



August 13 - 16, 2018

Orlando World Center Marriott

www.FDRtraining.com

Bullies, Big Shots and Bystanders

Tucker Miller, Esq.

August 15, 2018

2:15pm – 3:30pm

Objectives/Takeaways

BULLIES, BIG SHOTS AND BYSTANDERS

- 1. Align senior leaders as positive role models**
- 2. Address inappropriate workplace behavior, solving the problem holistically and proactively**
- 3. Engage bystanders to take part in creating better workplace cultures**



Incivility

“On the whole human beings want to be good, but not too good, and not quite all the time.”

GEORGE ORWELL,

All people sometimes behave badly.

Epidemic Incivility

80%
of employees
believe incivility is
a problem
throughout their
organization

BULLYING
OCCURS
4X MORE THAN
ILLEGAL
HARASSMENT
AND
40% OF VICTIMS
NEVER SPEAK UP

Source: Workplace Bullying Institute

**\$14M per year for every 1,000 employees*

\$14,000

per employee
annually

Rosen, C. C., Koopman, J., Gabriel, A. S., & Johnson, R. E. (2016, August 8). *Who Strikes Back. A Daily Investigation of When and Why Incivility Begets Incivility*. *Journal of Applied Psychology*. Advance online publication. <http://dx.doi.org/10.1037/apl0000140>

The Cost of Bad Behavior: How Incivility is Damaging Your Business and What to Do About It, authors Christine Pearson and Christine Porath, 2009.

Costs of Incivility

MISSION
ENGAGEMENT
FOCUS
SAFETY
PRODUCTIVITY
INNOVATION
EFFICIENCY
TALENT
TRUST

Illegal

Retaliation
Harassment
Discrimination
Physical Assault

Abusive/Bullying

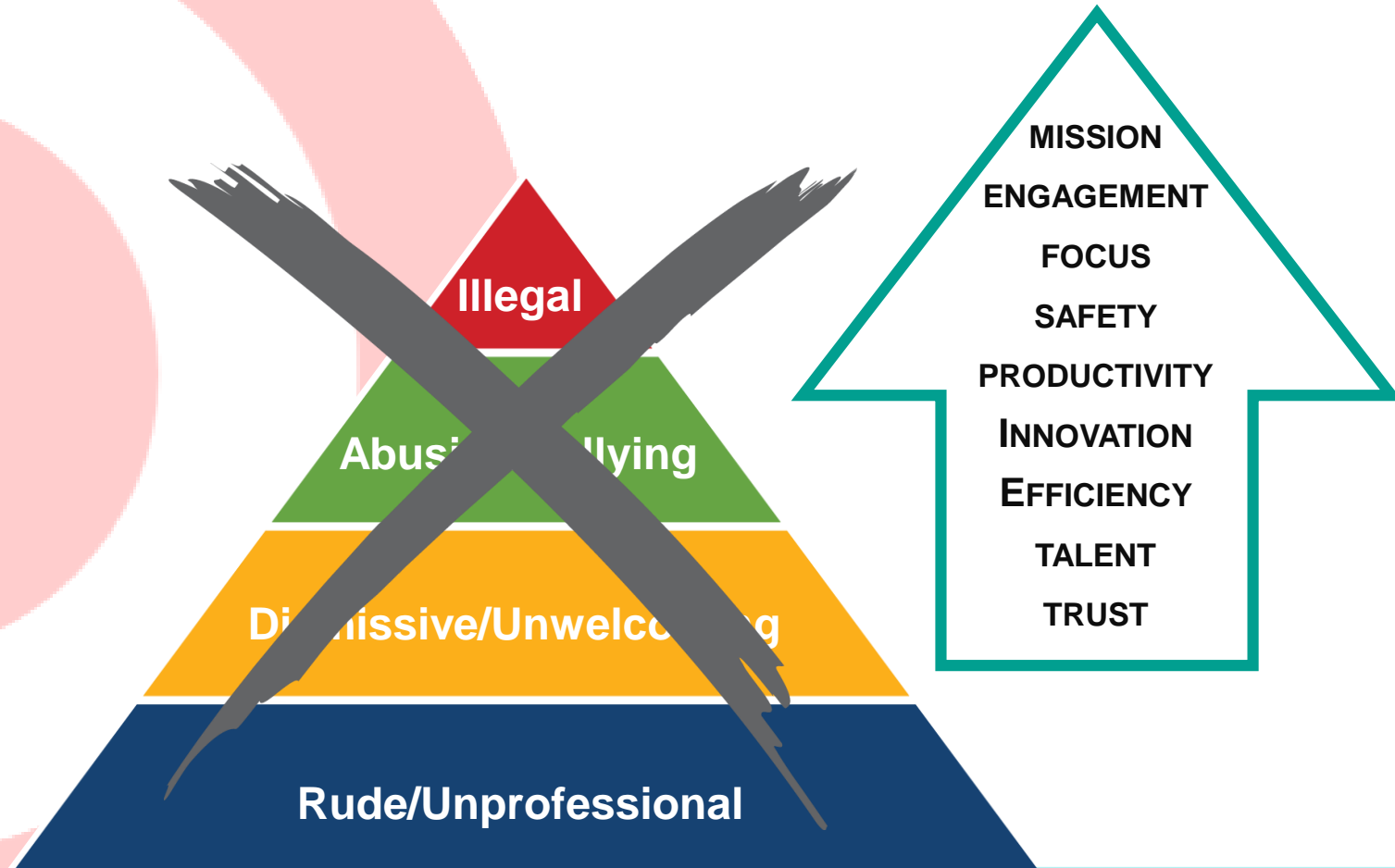
Stalking
Verbal Attacks, Yelling
Ostracizing

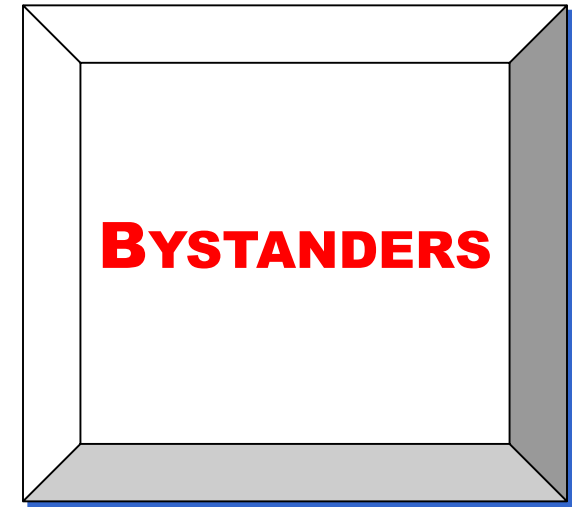
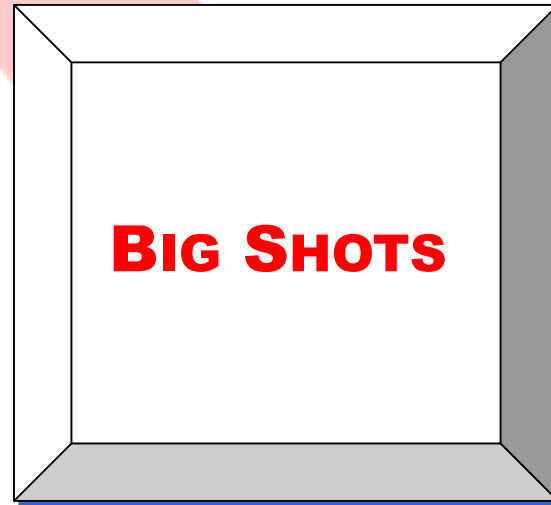
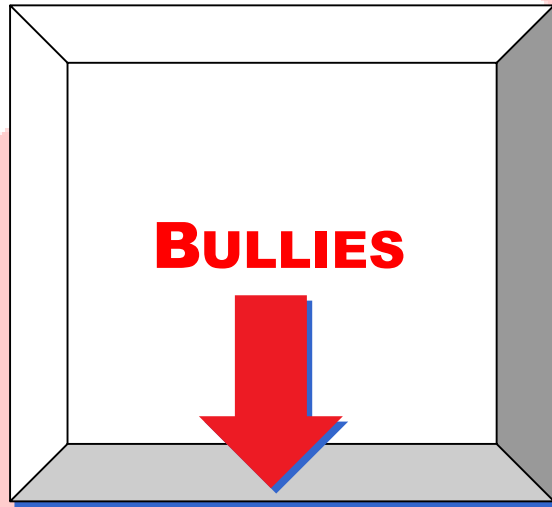
Dismissive/Unwelcoming

Excluding
Gossip
Derogatory Comments
Stereotypes, Labels

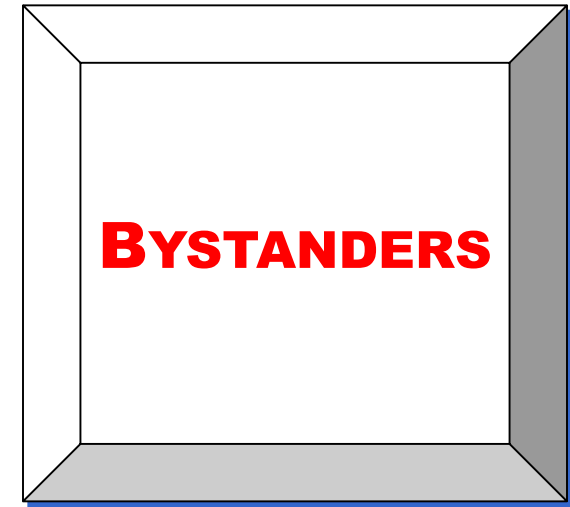
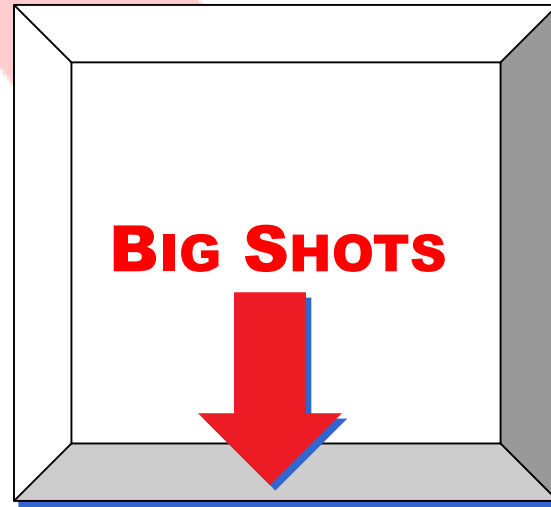
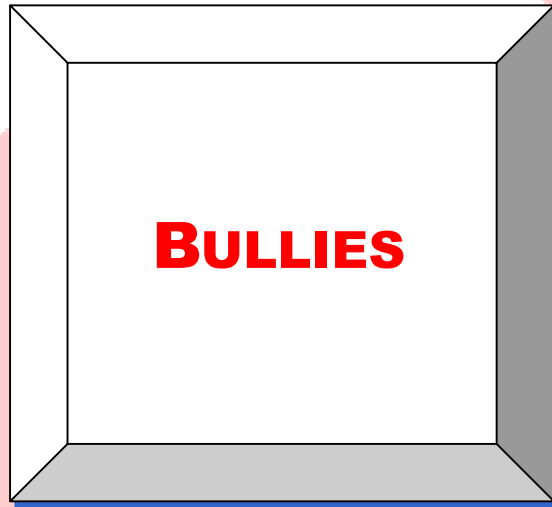
Rude/Unprofessional

Negative Judgements
Assumptions
Eye-rolling
Unwelcome Jokes





People who inflict harm or intimidation on others that they perceive to be weaker or insubordinate



Competent individuals who offer unique and highly valued attributes to the organization and, consequently, are allowed to behave in ways that are toxic, uncivil, or worse – and which would not be tolerated in others



BULLIES



BIG SHOTS



BYSTANDERS

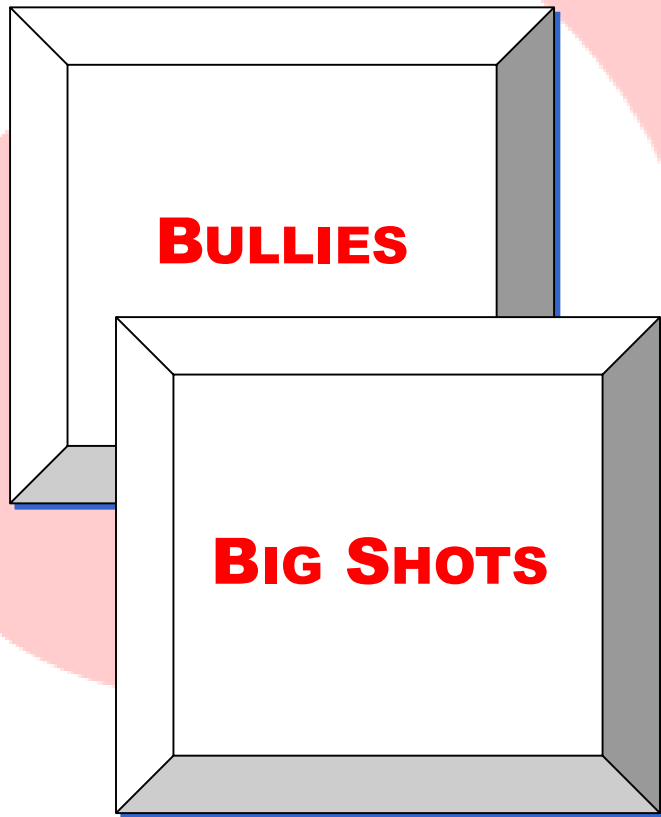
Observers to inappropriate workplace events who are not directly impacted and who often fear getting involved



BULLIES

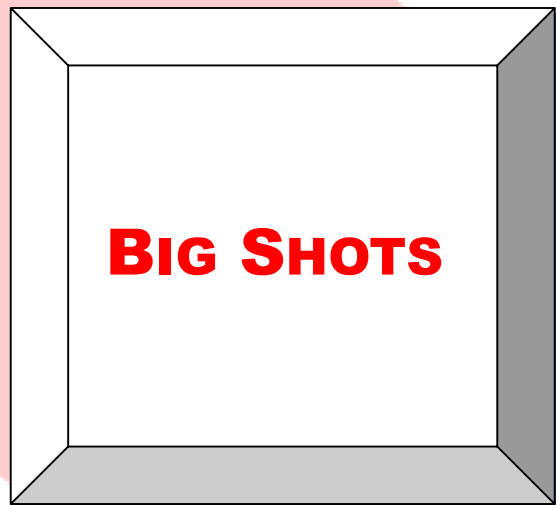
BIG SHOTS





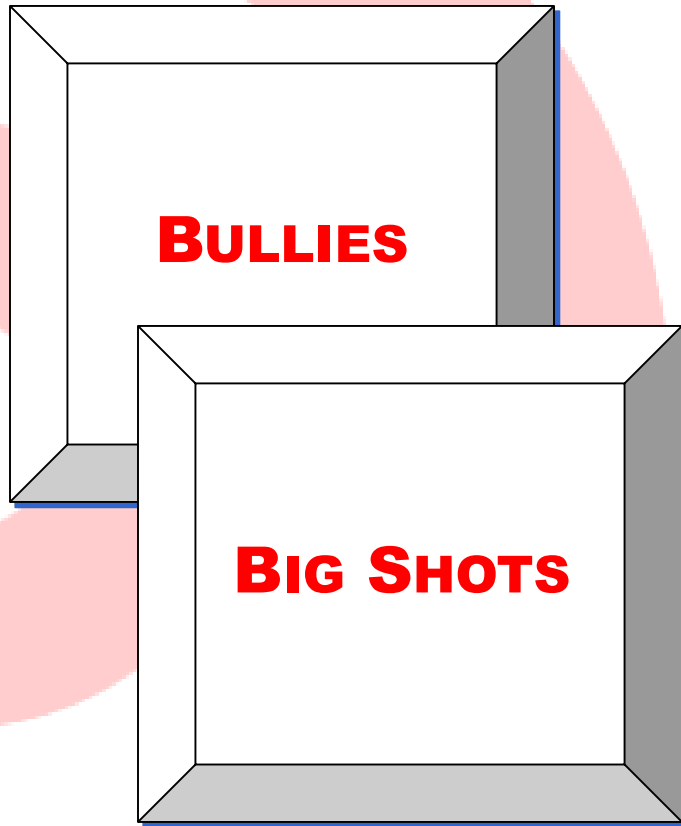
Common Characteristics

1. Assume dominance or superiority
2. Engage in behaviors that are toxic, unprofessional, uncivil, and perhaps even illegal
3. Create significant harm
4. Believe rules don't apply to them (or that they won't get caught)



Additional Challenges

5. The organization or its leaders believe the “big shot” is invaluable or untouchable
6. People fear confronting the “big shot” about inappropriate behavior
7. There is a mistaken belief that the benefits of a rogue “big shot” are greater than if he/she left the organization



Consequences of Bad Behavior

For Bullies

Avoidance by team
Discipline
Termination

**But only if
caught and
behavior is
taken seriously!**

For Big Shots

Reputational harm
Personal liability
Jail time

**All too often,
there aren't
any!**



BULLIES

BIG SHOTS

Consequences of Bad Behavior

For Co-workers

- Low morale
- Heightened stress
- Degraded teamwork
- Decreased loyalty
- Increased uncertainty
- Less innovation

For the Organization

- Bad publicity
- High turnover
- Cultural erosion
- Reduced productivity
- Workplace violence
- Safety risks
- Fines, Lawsuits



**Eliminate
BULLIES**

BIG SHOTS

#CULTURE



Eliminate
BULLIES

Confront
Coach
Align
LEADERS

#CULTURE

#ACCOUNTABILITY

1. Clear policies – stated expectations applicable to everyone
2. Communicate and follow through on consequences
3. Emphasize what's at stake if nothing is done about bad behavior
4. Offer coaching and training to correct bad behavior
5. Remove from the workplace, if necessary

#CULTURE

#ACCOUNTABILITY



#CULTURE

#ACCOUNTABILITY



- Don't run from hard truths
- Be prepared to apologize
- Listen to understand
- Engage others in the solution
- Remember why we're here: return to mission and values
- Learn together; invest in being better
- Commit to making changes
- Become role models

Civil Treatment Leader Actions[®]



Benefits

- Increase trust
- Build teamwork
- Increase retention
- Increase productivity
- Create agency ambassadors

UNCIVIL TREATMENT

AVOIDING

DISMISSIVE

CLOSED

HARSH

DECEPTIVE

WITHHOLDING

INDIFFERENT

DIVISIVE

EXCLUSIVE

ABUSIVE

CIVIL TREATMENT

WELCOMING
RESPECTFUL
OPEN
KIND
HONEST
TRANSPARENT
CARING
COLLABORATIVE
INCLUSIVE
SAFE

UNCIVIL TREATMENT

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Eliminate
BULLIES

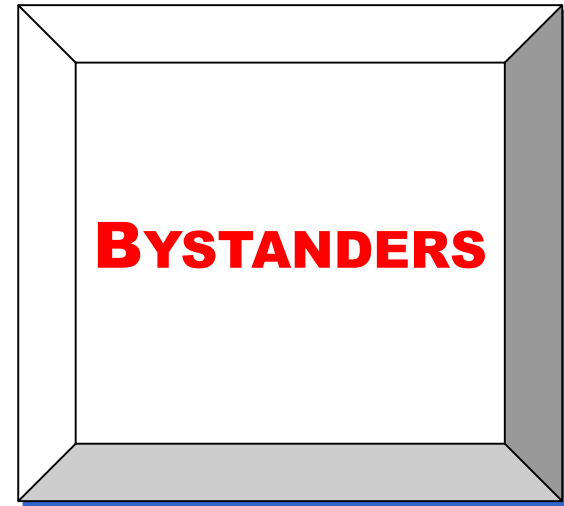
Confront
Coach
Align
LEADERS

#CULTURE

#ACCOUNTABILITY

#CULTURE

#ACCOUNTABILITY



It's on Us!



Civility

Be Polite
Be Courteous

Source: Oxford Dictionary

Civility

Be Nice

Be Quiet

Behave

Be Polite

Be Courteous

Don't Make Waves

Get Along

Look Away

Civility

**The time
is always
right to
do the
right
thing.**

Martin Luther King, Jr.

#MeToo

#CULTURE

#ACCOUNTABILITY

#BUILDTRUST



**Empower
and Engage
BYSTANDERS**

#CULTURE

#ACCOUNTABILITY

#BUILDTRUST



**Empower
and Engage
BYSTANDERS**

**How do we respond
when issues are
brought forward?**

**Do people believe
they can speak up
without reprisal?**

A grayscale photograph of a woman with long, wavy hair, looking down at a smartphone she is holding in her hands. The image is faded and serves as a background for the title text.

Empowered Bystanders

- **Stand up for each other**
- **Know their options**
- **Speak Up! – Enlist help for themselves and others**
- **Trust that they will be heard and that something will be done to resolve the situation**
- **Believe they are protected from harm for speaking up**
- **AND are in fact protected by the organization**

CIVIL TREATMENT

WELCOMING
RESPECTFUL
OPEN
KIND
HONEST
TRANSPARENT
CARING
COLLABORATIVE
INCLUSIVE
SAFE

What if
CIVILITY
were viewed as a
cross-cutting
CULTURAL INITIATIVE
directly targeted to
achieving mission
success?



Eliminate
BULLIES

Confront
Coach
Align
LEADERS

Empower
and Engage
BYSTANDERS

#CULTURE

#ACCOUNTABILITY

#BUILDTRUST

#ITSON



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