With Me?



Not Just a Playground Issue

What is Bullying?

Workplace Bullying can be defined as the act of repeatedly and deliberately putting a "weaker" person under stress.

-Beyond Bullying Association

*target perceived as "weaker" by the bully

What is Bullying?

Workplace Bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is :

- Threatening, humiliating, or intimidating, or
- Work interference — sabotage — which prevents work from getting done, or
- Verbal abuse

-Workplace Bullying Institute

What is Bullying?

Workplace Bullying occurs when one person, typically (but not necessarily) in a position of power, authority, trust, responsibility, management, etc., feels threatened by another person, usually (but not always) a subordinate who is displaying qualities of ability, popularity, knowledge, skill, strength, drive, determination, tenacity, success, etc.

-Tim Field, *Bully in Sight*

Bullying v. Harassment

Bullying	Harassment
Psychological / verbal	Strong physical component
On basis of competence	On basis of traits (gender, race, etc.)
Target often unaware (confused)	Target knows it's happening
Not recognized by many	Recognized by most
Often in secret	For peer approval
Target seen as threat	Target seen as easy mark
For control of threat	For superiority, domination

Bullying Behaviors

- Criticism, fault-finding
- Undermining
- Marginalizing, ostracizing
- Isolation, exclusion
- Singling out, different treatment
- Belittling, demeaning, degrading, ridiculing
- Threatening, humiliating
- Offensive, inappropriate language at target
- Taunting, teasing
- Unrealistic, moving goals – setting up for failure
- Denying information or support
- Starving of resources
- Overloading or underloading with work

Your Experiences

Based on this description of bullying:

- How many of you have been bullied?
- Once? More than once?
- How many of you have observed someone else being bullied?

Prevalence

SHRM 2011 Survey

- 50% of companies report incidents of bullying
- 27% of HR professionals have been bullied personally

WBI / Zogby 2007 Survey

- 37% of American workers bullied @ work
- 13% happening now
- 24% happened in the past

Prevalence cont.

WBI / Zogby 2007 Survey

- 12% witnessed / did not experience
- 49% of adult Americans affected
- 50% in front of witnesses / 50% not
- Bullies: 60% male
- Targets: 57% female
- Women target women: 71%
- Men target men: 54%
- 4x greater incidence than harassment
- 72% of bullies outrank their targets

Arlette's Story



- 52 year old
- College professor
- England

David Kinchin, *Post Traumatic Stress Disorder: The Invisible Injury* (34-36).



Bully / Victim Characteristics

Who bullies?

Who gets bullied?

Bully Characteristics

Low Self Regard	High Self Regard
"The Oaf"	"The Narcissist"
Lacking in Intelligence	Highly Intelligent
Lacking Sophistication	Highly Sophisticated
Little Understanding of Others	Theory of Mind (studies others to predict behavior)
Overt Aggression	Covert Aggression
Physical Force	Psychological Force

Two Opposing Theories

Older Models:
• *Social bonding theory*
• *Rogerian Psychology*
• *Neo-Freudianism*
• *Adlerian Psychology*

Low Self-Regard → AGGRESSION
Out of feelings of **inferiority** the bully acts out against others.

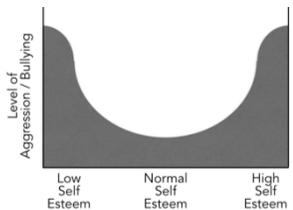
Newer Model:
• *Threatened Egotism*

High Self-Regard → AGGRESSION
Out of feelings of **superiority** the bully acts out against others.

A counselor's "direct impressions didn't match what he had been taught. He saw his violent clients as egotists with a grandiose sense of personal superiority and entitlement, but his textbooks told him that these young toughs actually suffered from low self-esteem" (Baumeister, 2001, p. 98).

Perez et al (2005)

- Self esteem is related to aggression in a curvilinear fashion "such that very low and very high self esteem people were more likely to report physical aggression than moderate self-esteem people."



Level of Aggression / Bullying

Low Self Esteem Normal Self Esteem High Self Esteem

Bullies with High Self-Regard



Bully Characteristics



- Inadequate (Lazy)
- Underperformer?
- Defective
- Underdeveloped
- Narcissism
- Low EQ
 - Low self-awareness
 - Low empathy
- Extroverted?

Target Characteristics



- Conscientious
- Capable (Envied)
- Self-effacing, humble
- Well-liked
- Empathetic
- Giving, generous
- High standards
- Strong sense of justice, fairness, integrity
- Introverted?

WBI 2003 Data

Top Reasons for Being Bullied:

- Refusal to be subservient (58%)
- Superior competence / skills (56%)
- Social skills: being liked, positive attitude (49%)
- Ethical, honest reporting of fraud, abuse, whistleblower behaviors (46%)



Invisible Injuries: Effects Over Time

Symptoms (Complex PTSD)

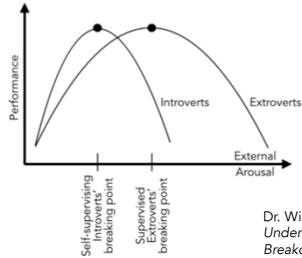
- Constant stress / anxiety
- Frequent illness (immune deficiency)
- Aches & pains (w/ no apparent cause)
- Headaches / migraines
- Exhaustion / fatigue
- Sleep disturbance (nightmares)
- GI, skin problems
- Poor concentration
- Sweating, panic
- Tearfulness
- Irritability
- Hypervigilance
- Hypersensitivity
- Reactive depression
- Shattered self-confidence

The Mental Health Trap

1. Bully target / wear down
2. Target shows signs of distress
3. Call attention to signs of distress
4. Convince others of mental illness in target

Etiology

- Exogenous v. endogenous
- Caused by imposed stress



Secondary Wounding

- Targets of bullying seek help
- Bullying is not understood
- Targets are invalidated / wounded further / blamed for the situation (blaming the victim)

Related Struggles

- Unemployment / disability
- Damage to reputation
- Substance abuse (coping)
- Relationships suffer

Arlette's Story continued



- 52 year old
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David Kinchin, *Post Traumatic Stress Disorder: The Invisible Injury* (167-168).



Awareness & Prevention

Organizational Indicators

- Staff turnover
- Sickness absenteeism
- Stress breakdowns
- Deaths in service
- Ill-health retirements
- Early retirements

Prevention

- Cultural Awareness (Education)
- Positive Peer Pressure
- Clear Policies (Bullying & Non-retaliation)
 - How many of you have anti-bullying policies?
 - Sample policy available for SHRM members on website
- Clear Enforcement



Ethical & Legal Issues

Ethics

Bullying is the scourge of the contemporary workplace but it is too easily ignored by the people who could eradicate it if they were motivated, the residents of the C-suites—executives, administrators, and owners.

-Gary & Ruth Namie, *The Bully at Work*

International Laws in Other Countries

- Sweden (1994)
- Britain (1997)
- France (2001)
- Australia (2005)
- Ireland (2007)
- Canada (2008)

Legal Issues

Nothing in the US yet . . .

“All international laws firmly fix responsibility for prevention and correction on employers. The United States is dead last.”

-Gary & Ruth Namie, *The Bully at Work*

Legislation for anti-bullying

- Bullying v. harassment (protected classes only)
- Bullying by itself does not violate Title VII or anti-discrimination laws
- Suits for hostile work environment – denied unless harassment (protected classes only)

Bullying is legal!

Idaho Title 72

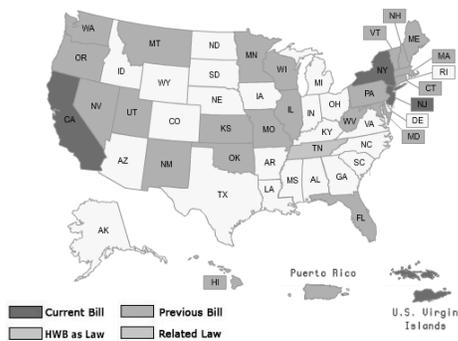
Workers' Compensation and Related Laws Section 72-451

- Mental-mental claims specifically excluded
- Mental injuries caused by accidents / physical injuries can be compensated
- No comp. from personnel related actions (termination)
- Must objectively be proven
- DSM diagnosis by psychologist / psychiatrist

Healthy Workplace Bill

- Originating in 2002 in CA by David Yamata, Suffolk Law School
- Proposed in 25 states to date

28 Legislatures [26 States, 2 Territories] have introduced the HWB



Resources

Books

- Field, Tim, *Bully in Sight: How to Predict, Resist, Challenge and Combat Workplace Bullying*
- Randall, Peter, *Adult Bullying: Perpetrators and Victims*
- Namie, Gary & Namie, Ruth, *The Bully at Work: What You Can Do to Stop the Hurt and Reclaim Your Dignity on the Job*

Resources

Websites

- www.bullyonline.org
- www.workplacebullying.org
- www.healthyworkplacebill.org
- www.shrm.org
- <http://www.apa.org/topics/bullying/>



Questions


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THANKS
