

**Workplace Bullying
and Harassment:
A Refocus for Change**

Presented by Lisa Bynoe

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Why is this important to me?

- Lisa Bynoe
 - Therapist since 2007.
 - Over 25 years social work experience.
 - Experience working with workplace issues.
 - Also a survivor of workplace bullying and harassment for many years.

Focus on this video

(until 2:38)

<https://www.youtube.com/watch?v=YmRKlZEXVQM>



- How did this situation affect the speaker?
- Who else did it affect?
How?

At the end of this presentation,
you should be able to:

- Recall several ways in which workplace bullying and harassment impacts victims and their workplaces.
- Recite at least three tips to remember when intervening in these situations.
- Leave with a new idea of how incite change in the workplaces you represent.

A Refocus for Change:

We worked really hard to make sure that *Bill 168, Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace)* 2009 defined clearly the:

- **Abuse** (attempt, threat and act).
- **People** (employee, client, employer, stranger, family member).
- **Response** (process).

A Refocus for Change:



However, from my perspective in my counselling work, **victims still are suffering:**

- Whether or not *Bill 168* has been applied.
- Wherever they are in the process.
- Whoever they are.

Clients' Concerns:

- Can't sleep.
- Feel stressed out with thought of going to work.
- Don't know if they should or should not interact with colleagues during and outside of work.
- Walking on eggshells as bullies have friends at work.
- Management who appears to do nothing about the situations.
- Feel alone.
- Delay in receiving help, makes them feel worse.
- Increase in depression and anxiety.
- Families impacted (reacting to changes in clients).
- Increased sense of isolation.
- Missed work.

Clients in Flight or Fight Mode.



Other losses:

- Social support network (especially for newcomers to the county and city).
- Valuable employees leave or do not perform up to standard.
- Goal of the workplace lost. A war zone or to produce product and ideas?
- High cost (money and time) to organizations to respond to bullying and harassment.

A Refocus for Change:

Example:

A client of mine came to see me, appearing agitated and frustrated with her lack of sleep.

She reported to have received a email from a co-worker.

My client felt the email appeared to be written in a condescending, harassing tone.

She reported to me that this older colleague had a history of bullying behaviour towards other staff and their customers.

My client, who is an entirely different race than her co-workers, stated she wanted to do something in response to this email, but felt both apprehensive and unsure about her next steps.

A Refocus for Change:

Think about this and other situations which you have encountered.

Turn to your neighbour and discuss:

What do you think are the factors involved with victims still suffering, despite the fact that *Bill 168* exists?

A Refocus for Change:

By the time people seek either your help as a union, or my help as a counsellor, incidents (usually more than one!) already have occurred, and losses have been incurred.

I would propose that we be both **proactive, reactive and strategic** in our response.

A Refocus for Change:

First of all, need to remember
that **conflict has many levels.**

Figure 3.1 Hierarchy of Conflict Model



Conflict Hierarchy Examples

- **Exchange in daily events:** I was provided a different work schedule than yours.
- **Discussion of ideas:** Each person wants to have the holiday party at a different restaurant.
- **Expression of feelings:** I felt hurt as my idea was turned down.
- **Need for decision:** A new boss has been hired, as the last one was fired.
- **Decision making:** We attempt to figure out the schedule based on seniority.
- **Problem solving:** All 10 staff persons want the same day off, during a busy time of the year.
- **Crises:** We need to evacuate the building now due to a gas leak.

A Refocus for Change:

Why would we need to consider Conflict Hierarchy when helping others?

A Refocus for Change:

Need to respond to bullying and harassment within the hierarchy's top levels (decision making, problem solving and crisis), and not at lower levels.

Many times, the crisis is personal and can not be seen by us at work.



A Refocus for Change:

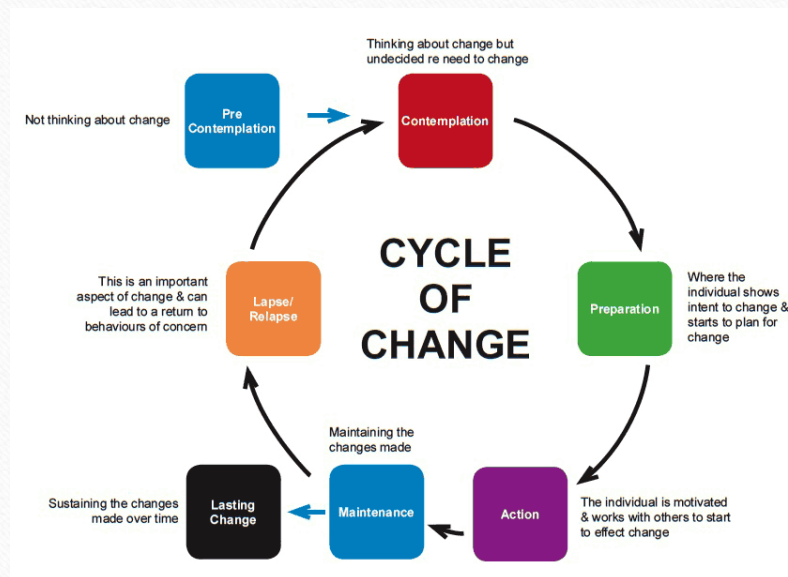
When helping, also remember these three other influencers:

- 1) Cycle of Change.
- 2) Constraints to change.
- 3) Workplace cultures.

1) Cycle of Change:

- Based on Stages of Change Research.
- Need to be mindful of individuals' readiness to change.

1) Cycle of Change:



1) Cycle of Change:

Example:

Ross begins his appointment with you by telling you about the numerous times his boss called him names. As he vents, you hear Ross say he hates his job and the boss.

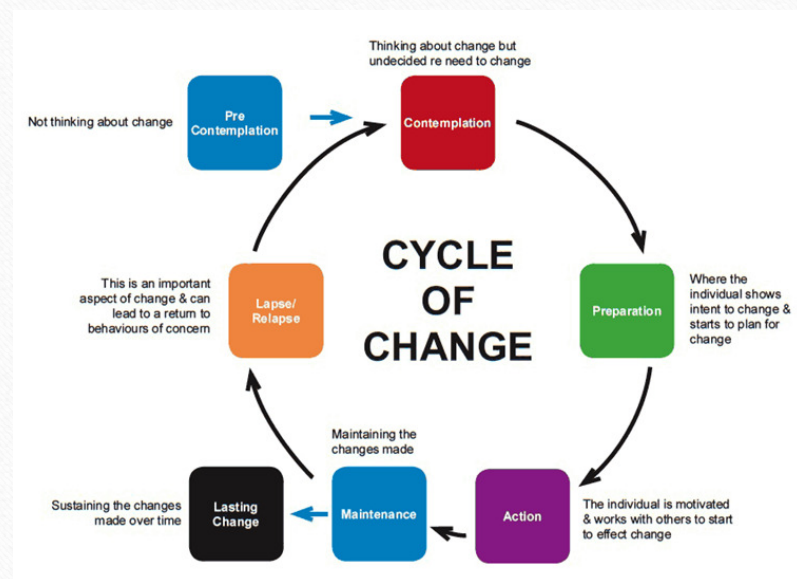
You advise him of both the grievance process, and of new job opportunities. However, he appears to just ignore you, and keeps talking.

Where would he be in the Cycle of Change?

1) Cycle of Change:

How will remembering this help us, help others?

What strategies would you use for Pre-Contemplation and Contemplation?



2) Constraints to Change

Previous Example:

A client of mine came to see me, appearing agitated and frustrated with her lack of sleep.

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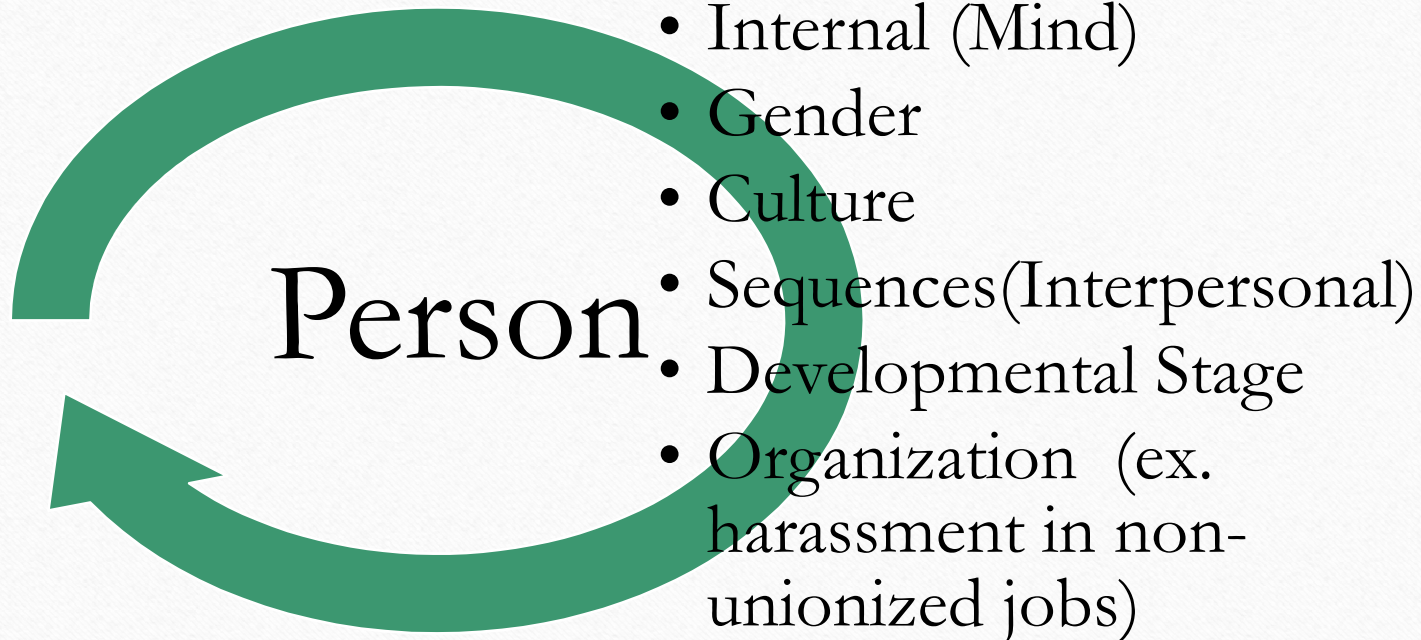
My client, who is an entirely different race than her co-workers, stated she wanted to do something in response to this email, but felt both apprehensive and unsure about her next steps.

What is stopping her?

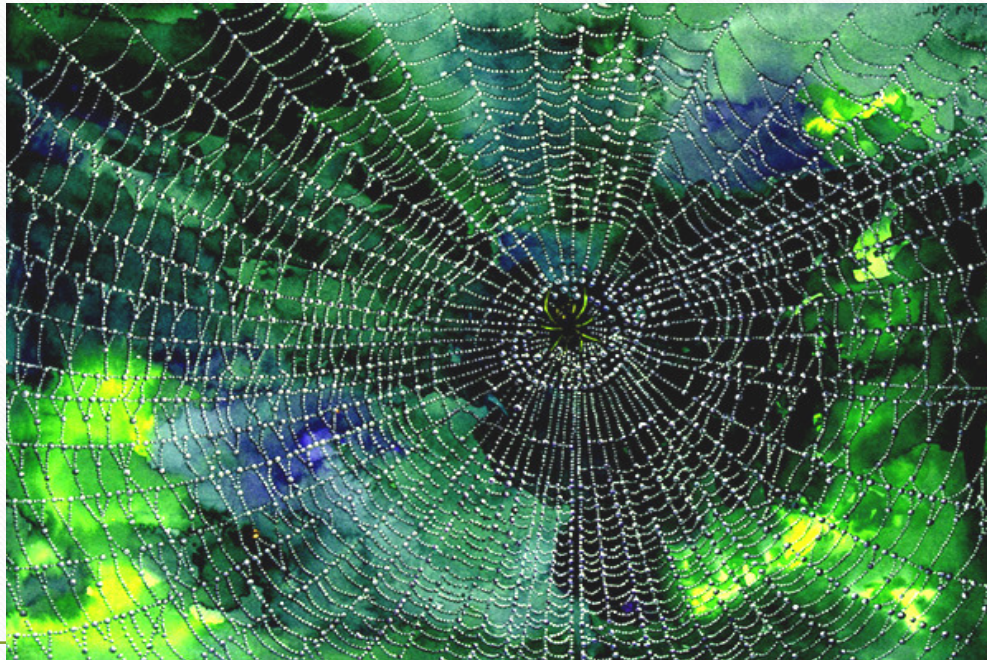
2) Constraints to Change

(Based on Systems Theory;

Helps with Pre-Contemplation and Contemplation)



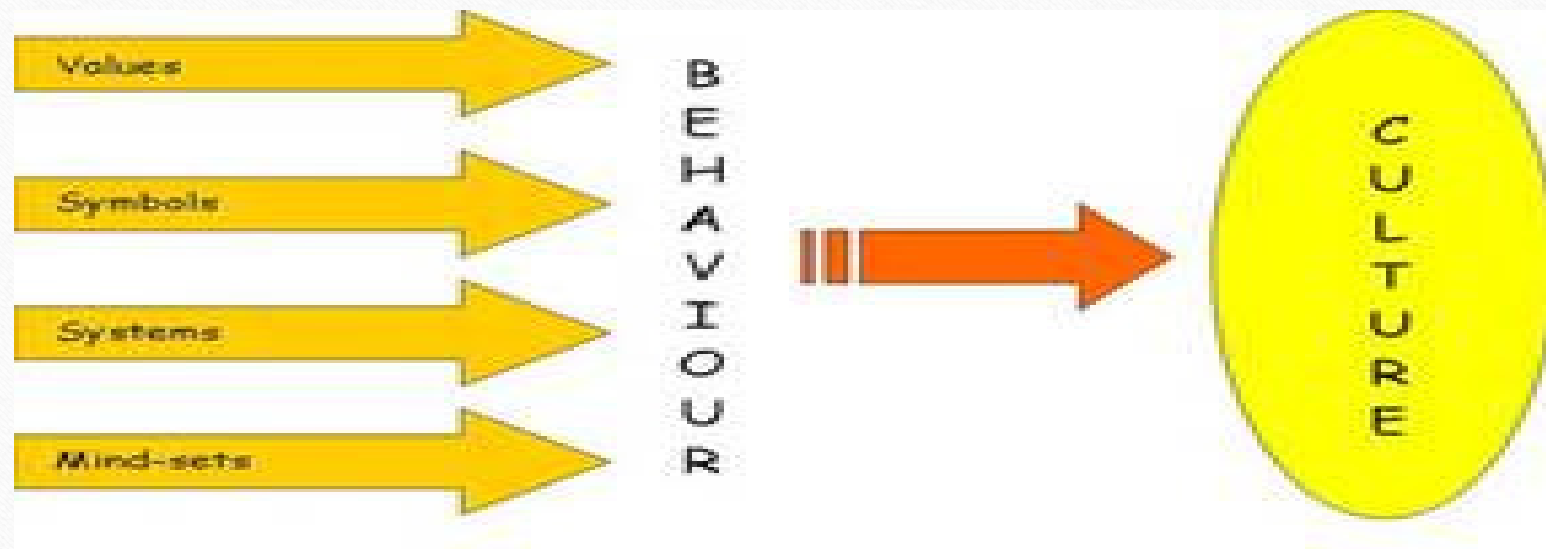
How is knowing the Constraints to Change helpful, as we help others?



3) Within above, Workplace Cultures



3) Workplace Cultures



**Culture does not change
because we desire to
change it. Culture changes
when the organization is
transformed; the culture
reflects the realities of
people working together
every day.**

QUOTEHD.COM

Frances Hesselbein

3) Positive Workplace Cultures:

Hard work to change!

Take a couple of minutes to consider:

What do the workplace cultures look like, where you work/represent?

Positive or negative?

What are the factors that make them positive or negative?

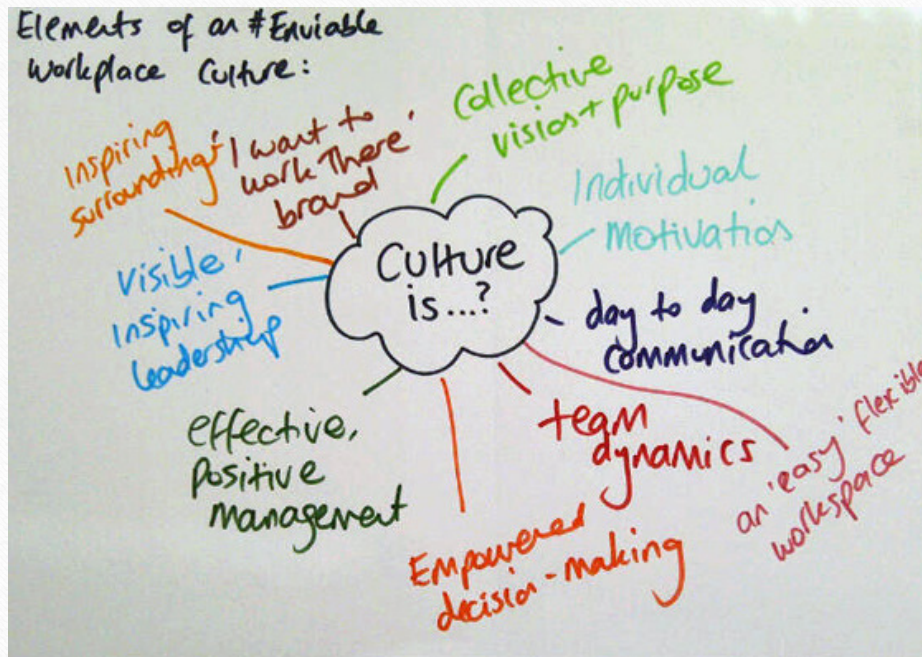
3) Positive Workplace Cultures



A POSITIVE WORK ENVIRONMENT

1. Build Trust
2. Communicate positively and openly
3. Expect The Best From Your Staff
4. Create Team Spirit
5. Give Recognition and Appreciation
6. Give Credit and Take Responsibility
7. Be Approachable
8. Provide A positive Physical Environment
9. Make Staff Evaluations a Positive Experience
10. Make It Fun

Elements of an #Enviably
Workplace Culture:



3) The Hard Work to Create Positive Workplace Cultures



3) Positive Workplace Cultures



Within your groups, what would it take to implement this process at the workplaces you represent?

A Refocus for Change:

**I left and then started
AVEC: Support group
for those enduring
workplace harassment
and bullying.**

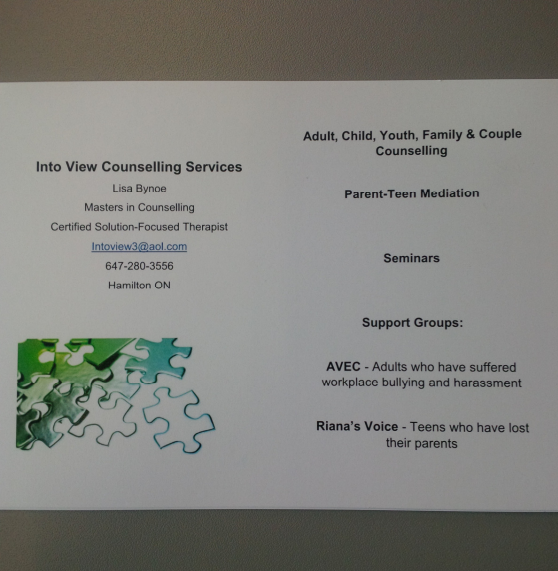
If You Don't Like
The Culture You're
In, Then Either
Change The Culture
You're In... Or
Change Cultures.

meetville.com

Donald Lynn Frost

Thanks for participating!

- Email me with comments/questions, and to find out about AVEC.
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Adult, Child, Youth, Family & Couple
Counselling

Parent-Teen Mediation

Seminars

Support Groups:

AVEC - Adults who have suffered
workplace bullying and harassment

Riana's Voice - Teens who have lost
their parents