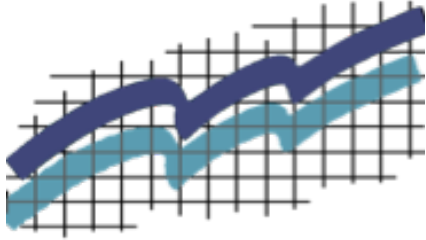


Marilyn Manning and The Consulting Team's Leadership Tips



NOTE FROM THE CONSULTING TEAM

The Consulting Team meets emerging workplace issues in the trenches. Lately our consultants have answered client concerns about bullies. No longer is a bully confined to the school playground. In fact, the Workplace Bullying Institute has determined that 37% of adult Americans have faced bullying at work. People have reported an increase of this behavior since the recession. Bullying not only affects employees' mental and physical health, it can destroy or hamper teamwork and work counter to sustainable success.

The next two issues of Leadership Tips provides background on this unacceptable conduct, including what bullying truly is in this issue and the resources and tools to confront and manage a bully in the workplace in February. We believe that understanding behavior and dealing openly with it through the use of tried and true methods can overcome even the most troublesome situations.

Warm regards,

Marilyn

• (650) 965-3663

Toward a Bully-Proof Workplace

Part 1: Identifying Unprofessional Behavior

"Workplace bullying - in any form - is bad for business. It destroys teamwork, commitment and morale." ~ Tony Morgan, Chief Executive, The Industrial Society

In recent years leaders have faced tough personnel issues like sexual harassment and stressful work environments. Difficult people and personalities have always challenged teams and their leaders. Now a different type of behavior is eroding work relationships and organizational success. It isn't new, but it is newly identified in the workplace. Bullies have grown up and moved out of the schoolyard and into the office.



In November 2010, an article in the *Contra Costa Times* investigated bullying, claiming it to be a growing concern in U.S. business. Though bullying can be threatening, many employers don't recognize it as a problem yet. Studies by Doctors Gary and Ruth Namie show bullies may cause stress, depression, anxiety, and health problems in their co-workers. Bullies also undermine motivation and success and drive away good employees. Unless bullying can be directly tied to harassment, no state seems to have any specific laws against workplace bullying. Therefore, there are no easy legal ways to address this behavior.

The costs are real. Research done by The Level Playing Field Institute established that overall, bullying has cost U.S. businesses: \$16.2 M for employee turnover, \$105 K-\$1.4 M in litigation settlements, and \$8 M in lost productivity.

Continued on the next page

But a word of caution: Don't treat a person as a bully if they simply demand the best out of you or challenge you to increase your accountability. And someone's bad day at work is not sufficient evidence to identify a teammate as a bully.

The Consulting Team has worked with organizations who have employees that think they are being bullied. In fact, the leaders of many of these organizations were implementing necessary change or establishing different work standards. Employees may misinterpret their own resistance to these legitimate business initiatives as abuse and interference.

Through confidential employee interviews our consultants appraise these situations. Sometimes we find the issue is a style or communications conflict. We can offer change management and communications consulting to resolve the problems. If bullying is indeed taking place, we can coach the organization on strategies and techniques for effectively handling the situation.

"Your services have exceeded my expectations. I am pleased with your ability to handle conflict without equivocating or allowing the individuals involved to deny that the problem exists."

*~ Patricia Crocker, former Superintendent,
Martinez Unified School District*

So how does an unprofessional and costly bully show up on the job? Bullies will threaten others in several ways. Both privately and publicly, they may use constant verbal abuse or put-downs, or threatening, humiliating, and intimidating conduct. They may interfere or sabotage those they target, to prevent them from doing their work. They do this by keeping their targets off-balance. They may also enlist others to side with them, either voluntarily or through coercion, in ganging up on the target.

The bully can be a boss or co-worker. Both bully in order to control others. Despite the fact they may be smart, successful, and productive employees, bullies fear those who may be more competent than they are. The organization may fail to see, or even unintentionally ignore or support, bullying behavior.

Bullies tend to emerge in highly competitive environments or where resources are scarce. Recent studies from the Workplace Bullying Institute have uncovered increased bullying activity at work since the economic downturn.

Are you a bully's target? Take the quick assessment in **Tools of the Trade**. If you answer yes to three or more of these questions we recommend you talk to either your boss or HR or seek outside coaching or consulting services.

Tools of the Trade: Are You Being Bullied?

Take this Assessment:

- Are you asked to do the impossible with no training?
- Are other employees told to stop working, talking, or socializing with you?
- Do you constantly feel agitated and anxious at work?
- Is someone constantly interfering with your ability to do your job?
- Have you discovered evidence of a co-worker sabotaging your work results?
- Are others allowed to yell at or humiliate you in public?
- Is a boss or co-worker labeling you as incompetent, despite a track record of excellent performance?
- If you have asked team members, senior bosses, and HR for help, did they disregard your request, even if they may agree the bully is a jerk?
- Have you been denied a request to transfer to a position under another boss or in another work group?

In our next issue we will explore strategies we have found effective for protecting individuals and organizations from bullies. The bottom line is to create successful organizations, where employees are motivated and productive, and they feel valued.

See our services on page 3 for different tools and workshops that can equip people and organizations facing these situations. The Consulting Team offers a half-day workshop in "Resolving Conflict with Difficult People" to equip people facing possible bullies at work.

"Due to Marilyn's coaching we are becoming a high functioning team, everyone is more engaged, making personal commitment to change. I think she must be a miracle worker." _ Heather McLaughlin, City Attorney, of City of Benicia

The Consulting Team Offers these Conflict Resolution Services and Courses

Our Consulting Services:

- ✓ Conflict Mediation
- ✓ Team Building
- ✓ Executive Coaching
- ✓ Communications
- ✓ DiSC and EQi Assessments

Free Assessment:

- ✓ [Type A Personality](#)

Conflict Management Workshops:

Resolving Conflict with Difficult Personalities

Are you bogged down with interpersonal disputes and personnel issues? Do you struggle with others' priorities or agendas, with big egos instead of critical business challenges? Unresolved conflicts take time and resources and cause lost productivity. They may result in possible legal actions and negative customer reactions. This workshop shows how to avoid or at least mitigate these outcomes by resolving conflicts early, when they are easiest to solve.

Using Stress Positively

Are you often at your wit's end? Do fellow employees routinely push your buttons? Are team members unable to get along? Learn to manage stress and conflicts in proactive ways. Reduce the negative impact of stress and conflict in. Improve your own attitude, morale, and stress management skills in this workshop.

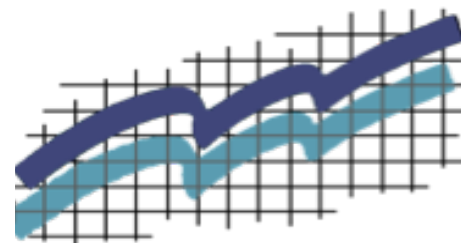
Leading Positive Change

Do you deal with change by attempting more with less - faster and cheaper? Do you react to problems, or do you focus on creating positive change? Power is the ability to make change for success, to create rewarding outcomes. Discover how to set realistic goals, and develop and implement strategies. Learn to overcome resistance to change, gain buy-in, and motivate others. Identify stressors and negative patterns. Practice managing conflict and challenging situations.

About Leadership Tips:

Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past *Leadership Tips* go to www.theconsultingteam.com and select Newsletters

- ▶ To unsubscribe reply to this email and type "unsubscribe" in the subject line, or use this link: [unsubscribe](#).
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For more information on this new lineup, please contact
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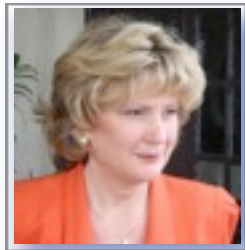
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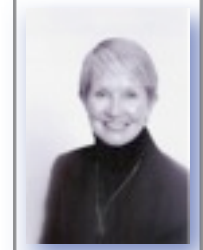
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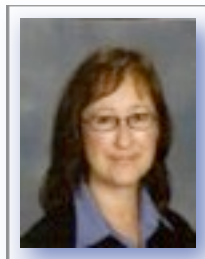
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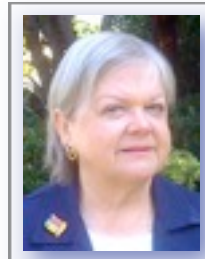
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The Consulting Team Community Service

The Consulting Team believes community service is one of its key values and commitments. Team member Ken Braly is active in both his professional and non-professional communities. A member of the National Speakers Association for more than 30 years, Ken is a founding member and past president of the Northern California chapter, where he has twice been selected as Member of the Year and recipient of the Patricia Fripp Leadership Award for outstanding service.

With his colleague Rebecca Morgan, Ken publishes *SpeakerNet News*, a free e-zine with tips and best practices for professional speakers, trainers, and consultants. SNN has been sent every Friday for more than 15 years, and has over 9,000 subscribers.

In his non-professional community, Ken recently served two years as president of his local neighborhood association, which publishes a newsletter and holds events for residents to learn more about the city and to connect with each other. He has also participated in a 100-mile Team-in-Training bike ride, raising \$6,500 for the Leukemia and Lymphoma Society.