

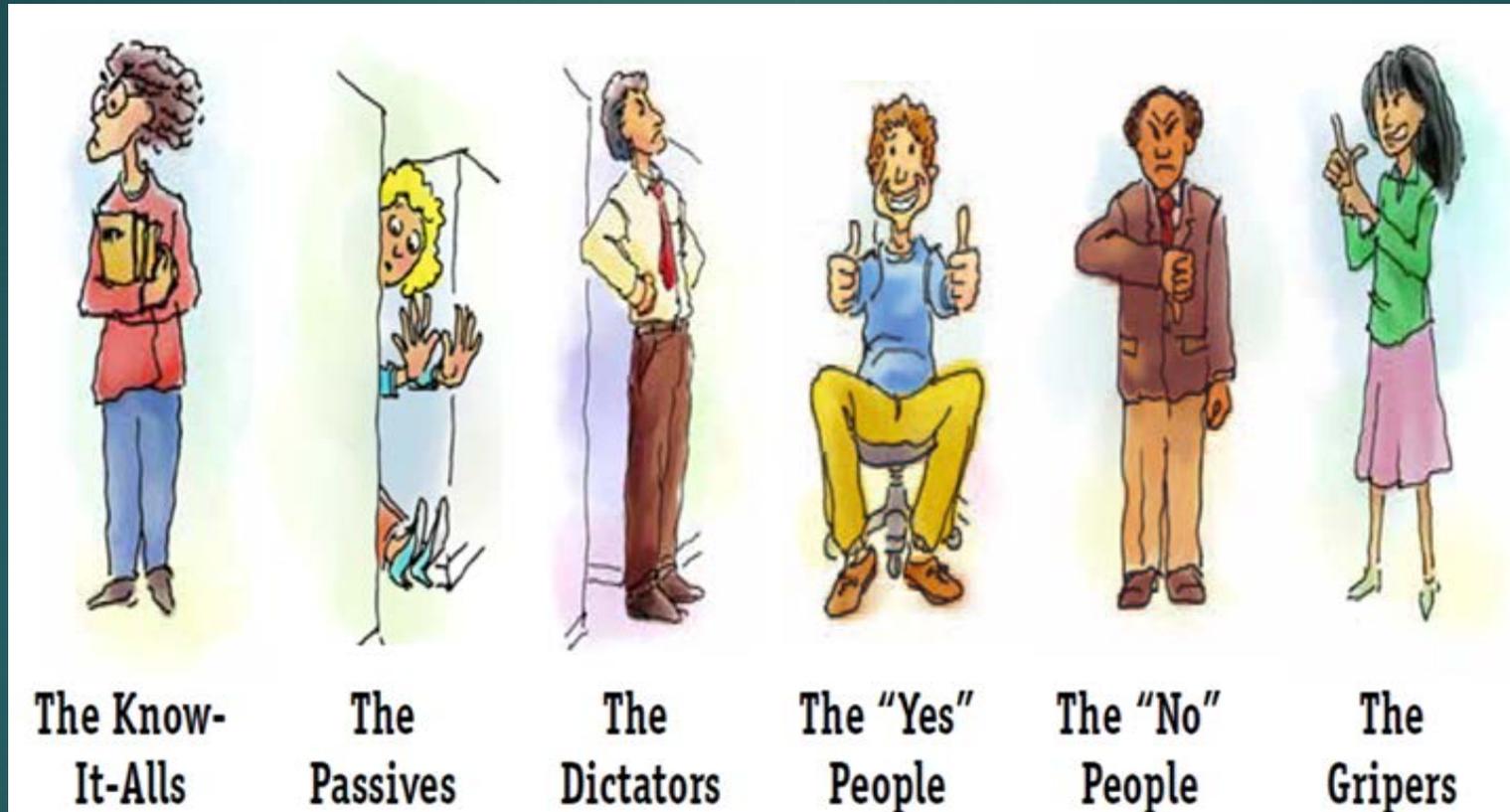


# HARASSMENT, BULLYING, OR BEING A JERK; HOW TO HANDLE DIFFICULT EMPLOYEES

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# DIFFICULT EMPLOYEES



# “ Difficult Employee” Behaviors

- ▶ **Gossiping** - repeating and embellishing overheard conversations meant to be private; creating or repeating rumors about individuals or the company meant to be stirring or shocking
- ▶ **Displaying discourteous behavior** - rude, disrespectful speech or behaviors and physical intimidation, such as making insulting and demeaning statements; using angry, hostile tones; berating staff and colleagues in front of others; and shouting, throwing things or slamming doors when displeased
- ▶ **Bullying** - social isolation, condescending or contemptuous communications, and manipulation; often directed at specific individuals, characterized by persistent abusive and intimidating behavior or unfair actions (assigning too much work, constantly changing deadlines, poor performance ratings, etc.), causing the recipient to feel threatened, abused, humiliated or vulnerable
- ▶ **Harassment** - illegal discrimination that is offensive and unwelcome conduct, serious enough to adversely affect the terms and conditions of a person's employment, which occurs because of the person's protected class; racist jokes, inappropriate touching, unwelcome sexual suggestions
- ▶ **Insubordination** - employee's intentional refusal to obey an employer's lawful and reasonable orders



## Workplace Bullying: What it is and what you can do

- ▶ Workplace bullying refers to repeated, unreasonable actions of individuals (or a group) directed towards an employee (or a group of employees), which is intended to intimidate and creates a risk to the health and safety of the employee(s).

# How is Bullying different from... Harassment?

- ▶ Illegal discrimination
- ▶ Offensive and unwelcome conduct
- ▶ Adversely affects the terms and conditions of the person's employment
- ▶ Usually occurs because of the person's protected class (race, gender/sex, national origin, religion, disability etc.)



# Recognizing Bullying

- ▶ Open and obvious
  - ❖ Abusive, insulting, or offensive language
  - ❖ Raising voice, yelling & screaming
  - ❖ Constantly belittling, humiliating & criticizing
  - ❖ Spreading malicious gossip & rumors
- ▶ Subtle and difficult to identify
  - ❖ Harmful practical jokes & heavy sarcasm
  - ❖ Setting unreasonable deadlines
  - ❖ Denying access to resources (emails, meetings, telecons)
  - ❖ Removing areas of responsibility without cause
  - ❖ Blocking requests for training, details, leave
- ▶ Cyberbullying



# Types of Bullies

Constant Critic



Screaming Mimi



Gatekeeper



# Tactics of the “Bully Manager”

- ▶ Blame for “errors”
- ▶ Unreasonable job demands
- ▶ Criticism of ability
- ▶ Inconsistent compliance with rules
- ▶ Threaten job loss
- ▶ Insults and put-downs
- ▶ Discounting / Denial of accomplishments
- ▶ Yelling, screaming
- ▶ Exclusion, “icing out”
- ▶ Stealing credit



# Effects of Bullying

- ▶ Individual
  - ▶ Anxiety, intimidation, humiliation
  - ▶ Frustration, anger, loss of motivation
  - ▶ Stress, loss of confidence and self esteem
- ▶ Organization
  - ▶ Work-related stress increases employee absence and turnover
  - ▶ Effects employee performance and moral
  - ▶ Creates a negative organizational climate

# Dealing with Difficult Employees

- ▶ Confront the issue/behavior immediately—don't wait!
- ▶ Listen first to the employee (i.e., Active Listener).
- ▶ Give clear and concise feedback.
- ▶ Document, document, document.
- ▶ Be consistent.
- ▶ Set consequences if things do not change.
- ▶ Do not poison the well.
- ▶ Be courageous.
- ▶ Do not be afraid to act.



# How to Address Workplace Bullying

- ▶ Develop a no-bullying philosophy.
- ▶ Train supervisors.
- ▶ Provide a reporting mechanism for victims.
- ▶ Establish a process for reviewing complaints and taking responsive action.



# WORKPLACE BULLYING VIDEO

