



WASHINGTON STATE

disruptive and bullying behaviors:

a threat to workplace safety and employee well-being

Lunch and Learn | June 2, 2021

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objectives

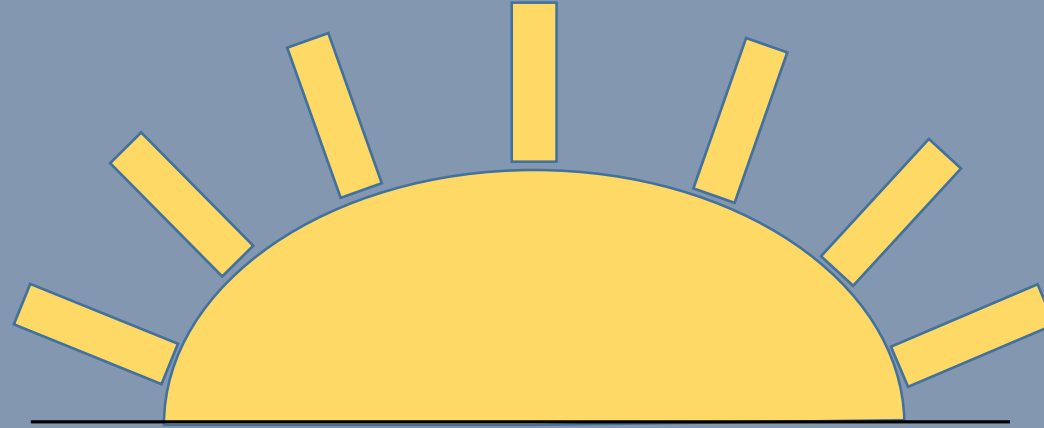
identify

place

address

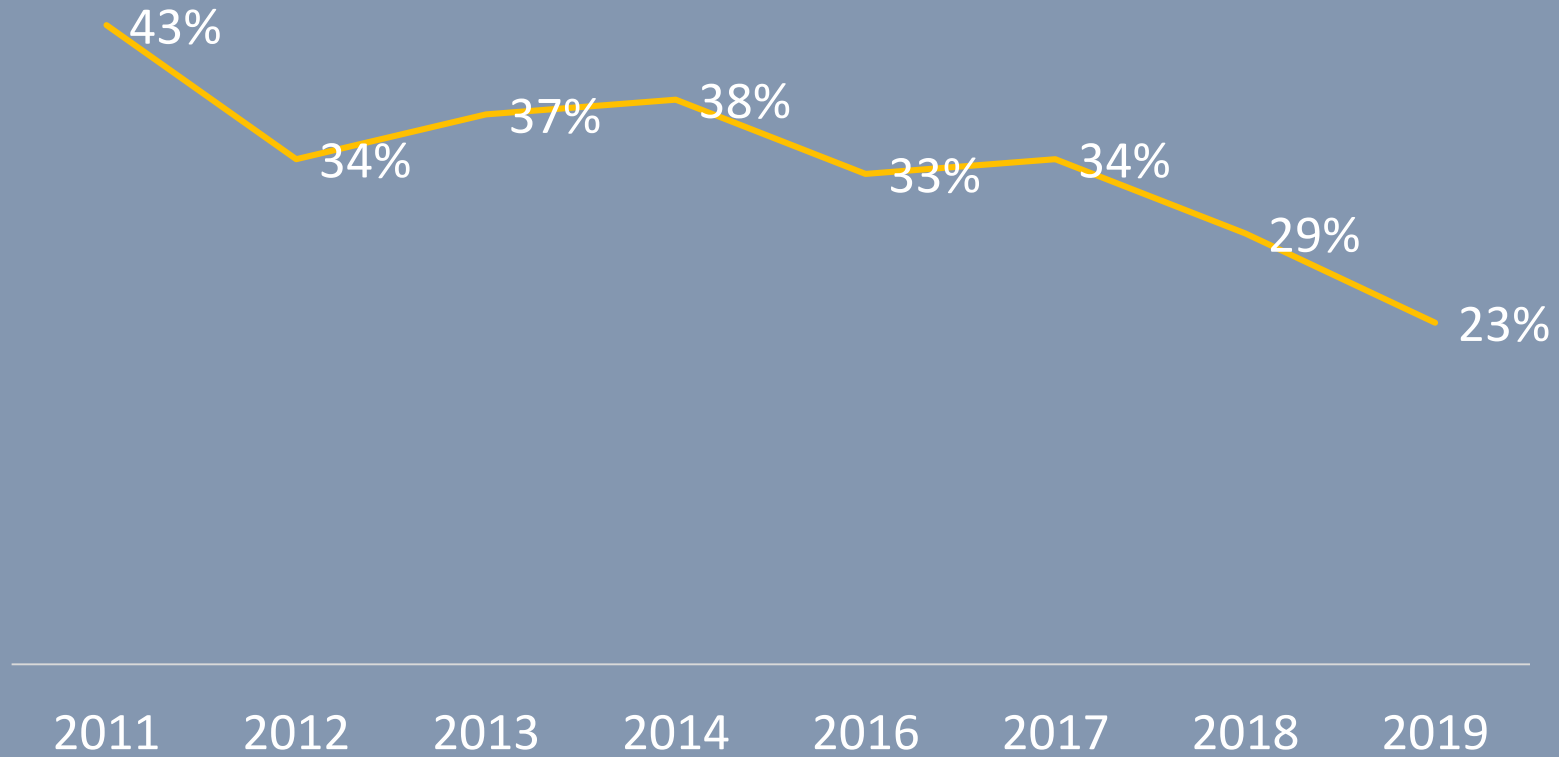
discuss

some good news



89% of those who work with others describing their place of employment as very or somewhat civil.

Experienced Incivility at Past or Present Job



some challenges

30%	managers had fired or threatened to fire someone due to incivility
25%	employees said they had quit a job due to an incivility in the workplace
87%	workers indicated that workplace incivility affected work performance

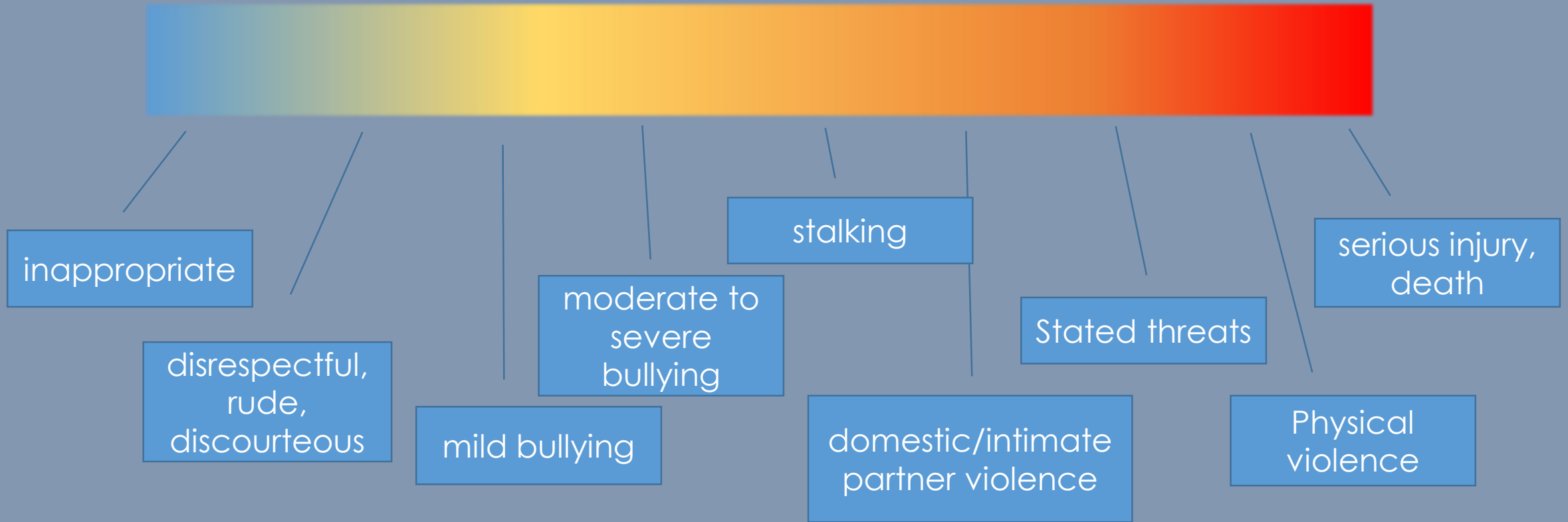
disruptive behaviors

Disruptive behavior is inappropriate behavior that interferes with the functioning and flow of the workplace (stonybrook.edu)

A behavior that has a negative impact on the emotional or physical well-being of persons in the workplace.

Any negative behavior that has the potential to distract, undermine, or physically/psychologically damage team members. (ctileadership.com)

disruptive behaviors continuum



inappropriate behaviors

- making rude remarks
- displaying personal effects in the work space that could be perceived as strange or threatening
- demeaning or degrading statements
- inappropriate jokes or pranks
- swearing in public
- oversharing of personal life or professional life details

disrespectful behaviors



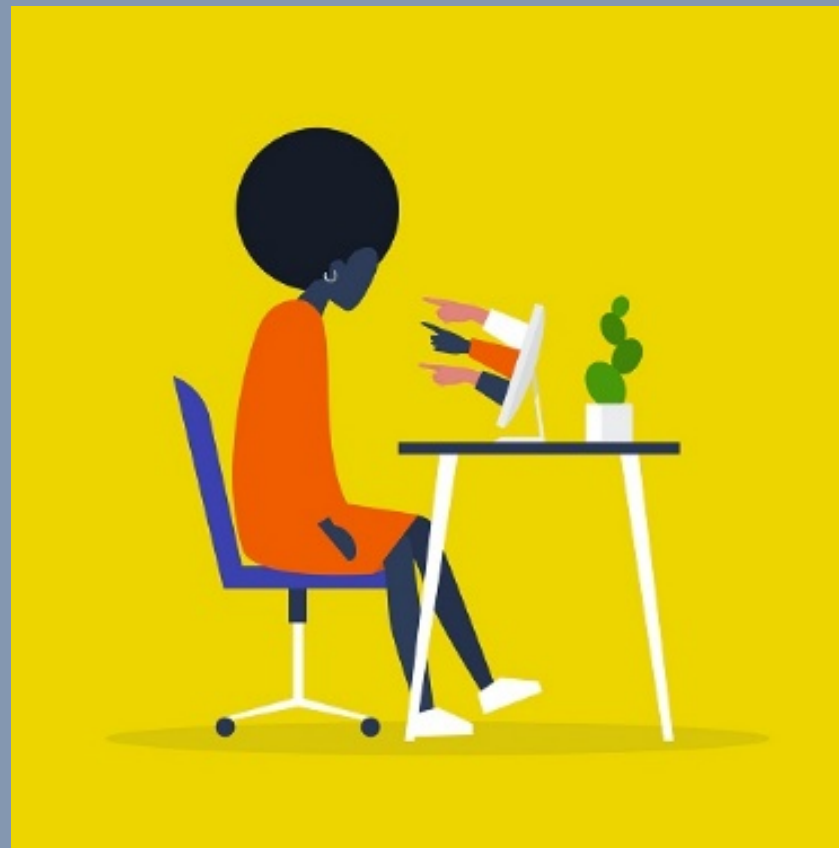
- Public humiliation
- Criticizing, ridiculing, or dismissing achievements
- Shouting
- Degrading an employee/coworker in front of other people
- Inappropriate sarcasm
- Speaking in a condescending or belittling way
- Swearing at another person
- Dismissive or negative gesturing when someone else is speaking
- Talking over another person; poor behavior in meetings
- Refusing to speak to another person for work purposes
- Discounting the person's thoughts or feelings ("Oh, that's silly") in meetings
- Stealing credit for work done by others

bullying

a persistent pattern of mistreatment from others in the workplace that causes either physical or emotional harm.

repetitive and systematic engagement of interpersonally abusive behaviors that negatively affect both the targeted individual and the work organization

repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators



bullying myths

If you are bullied, you are weak.

Only men bully.

Most bullies are managers.

Bullies work alone.

Ignore the bully. The problem will go away.

It's not bullying, it's just tough management.

tough boss

Objective, fair, and professional.

Self-controlled and unemotional.

Performance-focused—insistent upon meeting high standards and holding employees accountable for meeting those expectations.

Organizationally oriented—consistently operating to achieve the best interests of the organization.

bully boss

frequently misuses power and authority.

focuses on personal self-interest, as opposed to the good of the organization.

has emotional outbursts.

treats their employees inconsistently and unfairly.

appears to operate with intent to cause his or her target some kind of pain or personal distress.

bullying - mild

Ignoring someone by not responding to communications or requests for information or assistance

Dismissive interpersonal communications

Assigning blame

Providing negative feedback in spite of successful performance

Periodic “oversights” of leaving a person out of communications (including email) or social situations

Delaying or not providing crucial information

bullying – moderate to severe

Dismissive public responses to communications

Dismissive interpersonal communications (shut down a conversation and not allow the other person to communicate his/her perspective)

Ongoing misinformation (“forgetting” to share need-to-know information which makes the other person look foolish or humiliated by “not knowing”)

Sabotage and/or creating a situation of impossible demands whereby the other person is left out or will fail to meet expectations

bullying – moderate to severe

Starting gossip campaigns

Publicly ridicule, insult, make jokes about person in his/her presence

Routinely blaming and criticizing

Intimidation by glaring, acting forceful, interrupting, shutting down another person (also includes contradictions and silent treatment)

Pounding fist on desk, yelling, screaming, or throwing tantrums in front of others to humiliate the person

Retaliation for the person reporting or asking for help

self-reflection

Have you exhibited any of the behaviors at work?

If so, which ones and how often?

Have you ever received feedback about negative behaviors at work?

If so, do you have a plan to address the concerns and make things right?

the impact

physical health

- high blood pressure
- digestive issues
- headaches
- difficulty sleeping
- decreased appetite
- fatigue

mental health

- chronic worry about work
- anxiety
- depression
- hopelessness
- suicidal thoughts
- self doubt

on the job

- decline in job performance
- work avoidance
- difficulty focusing
- difficulty making decisions
- increase in mistakes/errors

addressing

conduct a self-assessment

be direct, calm and professional while calling the behavior out

document, document, document

know your workplace policies regarding harassment, hostile work environments, etc.

speak to your supervisor or your supervisor's supervisor

talk to HR

addressing

Find a quiet, private space

Arrange yourself so your access to exits are not blocked

Ask open-ended questions

Listen and let the employee explain in their own words what's happening

Provide clear feedback based on your own observations

Avoid language that blames or judges

Collaborate with the employee to develop a plan

Provide resources that align with the plan and with your role as supervisor

addressing

create policies that specifically address disruptive behavior, bullying and hostile work environments

design, develop and implement workplace culture initiatives around civility, psychological safety and diversity, equity and inclusion

cultivate culture

training opportunities

Inclusive Leadership: Building a Psychologically Safe Team Culture Workshop - <https://des.wa.gov/training/CourseDescription/2190> - Workforce Learning and Performance, Department Enterprise Services

Managing Job Stress - <https://des.wa.gov/training/CourseDescription/195> - Workforce Learning and Performance, Department Enterprise Services

Violence in the Workplace - <https://des.wa.gov/training/CourseDescription/198> - Workforce Learning and Performance, Department Enterprise Services

resources

Workplace Bullying Institute – www.workplacebullying.org

Civility in America Survey– 2019 – Weber Shandwick -
<https://www.webershandwick.com/wp-content/uploads/2019/06/CivilityInAmerica2019SolutionsforTomorrow.pdf>

American Psychological Association, Center for Organizational Excellence -
<https://www.apaexcellence.org/resources/special-topics/workplace-bullying>

Workplace bullying: a tale of adverse consequences Innovations in Clinical Neuroscience - (Sansone RA, Sansone LA. Innov Clin Neurosci. 2015 Jan-Feb;12(1-2):32-7. PMID: 25852978; PMCID: PMC4382139.)

The Society for Human Resources Management toolkit - (The Society for Human Resource Management - <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingdifficultemployeesa.aspx>)

resources

High Performing Teams Need Psychological Safety – Harvard Business Review -
<https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>

How Do You Create Psychological Safety at Work – Amy Edmondson -
https://www.youtube.com/watch?v=U_35pAviSnI

Creating Psychological Safety in the Workplace – Harvard Business Review -
<https://hbr.org/podcast/2019/01/creating-psychological-safety-in-the-workplace>

discussion and questions



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