

Bullying in a Team Environment

Please stand by for realtime captions.

Should we start the captioning?

I will turn the audio back on and do a sound check with the audience if you would not mind starting captions.

Very good, awesome!

Hello, everyone. This is, Jeannie Kuehler. I will be the moderator today. We are going to go ahead and get started here in a bit. Well get started at two minutes after the hour. Raise your hand if you can hear me okay?

Awesome, that's great.

Glad everyone can hear me okay. Going to get started here in about five minutes if you can just stand by Copp please. everyone can hear me okay. Going to get started here in about five minutes if you can just stand by Copp please.

Stand by Copp please. -- captioner you do not need to caption.

[Captioner Standing By]

Hello, everyone. This is top Jeannie Kuehler, you're moderator again. We're going to do a quick sound check before a quick sound check before we get started again with the speaker. When you started two minutes after the hour so we will start here and just a bit. Raise your hand if you can hear me okay. Perfect. All right let's clear out the responses. If you can stop raising your hand and now we will have our speaker test the audio.

Hi, everyone, this is Jody Budo. I am your speaker today and I am excited to get started. Hopefully we can do that here in just in just a couple of minutes.

All right, awesome. All right guys right guys standby just a second. We will go ahead and get started.

Welcome to Bullying in a Team Environment and the Effects on the Bottom Line. My name is, Jeannie Kuehler, one of your moderators today along with my colleague top Melanie Ordonez. Jody Budo will be a guest speaker before we get started will a Team Environment and the Effects on the Bottom Line. My name is, Jeannie Kuehler, one of your moderators today along with my colleague top Melanie Ordonez. Jody Budo will be a guest speaker before we get started will go over tips with those not familiar with with the Web platform. Below the PowerPoint is captioning for persons for persons with hearing impairment. Captioning will be available throughout the presentation. Issues the Q&A pod on the left for your questions and comments. Just type in the checkbox and click the call-out icon call-out icon to the right to send your question or comment. Jodi will answer as many questions as time allows at the end end of today's presentation. Below the Q&A is a handout pod with a copy of today's presentation. You can download those anytime. There is [Indiscernible] with assistive devices and once you download it you can decide which is best for you. And it will be available to download at the end of today's webinar. Click on the file to highlight it and they go to download file. This will generate a new window to open the browser. It will place at the bottom of the screen. Open the window and follow the screen the screen to download. If you like you can view this presentation in full-screen mode. Just use that icon with four arrows in the upper right-hand corner of the screen. However, we do have sample questions for you. You will not be able to participate in the Poll Questions or the Q&A while in full-screen mode, so you want to click the button again to minimize your screen and you can use those features. This webinar recording will be on the member website in two, three weeks in the morning section. If you can stand by I am going to start the recording and it will introduce myself and turn it over to Jodi.

Welcome too: Bullying in a Team Environment and the Effects on the Bottom Line. My name is top Jeannie Kuehler, and I am your moderator today. I'm going to turn it over to to the guest speaker, Jody Budo. Jodi?

Hi, everybody. My name is, Jody Budo. I am pretty excited about this topic. I have spent 20 plus years in the social work environment, both as a direct direct care worker and then progressive management, including seven years in Director positions with several supervisors and other line staff underneath me. I am a licensed clinical social worker as well, so I have have the field for today's that everybody is going through a lot here here over the last couple of weeks. I know life has kind of changed for a lot a people out there, including myself. I am doing this presentation in my brand-new home office. You may hear my 9-year-old daughter in the background, hopefully, not hear my dogs barking from time to time. I know several of you are also listening to this presentation in your new home offices. That being said, I honestly spend a lot of time thinking about time thinking about this topic and kind of what is going going on in today's world. Just yesterday this training was literally the very last thing on my mind. You know, I know that everyone is trying to adjust to life and everything is definitely everything is definitely different than what it was even just

a week ago. There is fear. There is panic. I know there is anxiety about everything out there from job loss to finding toilet paper Copp and this is definitely taking over people's daily thoughts. My thoughts there is lots of people thinking about how is my company going to handle it's employees during this time? People have already have friends and family who family who may have been impacted by the Coronavirus and jobs lost. All of these thoughts and feelings are very are very real and legitimate thoughts right now. You see the latest news feed that shows companies and politicians who our kind of meeting this meeting this new world had on, and you are also seeing headlines in those positions where they are kind of doing next to nothing. When I sat and really top -- thought about today's new reality I realized how relevant it is. Here is the bottom-line top leadership is important. Who is in charge of us weather weather in a job setting or in a broader scale type of who we vote into represent us is important. I go is an to dive into politics and highlight one person or perspective over into politics and highlight one person or perspective over another, but to present research about the very very characteristics of people who are in charge and how they affect the bottom-line of their company and whether that bottom-line is profits on a spreadsheet. We're all experiencing how this is affected in companies as well. Want to well. Want to take it a step further and narrow in the subject a little bit on how bullying within a company affects this as well. We're going to definitely dive into that in more detail here in a little bit of time. My objective today outside of some of the ones that we're listed listed originally for this topic here we're going to take a strong look at the power structure within companies today. I'm going to help you understand this power structure, how it e exists, algebra power structures help or hurt the people in the Company, and to to look for in your company to make it as successful as it can be for the employees to work there, into the bottom-line on the structure, how it e exists, algebra power structures help or hurt the people in the Company, and to to look for in your company to make it as successful as it can be for the employees to work there, into the bottom-line on the profit spreadsheet. Kind of through the lens of bullying. Before I dive into the objective I want to do a few quick to draw. Jeannie will you pull up the polls? You should see them show up. The first one: Have you ever seen or experienced bullying in your company? Yes/No or no vote. Thesecond question: If yes in the first pull, who did you notice doing the bullying? Was it your boss? Co-worker? Sometimes we admit, it was me. Or maybe it was a group of of people within your company. Or maybe somebody or some entity outside of all of those things. I'm going to take a second while people vote on the polls see a little bit what people our finding here. We're seeing, yes, 86% top 8586 has said yes I have seen bullying in my company. And who is doing it? Those answers are still changing here. We are seeing a lot.

Jodi, I wanted to mention for the second Paul people can pick more than one response. If you have more than one response in mind the free to pick as many that apply.

Perfect.

Those numbers continue to c hange. We will give it another twenty-second here and go over a little bit of those results. It's kind of settling down here so it looks like when people have seen bullying within their companies 65% of them was a boss figure, 70% in a co-worker. 6% say, I have done some of these things. Some people have seen a group of people maybe do bullying and kind of a social group setting. And 8% is other. Gives a little bit of a starting point of where people our experiencing billing of the research backs a lot of this as well. kind of a social group setting. And 8% is other. Gives a little bit of a starting point of where people our experiencing billing of the research backs a lot of this as well. Jeannie is going to take those down for now. What I want to narrow in on today is bullying, what it looks like, that power structure I was talking about for some of the in on today is bullying, what it looks like, that power structure I was talking about for some of the objectives. Some of the objectives I definitely want to cover today are defining exactly what overt and covert bullying traits are. What are some of the common traits that bullies share and The Role of Power within the situation? Definitely want to discuss who are the bullies targeting here? What are common traits of the people who are targeted? We want to look at just in general what is some of the research out there on what makes companies successful and how does this come together in the role power place in this equation between all of this?At the very end we want to We want to look at just in general what is some of the research out there on what makes companies successful and how does this come together in the role power place in this equation between all of this?At the very end we want to talk about how does this affect the bottom-line? How does this effect employees? We have a lot to cover here in a short amount of time.

The reason I wanted to do this topic today being in the field of social work and being cover here in a short amount of time.

The reason I wanted to do this topic today being in the field of social work and being in the role of a Supervisor, I have seen bullying myself. I have been bullied. I have dealt with supervisors and staff who were the bullies themselves, and so I really wanted to dive into into figure out what this looks like. Was there a pattern and who becomes bullies? Patterns and organizations? Finally how this impacts people, and

what can people do to minimize this? this? To start with just kind of going over what is bullying? Definitely strong personalities out there, people who are very powerful in their leadership positions doesn't necessarily make them a bully but what are some common traits that you do see when we are dealing with bullies? I think in looking at all of these it is important to remember that some of these fall on a continuum. They are people who are on the extreme and the extreme and where maybe all of these next things that we go over our relatable. Some of them on the other side they may have this or that, but maybe not all of these. Each one of these maybe to a different extent. There is not an overall black or white answer and may say -- we see shades of great in all of these. We definitely see two different types of bullying out there. There is the easy ones to recognize, the overt bullies. The ones whose name is a very outward. This may be somebody who when you think of bullying it brings up that image of that big person who may try to intimidate others in meetings in the present. They may enjoy humiliating others in this type of setting but it's very over, very outward. This is kind of the covert bullies are definitely harder to detect at times. Their behaviors while just as effective in how they come across to people are a little more under the radar. They're going to spend more time doing relational aggression and other things like that. We are actually going to talk about about that a little bit in-depth on how to recognize a covert bully and bully and what to look for, since they are kind of under the radar. Some of the things that both overt and covert bullies possess, you know, may notice a moral compass is off. Research suggests that 96% of us kind of have a general kind of have a general sense of right versus wrong. We know which guides our behavior and it helps us choose between how we interact and in kind of right or wrong. They don't have this moral compass or have it to a much lesser extent. The people who fall into this category may have no issue ruining people's reputations, causing people's stress, impacting people's mental health. They do not care necessarily if this leads to a job loss for the people they target. It actually can have very extreme consequences as well. In my current role at Magellan, I work with veterans who our transitioning out of the military who have mental health issues for a variety of reasons. One of my goals is to help them get reconnected [Indiscernible - low audio] both in this role. I definitely here of toxic leadership and how it impacts the training, even to the point of veterans becoming service members of the time before they transition becoming suicidal or maybe homicidal at times. Bullying down the extreme and can have some of those consequences. That is the first thing. You may notice the moral compass is off. They may have sociopathic or narcissistic traits. They may use relational aggression, which we will define your will be go over a couple of other slides here. May wear two faces pick this is why is why sometimes bullies a very hard to detect to the people they are targeting as they show one face. They show the aggressive one, the intimidating one maybe or they show their true character, whereas HR, people above them, other people on the Team and they whereas HR, people above them, other people on the Team and they made be extremely charming. When a target goes to target goes to complain about this person to HR are the people about that person they are confused because this person is maybe very good at wearing the two two faces or those masks. Release may enjoy actually the suffering and humiliation of others. Again 96% of us do not normally enjoy the suffering and the humiliation of others, but some bullies do. They get something from that. All bullies desire power in one way or another for different reasons, depending on their specific characteristics. Most bullies are socially intelligent, and what I mean by that is they are very good at figuring out what people need and their very good at manipulating that need. We all as human beings have needs and that we all have ways that we feel imported to others. A bully is really good have ways that we feel imported to others. A bully is really good at gearing in on those needs and figuring out how to manipulate one way or another to work in their and figuring out how to manipulate one way or another to work in their favor. They do this all the time. They figure out their team, figure out personalities on the Team and what motivates people. The difference is the intent behind that kind of knowledge. A bully personalities on the Team and what motivates people. The difference is the intent behind that kind of knowledge. A bully will use it for their own advantage where as a leader will use it to build our use it to build our team up top encourage our team, kind of move their team forward. They're not able -- sometimes the questions are are they emotionally intelligent, where Emotional intelligence's Emotional intelligence's ability to recognize this and others. It's also ability to recognize it in themselves and adjust their behavior to what is right or wrong. People are extremely sociopathic or have type of personality disorder cannot see people and how to manipulate them but they cannot see there own behavior and how that impacts that pick it makes it difficult sometimes and [Indiscernible] accountable or redirecting. Most bullies try to to fall into leadership role in Polski's Diamond. We will dive into what Polski's Diamond is. Polski's Diamond is a way to define social group formation. Polsky is actually a researcher who worked with groups of boys in a residential treatment setting and they were high-risk boys. What he noticed is that when he had a group of boys trying to manage them these boys would would form a particular pattern of interacting every time. One boy by go, another boy may come in that space. This group formation would reform itself. It

always reformed itself into a predictive pattern. Polski found there is almost the leader of the group, this was the person that controlled what the group did, didn't do, what was cool in the group, what was not cool in the group, just that person kind of define the group and how the members within the group and directed. There is always a lieutenant or two depending on two depending on the size of the group who if that leader was not there, that would take over that role. [Indiscernible] second-in-command if the leader was a present. The diamond most of the people in a group all under the members category. It goes from out and bottom again. Those make up the middle group. They go along to get along. They do not necessarily meet that leadership position but they are wanted to be part of the group. What drives their need is longing. The that role. [Indiscernible] second-in-command if the leader was a present. The diamond most of the people in a group all under the members category. It goes from out and bottom again. Those make up the middle group. They go along to get along. They do not necessarily meet that leadership position but they are wanted to be part of the group. What drives their need is longing. The kind of go along to get along. If you go down toward the bottom of Polski's toward the bottom of Polski's Diamond you find people who our status seekers. These are generally what Polski found, pretty smart boys but may not have all of these of these social skills that the leader or the lieutenant might possess. And so, they caused more conflict within the group just trying to seek that leadership position but not necessarily have the full backing of all the members because of that social full backing of all the members because of that social skill to buy the deficiency in the social skills. At the very bottom of the diamond Polski found that there is almost always one or two boys were looking to find scapegoat. These were the people things we're blamed on or who we're targeted or stuck out for some reason. What Polski found was when studying these groups he noticed this formation happen. All of the group would formulate into this kind of pattern. My background is residential treatment. I have actually been 15 years working residential treatment both as direct care person running a group just like Polski did, and then leadership positions to up other people figure out how to manage a group of high-risk kids. 100% of the time the groups would form with Polsky's diamond description. What I did more leadership positions out of that I noticed not only did this apply apply to my own team of supervisors but to almost every group as I thought about it every group I have ever been a part of. I really used this formula when I talk about bullying and how and why people our targeted, because it makes sense. Within this group how people kind of formulate themselves, you know we all want social interaction in a group. We all want power. We all want to belong. We all want to feel important important and have some type of status within a group. People who fall group. People who fall into a leadership spot, they kind of get there by different ways. If we are a good leader we may be good at making good decisions. We may be good at problem solving. We may have good self-control and cooperation with others, the people who may have that moral compass I talked about earlier, it's a little different to control the group. They do it by covert overt characteristics I talked about in the previous slide, because they don't necessarily have maybe those other behavioral things such as problem-solving, share making and good self-control too get in that position. They use other ways to fulfill that power need that they have. With covert bullies it's that relational aggression. With over bullies it's that outward intimidation and aggressiveness kind of behavior that gets them and that top role. And so, how does this look when we see it in a social group setting? A lot of times that over bully will do power aggression and intimidation to kind of get in of get in that role. Covert bullies are a little more under the radar. The use that relational aggression to maneuver the group and control until they are on top. Sometimes this kind of behavior, and this kind of positioning can take years. It may take years for a covert bully to position themselves to be at the top of the diamond top but they generally work a covert bully to position themselves to be at the top of the diamond top but they generally work it until they are. There are three ways or three, I guess there is a predictable pattern here predictable pattern here and how they can maneuver that group and gain that power within the group. The first thing a bully will do when they enter a group is that will work on trying to control every member of to control every member of that group in one way or another. That we use manipulation. That That we use manipulation. That we use intimidation. They will for a person's needs either positively or negatively. What I mean by that, I watched somebody who I considered was a bully on one one of my team's two people who needed praise. He would praise them. People who wanted to belong, he got threatened by would lead them out of the of the group and try to minimize that need to affect that person negatively. That's the first step they do. If they come across somebody within that group or that that group or that team that they can't control in some way usually that person becomes a target. Covert bullying then attempts to eliminate the target the relational aggression and aggravation. They will 0 in on that targets of a relationship in the social group and in the social group and kind of work on dismantling those. Again, it can take a couple of weeks. It can take years, but the goal is to eventually get that target to move get that target to move on or leave. If through all of that the target is really strong-willed and not easily controlled, the first two steps don't work then the bully tends to change perception of the group's members and how they perceive that target. They may tell outright lies. They may use things like [Indiscernible] or non-verbal gestures to ruin the reputation

of the target or get the other side [Indiscernible] the target. For example the target was talking to a co-worker and the bully walks by. The bully may give that co-worker who is talking to the target kind of a mean stare or say, why are you talking to that person kind of non-verbal gesture. Covert bully may spread rumors or untruths to ruin the reputation. Sometimes [Indiscernible]. We are all human. Eventually a target may make a simple mistake that in any other setting would not really register to people. People would be, oh, well, it's just a simple mistake. A bully instead of just letting it fly a simple mistake. A bully instead of just letting it fly by and that being a human, they may criticize or turn that target's mistake into a huge deal. And to the entire team in turn reacts to that according to how the bully acts. The bully dramatizes the mistake tries to humiliate the target. They use this as evidence to get other Team Members, if the person they are targeting says, hey, this person is not that great. This person is not as great as they think they are. This person is not as great as they think they are. Again, control, too eliminate or change the perception of the group members. Usually by this point a target will do one of two things. If they are strong and they understand what is going on that they leave and find another job because of the fact that they realize, I'm not going to be able to pull this person accountable and they leave. On the other side of it they break down more mental health issues. Some may even get to the point of being suicidal depending on how bad it gets. 77.7% of people who are targeted though eventually leave their job one way or the other. That's a huge percentage. I know when you are running a company and then a leadership position, sometimes it's hard to detect this kind of behavior and you either minimize it or hold someone accountable. I want to talk a little bit about how to discover, especially a covert bully who is on your team. Again that [Indiscernible] you see because of the outward behavior. The overt bully is a little harder to figure out who is this and how can you get through that to two faces that might be presented. When I looked at this and studied it, it can be looked at in three different ways in how to assess a person's personality and then figure out who they are a little bit. Even if they do have those masks. When you assess the personality you try to figure out, are they a positive leader or a negative leader? Understand how Polski's Diamond may play out on your team and who on your team is in which role? Are they a leader? Are they a scapegoat? Are they I go along Are they I go along to get along? Where does this person sit in that diamond? That will tell you a lot about who they are. And then, again, is that positive or negative? It can fall on either side of that. One way you might notice a person is if they cross normal social boundaries that have been established within a group setting. Are they testing other people? Are they trying to see how others react if they say something negative about their others react if they say something negative about their appearance, their character, or how they do their job? Do they seem to have an inflated sense of self-importance? Those narcissistic's out there. If they do something wrong do they take a look at themselves first? Do they blame other people for the behavior? And sometimes they will switch between acting aggressive to going wounded. They will go from being aggressive and then acting wounded somebody calls them out on their behavior. They switch between those to see which one works. Does this person have to two faces? Do you see the the big charming to some in cold to others? Can you see that on your team? Do you feel do they want power for power's sake? Or do they share that power within the group? [Indiscernible - low audio] those are things you can definitely look for when assessing different people within an organization who are on your team when it comes specifically to Team Members there are a few things that can also kind of tell you, you know, maybe you need to watch out for that person a little bit more. You may notice you 0 in on that person's needs and to see them manipulate one way or another. Good example is some bullies may use their sexuality to manipulate people on 18. They may be kind of wielding that to control somebody one way or another. If you notice that a bully joined your group within two months, if it's a truly sociopathic person you will notice the group, team, organization will develop an in group and an out group within two months of the bully joining the group. I had this actually and an out group within two months of the bully joining the group. I had this actually happened. I had a team with about 45 people in the hired a person. Within two months that person had created an in group and an out group with the in group was targeting the out group. We caught on to it and I ended up terminating that person and got my team back to where that team was before hiring that person. Did the Team seem to be, is there two groups within your team putting themselves against each other? Why might that be? Does a person kind person kind of get out what I call back-handed compliments, you know? That did not quite sound like a compliment but sounded more like an insult kind of complement. A covert bully may kind of give with a goal in mind. So they are always trying to figure out how to maybe make themselves more self important then maybe what they really are within the group. This is a common trait as well. A bully wants too kind of elevate themselves to make themselves bigger and to make others feel smaller or less important than them. Examples I have seen throughout the years, a bully may ask a team member to put in a good word with the boss [Indiscernible - low audio]. Sometimes this happens. You are in a in a team and somebody does something good. A Team members as, hey, this possibly did a great job. A bully will seek out the behavior. They will do those things without maybe really earning that deserved praise. But only the boss sees, have a,

team member put in a good word with no men -- know manipulation behind. A covert bully will use procrastination and disregard. For example, where an extroverted bully will push aside or manipulate leave [Indiscernible] the goal. The covert bully is a professional and may not even acknowledge you at all. They may even walk past you on the hall and [Indiscernible - low audio]. A bully may send out things to other Team Members making a team like they are in charge or request assignments to give others a perception. I had a personal experience with a bully sending out e-mails making it seem like they were in charge in making decisions, but the bosses were not directing them to do that. They did not include the bosses in the e-mail. Those are ways to kind of catch on that maybe there is somebody on the Team manipulating a little bit and it may not be the best for the Team in the long run. I want to kind of switch gears. We talked a little bit about bullies, personalities, how to find them, but how does this impact companies and kind of the bottom-line? In order to figure out we got to look out what makes a company great. There is all kinds of research out there. I could definitely spend a lot of time going over different research but I want to focus in on one of them because I think it narrows in on some of the research and kind of compiles it in one study that has been consolidated by other studies out there. There is a book out there called, Good to Great Research. There is one called good to great that what they wanted to do is they wanted to figure out what makes a company great, and what they did is they looked at all of the companies out there during the period that they were doing this study. What they specifically narrowed in on was companies that at one point in time we're doing okay but suddenly the results escalated and they went from good to outstanding. And then those outstanding results were sustained sustained for at least 15 years. They wanted to figure out within these companies why that was the case. What is going on in those companies to on in those companies to make them go from good to great and outstanding? When they researched all of these companies they they drilled in on eight companies who fit this criteria. When they started out they specifically said, we're not going to focus on leadership. We're not going to look at that. We do not want to put that that in the variable criteria to determine why these companies went from good to great. But through the course of the research they discovered that they could not do that. They could not not look at the leaders. And so, inevitably, they had to include that variable. It was a very important one to determine why these companies went from good to great what they found was that these companies that went from good to great and could sustained those results for 15 years had what they described as Level five leaders. In the book they do describe Level I, level two, level three, Level 4, Level five. But specifically, the Company that made these had put these Level five leaders in that leadership position the top position call the CEO position, and that these Level five leaders had a lot of things in common with each other. Some of the things that they notice as far as traits was that these Level five leaders, they shared a pyridoxal mix of personal humility. They were humble but driven in success. They set up their successors for even greater success in the next-generation, instead of keeping that power for themselves they taught the people below them how to be successful and how and how to continuum even if they were not in that position. That displayed a compelling modesty or a self-effacing, understated of their own achievement. They were very driven. They were infected with a Carol does incurable need for results. They wanted to accomplish things. Very very professional and how they approached that. They had a workmanlike diligence and how they achieved these results and how they did their jobs. When something went right within the Company they attributed that success to factors outside themselves, while looking at the mirror and themselves [Indiscernible - low audio]. There are definitely other things when they were doing this research that contributed to this. They also found that once these Level five leaders were in place that they kind of got the right people, kind of the right people on the bus. They confronted the brutal facts of their company and where it was that. They had to say, hey, I could make things better here. They figured out the purpose, pattern of what they needed to focus on to make the companies go from good to great, but it all started with who they put in that leadership spot. It's important when you are hiring when you are in a company, in a leadership position promoting people to figure out people to figure out some of these traits of who the people are you are bringing up. With over this slide a little bit. [Indiscernible - low audio]

What we want to do then is compare the role of power within successful companies versus unsuccessful companies, and how does bullying kind of play into this. When you look at that and compare the difference between Level five leaders and how they run things and bullies and how they run things, you can definitely see a pattern between the two that you can definitely take to your own organizations. For example, Level five leaders took responsibility for their behavior and for their company when things were going well, and attributed it to things outside of themselves. They attributed if they were successful attributed to things outside themselves. If they were not successful they took the blame for that. Whereas people who are bullies do not do that. They blame other people when things are going who are bullies do not do that. They blame other people when things are going wrong and take that success for themselves when when things are going right. Level five leaders shared the power down. They put people on the bus to help them be successful in the Company then the Company then let them do their jobs. There are people that fit that criteria. People have

left and they put people in who fit that criteria. Bullies, on the other hand, that's not their goal. Their goal is to not have any money shine more than that. You want to control people to the extent where you might see as micromanaging, or even if on a more sociopathic side humiliation and suffering. It's very, very different than a Level five leader. Bullies want to be powerful whether they are successful or not. Whereas Level five leaders want everyone to succeed not just themselves. They want the whole company to succeed. In doing that the profits went from great to outstanding. When we look at all of this and that we look at who is targeted in a bullying situation and how this all fits together, there are definite characteristics that Level five leaders and targeted individuals share if you look at the research. In the research suggest, you know, your a bully and you think of that playground bully who targets the weak the truth of the matter is when you go into adult bullying, workplace bullying, this is not as true. They do not target the weak. They target the person who is actually actually more technically skilled than them. This is the person who is independent, who is not controlled by others, who may be better liked with more social skills than other people in the group. They are more ethical and honest. They may not be super confrontive but they want everybody to succeed and they are very humble. If you look at Level five leaders and you look at targeted individuals, these are some of the things that overlap. These are also if you remember 77.7% of target to end up leaving are the people who are being driven out of the Company by people who are bullies. How else's is impacting? If you look at the bottom-line workplace bullying is very corrosive. It reduces productivity, efficiency. There is a higher absenteeism rate. Other ways you can kind of tell it there is bullying have being on your team people don't like to work for. [Indiscernible - low audio]. People don't care if they [Indiscernible] because there is not the corner oddity. You may see increased workers comp claims. There may be lawsuits at the end of the day in bullying situations. It may affect the company's image that impact sales in the long run. There may be potential fines at that company is not abiding by laws that are out there that protect workers. All of these listed talk about the bottom-line. I also mentioned before these bullies may be targeting the very people who can take the Company from good to may be targeting the very people who can take the Company from good to great. In the broader sense, we can see how this issue plays out in the headlines of what is going on today. Who out in the headlines of what is going on today. Who our leaders are our important. Who to promote, vote for is important. Choosing the Company work -- we work for is important. I hope this training kinds of sheds a little light on who that could be in your direct sphere and in your company, and what kind of characteristics of characteristics to look for. I do hope that you have some good takeaways from this. I do want to bring up the last tonight. We're running a little long on time but we want to take a little time to answer questions here. This is definitely, this topic we can talk about for hours in different ways. I hope this gives just a little bit, highlights a little bit of kind of what this looks like. After going through this and hearing about different things I want to know what would you do differently in your company? What would you do more of? What would you do less of? What the may be would you do a little differently? I'm trying to get some answers here. People our saying they want to act more like the Level five leader and pay more attention to who they put on the Team. For the person who five leader and pay more attention to who they put on the Team. For the person who said that, I definitely heard you. To get the good to great but because it does talk about if you are not a natural Level five leader, how do you become one? What are some are some of the qualities you can work towards as a leader to kind of help that, help your company go from good to great, help your team go from good to great. Some people I am seeing a lot of stuff here. People are going to pay more attention to how they are -- coworkers our acting and interacting with each other. Here is another person that said, I'm going to plan to seek opportunities too kind of figure out how I can share that power share that power down, maybe, instead of trying to keep it all. One person are going to address the bully on the Team the Team a little bit. That's good. Sometimes it bullies get away with this behavior for two reasons. One, they're not held accountable for what they are doing. People let them get away with it. People who do, who on does truly personality disorder can change their behavior of held accountable. The other way is if you're HR is on board they have policies that help other companies determine what to do if there is bullying on the Team, or if there are bullies whether it be in leadership positions or not. A lot of people are in those leadership positions and our bullies. There is a place in HR to address that. There is accountability there. I appreciate you sharing all of this. There are several. Some people our saying, the need to digest to digest this a little bit and kind of see what I need to do. Yes, really great answers. Thank you so much for sharing here. I do want to get a little bit of questions but but before we go there I am going to hand it back to Jeannie real quick to talk a little bit about EAP and that kind of thing. Thank you, Toni. Thank you, so much for sharing all of this knowledge and expertise with us. I do want to just take a minute sharing all of this knowledge and expertise with us. I do want to just take a minute and talk about the EAP Employee Assistance Program. Here at EAP, we are here for you. We are a community of experts to support you, you're family, your coworkers, and employees. Please don't hesitate to reach out to your EAP for support and resources. You can access our services via your company certificate number or the

Web 24 hours a day/seven days a week. We do not take a holiday and we are here for you. If you do not no your company's 800 number or Web address reach out to your human resources department for assistance in getting that information. We do have a few minutes for Jodi to take a few questions, and I know some of you have been have been submitting those questions. Please continue to do that through the Q&A pod. Jodi, I will turn it back to you for questions.

Yes, I am seeing some good good ones on here. I know when I do these type of presentations the first question everybody asks is, what if I am being bullied or what if I see it it on my team, what do I do? This is a really good question. This impacts a lot of people who listened today. There are good things and not so good things in my answer. The one thing I do want people who listened today. There are good things and not so good things in my answer. The one thing I do want to mention there is a website, workplace will he gets dives into a lot of information it does a lot of research on this topic. It talks of information it does a lot of research on this topic. It talks about who people get targeted, how it affects them. It also really dives in what to do if you are being targeted by a bully on your team. Or if you see a bully, and what to do. In general, even though bullying is incredibly personal time to step away from the feelings part of it and documenting the pattern in the bullying behavior, that can help your case if you had to take something to HR. And try not to come across as, hey on this person is affecting me, my life and my mental health by presenting it more like, I'm trying to do my job. These are three instances where I was excluded was excluded on an e-mail that specifically affected my job and here is the evidence to support that. Patterns like that our something organizations can do to hold a bully accountable, especially if they are the covert bully that people do not see a lot. The other thing, educating yourself as a leader within the Company. What does this look like on other thing, educating yourself as a leader within the Company. What does this look like on my team? To ice it is happening? Laying out those expectations from the get-go. Hey, if you want to be successful on my team we we all have to work together. It's not an I team. Lane the X ` X ` does expectation up from the get-go, you can hold them accountable in their supervision, and their professional development, in the performance review. Those are places you can are places you can hold them accountable if you see the kind of behavior. Lay out the expectations first some people are on the same page the same page from the get-go.

Is a good one. Someone close to me has a boss who is a who is a bully. That's a hard one. It's definitely a personal thing but I would definitely let them know to go to the workplace bullying Institute website and get some suggestions out there and more in-depth and then -- then we got today. I know for some people out there people out there there is a direct boss who is being a bully which makes it tough. Documenting how that looks, time, places, dates, who was around you. That there is usually two ways that it ends. One, you end up leaving the organization because nobody the organization because nobody hold them accountable, or, two, you take your documentation to their boss or to HR and present your case. You hope somebody holds them accountable at some point. There are states across the country trying to pass better laws out there to support employees who are bullied, but it's not where it needs to be by any means. At the very end of the day, if you had had done all of those things and do nothing has changed, you have to take care of yourself in in the long run. Bullying can take an extreme emotional, physical, and even financial toll on your life, and you've got to put yourself first. Getting out of that job even if it means the bully wins, protocol, you got to take care of yourself. We all want justice in this world world and we all want the good to win, right. Eventually, sometimes this kind of behavior does catch-up with people. Maybe not immediately but over time a lot of times it does. So, I hope that helps.

Thanks, Jody.

We are going to go ahead and wrap things up. The other thing I would say though, Jody, and I am sure you would agree that if you are grappling with a bully situation personally your Employee Assistance Program is a great way to get support and consultation around that. The other piece of it is if you are a leader and you are dealing with an employee that you believe is displaying some of these bullying behaviors, or maybe you are a leader and you want leader and you want some coaching around your leadership. Your employee Assistance workplace Support Team is a great place to provide that. Will it be number and ask to speak with the workplace Support workplace Support Team. This team is dedicated to leaders. Just another thought there. We have our satisfaction pull up here. Please show us your overall satisfaction. The responses are: Varicella -- very satisfied, satisfy, dissatisfied top very dissatisfied. The radio button once on your's response. Your response will be recorded. We have the presentation you can download if you like and had doubts if you have not downloaded those as of yet. I appreciate everyone joining today. I especially appreciate and thank Jody for taking time out of the chaos of making this transition top and presenting for us today. Everyone, be well, take care, and this concludes our webinar today.

[Event Concluded]