

# Bullying in a Team Environment and the Effects on the Bottom Line



# Objectives

Define what overt and covert bullying are, common bully traits and the role of power in a bullying situation

Discuss who are the bully targets and common traits of people who are targeted

Understand the current research on what makes companies successful and the role power plays in this equation

Describe the relationship between bullying and the bottom line and why good employees stay



# General overt and covert bully characteristics

Moral compass is “off”

Possible sociopathic/narcissistic traits

Use relational aggression

May wear “two faces”

May enjoy the suffering and humiliation of others

Desire power

“Socially” intelligent

Fall into leadership role in Polski’s Diamond

# Polski's Diamond

Leader

Lieutenant

Members

Status Seekers

Scapegoats

# The role of power

In a social setting, covert bullies attempt to control their social group. Being at the top of Polski's Diamond, they have a high need for power and for being in charge, even if it ruins other's reputations. They have a high need to keep that power for themselves versus sharing any power "down" the diamond.



# How to discover a covert bully on your team

Assess a person's personality

Watch how they interact with other team/group members

A bully will use “passive self-importance” to elevate themselves and try to make others “smaller” or less important than them

# What makes companies successful?

## Good to Great Research (2001)

Study: They identified companies that made the leap from good results to great results, sustaining those results at least 15 years. Found a compelling pattern that highlighted what had happened to these companies to produce such sustainable results.

Companies had Level 5 leaders

Level 5 Leaders used similar concepts and strategies that ultimately increased productivity

# The role of power within successful companies

Level 5 leaders shared their power with others, while still creating goals, a realistic starting point, and a culture of discipline that didn't "punish" employees if they did the "wrong thing".

They hired people who did their job well without much oversight and they role modeled it.

If people did not fit into this mold, they were eventually replaced with people who did.



# Characteristics Level 5 leaders and targeted individuals may share

Independent

More technically skilled than their bullies

Better liked, more social skills and may have greater emotional intelligence

Ethical and honest

Non-confrontive

Want everyone to succeed

Humble

# Workplace bullying corrosive effects

- Reduced productivity, efficiency and profitability
- Higher absenteeism, sick time and employee turnover
- Decreased morale and loyalty
- Increased costs due to recruitment and retraining
- Increased workers' comp claims
- Indirect costs though time spent dealing with bullying situations
- Negative effects on the company's image
- Potential fines for not abiding by occupational health and safety laws
- Legal costs from employees who bring lawsuits
- Potential increases to insurance and workers' comp premiums
- The those bullied could take a company from good to great but are often overlooked in favor of those using bullying tactics to gain power and leadership positions

# Your Employee Assistance Program

**Call toll-free or visit us on the web**

**24 hours a day/7 days a week**

**Thank you!**

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