

Management Forum – Bullying

Results generated by the participants at the management forum

Nov 27th 2009

BULLYING IS:	BULLYING IS NOT:	NOT SURE
<ul style="list-style-type: none"> • Name calling • Intimidation – size/position • Exclusion/isolation/shunning • Ignoring/indifference • Criticising (unwarranted) • Belittling • Embarrassing someone • Whispering • Abuse/misuse of power • Harassment • Passive/aggressiveness • Rudeness/tone of speech • Being dismissive/disrespectful • Perception is important • Malicious humour • Patronizing • Speaking negatively of individuals not present • Manipulation (power over you to comply) • Teasing/taunting • Passive-aggressive behaviour • Covert/indirect • Personalized comments aimed at individuals • Wearing down/badgering • Physical force/threat/throwing things • Verbal threat • Intentional body language • Abuse of power – power is not always hierarchical • Undermining/public shaming • Toxic gossip • Not letting others have voice • Yelling • Condescending language • Invading someone’s space • Ganging up (feeding frenzy) • Withholding information • Demeaning/insulting behaviour 	<ul style="list-style-type: none"> • Constructive criticism • Delegating tasks/managing (unpleasant task or project) • Micro-management • Reasonable expectation of performance with consequences if not met • Performance Feedback/review • Constructive feedback • Addressing behaviours that affect others: <ul style="list-style-type: none"> - Teamwork - Communication - Learning environment • Appropriate supervision • Making difficult decisions • Strong difference of opinion • Giving sincere praise • Inclusion • Appropriate exclusion • Preferential hiring processes • Honest expression of frustration/anger 	<ul style="list-style-type: none"> • Dominating conversation • Feeling silenced • Cut-off mid sentence • Micro-management • Meeting with manager – manager takes over conversation and time allotted for meeting • Going for interview and not being interviewed nor heard • Sense of entitlement – not willing to take “no” as an answer • Compliments • Disempowering employee by supervisor imposing professional judgement • Insensitivity <ul style="list-style-type: none"> - Jokes - Don’t say good morning - Ignoring other person • Rudeness • Disrespect • Excessive control over schedule • Lack of personal respect • Gender/cultural differences • “Why can’t you keep up with everyone else?” • Stealing/appropriating ideas/work • Refusing to do work or working very slowly • Preferential treatment

WHAT CAN WE DO:

- “Not here, not now. Never!”
- Every unit approached for forum on bullying
- Posters on bullying – who to call, who to contact - It doesn’t matter – why it’s wrong and needs to stop
- Write down what is happening
- Ability for managers to be proactive
- Integrate into staff orientation
- If you’re wondering – check it out
- How do we encourage people to trust institution
- Follow-up after
- Get help to have that conversation
- Interim arrangements
- If impact worth talking about with HR
- Talk about bullying at staff meeting
- Can we identify difficult areas and target for prevention
- If S.O. comes to EQHR, give a workshop to that area, might dissuade people
- Have confidential consultation with EQHR
- Obligation as a manager to deal with it
- Managers can call for confidential advice
- If reported to you, get more information, if possible
- Coach S.O. on acceptable move they can take
- Call HR, EQHR
- Auditor’s webpage
- Environmental assessment
- Refer students to ombudsman
- For education put scenarios on website
- Suggested avenues for solution
- Understanding what bullying is
- Appropriate/inappropriate behaviour

WHAT CAN SENIOR MANAGEMENT DO:

- This forum is good – continue to support it
- Bring these concepts to faculty members
- New faculty orientation
- Bullying not tolerated here posters
- Survey on bullying – do you know about the services – why/why would you not come forward?
- Grad students