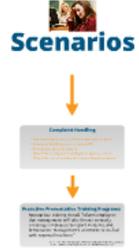
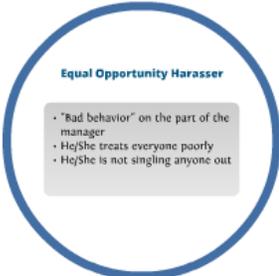
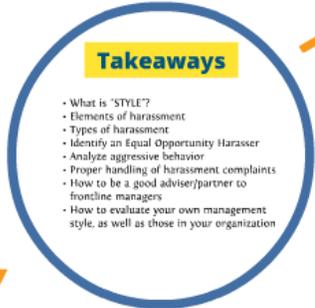


More than any other reason, people quit jobs because of their MANAGERS.

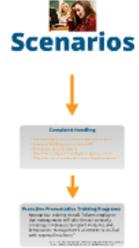
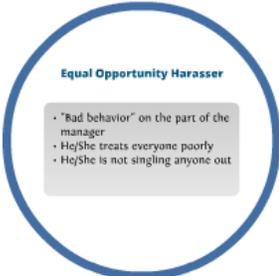


Scenario 1: A manager who is not a manager... Scenario 2: The manager who is not a manager... Scenario 3: The manager who is not a manager...





More than any other reason, people quit jobs because of their MANAGERS.



Scenario 1: A manager who is not a good manager... [Text continues with a detailed scenario]

Scenario 2: The manager believes that this is the Director Manager's role and needs to do some things the same way... [Text continues]

Scenario 3: The HR representative, manager, and employee... [Text continues]

Scenario 4: The HR representative, manager, and employee... [Text continues]





Presented by: Will Lucero, PHR

Is It Management Style or Harassment?

...maybe just Equal Opportunity Harassment?





Takeaways

What is “STYLE”?

Elements of harassment

 Prezi
Types of harassment



Takeaways

- What is “STYLE”?
- Elements of harassment
- Types of harassment
- Identify an Equal Opportunity Harasser
- Analyze aggressive behavior
- Proper handling of harassment complaints
- How to be a good adviser/partner to frontline managers
- How to evaluate your own management style, as well as those in your organization

More than any other reason,
people quit jobs
because of their MANAGERS.

What is management style?

Wiki defines
Management Style as:

“Characteristic ways of
making decisions and
relating to
subordinates.”

Robert Tannenbaum and Warren
Schmidt developed the idea of
Management Style as :

“The style of leadership is
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“The style of leadership is dependent on the prevailing circumstance; therefore leaders should exercise a range of management style and deploy as appropriate.”

What is harassment?

Webster's dictionary defines Harassment as:

“To annoy persistently; to create an unpleasant or hostile situation by uninvited and unwelcome verbal or physical conduct.”

Types of Harassment

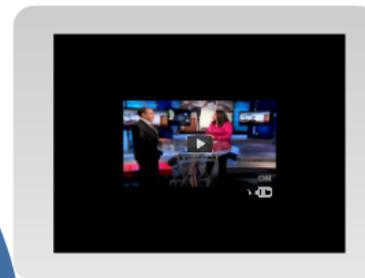


verbal or physical condu

Types of Harassment

Bullying

"On-the-job bullying can take many forms, from a supervisor's verbal abuse and threats to cruel comments or relentless teasing by a co-worker. And it could become the next major battleground in employment law as a growing number of states consider legislation that would let workers sue for harassment that causes physical or emotional harm." -Growing Push to Halt Workplace Bullying, Associated Press, March 1, 2013



Bullying in the Workplace

For generations, children have been terrorized by schoolyard bullies. And many of those bullies eventually go to work. But workplace bullying is complex because the victim does not always fall into a protected class or category and because there is a wide range of behaviors, from subtle to physical.



The Risks and Costs of Workplace Bullying

Even though there isn't a workplace bullying law yet, bullying exposes an employer to potential legal liability or worse. Bullying in the workplace can lead to lawsuits based on claims of negligent hiring, negligent retention, hostile work environment or discrimination. Bullying also can lead to workers' compensation claims for stress and emotional injuries. If bullying results in physical injuries, then work and factory claims also may surface. Some of these claims, like harassment that the bully is an "equal opportunity" bully who treats everyone in a demeaning way.

So we need to work for a safe bully and use of workplace bullying laws is not an end in itself. It's a means to an end, the end being a safe workplace and a safe work environment.

Due to the economic downturn, "people are being laid off. They are being asked to work longer hours, and the number of people who are laid off is increasing." -Gary Nance, social psychologist, author of "The Workplace Bullying Handbook"

Healthy Workplace Bill

The Healthy Workplace Bill is a bill that would let workers sue for harassment that causes physical or emotional harm. It also would let workers sue for harassment that causes physical or emotional harm.

Bullying

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Due to the economic downturn, "people are trapped; they don't have the same alternative jobs to jump to. They are staying longer in these pressured, stress-filled, toxic work environments." -Gary Namie, social psychologist and co-founder of the Workplace Bullying Institute

-Associated Press, March 1, 2013

Healthy Workplace Bill



The real value of a law, and the true purpose of the Healthy Workplace Bill, is to get employers to prevent bullying with policies and procedures that apply to all employees.

- 25 States since 2003 have introduced the HWB
- No laws yet enacted- 11 states with 15 bills active

Information and other bills from www.healthyworkplacebill.org



CNN

You Tube

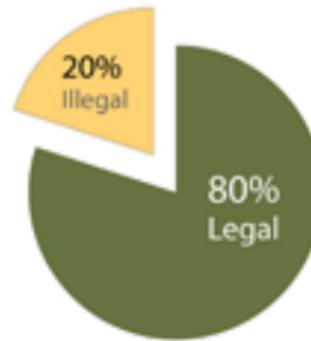
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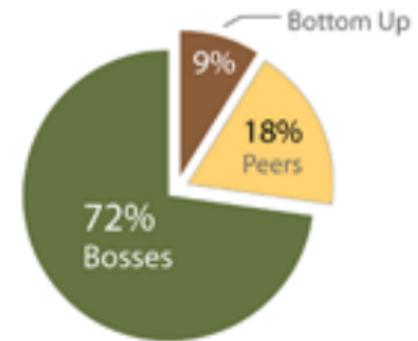
Healthy Workplace Bill



49% of Adult Americans have been bullied or witnessed it.



80% of Bullying is legal, but still occurs.



72% of Bullies outrank their targets.

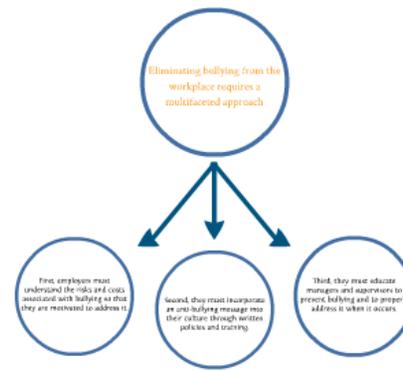
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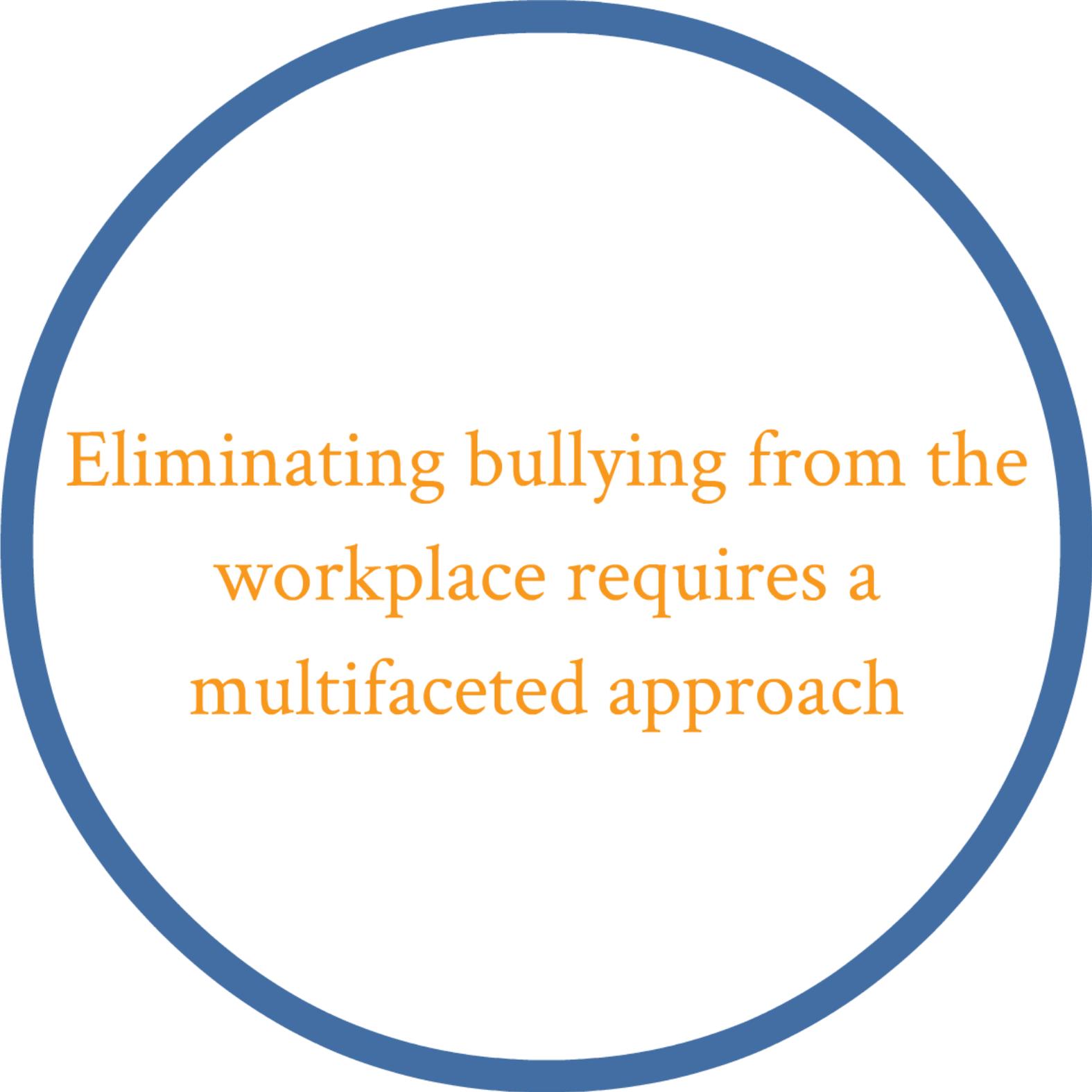
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Information and chart taken from: www.healthyworkplacebill.org

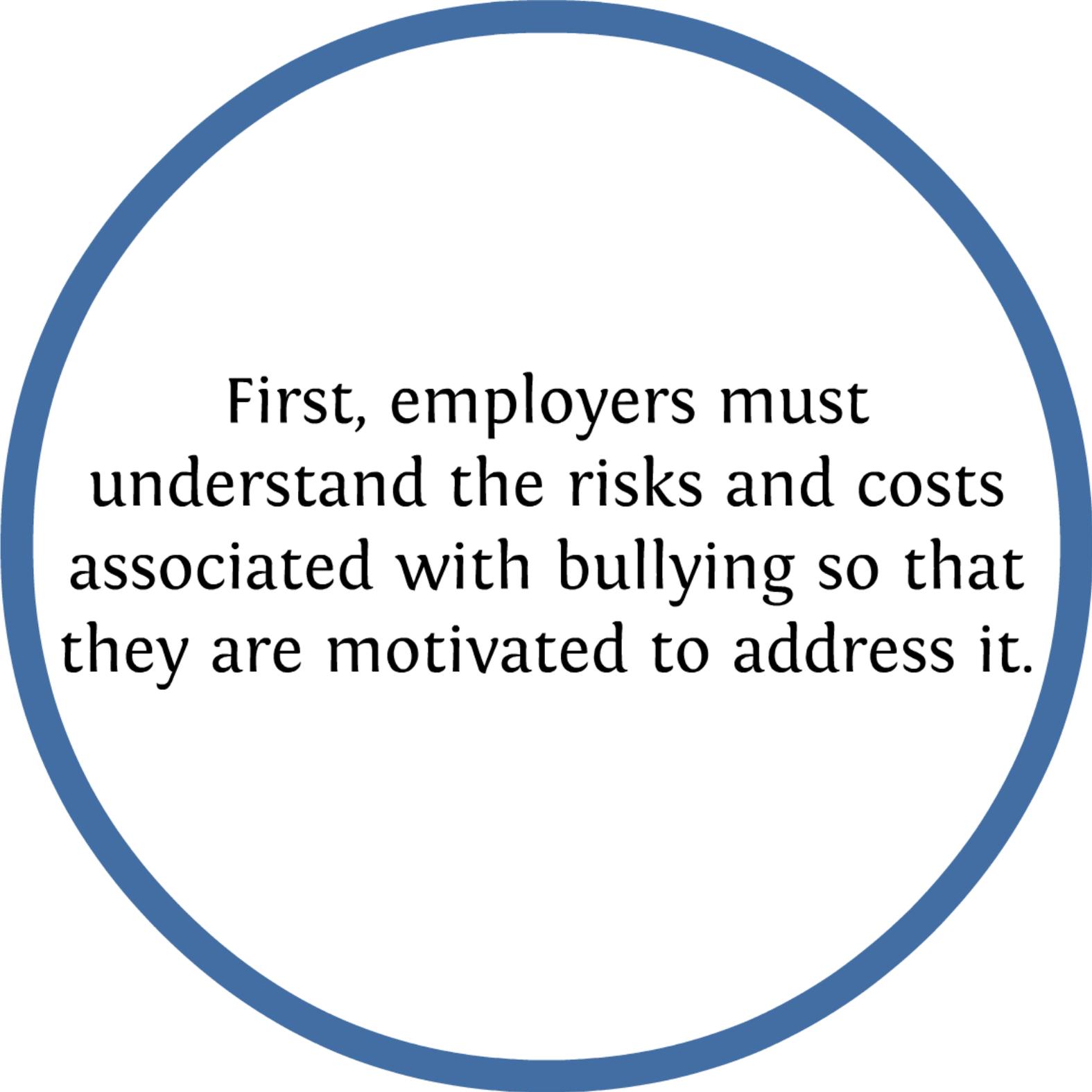
Bullying in the Workplace

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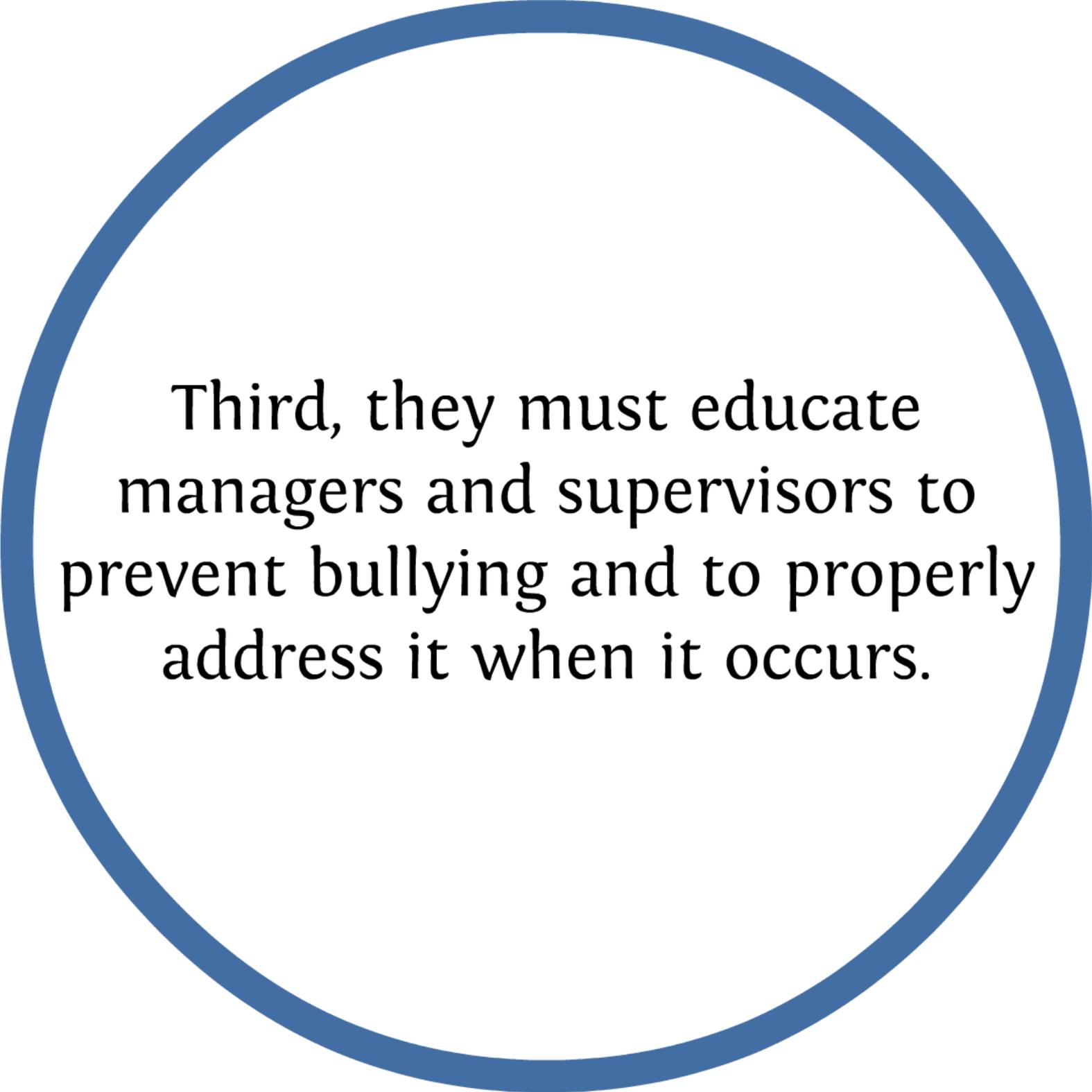


Eliminating bullying from the
workplace requires a
multifaceted approach



First, employers must understand the risks and costs associated with bullying so that they are motivated to address it.

Second, they must incorporate an anti-bullying message into their culture through written policies and training.



Third, they must educate managers and supervisors to prevent bullying and to properly address it when it occurs.

The Risks and Costs of Workplace Bullying

Even though there isn't a workplace bullying law (yet), bullying exposes an employer to potential legal liability on several fronts.

Bullying in the workplace can lead to lawsuits based on claims of negligent hiring, negligent retention, a hostile work environment or discrimination.

Bullying also can lead to workers' compensation claims for stress and emotional injuries. If bullying results in physical violence, then assault and battery claims also may surface. In any of these claims, it is no defense that the bully is an "equal opportunity" bully who treats everyone in a demeaning way.

No one wants to work for or with a bully and even if a company dodges a lawsuit, it will still suffer from increased absenteeism, decreased productivity, low morale and high turnover. Even worse is that bullying can lead to violence and death.

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Cyber Bullying

With advances in technology, the opportunities are everywhere, for example: Facebook, Twitter, Texting, Blogs, etc.

Harassment: Protected Classes

- Age
- Sex
- Disability
- Equal Pay/Compensation
- Genetic Information
- National Origin
- Pregnancy
- Race/Color
- Religion
- Retaliation

Sexual Harassment

- Unwelcome sexual advances
- Requests for sexual favors
- Other verbal or physical conduct of a sexual nature

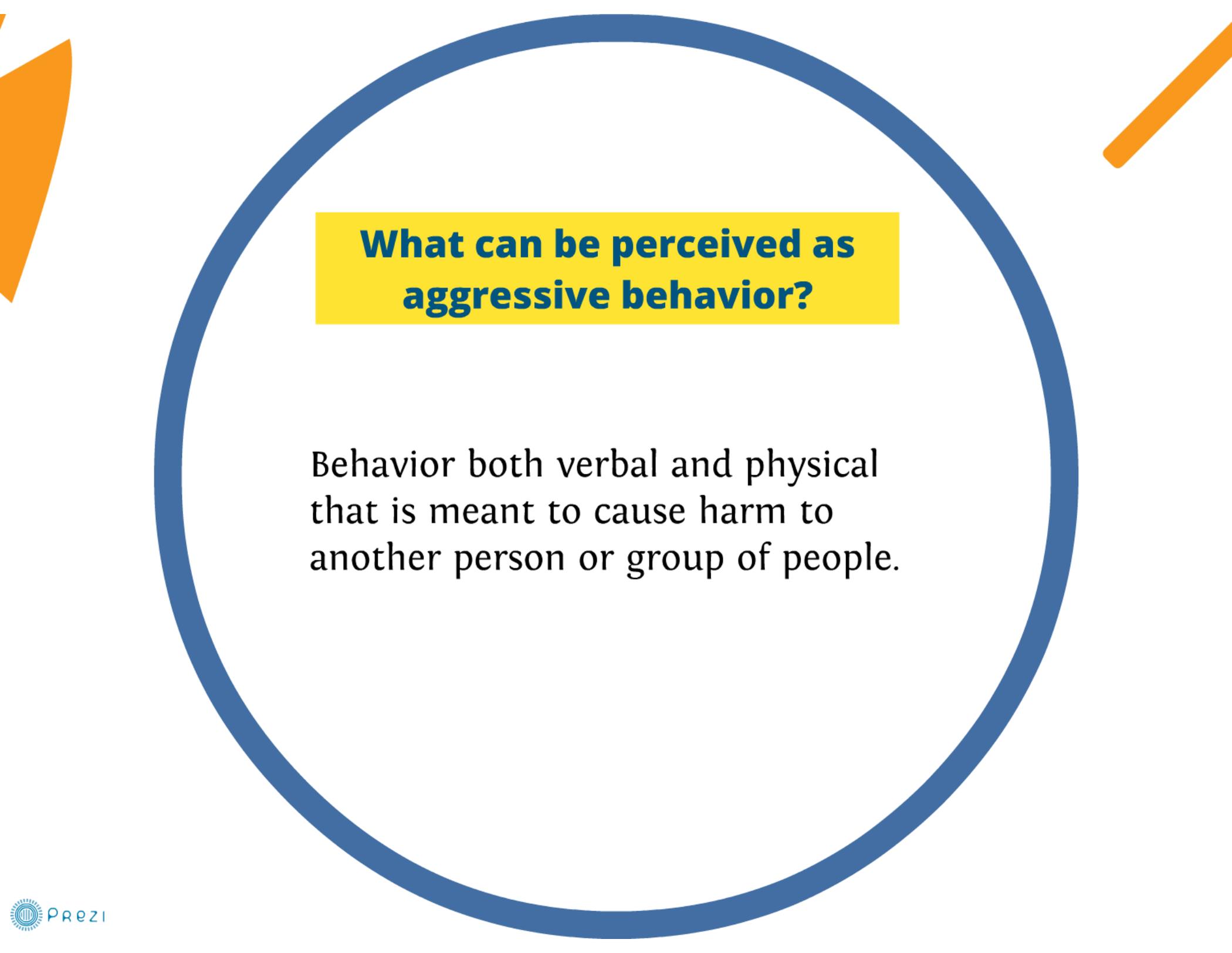
This conduct constitutes sexual harassment when:

- Explicitly or implicitly affects an individual's employment
- Unreasonably interferes with an individual's work performance
- Creates an intimidating, hostile, or offensive work environment.

www.eeoc.gov

Equal Opportunity Harasser

- "Bad behavior" on the part of the manager
- He/She treats everyone poorly
- He/She is not singling anyone out



What can be perceived as aggressive behavior?

Behavior both verbal and physical that is meant to cause harm to another person or group of people.



Scenarios



Scenario #1

A high performance employee files a complaint because she feels like she is being harassed by her supervisor. She complains that the supervisor sends emails at all times of the day or night, in bold, enlarged, and colorful texts. Many times the emails are sent with unreasonable timelines for completion, and sent within minutes of each other.

She feels that the supervisor is requesting information that isn't vital to the business, and feels the supervisor is simply "creating more work" than is necessary. She says she feels like she is being picked on, the tone of the emails is always threatening or "loud", and has been ongoing for a long time.

The company's investigator responds, "You are not being harassed; this is just the supervisor's style, and every manager has his/her own style. The supervisor sends these emails to everyone."

Assess Scenario #1

everyo

“Red flags” in the first scenario:

Was the manager trying to “annoy persistently?”

Were the emails just “a way of relating to subordinates?” Why were emails sent during all hours of the day and night? Why were so many emails sent? Did the font size, style, and color “shout out” a message? Were the timelines reasonable? Has this behavior been on-going?

A Distri
Of

Scenario #2

A District Manager visits one of his store managers more often than other stores, and always insults the manager in a loud voice. The store manager has been in his position for many years, is one of the oldest managers in the company, and feels the younger manager is harassing him. The store manager is ultimately terminated, and files a complaint with the EEOC alleging harassment based on age discrimination.

→ The investigator determines that this is just the District Manager's style, and speaks to all store managers the same way.

The EEOC investigates the manager's complaint, and concludes that since the district manager treated all the managers the same way, ultimately terminating many of them, there wasn't reason to believe the manager was discriminated against based on age.

Assess Scenario #2

discrimination

“Red flags” in the second scenario:

Was the DM “trying to annoy persistently?” Was the DM just trying to relate to the employee?” Why would the DM insult the manager? Was it on-going?

Why was the manager terminated after having been in his position for many years? Did he not know how to do his job? Why were so many other managers terminated by the same DM? Why did the DM feel the need to use a loud voice?



Complaint Handling

- Does your company has an anti-harassment policy in place?
- Complaints should be given in writing to HR
- Investigations should be initiated
- What if the investigation finds illegal harassment occurred?
- What if the conclusion is that there was no illegal harassment?





Proactive Preventative Training Programs

Appropriate training should “inform employees that management will take threats seriously, encourage employees to report incidents, and demonstrate management’s commitment to deal with reported incidents.”

Rai, S. (2002). “Preventing workplace aggression and violence—A role for occupational therapy”. *Journal of Prevention, Assessment, and Rehabilitation* 18 (15-22): 15.



Look in the mirror

Evaluate yourself:

Do you lead by example?

What is your company's culture?

Signs of bullying behavior:

- You have the highest percentage of employees who request transfers out of your unit.
- Several employees are on disability leave for stress.
- No one seems trainable; they never get work done as quickly or correctly as you like.
- People are too thin-skinned to accept necessary criticism.

Full List: <http://www.oprah.com/health/Workplace-Bullying-Linked-with-Lack-of-Sleep/4#ixzz2Zok7U9rN>

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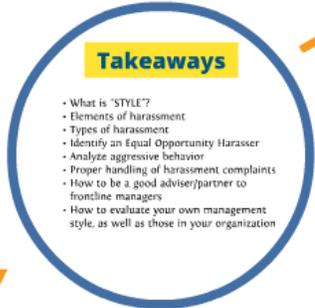
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What should you look for when you go back to your organization?

- Does your company have an anti-harassment policy?
- Does your company have an anti-bullying policy?
- What type of training does your company provide?
- Look for the key signs of bullying behavior in management



Any Questions?



More than any other reason, people quit jobs because of their MANAGERS.

