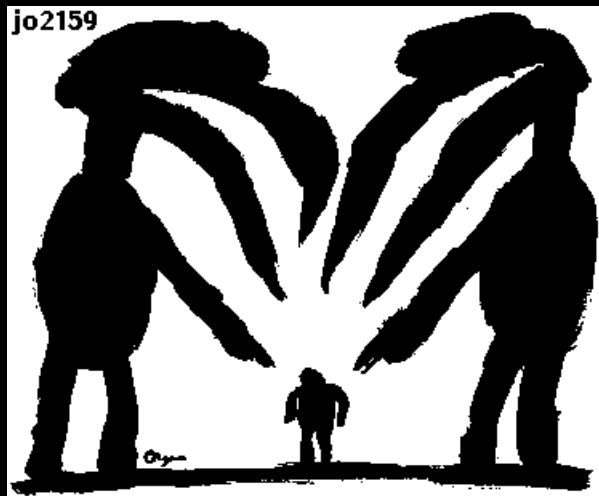


# Combating Workplace Bullying and the Bully Culture through Cognitive Behavioral Theory-based Prescriptive Executive Coaching



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&  
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Midwestern University

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# Today's Agenda

## Introductions

### Part 1

- What is Workplace Bullying (WB)?
- Consequences of WB

### Part 2

- Individual, organizational, and societal approaches to reduce and eliminate WB

### Part 3

- Organizational leadership, culture, and WB
- Cognitive-Behavioral Therapy and Prescriptive Executive Coaching
- PEC and Cultural Change: Creating a Bully-Free Workplace

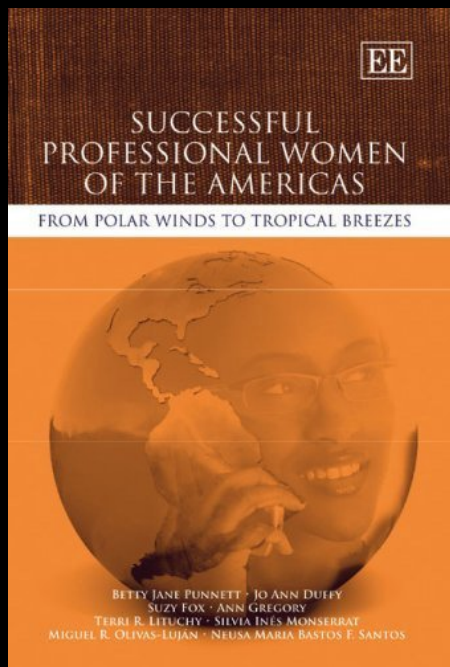
## TAKE-HOMES

# Introduction: Suzy's Teaching

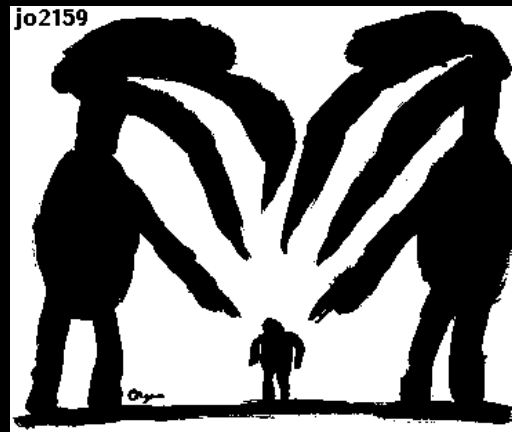
- Global Human Resource Management (MSHR, UG)
- Cross-Cultural Work Behavior (MSHR)
- Organizational Behavior, Managing and Motivating (MSHR, MBA, Loyola Executive MBA, International Executive MBA)
- Ethics of Employment and Diversity (MSHR)
- Analytical Problem-Solving (MSHR)
- Job Stress and Counterproductive Work Behavior (Loyola Executive Education, Continuing Professional Ed.)

# Introduction: Suzy's Research

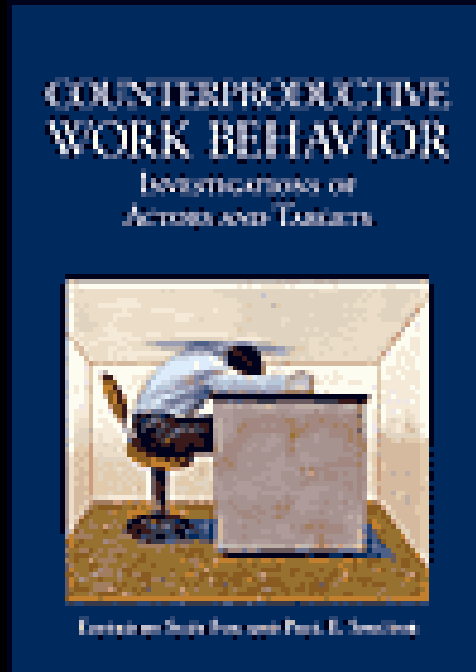
## Successful Women Worldwide



## Workplace Bullying



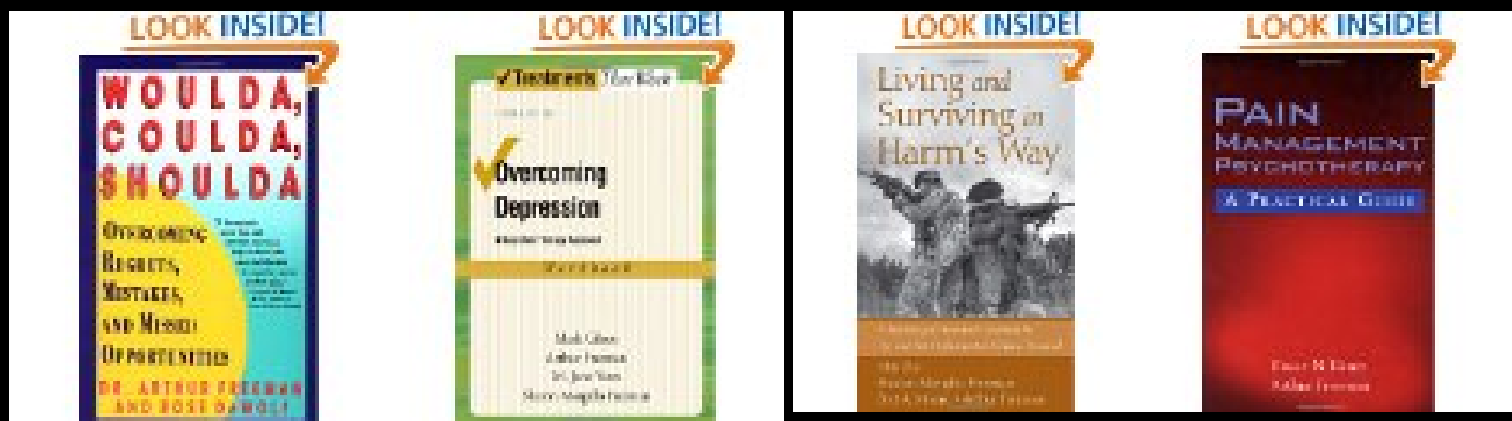
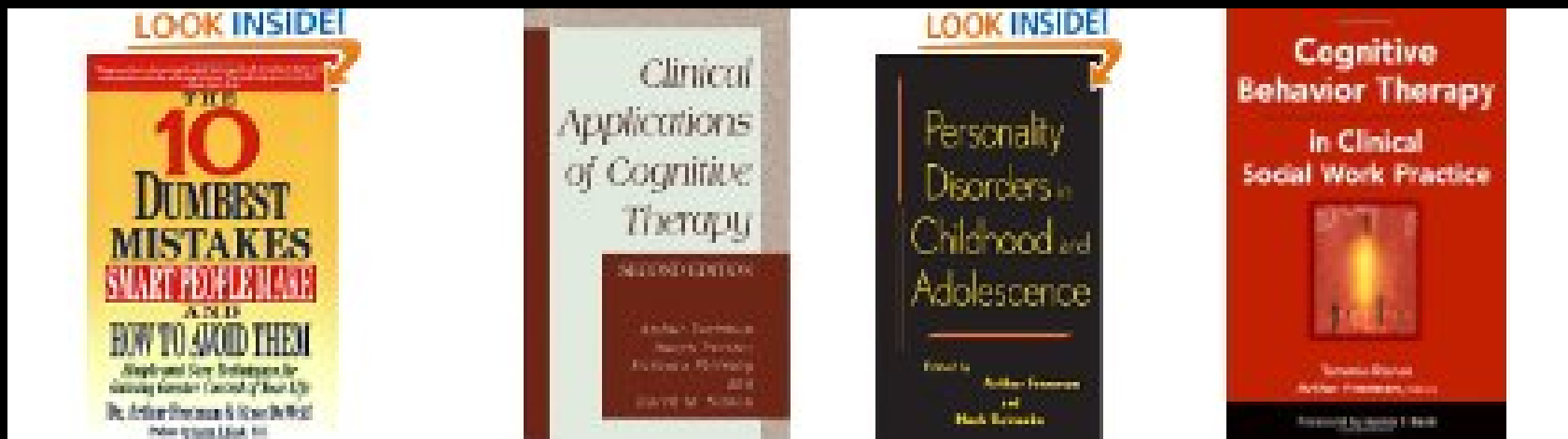
## Counterproductive Work Behavior & Job Stress



# Introduction: Art's Teaching

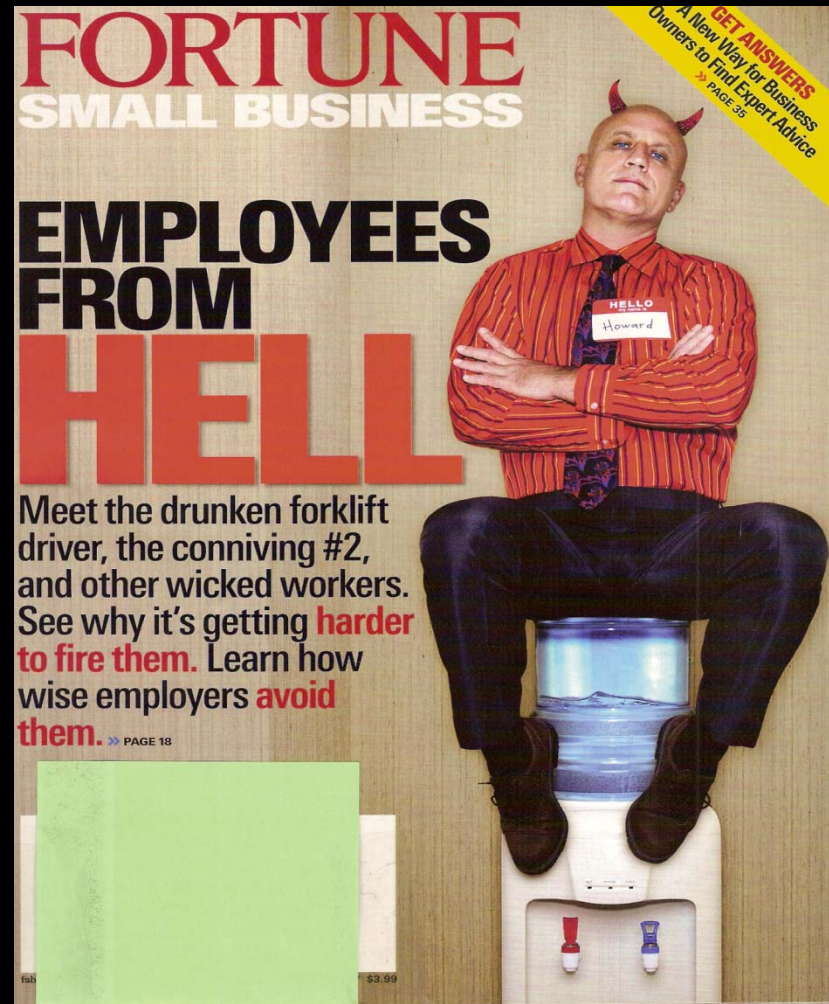
- Cognitive Behavior Therapy (CBT)
- Treatment of Patient's with Personality Disorders
- Treatment of Couples and Families
- Application of CBT for Social Workers
- Training of Clinical Psychologists
- Working with Children and Adolescents
- Eating Disorders and Substance Abuse

# Introduction: Art's Research & Practice



# PART 1:

## The phenomenon of workplace bullying (WB)



# What Is Workplace Bullying (WB)?

*...all those **repeated** actions and practices that are directed to one or more workers, which are **unwanted** by the victim, which may be done deliberately or unconsciously, but clearly cause **humiliation, offence and distress**, and that may interfere with job performance and/or cause an unpleasant working environment*

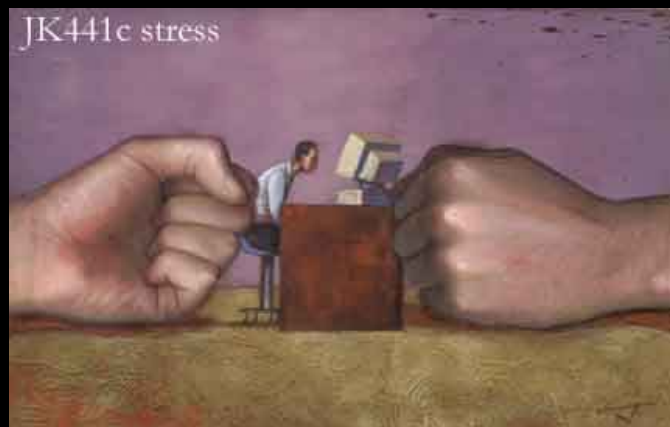
Einarsen

"an extreme type of social stress"

Zapf and Einarsen, 2005

# What Is Workplace Bullying (WB)?

*Bullying includes a wide range of behaviors, from subtle or unconscious incivilities to the most blatant, intentional emotional violence. Even the most seemingly innocent incidents of incivility can spiral into serious conflict, which can lead to a hostile work environment, including the potential for emotional and physical violence.*



# Rush Limbaugh's Definition\*

- Study Reveals Widespread Office Bullying! I know exactly what this is. I know exactly!



**It's a bunch of liberals behind this, a bunch of pantywaist, limp-wristed, linguini-spined liberals who are out there trying to work their magic and reorder the basic tenets of human nature, which is largely what a lot of liberalism attempts to do.**

\* Thanks to Gary Namie for posting this to the WBI website <sup>11</sup>

# Specific behaviors:

Examples from Fox & Stallworth WB-C

## 1. Threatening / intimidating behavior

## 2. Demeaning behavior

## 3. Isolation

4. Abusive supervision
5. Work sabotage
6. Harm to reputation

## 1. Threatening or intimidating behavior

- Nonverbal (e.g. eye contact, gestures)
- Verbal (e.g. yelling, cursing)
- Threatening physical violence or job loss
- Used email or other online media to harass, threaten, or intimidate you ("cyber-bullying")

## 2. Demeaning behavior

- Insults and put-downs
- Excessively harsh criticism of job performance

## 3. Isolation

- Silent treatment
- Exclusion from work meetings
- Intentionally leave room when you enter
- Failed to return your phone calls, e-mails<sub>12</sub>

# Specific behaviors:

## Examples from Fox & Stallworth WB-C

1. Threatening or intimidating behavior
2. Demeaning behavior
3. Isolation

### **4. Abusive supervision**

### **5. Work sabotage**

### **6. Harm to reputation**

### **4. Abusive supervision**

- Threaten with job loss or demotion
- Excessively harsh criticism of job performance
- Blamed you for errors for which you were not responsible
- Applied rules and punishments inconsistently
- Made unreasonable work demands

### **5. Work sabotage**

- Attacked or failed to defend your plans
- Intentionally destroyed, stolen, or sabotaged your work materials

### **6. Harm to reputation**

- Spread rumors (personal or work-related)
- Took credit for your work
- Used email or other online media to attack your reputation or degrade you to others ("cyber-bullying")

# Leading-Edge Information

Workplace Bullying Institute

Gary and Ruth Namie

<http://bullyinginstitute.org/>

Bully Busters

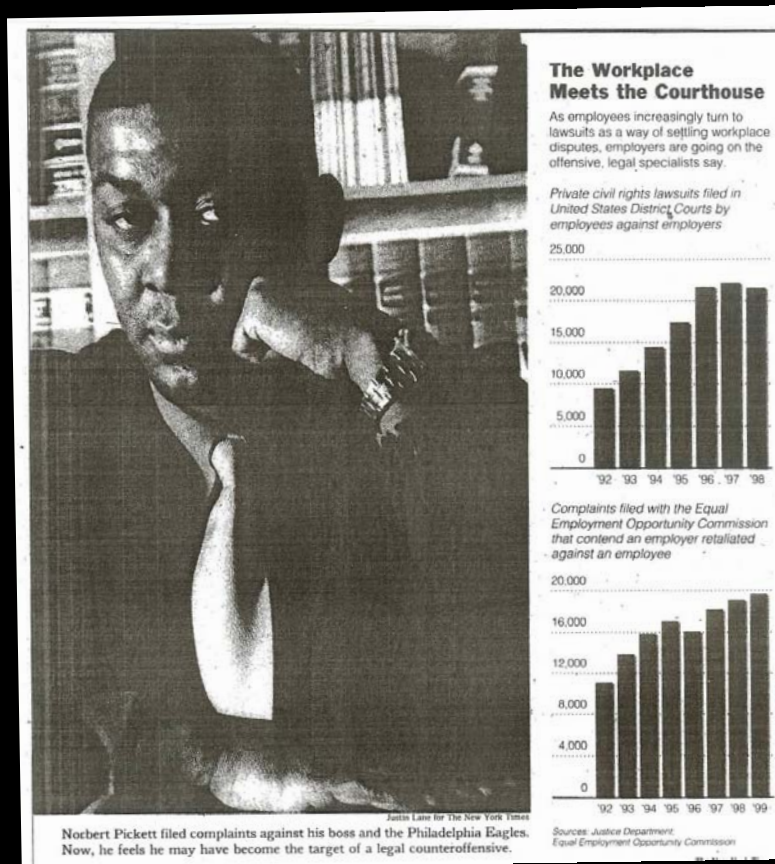
National Coordinators of U.S. State Legislative  
Initiatives to Stop Workplace Bullying

[workplacebullyinglaw.org](http://workplacebullyinglaw.org)

# How prevalent is WB?

	Study 1 Corporate n=262	Study 2 Teachers n=753	Study 3 Professors n=226
Any Bullying	97.0%	94.7%	94.3%
Bullying by coworker	57.0%	67.7%	82.7%
Bullying by supervisor	80.4%	81.5%	66.4%
<b>Pervasive Bullying</b>	<b>47.2%</b>	<b>64.8%</b>	<b>36.3%</b>
<b>Pervasive Bullying by coworker</b>	<b>13.6%</b>	<b>19.6%</b>	<b>23.9%</b>
<b>Pervasive Bullying by supervisor</b>	<b>34.7%</b>	<b>46.5%</b>	<b>22.1%</b>

# Workplace Bullying: Costs & Consequences



# Consequences to the Target

- **Emotional responses**

- Frustration, stress, anger, confusion, powerlessness, depression, humiliation, fear, self-doubt

- **Health damage**

- Psychological injury, anxiety, depression, post-traumatic stress disorder
- Stress-related short- and long-term physical health consequences

- **Responses toward the job and the organization**

- Strained relationships with colleagues, clients, etc.; isolation
- Sense of Injustice
- Job dissatisfaction
- Burnout

- **Behavioral responses**

- Retaliate/reciprocate/escalate
- Ignore/avoid; Withdrawal

- **Income reduction or loss**



# How Does Bullying Affect Job Outcomes (Strains)?

From Teacher Stress Survey (n=779)

<i>Strains</i>	Job attachment	Job satisfaction	Negative emotions	Burnout	Physical symptoms
<i>Stressors</i>					
Violent acts	.00	-.02	.03	.04	.11 *
Bullying	-.44 *	-.39 *	.45 *	.36 *	.25 *

# Consequences to the Organization

- **Organizational performance and employee productivity**
  - Interferes with workplace performance, productivity
  - Rise in accidents and mistakes
  - Diminished corporate reputation (abusive employer)
- **Withdrawal**
  - High turnover, loss of the brightest; Absenteeism
- **Culture and climate**
  - Strains loyalty, fosters distrust, sabotage, resentment
  - Uncivil climate, decreased communication
  - Potential escalation to workplace aggression, violence
- **Direct organizational costs**
  - Legal liability
  - Higher workers comp and disability costs

# So what causes workplace bullying?

- Broad cultural attitudes toward competition, toughness, assertiveness?
- A “bully culture” in the organization that accepts or rewards bullying?
- Personality: is there a narcissistic personality style linked to bullying?



# Part 2: Reducing and eliminating WB

**We know what it is...**

**Now we need to move**

Science/theory

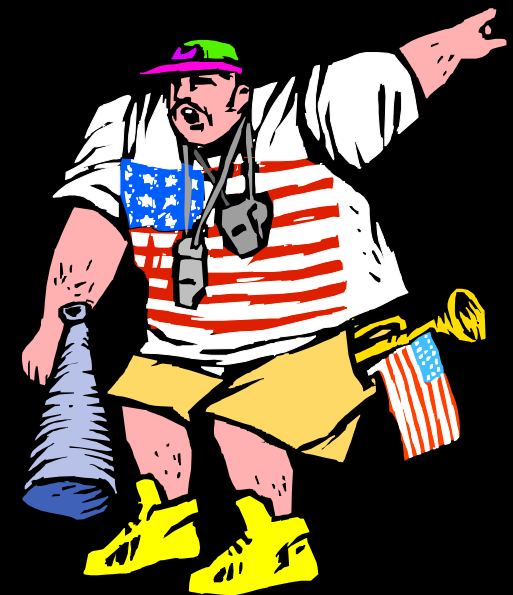
Organizational Domain



Policy/EAPs/Training



Culture, Leadership,  
Executive Coaching



Public domain

Law/Arbitration



# Organizational Prevention/Response

- **Develop Organizational Bullying Policy\***
  - Policy makes a clear statement about what the organization thinks, its relationship with staff, and how it expects people in the organization to behave
  - Begin with data collection (surveys and interviews) to find out what bullying issues currently exist in the organization, and to give employees a voice in developing policy

\* Modeled on UNISON policy developed by the largest trade union in the UK

# Preventing Workplace Bullying

*Example of Policy Statement of Commitment*

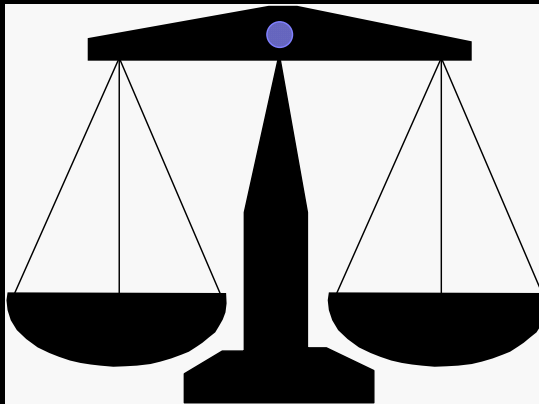
*Corporation ABC regards any form of harassment or bullying of staff as totally unacceptable and will respond seriously to any complaint by investigating thoroughly and taking appropriate action*

## *Parts of an Organizational Bullying Policy*

- Statement of commitment
- Definitions (how the organization defines bullying)
- Duties/accountability of managers
- Flexible communication/reporting channels
- Designated contact officers (e.g., HR, ombudsperson, specially appointed contact person)
- Complaints procedure (e.g., informally approach bully, contact officer, formally file complaints/grievances)
- EAPs
- Company-wide training
- Executive coaching
- Monitoring
- Disciplinary process
- Internal conflict management systems

# External Prevention/Redress

- Legislation (Healthy Workplace Acts)
- Litigation (“status-blind harassment”)
- Union involvement (negotiated anti-bullying provisions)



## Part 3:

- Organizational leadership, culture, and Workplace Bullying
- Cognitive-Behavioral Therapy and Prescriptive Executive Coaching
- PEC and Cultural Change: Creating a Bully-Free Workplace

# Preventing Workplace Bullying

*What Can Employers Do? (Internal Organizational)*

- **Culture and leadership**
  - Recognition of importance of anti-bullying culture by top leadership
  - Commitment by top leadership to a bully-free workplace
  - Training and executive coaching
  - Dissemination of anti-bullying stance throughout the organization (including executives and Board of Directors!)

# Linking a “bully culture” and the organization’s leadership

- Roles of the Executive in Workplace Bullying
  1. Actor
  2. Target
  3. Ignorer
  4. Enabler
  5. Rewarder
  6. Champion of profound cultural change

# Cognitive-Behavioral Theory (CBT)

- Work with multiple aspects of executive's reality:
  1. behavioral (action)
  2. cognitive (perceptive)
  3. affective (emotional)
  4. environmental/interpersonal (situational)
  5. socio-cultural (related to the individual's dominant culture, microcultures, organizational culture)

Freeman et al., 2004

## Elements of CBT

Active

Motivational

Directive

Structured

Problem-oriented

Solution-focused

Cognitively appropriate

Culturally informed

Multi-disciplinary

Use of homework

Psychoeducational

Collaborative

Empirically  
supported

Integrative

Multimodal

Dynamic

Time limited

Supportive

Data oriented

Here-and-now

**Cognitive Behavioral Therapy (CBT) is an umbrella term for a number of treatment models including:**

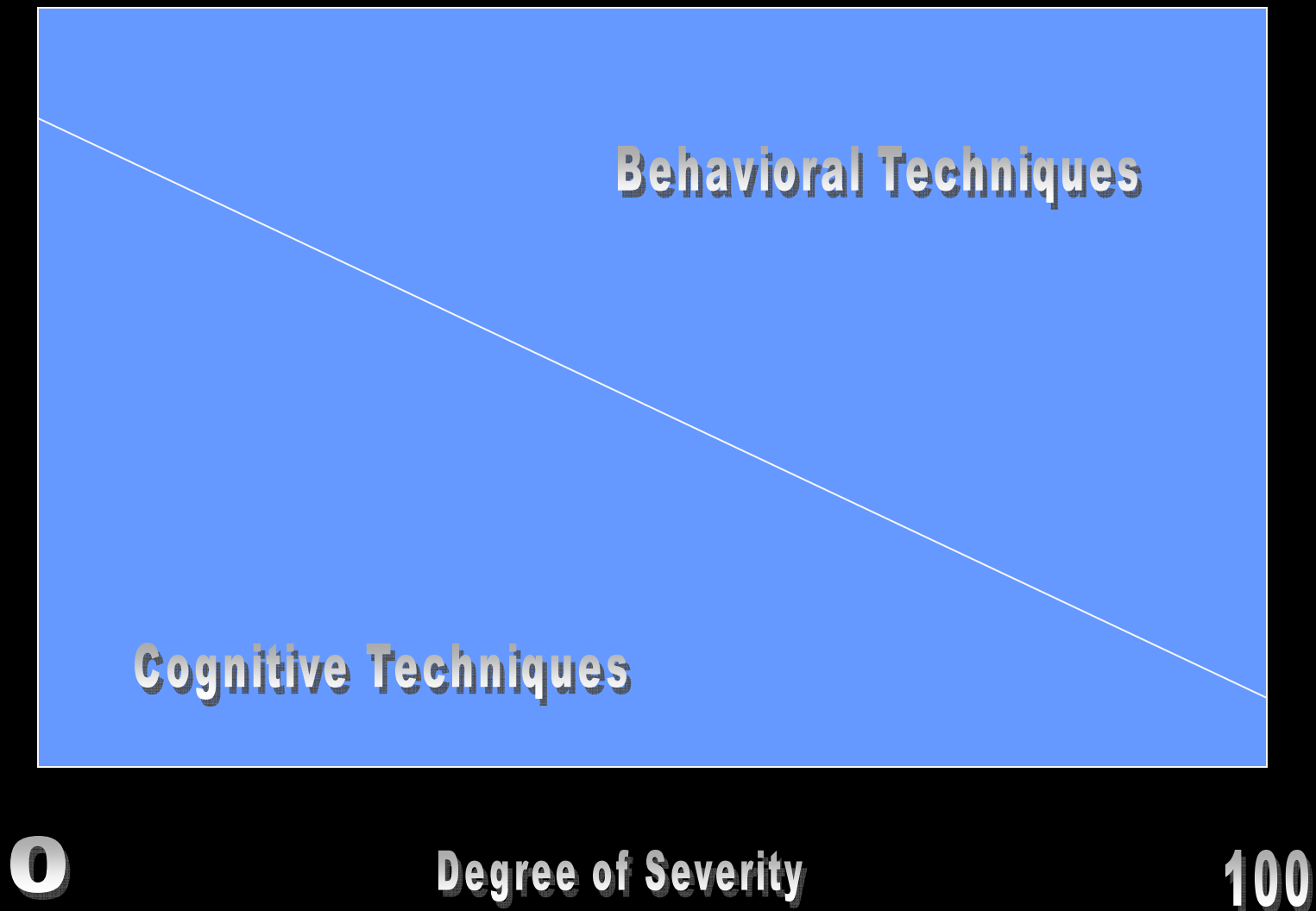
- **Cognitive Therapy**
- **Rational Emotive Behavior Therapy**
- **Cognitive Behavior Modification**
- **Multimodal Therapy**
- **Dialectical Behavior Therapy**
- **Acceptance and Commitment Therapy**
- **Behavioral Activation Therapy**
- **Problem-Solving Therapy**

## Contexts of Referral

- **Crisis circumstances (situational)**-*something has been said or done which has created an emergent situation for the individual or within their system (home, family, work).*
- **Loss of support (contextual)**- *through illness, death, loss, or choice, the individual has lost previous support or life options.*
- **Problematic interactions (skill-based)**-*an interpersonal difficulty due to a lack of skills (may be behavioral, affective, verbal, or empathic skills).*
- **Pathological process (mode/trait focused)**- *a more consistent stylistic response that has frequently/often caused problems for the individual*

- The issues in treatment revolve around not so much the events in the person's life, but what the individual has learned and internalized from those early experiences (schema).
- We must think in terms of the individual's temperament (*genotype*), behavioral manifestation (*phenotype*), and environmental context (*sociotype*).
- The interplay of these elements make for the colors and shading of the disorder.

# Use of Cognitive/Emotive and Behavioral/Environmental Interventions



## Converting Complaints to a Problem List

- Presenting complaints

"I get no respect."

"Others do not recognize all that I do."

"My Problems are REAL, as opposed to others who are disturbed."

"Why do I have to fight so hard to get what I deserve?"

"I always have to settle."

"People criticize me behind my back."

"My children/family/nurses/doctors do not like me or care for me the way that they should."

Vague Goals



Vague Therapy



Vague Results

# What is "Prescriptive"

## Executive Coaching (PEC)

- PEC is a model of coaching that uses a *cognitive behavioral* orientation to build an understanding of the needs, interests, impediments, and goals of coaching interventions.
- The CB approach is rooted in the behavior theory and treatments developed by Dr. Joseph Wolpe; the treatment models developed by Drs. Aaron T. Beck and Albert Ellis; and an interpersonal. dynamic perspective.

## Dimensions of PEC

- Interpersonal-between/among people
- Behavioral-specific actions
- Cognitive-thoughts and beliefs
- Emotional-feelings
- Cultural-social, ethnic, national or group

# Prescriptive Executive Coaching (PEC) Applied to Several Executive/Mgmt Roles

Leader Role	Goal of PEC
<b>Actor</b>	<ul style="list-style-type: none"> <li>•Recognize, transform, channel dysfunctional cognitions and behaviors (their counterproductive, emotionally abusive tendencies)</li> <li>•Bring out the positive, creative, engaged behaviors that adaptive narcissism can facilitate</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>•Reframe evaluation of leader's own past or present experience of being bullied</li> </ul>
<b>Ignorer, Enabler, &amp; Rewarder</b>	<p>Re-focus leader perception of organization's culture</p> <ul style="list-style-type: none"> <li>•perceive bullying behaviors by managers</li> <li>•recognize costs of bully culture (psychological, strategic, financial risks)</li> <li>•recognize own role in promoting &amp; rewarding bully culture</li> </ul>
<b>Champion</b>	<p>Recognize necessity of active intervention and culture change through the ranks</p>

# Ultimate Goal:

## Leader/Champion of Culture Change

- Recognition of importance of anti-bullying culture by top leadership
- Commitment by top leadership to a bully-free workplace
- Dissemination of anti-bullying stance (including executives and Board of Directors!)
- Provision of training and coaching throughout the organization

# Critical Caveat

- Executive coaching is proposed as an addition, NOT A SUBSTITUTE for comprehensive organizational and public programs and processes to counter WB!
  - Comprehensive organizational policy
  - Training and awareness-raising
  - Public policy and legislation

# Critical Caveat: Inherent Ethical Pitfalls in coaching/counseling interventions

- When an individual is or feels compelled to undergo any sort of mental health-related treatment as an explicit or implicit job requirement
- The rights of all parties to bullying – the actor, the target, the bystander, the manager, the leader -- come into play here.
- Due process for an employee accused of bullying, and associated damage to self, reputation, or career, must be profoundly considered
- Handling communications about counterproductive, violent or illegal behaviors of the client/bully, or subordinates, peers, superiors?

# TAKE-HOMES

- Link WB with individuals and with a bully culture
- Link bully culture with organization's leader(s)
- Understand multiple roles an executive may play in WB: actor, target, ignorer, enabler, rewarder, champion of change

## TAKE-HOMES (cont.)

- Develop, communicate, and enforce comprehensive organizational policy and programs
- Develop CBT-based Prescriptive Executive Coaching to enable executives and managers to transform their bully culture
- External justice: legislation and union involvement

# Thank you

