

LW74 No jerks allowed !!

MEMORABLE PRESENTERS REMEMBER that their audience enters into a relationship with you the moment they sit down. As such, they are expecting a story.

A story has a beginning, middle, and an end. Stories also have characters. So, start your story at the beginning with a character.

At the beginning, your character should have a problem. Maybe he/she has too many tasks and too many bosses.

In the middle, your character meets your proven approach of putting tasks together with the highest priority being those which are both Urgent & Important.... and the opportunity to sit down with a manager to prioritize those they have no put within the Urgent & Important category. Now the person is excited because they no longer feel overwhelmed.

By the end of the story, your character has achieved balance and is happier in the workplace.....

MEMORABLE PRESENTERS REMEMBER TO THEN GIVE THEIR AUDIENCE THE TAKEAWAY the simple grid to plot the Urgent & Important and prioritize their work.

and now on to Leading Ways.....

No Jerks Allowed !!

By :: Denis Orme ¹

"Our prime purpose in this life is to help others. And if you can't help them, at least don't hurt them."

- The Dalai Lama

Because bullies are cowards and are driven by deep-seated insecurities and fears of inadequacy, they intentionally wage war against an organization's best employees – those who are highly-skilled, intelligent, creative, ethical, able to work well with others, and independent (who refuse to be subservient or controlled by others). Bullies can act alone, or in groups.

Bullying behavior can exist at any level of an organization. Bullies can be superiors, subordinates, co-workers and colleagues. However, *80% of all bullies are a superior.*

Sometimes employees may fear retribution from the bully or bullies if they report grievances or cooperate with investigations. Staff need to be made aware of your confidentiality over the matters they raise, and how sensitively the matter will be treated by you and others.

Some bullies are obvious – they throw things, slam doors, engage in angry tirades, and are insulting and rude.

The Overt bully quite often is subjected to work pressure from above, and they in turn pass the pressure on. Another name for this is the situational bully. With this type of bully when you tell them to stop, they usually will.

The Chronic or Covert Bully – they are much more subtle. While appearing to be acting reasonably and courteously on the surface, in reality they are engaging in::

- Vicious and fabricated character assassination;
- Changing deadlines;
- Overloading people with work;
- Setting tasks beyond the person's capability;
- Intruding on a person's physical space;
- Lack of access to leave; overtime or training; or
- Petty humiliations and small interferences.

Any one of these might be insignificant in itself, but taken together over a period, they poison the working environment for the targeted individuals. Chronic bullies try many different approaches thinking they won't get detected that way.

Other strategies covert bullies employ may be to give you the 'silent' treatment, or to withhold information. The latter being their source of power.

In summary, a person may bully another for power reasons, their own lack of self-esteem, due to their discrimination against a class or race, being a perceived threat to them ["he/she wants my job"] or because the organizational culture allows it.

Surveys have indicated that more than a third of all workers --- 37% -- have been the victims of workplace bullies, with only another 12% reporting that they have witnessed bullying. That's the problem! Many workers have likely witnessed bullying, but they don't interpret it as such. ("Oh, he's just teasing her.").

Bullies not only stifle productivity and innovation throughout the organization, they most often target an organization's best employees, because it is precisely those employees who are the most threatening to bullies.

They may also not want to get involved. You see this often in the case of passive bystanders to a street assault.... No one wants to step forward and be at risk.

Bullying is not about being "tough" or insisting on high standards. It is "abusive disrespect." In Dr. Hornstein's view bullies fall into 3 types:

	Characteristics
Conquerors	<p>Only interested in power and control and protecting their turf. They try to make others feel less powerful.</p> <p>Can act DIRECTLY (e.g. insulting and/or rude words or gestures, [or tones] or INDIRECTLY (e.g. orchestrating battles and watching others disembowel each other).</p>

Performers	Suffer from low self-esteem and belittle targeted persons (can be obvious or subtle put-downs).
Manipulators	Interested only in themselves. Easily threatened and vindictive. Experts at lying, deceiving and betraying. Take credit for the work of others. Never take responsibility for their own "errors."

Source: Dr. Harvey Hornstein; *Brutal Bosses and Their Prey: How to Identify and Overcome Abuse in the Workplace.*

Bullying is not about a "clash of personalities," a "misunderstanding," or "miscommunication." According to two psychologists who have conducted surveys on bullying:

- (1) bullies use surprise and secrecy to gain leverage over those targeted,
- (2) they are never interested in meeting someone else halfway, so trying to negotiate with a bully is useless,
- (3) they routinely practice psychological violence against specific individuals whom they intentionally try to harm. This is devastating to the targeted person's emotional stability "and can last a long time."

Bullying Results in Real Physical and Emotional Injury

Bullying behavior leads to real and serious physical and emotional problems for the individuals they target. It can include damage to self-esteem and confidence, anxiety, depression, gastrointestinal disorders, headaches, insomnia, exhaustion, poor concentration, and substance abuse. In extreme cases harassment and bullying have resulted in suicide.

You Can Eliminate Bullies From Your Organization

Since bullies are often skilled at hiding their actions behind a veil of overt friendliness, helpfulness and cooperation, organizations must establish processes and procedures to uncover their actions.

It starts with a company policy of ZERO tolerance to harassment, bullying and discrimination.

An organization reflects the values, attitudes, and actions of its leadership. Leaders who ignore, or otherwise allow these destructive behavior patterns to occur, are eroding the health of their organization. They open the door for some of their best talent to escape from this upsetting and counterproductive environment.

The next step therefore is to have leaders who live the values of ZERO tolerance. If you promote a bully to a higher position then you have demonstrated that the organization doesn't live it's own values.

Remember, an accidental bully, when confronted

with his or her behavior, will quickly apologize and the behavior never happens again.

An intentional bully denies that the behavior is occurring and continues to repeat it.

Bullies are driven by their own fears and insecurities, therefore they rarely can be cured, but their behavior can be controlled or eradicated.

Elimination commences by understanding workplace harassment -- repeated behavior that intentionally or unintentionally:

- Is **unwelcome**,
- causes offence, humiliation, intimidation or threats;
- where their intention is not as important as the effect.

It may include::

- Telling jokes about particular racial groups;
- Crude jokes, name calling, offensive gestures;
- Sending explicit or sexually suggestive emails;
- Displaying offensive or pornographic posters or screen savers;
- Making derogatory comments or taunts about someone's race or religion;
- Asking intrusive questions about someone's personal life, including their sex life;
- Yelling and screaming or deliberately ignoring people;
- Bullying, swearing and physical threats.

The most common forms harassment include sexual, racial and disability harassment.

Sexual harassment is unwelcome behaviour of a sexual nature (e.g., advances, requests) made orally, in writing or in the presence of others and is intended or reasonably anticipated to cause intimidation, humiliation or offence.

Note however that a single incident can amount to sexual harassment, whereas plain harassment is a continuing course of conduct.

Sexual harassment is not: sexual interaction, flirtation, attraction or friendship which is invited, mutual, consensual or reciprocated.

Bullying is **repeated** behavior directed toward an employee or group of employees that is:

- Unwelcome and unsolicited; **and**
 - The person considers to be offensive, intimidating, humiliating or threatening ; **and**
 - A **reasonable person** would consider it to be offensive, humiliating, intimidating or threatening.

It is a risk to an employee's health, safety & welfare at work (physical and psychological).

Victimization is also unlawful, and is usually related to retribution, payback or intimidation of a person making a complaint. Typically it is directed towards complainants, witnesses, supporters or investigators.

Harassment or Bullying is not::

- Work performance feedback and counselling,
- Legitimate comments and advice (including relevant, specific negative comments or feedback), or
- Performance deficiencies -- from Managers and supervisors related to the work performance or work related behaviour of an individual or group.

"Bullying consists of the least competent most aggressive employee projecting their incompetence on to the least aggressive most competent employee and winning."
- *Tim Field*

If You Are Being Harassed Or Bullied

Typically what you want to have happen is for the person to stop, and so peacefully you can just get on and do a good job.

- Remain calm and in control. Hard to do, but if you hold your composure the bully won't be encouraged to keep needling you.
- Approach the bully with hand up and palm facing towards them and say out loud in a controlled voice::

"Stop, do not harass or bully me. I will not tolerate it. If you continue I will take the matter further."

At that time [if you can] solicit the help of a nearby co-worker. They can not only witness what occurred, but they can also tell the bully to stop.

- Tell someone you trust. They may not have witnessed it, but by telling others soon afterwards you are, over time, establishing another form of corroboration.
- **Do not ignore it.** It feeds the bully's determination. However, if it becomes intolerable just walk away, and take the steps below.
- Do not retaliate; you look like the cause of the problem.
- **Keep a paper trail. A factual diary of events** noting :: the times, dates and places of what happened, and where it happened. Wherever possible make a note of any witnesses to the incident.
- Keep both hard and soft copies of any emails, notes, faxes etc received from the bully.

- Immediately [immediately after the first and every subsequent incident of bullying] report the matter to your supervisor, HSE Coordinator and union representative.

"The serial bully, who in my estimation accounts for about one person in thirty in society, is the single most important threat to the effectiveness of organisations, the profitability of industry, the performance of the economy, and the prosperity of society."

- Tim Field

- Contact your EAP (Employee Assistance Program). This is a confidential support group offering counselling services. This counselling may help you to develop ways of dealing with the bully, or the effects of being bullied.
- If your supervisor doesn't act then do not hesitate to take it further to HR and/or senior management.
- If management does not either investigate or take action, then lodge a formal written complaint. Keep a copy of that complaint.
- Also report the incident to any confidential Whistleblower 0800 hotline. Consider also in cases of potential discrimination reporting the matter to the Human Rights Commission.
- ***Do not take it personally -- it will damage your self esteem!***

What are the likely outcomes from a proven complaint?

The first thing you want to have happen as the complainant is an undertaking that the behaviour will cease. This may result from a mediated discussion with the offender. At that discussion an apology from the perpetrator is appropriate.

Other steps may include:

- Counselling, corrective coaching or reprimand.
- Disciplinary action - Formal Warning or discipline.
- Awareness raising sessions.
- Re-crediting leave associated with the harassment. (Sick leave or leave reinstatement which resulted from stress).
- Compensation for any financial loss.
- Reimbursing costs incurred e.g. medical or counselling fees.

Workplace bullying is a significant threat to the health, safety and welfare of all of us in the workplace. We all want to be in a healthy workplace and to be able to peacefully go about our daily work.

This healthy environment starts with the actions of each and every one of us.

It is simple. Treat others like you wish to be treated.

Finally, prevention is always better than the cure.

"I just want the bullying to stop. That is all I ever wanted. I used to love going to work, Now I hate it."

Here's to your bully-free workplace

Best wishes

Denis Orme
027-472-8610

Looking for a speaker for your next business meeting?

For a list of typical presentations go to www.leader-success.com
or contact :: denis.orme@yahoo.com

¹ Denis Orme is the Business Manager of the ANZ Learning & Development Group for Transfield Services.

With more than 20 years in the USA involved in business repositioning, Denis is also the founder of the Leadership Success Institute www.leader-success.com, and www.project-recoveries.com