

Bullying

www.legacybyimpact.com

Jordan Johnson, MSHA, BSRT RT

A scanning electron micrograph (SEM) of five cancer cells, likely from a human breast cancer cell line. The cells are irregular in shape, with prominent spiky protrusions and filopodia extending from their surfaces. They are stained with a green dye, and their nuclei are highlighted in a darker blue color. The cells are set against a dark, textured background.

**Jordan Johnson,
M.S.H.A., BSRT RT**

**Bullying: A Cancer Within the
Department**

“Most organizations have a bully. It never ceases to amaze me how one person’s decisive behavior can permeate the entire organization like a cancer.”

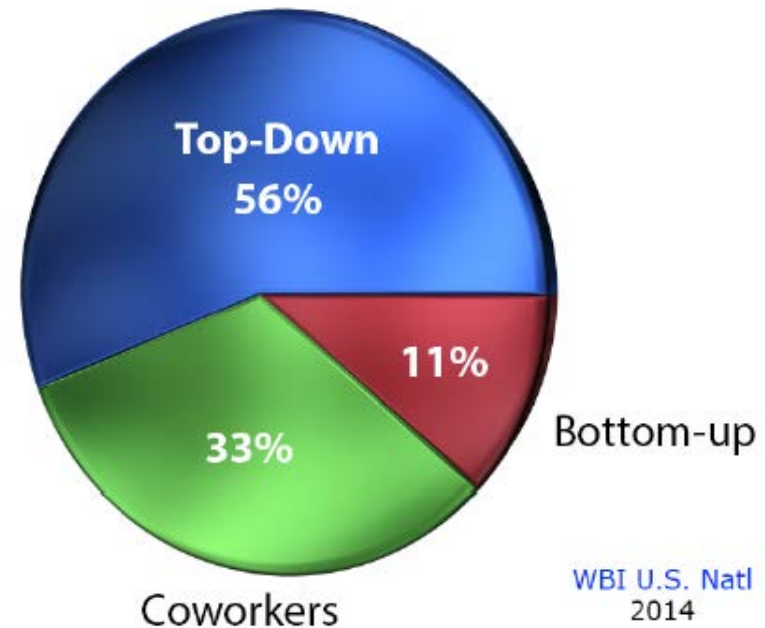
Tim Field

Definition of Workplace Bullying:

- Workplace Bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is **abusive conduct** that is :
 - Threatening, humiliating, or intimidating, or
 - Work interference — sabotage — which prevents work from getting done, or
 - Verbal abuse
- © NIOSH defines bullying as a form of workplace violence

Important

- Bullying and Unethical treatment occurs at all levels of the organizational chart
- Managers can be bullied too...less common
- Co-workers
- Not all bosses are bullies but most bullies are bosses



Effective Therapists / Managers Realize:

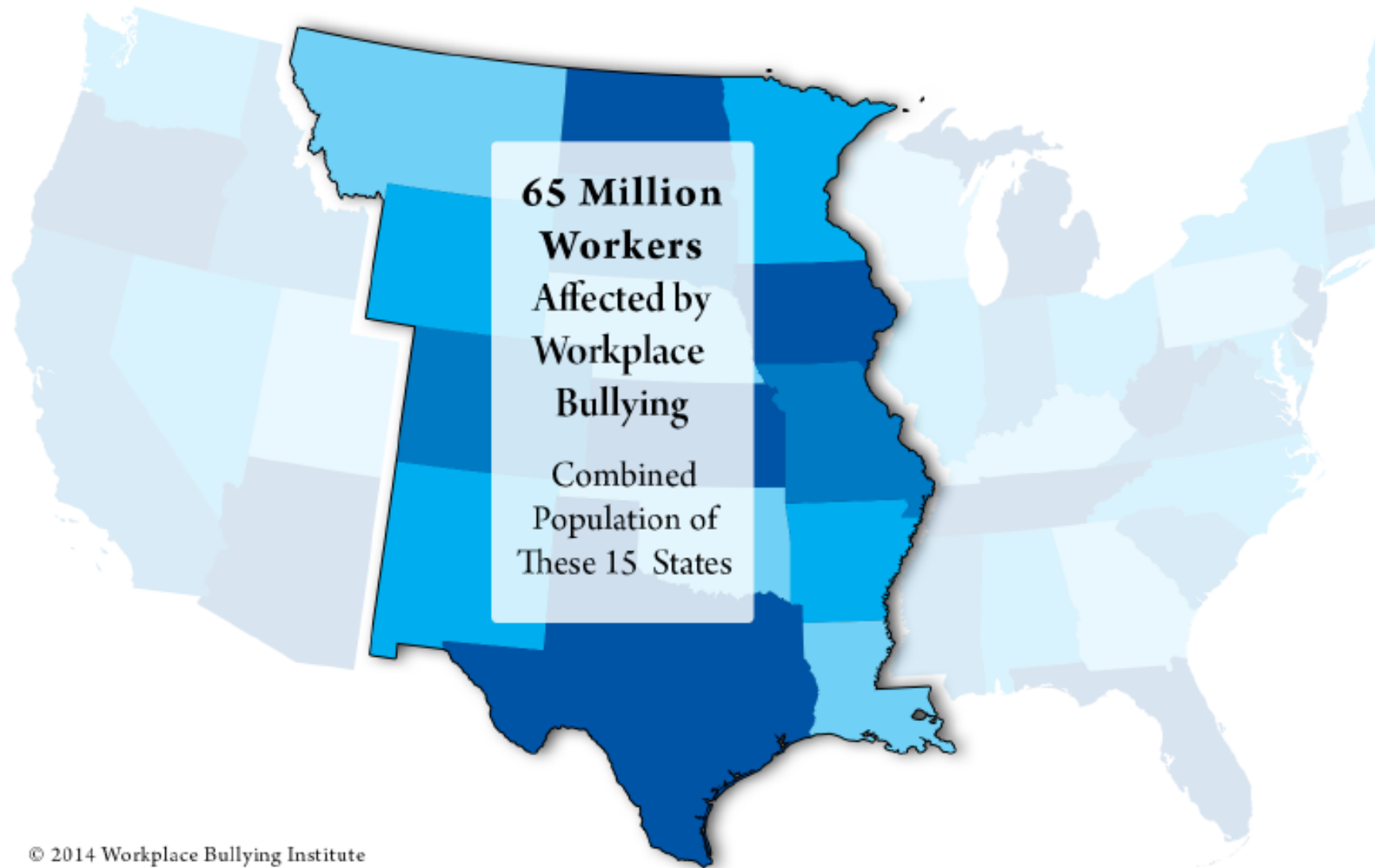
- You have no real power unless granted by staff and colleagues
- Title is that, just a title
- The importance of remaining objective and unbiased
- The value of moral integrity
- Where they came from



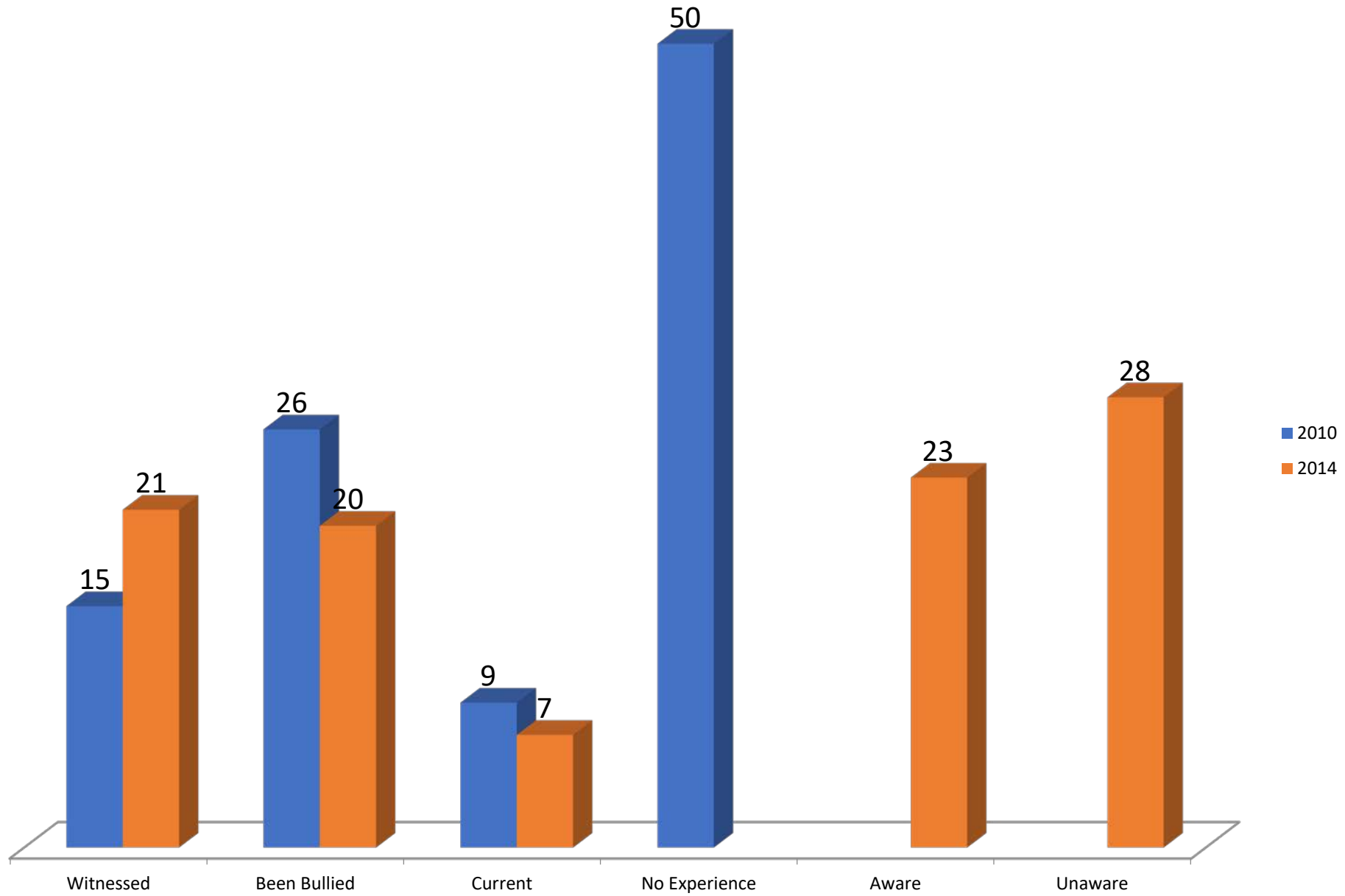
If Not....It Could Lead To.....



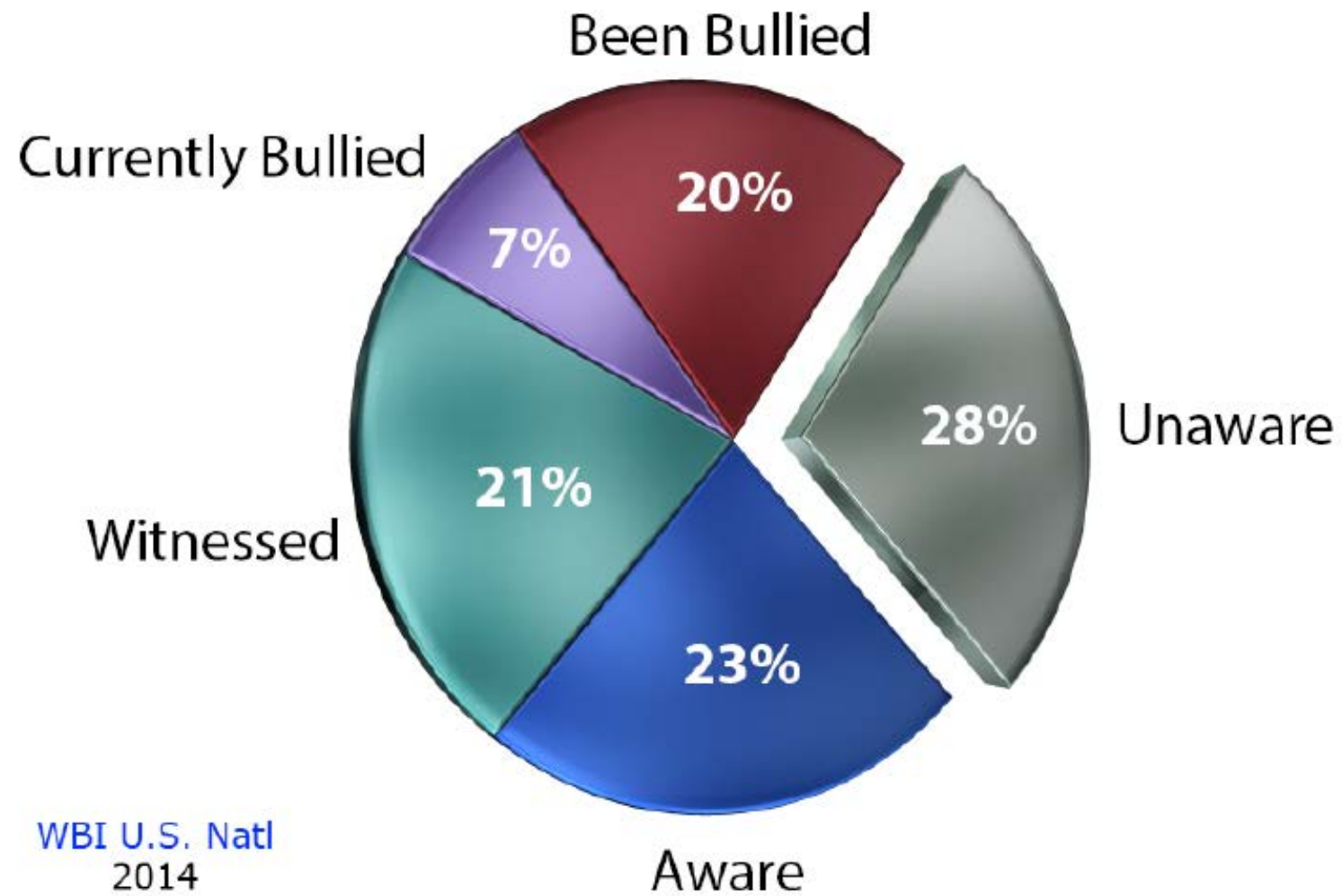
The Epidemic



Statistics of Study



Prevalence



A Growing Epidemic

- General Workforce

- Approx. 137 million non farm labor force
- Total affected 65 million or 47%
- Public awareness 98.3 million or 71%
- Never bullied 71 million or 51%

- Radiation Therapy

- 20,775 therapists (March 2014 ARRT)
 - 1,454 being currently bullied
 - 4,155 been bullied
 - 4,362 Witnessed
 - 5,817 Unaware

Study on Workplace Bullying: Radiation Therapy

- Began in 2012 based on personal observations and stories of others
- Realized there were no studies that investigated the issue in our field
- Researched the issue and it's prevalence nationally with the WBI (Workplace Bully Institute) before getting started
- Set up the framework and then embarked on the journey

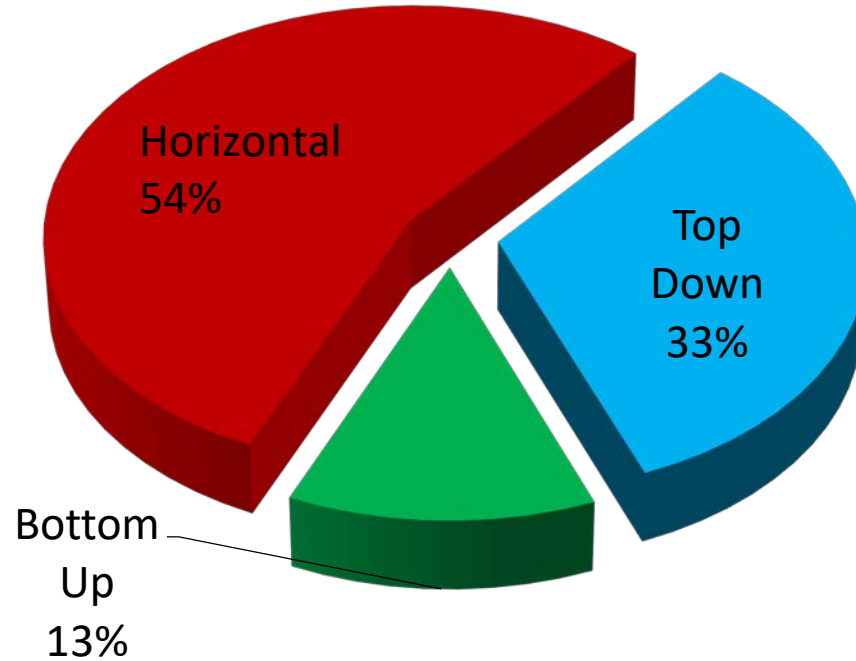


Radiation Therapy Survey

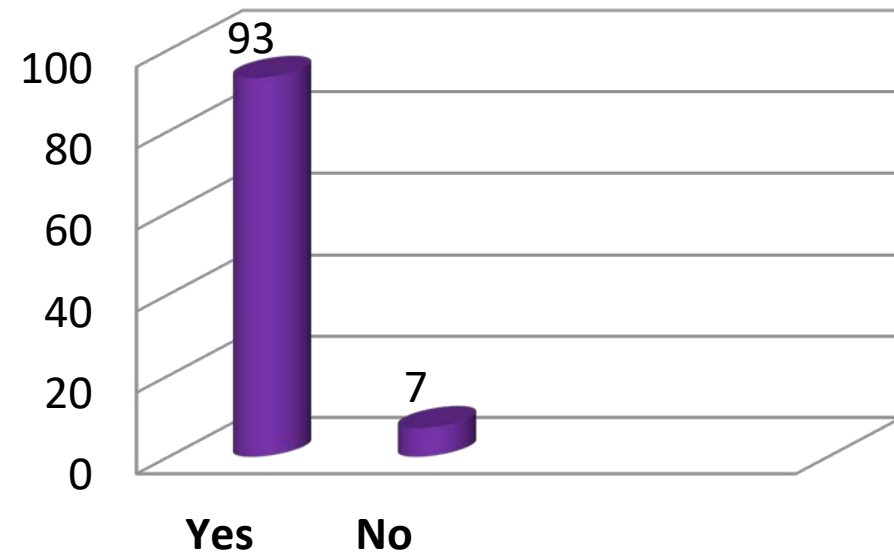
- 88 facilities agreed to participate in the study
 - Refusal based on current/ past bullying problems
 - Refusal based on already having a workplace bullying campaign in place
- 308 Therapists participated in the survey
 - 178 currently being bullied
 - 120 previously bullied
 - 9 witnessed bullying within department

Survey

Direction of Bullying

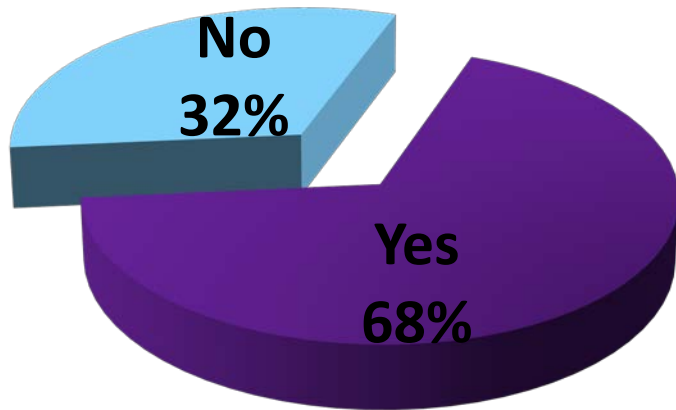


**Have You Witnessed Bullying
in Your Department**

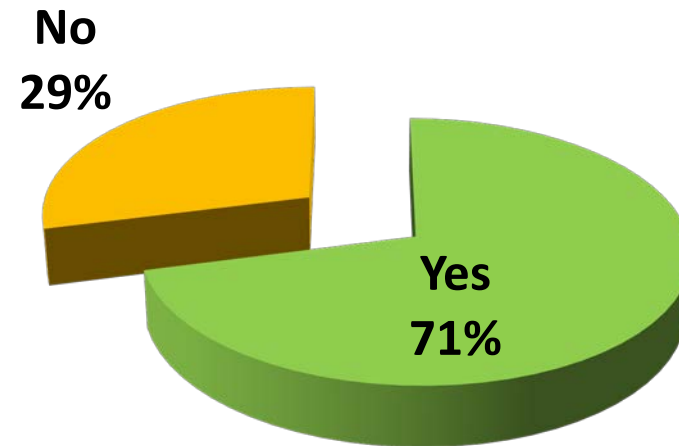


Survey

Is Bullying Present?



Have You Been the Victim?



Survey- Demographics

Male- 18%

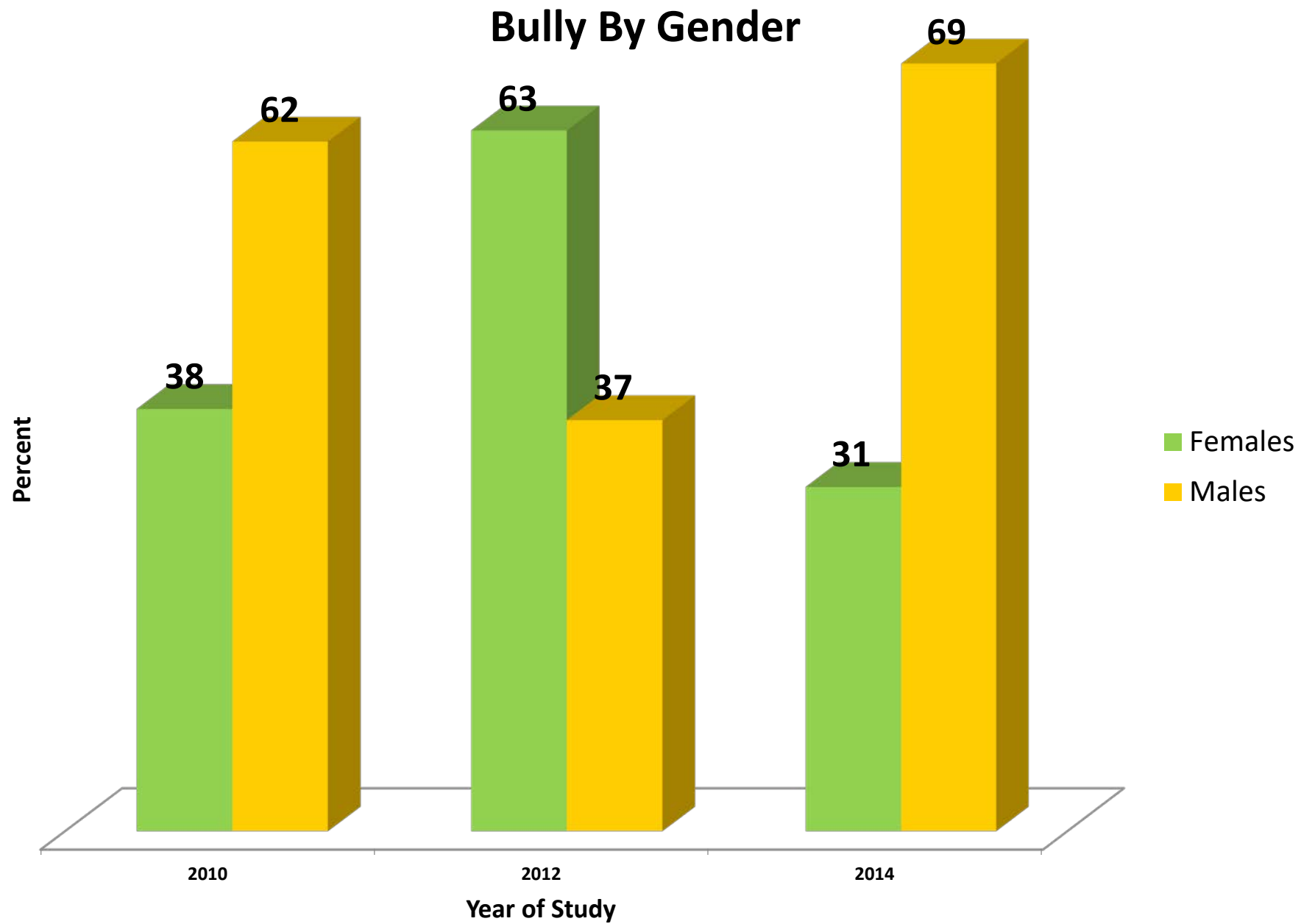
Female- 81%

Years of Experience

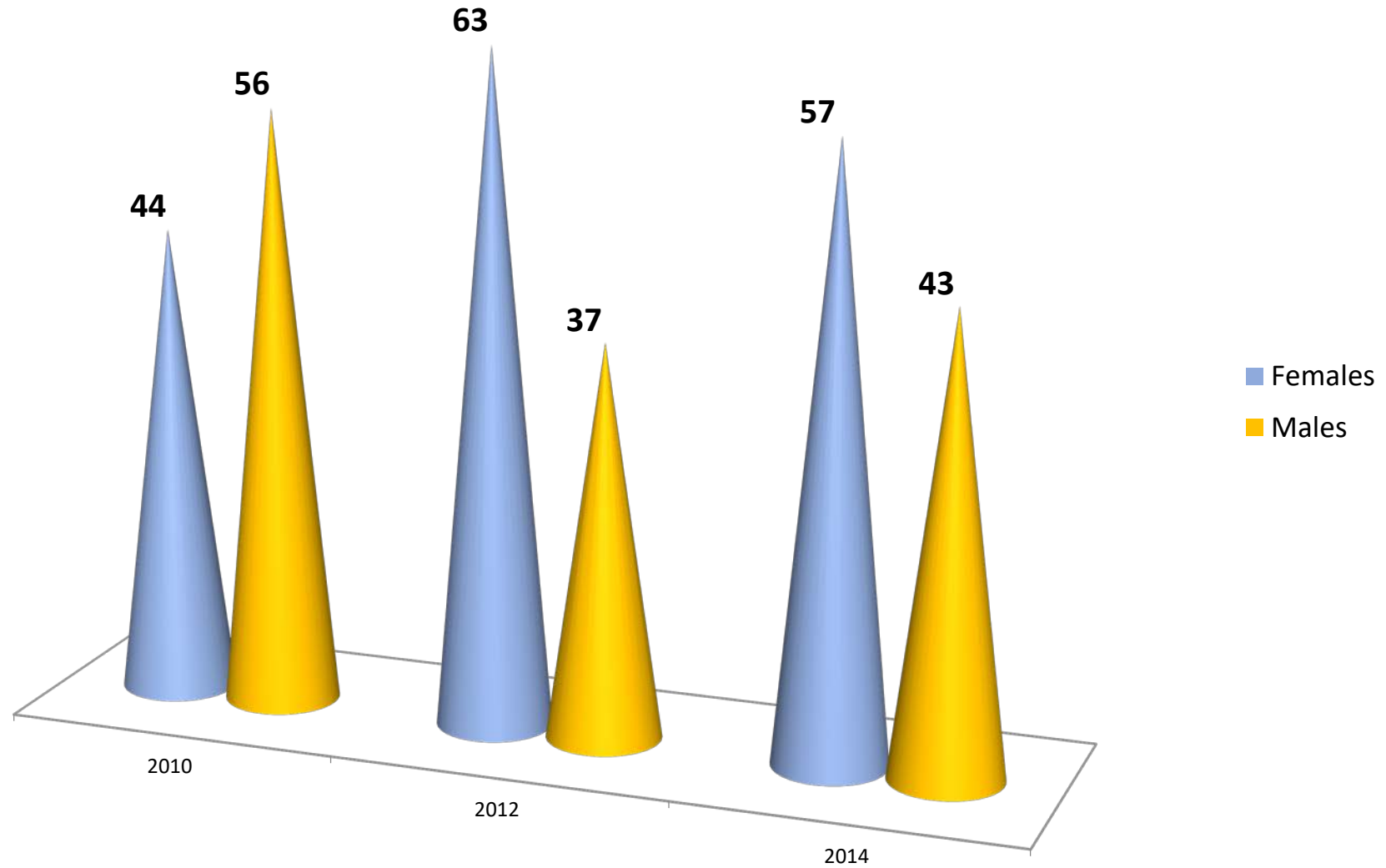
0-3	21.7%
4-8	28.3%
9-15	20.4%
16-25	15.1%
25+	14.5%

Age

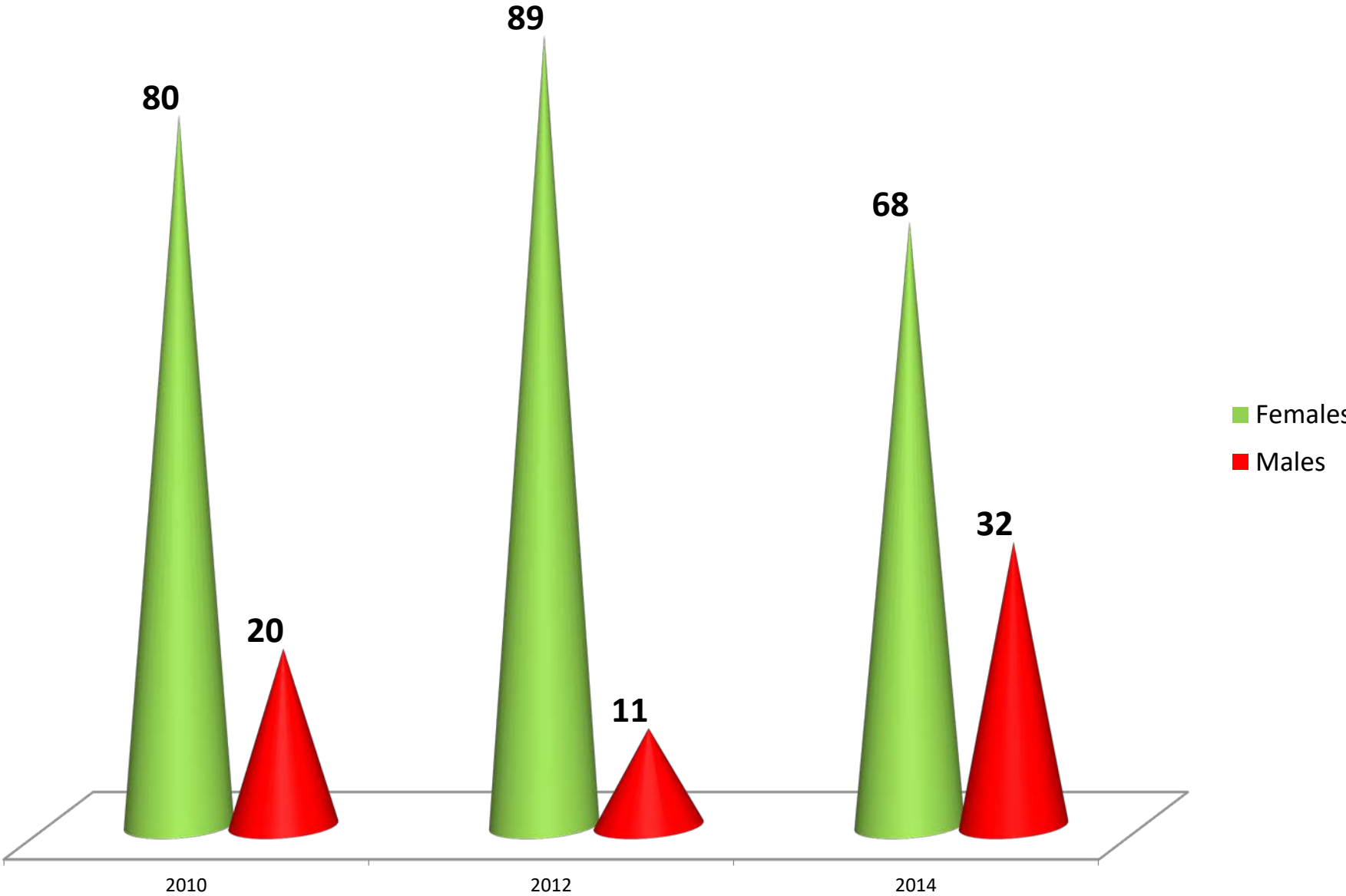
18-23	2.6%
24-30	26.5%
31-40	32.5%
41-50	17.9%
51-65	19.9%
65+	.7%



Males as Bully- Who is the Target

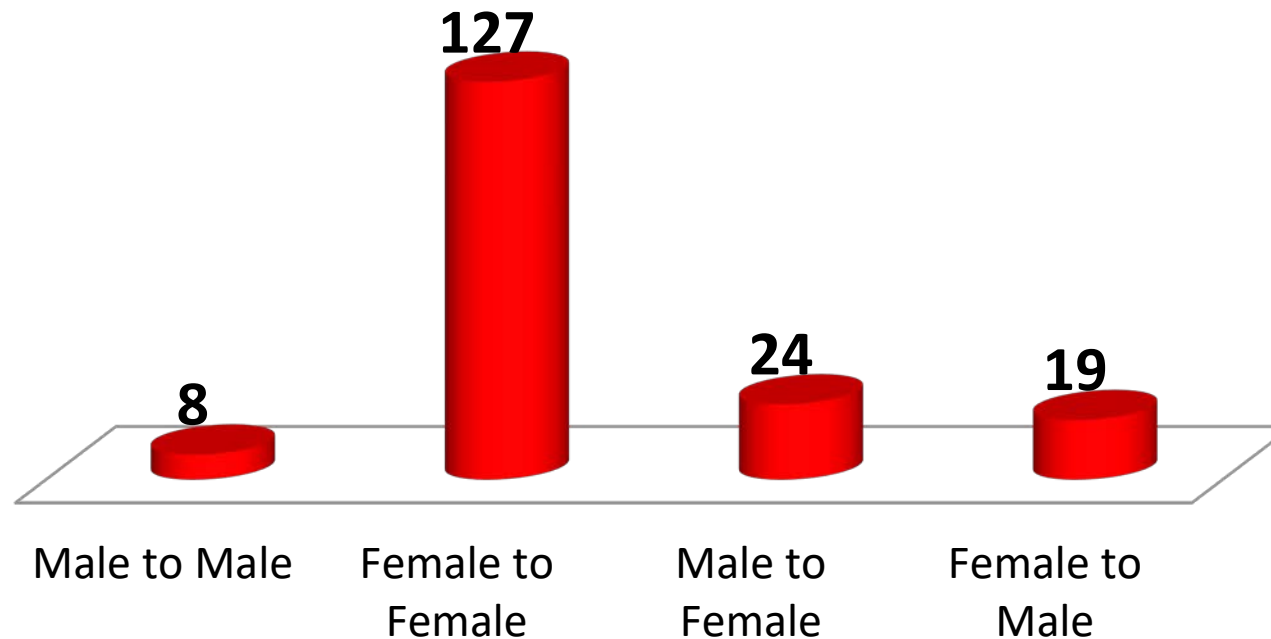


Females as Bully- Who is the Target



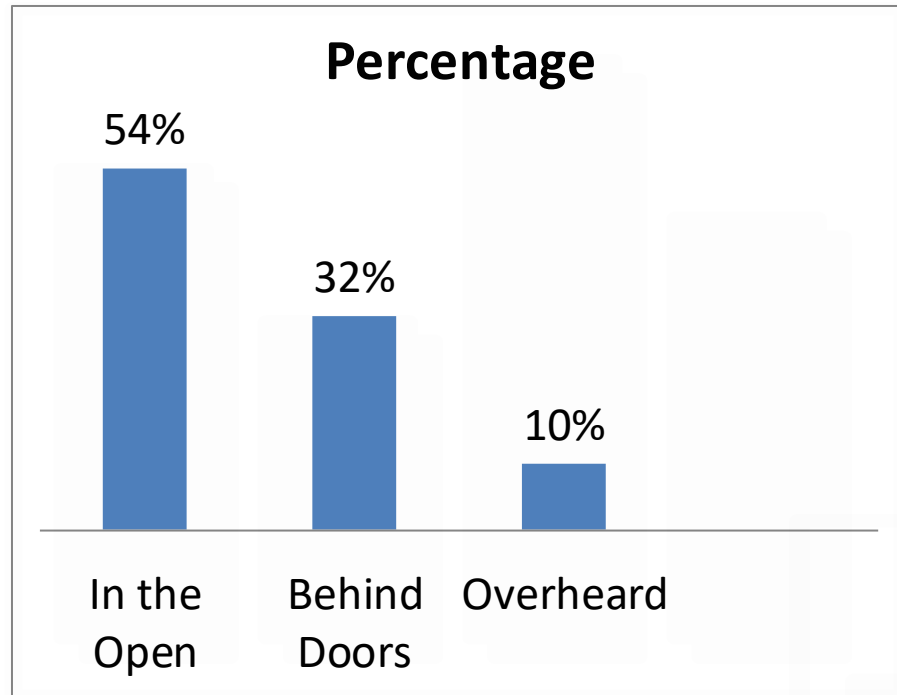
Radiation Therapy Survey

Gender Pairing



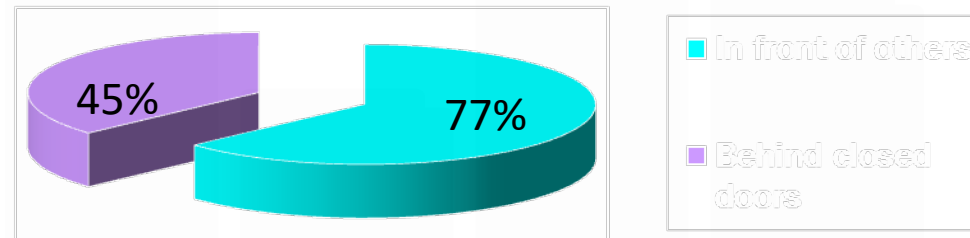
This is expected given that the majority of therapists in our profession are female. 81% of the therapist who took the survey were female.

Location of Bullying



Over half of the bullying cases occur in front of others!!

WBI



Radiation Therapy Study

Bully Behaviors:

76% indicated this taking place in their department

- Favoritism

- Delegation of tasks or responsibilities
- Exclusionary lunches
- Varying workloads
- Recognition to a few
- Staff justice
- Altering of performance evaluations
- Varying work schedules
- Denying/ granting time off

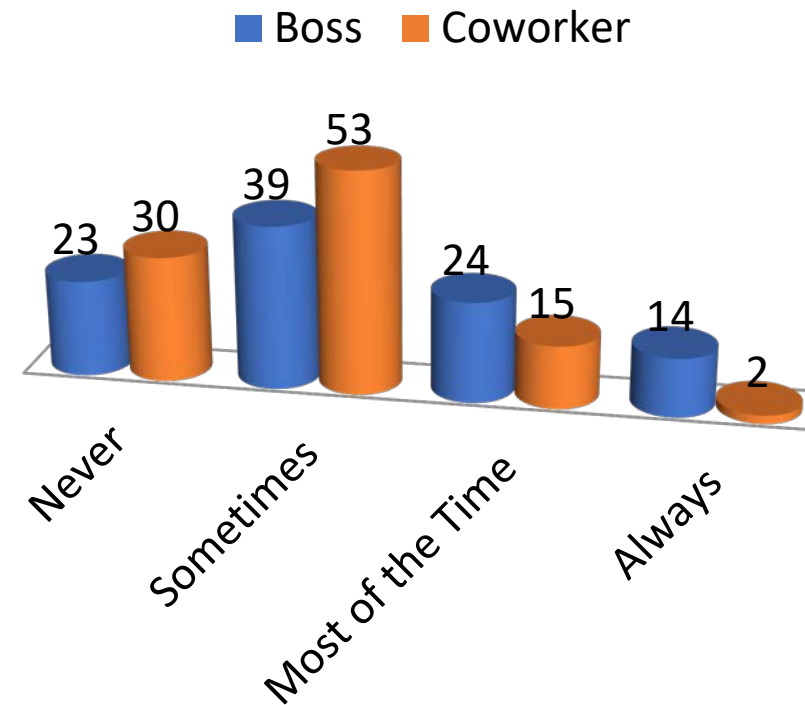


Bully Behaviors

- Gossip
 - Spreading untruths
 - Divulging confidential information
 - New job
 - Evaluation scores
 - Reasons for absence
 - Feeding the rumor mill
 - Not keeping word
 - Twisting or misrepresenting what is actually said
 - Personal Jokes



Confidential Information



Bully Behavior

- Isolation
 - Withholding resources
 - Supplies/ Support
 - Withholding promotions
 - Emails, Memos
 - Attention when speaking
 - Meetings
 - Clinical Rotations
 - Setting unachievable goals
 - Only speaking to one person in a group
 - Avoiding eye contact
 - Overruling



Bully Behaviors

Destruction of workplace relationships

- Pitting staff against one another
- Defamation
- Vertical sabotage of staff
 - Prevents staff member a place to turn
- Physicians
 - Prevents trust and judgment
- Encourages negative responses on peer evaluations
- Making staff deal with issues



Bully Behaviors

- Harassment
 - Reminding staff and others you “know all”
 - Creating environment of fear
 - Digging for information
 - Belittling
 - Only hearing the negative
 - Comparing staff to others
 - Cookie cutter employees
 - Knocking ideas
 - Blame
 - Excessive Monitoring



Bully Behaviors

- Robbery
 - Stealing Credit
 - Ideas
 - Presentations
 - Undermining your position and opinio..
 - Meetings or class discussions
 - Increasing responsibilities but taking away authority
 - Being coerced to being the “fall man”



The Top 10: WBI 2013

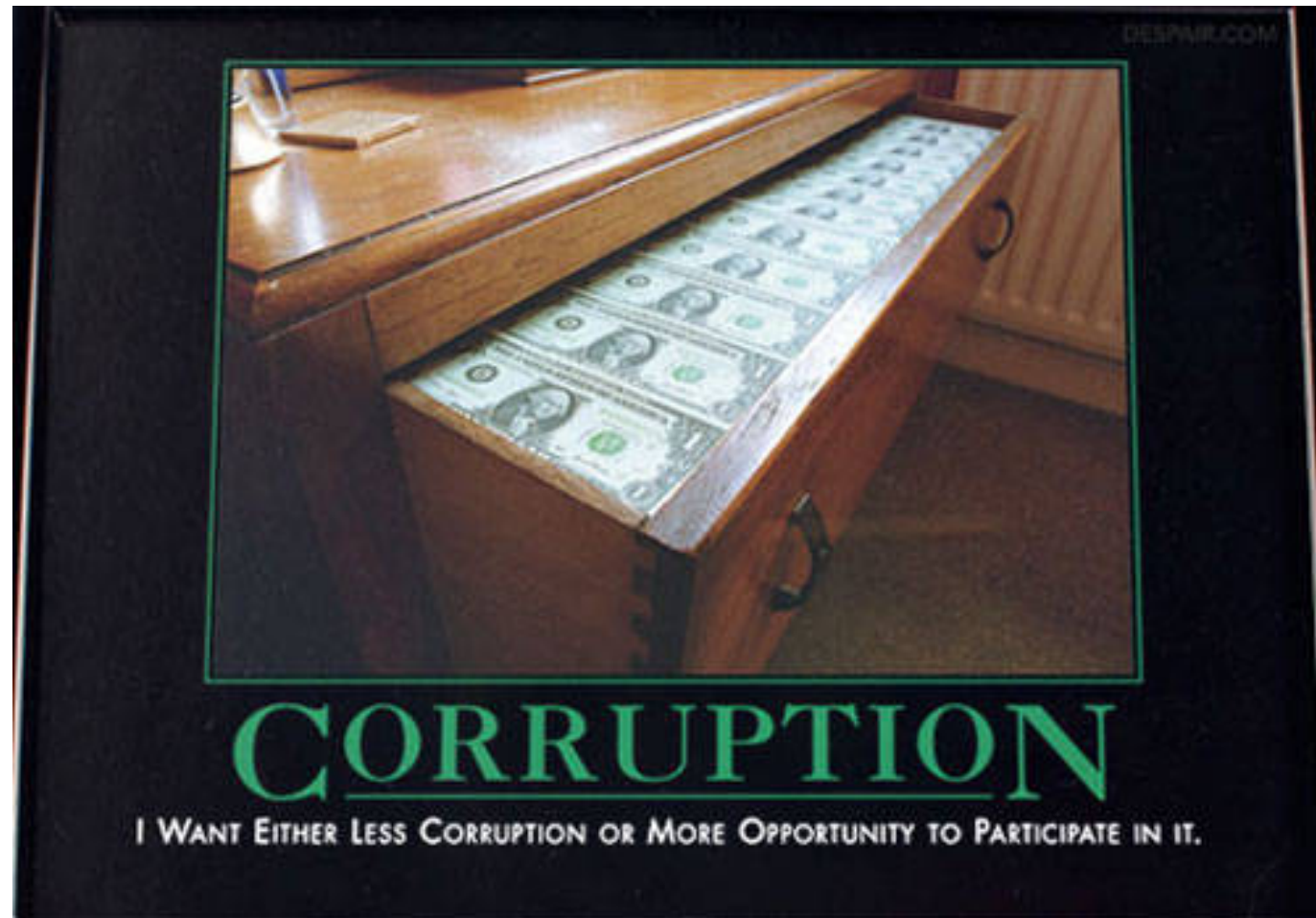
- Criticism of ability
- Unreasonable job demands
- Blame for errors
- Inconsistent compliance with rules
- Threatens job loss
- Insults/ Put downs
- Discounting/ Denial of accomplishments or ideas
- Exclusion “icing out”
- Yelling, screaming
- Stealing credit

Survey- Most Common Bully Behaviors

Behavioral Humiliation	75%
Destruction of Workplace Relationships	56%
Abuse of Authority	56%
Verbal Shouting/ Swearing	45%
Interference With Work	40%
None	.6%

Question allowed multiple responses so percentage over 100%

Healthcare



Bully Behaviors

The two that get on my nerves the most:

Harassment comments:

- “Be thankful you have a job”- a horrible excuse
- “If you don’t like it leave”



Types of Bullies

- The Road Rager
 - Rare
 - Volatile and explosive
 - Possible physical violence threats
 - Dictates the emotional tone of the department / classroom
 - Hovers and sneaks around
 - Talks over everyone
 - Always has to be right
 - If called into account- aggressively denies and then fabricates



ROAD RAGE

Get out of the fast lane, sucker !

Types of Bullies

The Constant Critic

- Operates behind closed doors
- Faultfinder, nitpicker, probing
- Encourages self doubt
- Often liked by upper management and physicians
- Obsessive over others' performance
- Refuses to acknowledge and praise others
- Blames target for things that may be fabricated
- Sends signals of disrespect-often by body language
- Compulsive liar- say anything to fit their needs



**to be honest
i'm a liar**

Types of Bullies

Split Personality (Two Headed Snake)

- Gets coworkers to provide damaging information
- Passive aggressive
- Friendly to get what they want
- Builds “file” against employees
- Business up front destruction in back
- The snakes:
 - Backstabber
 - Jekyll and Hyde- (Private vs. Public)
 - Its all good



Types of Bullies

The Gate Keeper

- Always in the business
- Control freak
- Denies privileges
- Rules change on the fly
- Needs to see any outgoing work
- Needs to “one up you” in everything
- The Judge and Jury of staff clinical advancement
- Micromanager



Types of Bullies

“Bully often has a narcissistic need to portray themselves as great, in contrast to their treatment of others; the bully is oblivious to the discrepancy between how they like to be seen and how they are actually seen.”

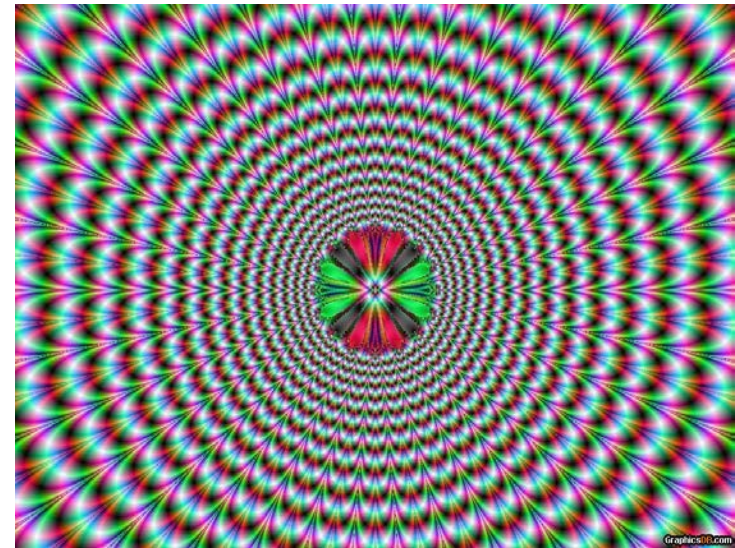
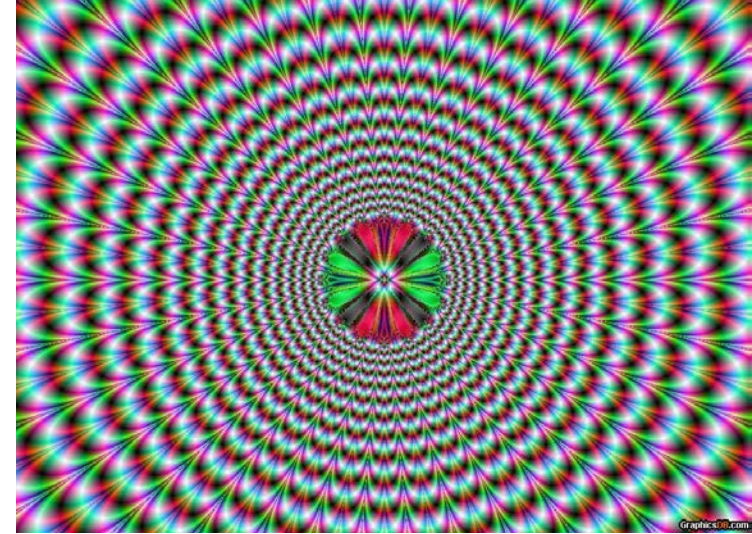
Why Bully

- The Job Market
- Lack of Education
 - Complexity of management
 - Learning by Mistake
- Hired from within
 - Difficulties defining boundaries
 - Remaining non bias...nearly impossible
- Free Reign



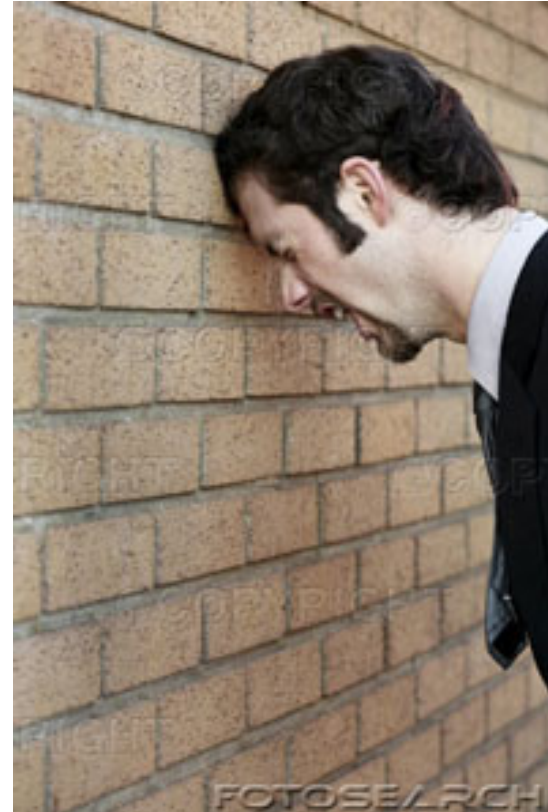
Why Bully

- Illusion Artists
 - Appearance
 - Overcompensation for lack of skill
 - They lack insight about their own shortcomings
 - Bullying serves as a diversion
 - Avoid taking responsibility
 - Can't admit interdependency
- Work environment
 - Peer pressure and conformity
 - Just fit in and follow the leader



Why Bully

- Reduce their fear of being seen for what they are
- Lack of Mentorship
 - Lead by example
 - Bad habits
- Tradition
- ***Tolerance***



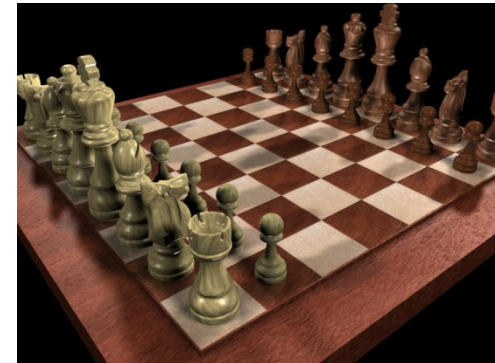
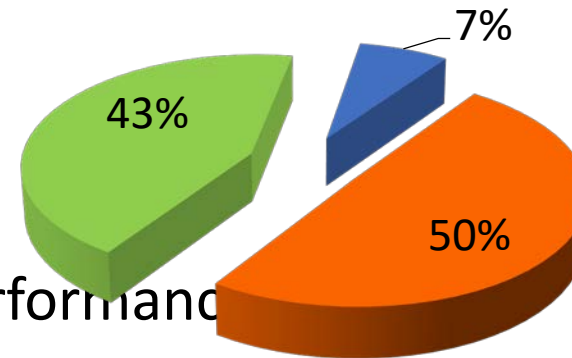
“Bullies thrive wherever authority is weak.”

The Impact- The Department

- Division
 - Causes Teams
 - Going with the herd
 - High Stress
 - Incomplete projects and tasks
 - Disconnect = isolation = decreased performance increased risk
- Causes an overall Toxic Work Environment

My Stress Level

■ Not at All ■ Somewhat ■ Greatly

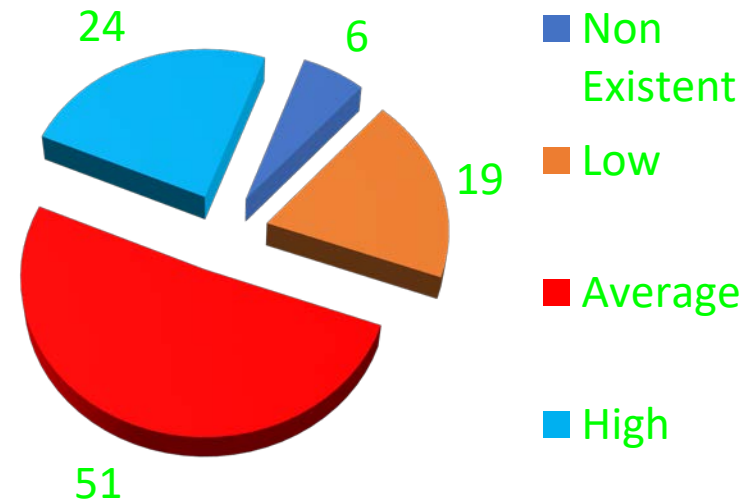


The Impact- The Department

- Decreased Morale
 - ↓ Productivity
 - ↓ Efficiency
 - ↓ Quality
- Decreased Trust
- Communication
 - Vertical
 - Horizontal- often isolation

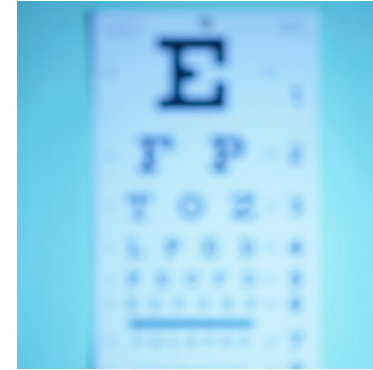


Sense of Self Worth

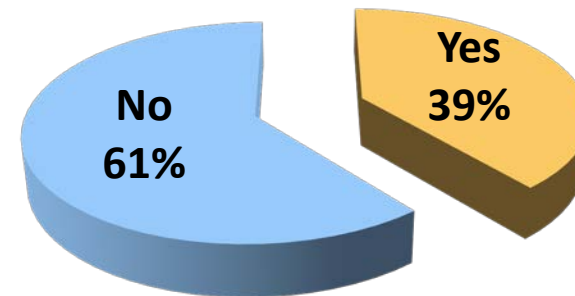


The Impact- The Department

- Patient Safety
 - Loss of staff focus
 - Failure of staff to report
 - Patient trust
- Costs
 - Mistakes
 - Patients
 - Equipment
 - Reimbursement based on quality



Environment of Effective Communication



Individual Impact

Emotional/ Psychological

- Poor Concentration
- Stressed/ Irritable
- PTSD
- Indecisiveness
- Substance abuse
- Clinical depression
- Panic Attacks/ Anxiety
- Hyper- vigilance
- Insecure
- Shame and guilt

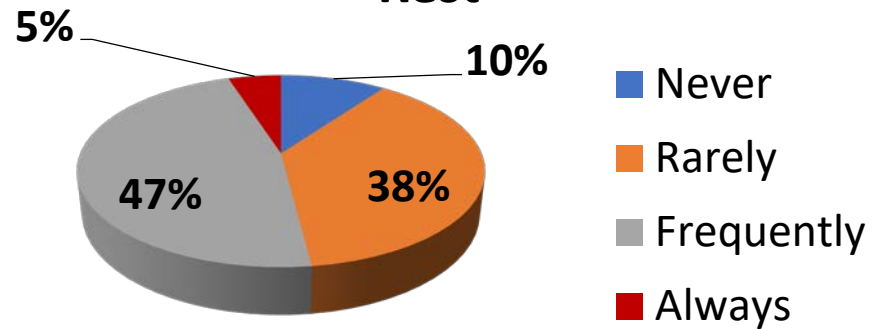
Physical & Stress Related

- Hypertension
- Gastrointestinal issues
- Strokes
- Headaches
- Sweating
- Tremors
- **Violence and Suicide**

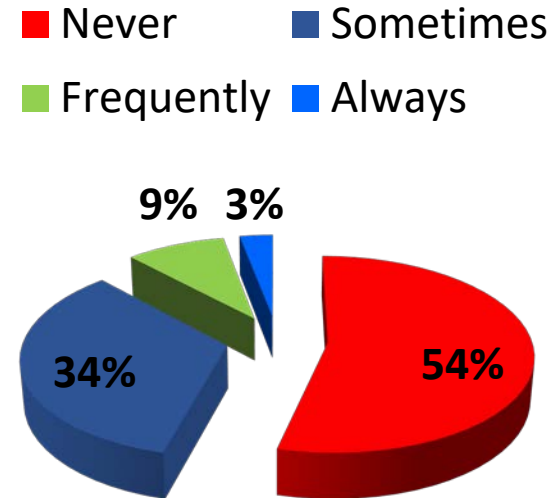


Individual Impact

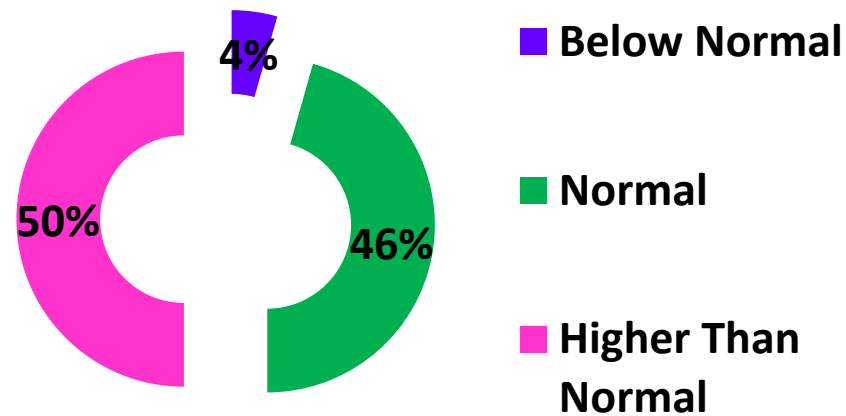
Unable To Get a Good Nights Rest



Depression



Anxiety



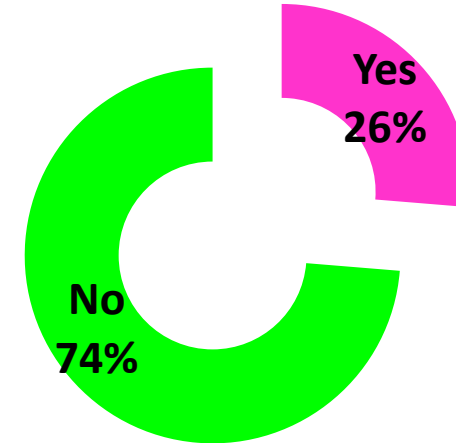
Individual Impact

- Social Lives
 - Strain on marriages and friendships
 - Causes inabilities in effective parenthood
 - Consuming- inability to leave work at work
- Work lives
 - May be isolated
 - Co workers may turn on them
 - Patient may suffer consequences of this distraction

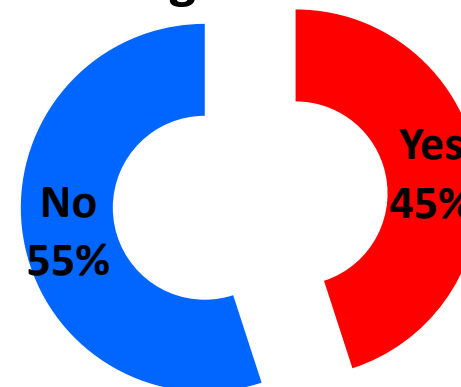
Economic Impact

- Loss of opportunities and promotions
- Loss of Job
 - 41% women and 36% of men will quit
 - *Survey done in 2010 when unemployment was ↑
 - 25% women and 13% of men were terminated
- PTO and then some
 - FMLA
 - Mental health days
 - Workers Compensation
 - Court case

Been Held Back



Witnessed Someone Being Held Back



Turnover

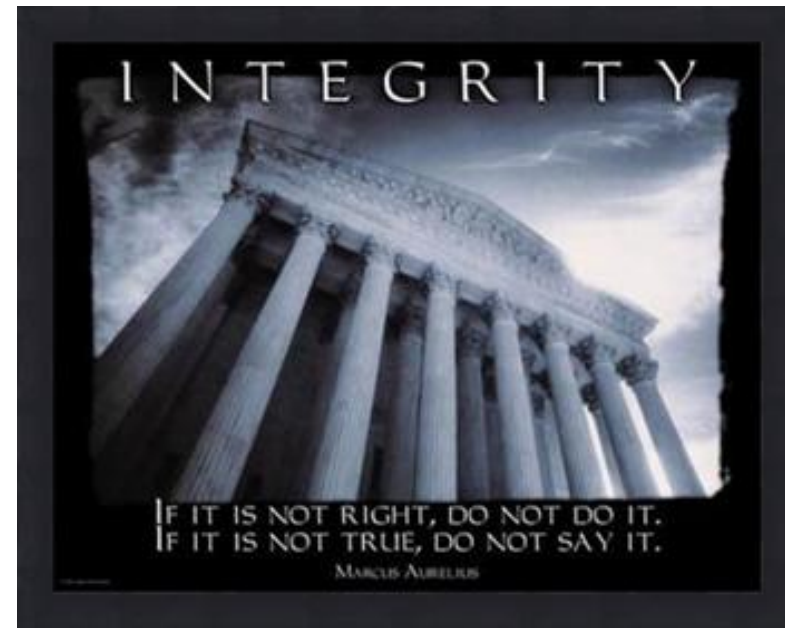
- Usually the Best, not the expendable leave
- 4 Reasons
 1. Independent, lack of submissiveness
 2. More technically competent
 3. Better liked by staff, coworkers, and peers
 4. Fear of the

Whistleblower

(noun) a person who
makes public
disclosure
of corruption
or wrongdoing

Turnover

- Why am I a Target, other reasons
 - Wrong place wrong time- bullies are opportunistic
 - Because you excel in class and at your job
 - Fear of exposure, you threaten to bring out the truth
 - Strong sense of integrity (this is a pet peeve of a bully)
 - Too old or expensive- this is true for long term faculty and employees
 - Refusal to conform
 - Innovative
 - Slow to anger
 - Ability to own a mistake quickly



Turnover

- Costs Associated
 - Recruitment
 - Headhunters
 - Advertising
 - Demoralization from being understaffed
 - Lost productivity
 - Safety related issues due to understaffing



The Confrontation

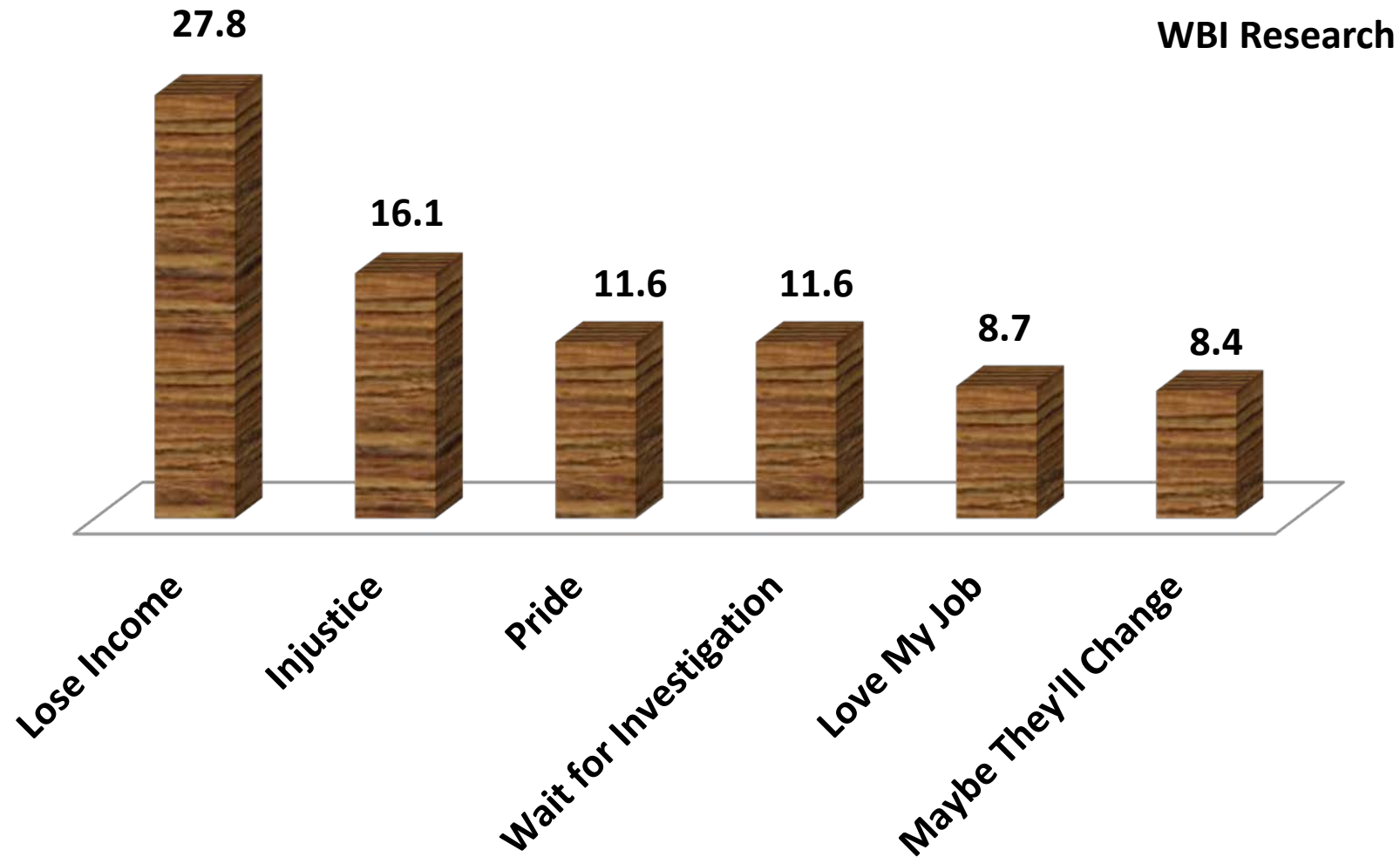
- It's the Elephant in the room
- Fear
 - Job loss
 - Retaliation
 - Isolation/ Cast aside
 - Radiation therapy lacks the ease of transfer
 - Small field / tough market / need the reference
- Does anyone really care
- **Someone else will do it.....



NFL

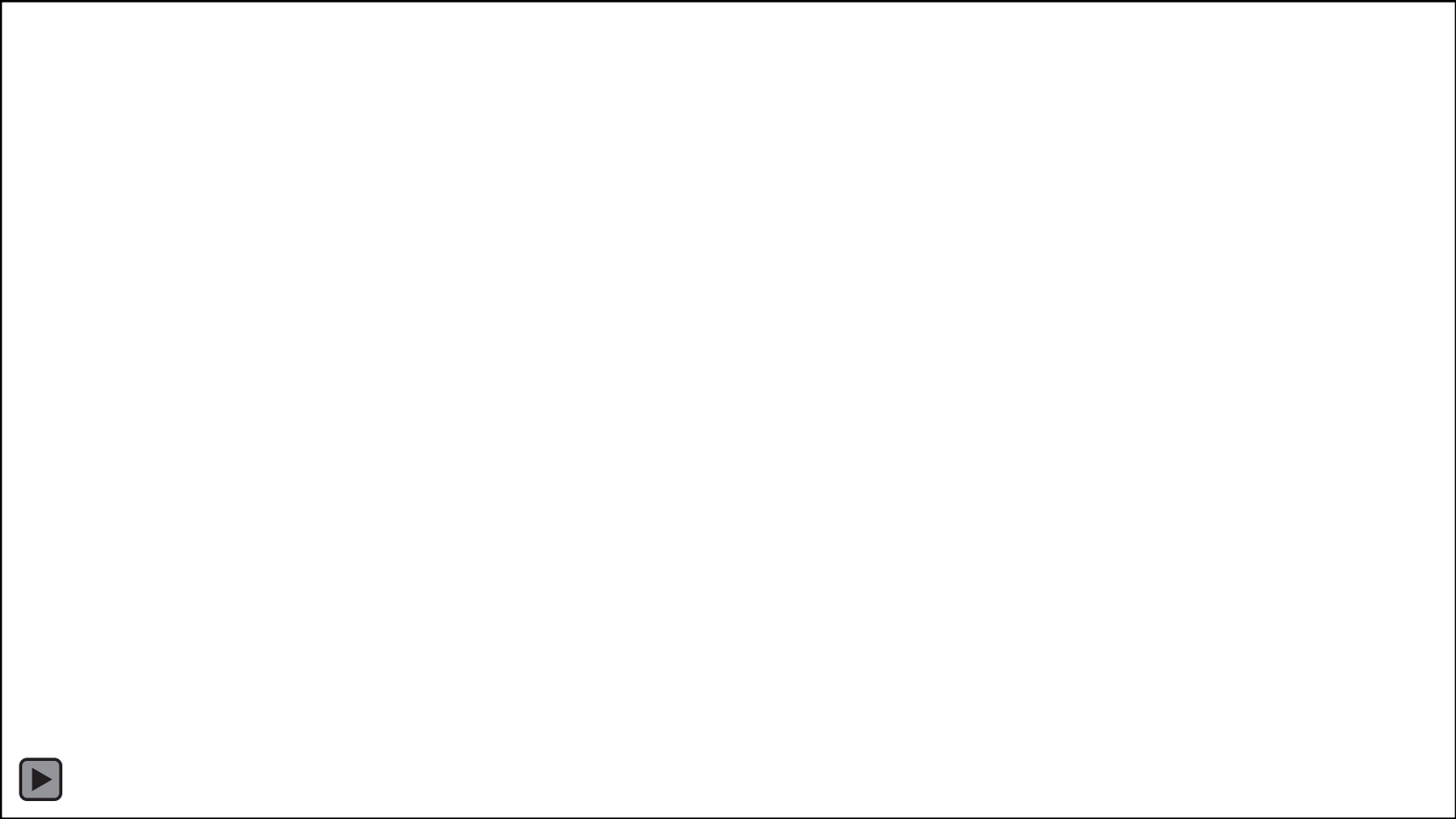
- Jonathan Martin
 - Went along with it
 - Did not want to make a wave
 - Kept it bottled up
 - Felt if he remained passive and just accepted a little of the actions it would go away

Why Don't You Leave



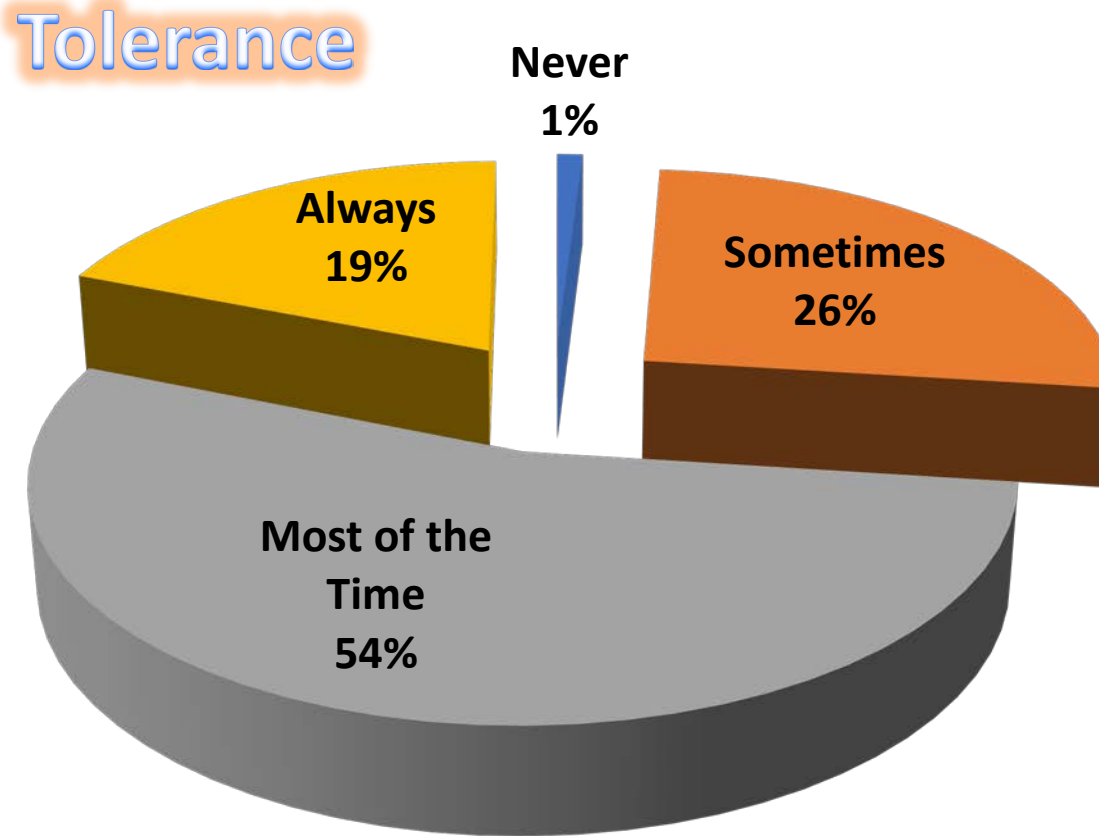
Or Will They

- 1964 Kitty Genovese Murder
 - There were 38 witnesses, no one called for help
- Diffusion of Responsibility
 - Each witness was not bad for not acting
 - The larger the group or department the less likely one will report deviant behavior

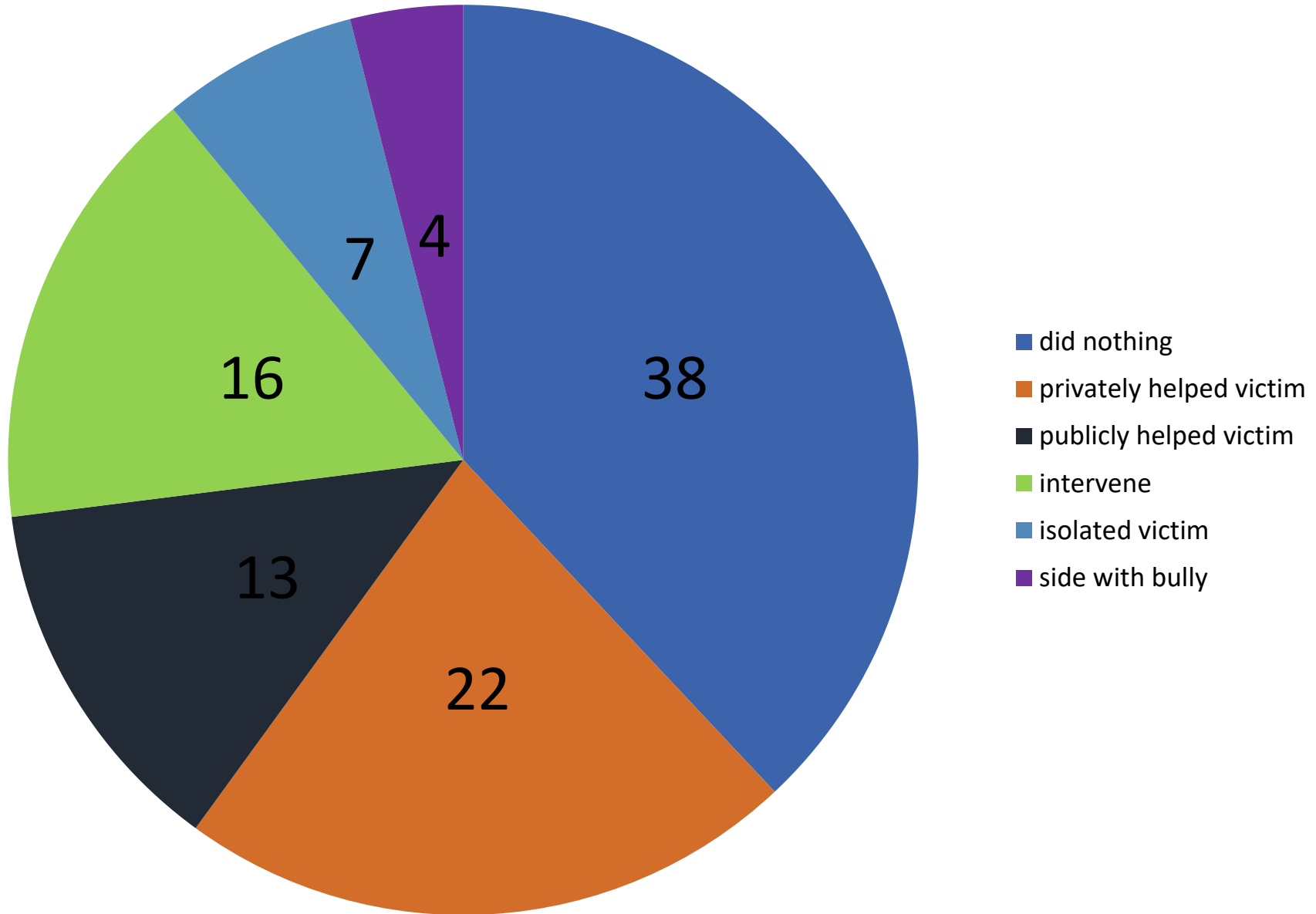


Survey

The bully's
actions in the
department are
tolerated by
staff?

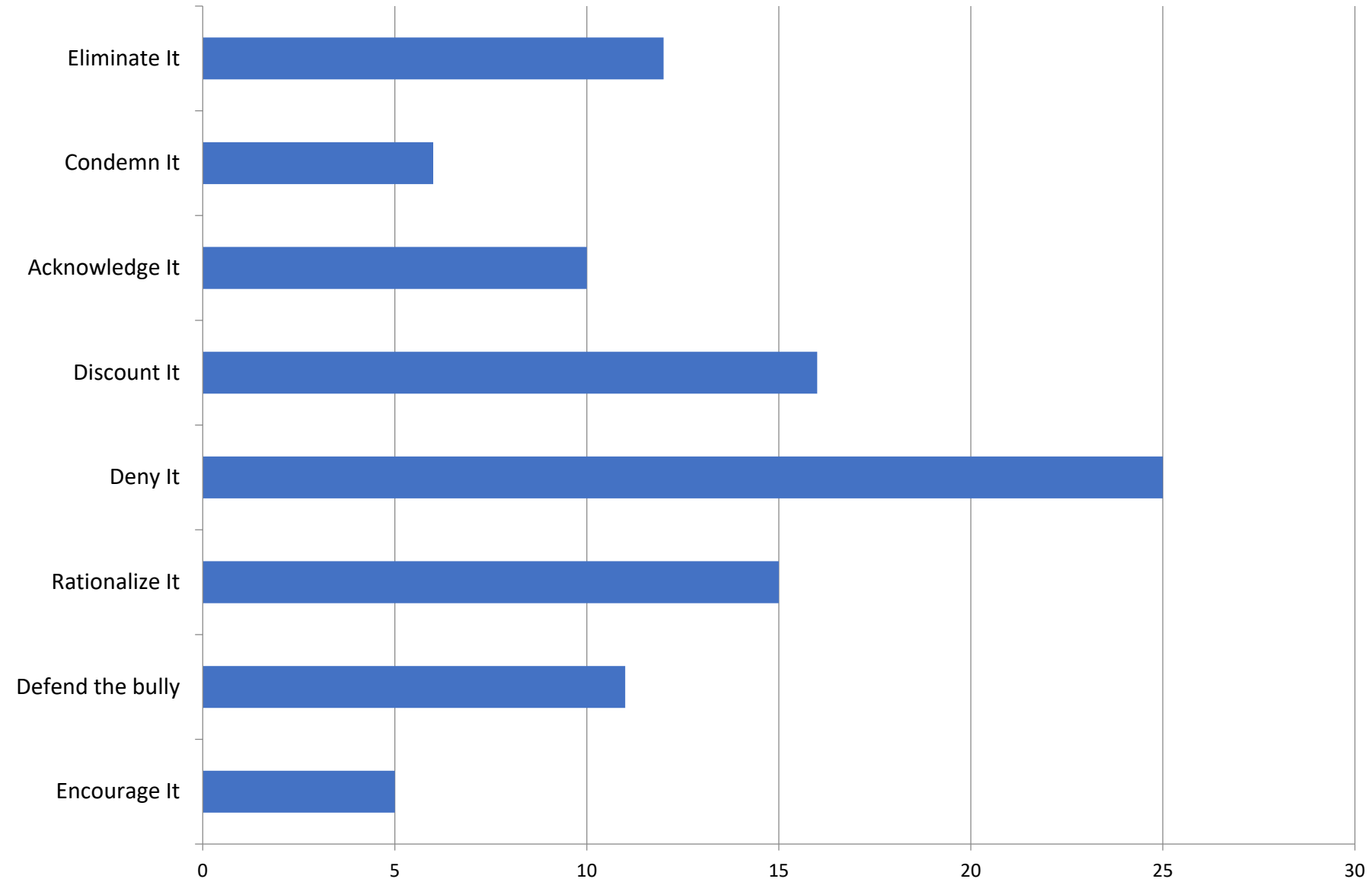


What People Do



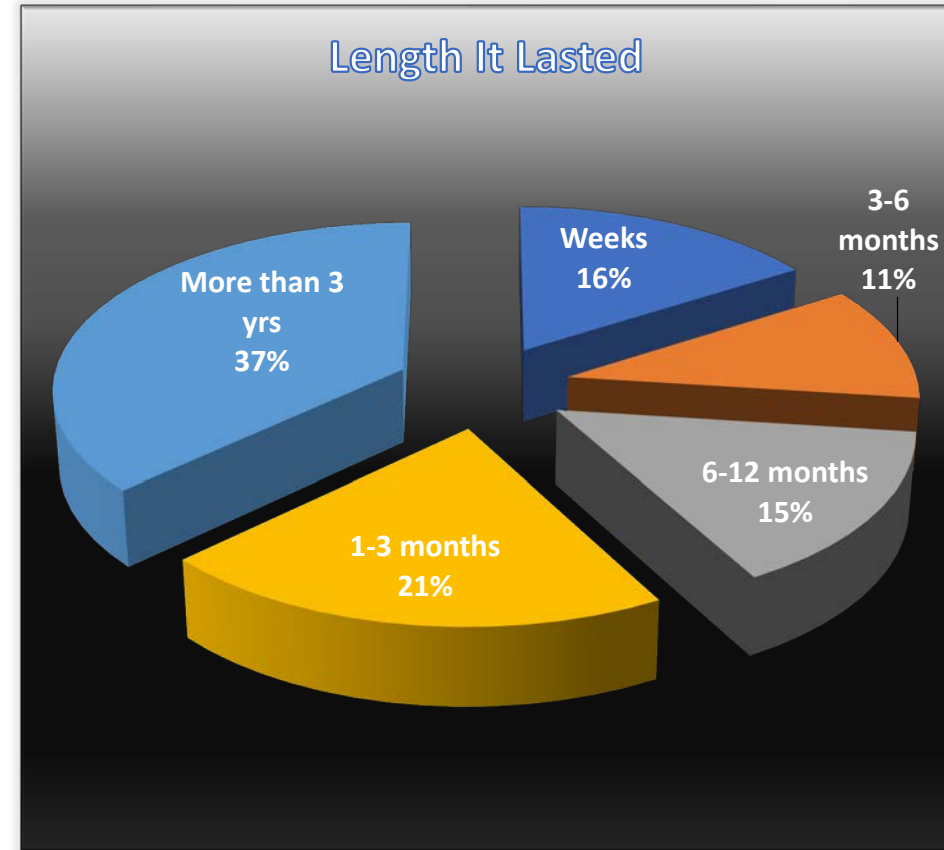
Employer Response

WBI 2014 Study



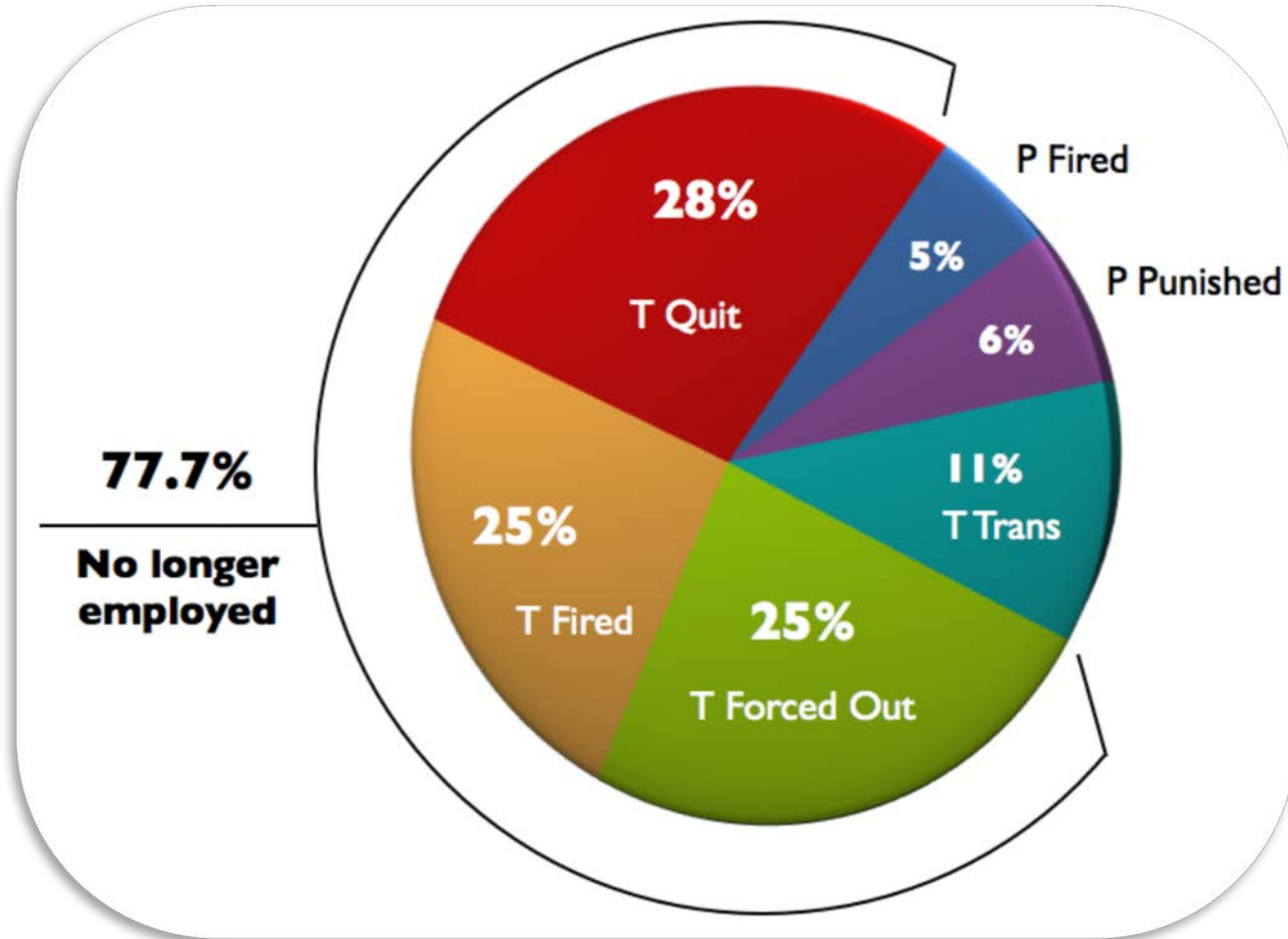
The Facts

- 73% endured bullying for more than 6 months
- 44% for longer than a year
- WBI survey found that 77% of people quit there jobs in order to stop the bullying
- 64% lose job just because they were targets



What Stopped the Behavior

- T= Target
- P- Bully



WBI Research

Reporting

- Integrity hotlines
 - Remain anonymous
 - Keeps record
- HR – institutional and departmental
 - Duty is to take care issue at lowest level
- Students- formal grievance procedures
 - JRCERT
- Organizational Chart
 - At least two up
- Power in numbers



HR: Are they there for you

- Most HR is not trained in bullying
- He said VS she said: HR sides with the senior
- HR doesn't want to admit they have a liability
- Bullying cases are labor intensive
- HR main purpose is to keep employer out of court.



Keeping Bullying Out

- Responsibility falls on everyone
- Recognize what is going on
 - Pay attention to the signs
 - Watch for emotional patterns
- Management
 - Believe reports from staff



Are You the problem?

Signs to gauge yourself:

- You are focused on only being the leader
- In meetings, your positions are rarely challenged
- If a decision you made fails, you place blame
- When there is a problem among staff you encourage them to figure it out among themselves
- You view people as followers only
- You uphold loyalty within the leadership team above all other values
- Your staff has high turnover
- Is truth first or self fulfillment

Keeping Bullying out

- Think before you speak
 - Tone, body language, words
- Give 'Em what they need
 - Supplies
 - Equipment
 - Respect
 - Boundaries
 - Pay now or pay later
 - Opportunity



Keeping Bullying Out

- Trained managers and instructors
 - Training programs- LDI
 - Mentors- take ownership
 - Lack of knowledge = overcompensation = bullying
- Stop Rumors
 - Crush it when you hear it
 - Opportunity to learn
- It cannot be left in the hands of HR alone
- Someone else will do it **won't** work

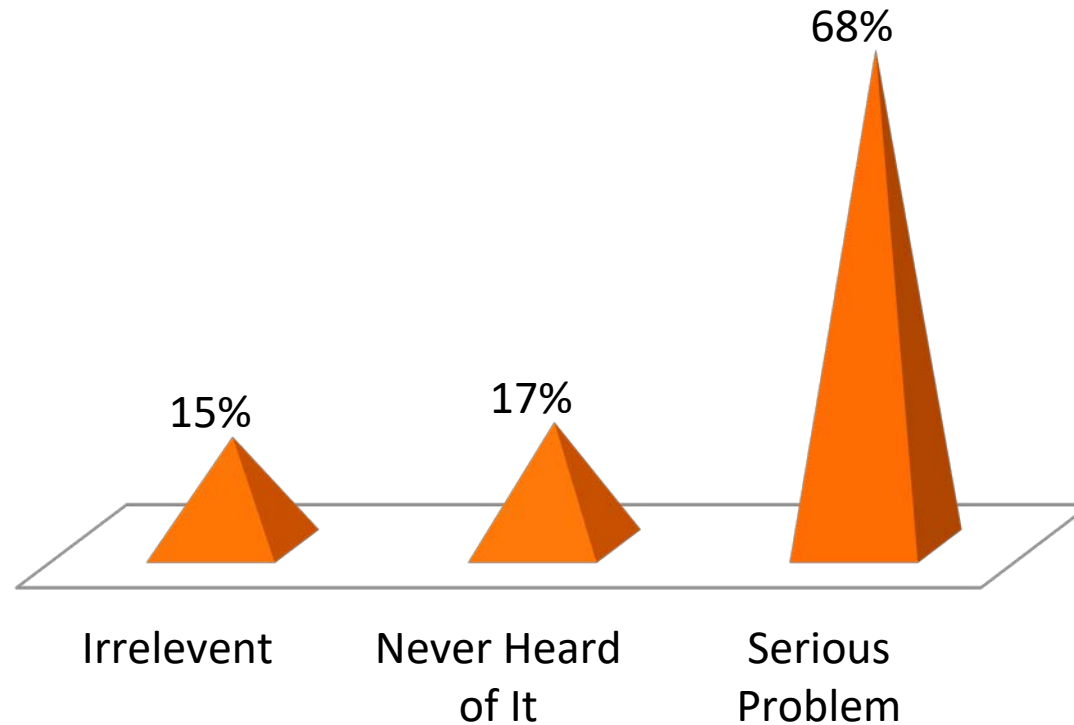
Keeping Bullying Out

- Making the organizational chart aware
 - Executives must understand how these behaviors affect
 - Finances
 - Reputation
 - Employees
- Explicit Policies
 - Orientations
 - Does not let bullies hide behind subjects
 - Applicable to all



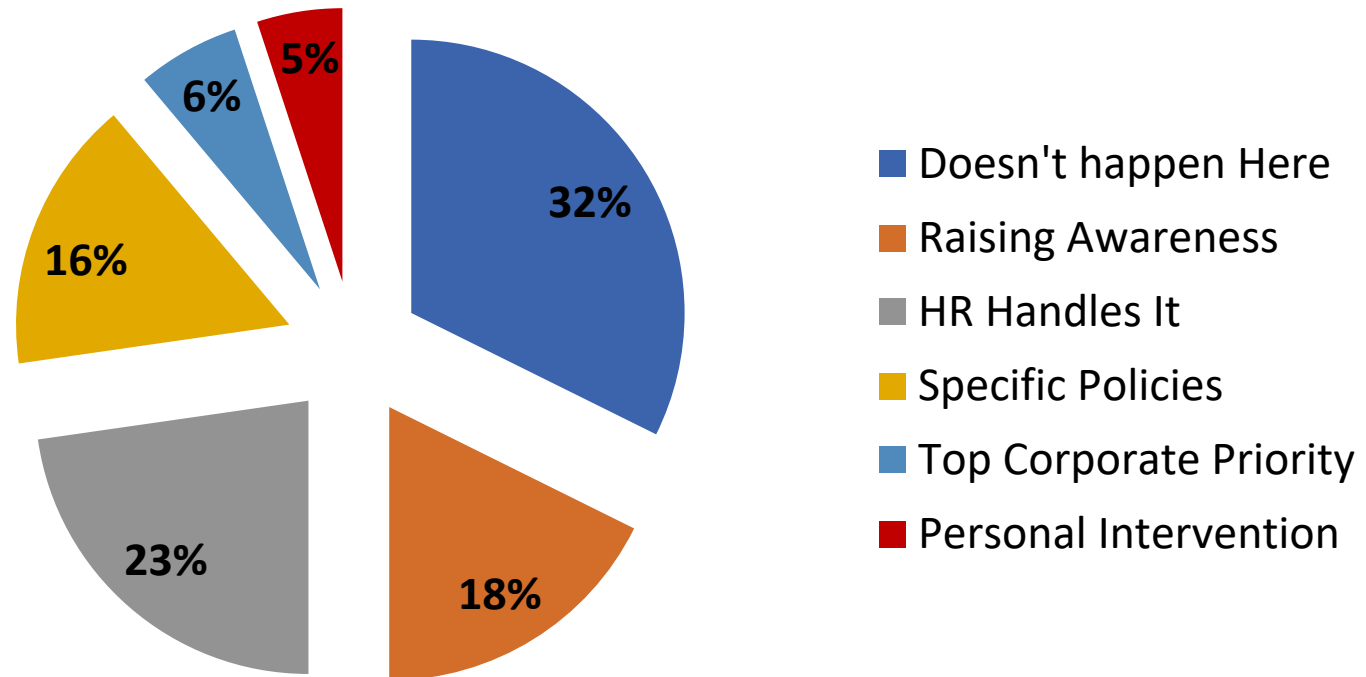
Bullying In The Workplace

- 315 surveyed by WBI
- CXOs ,VPs, Presidents, and Owners
- Your Opinion of Workplace Bullying?



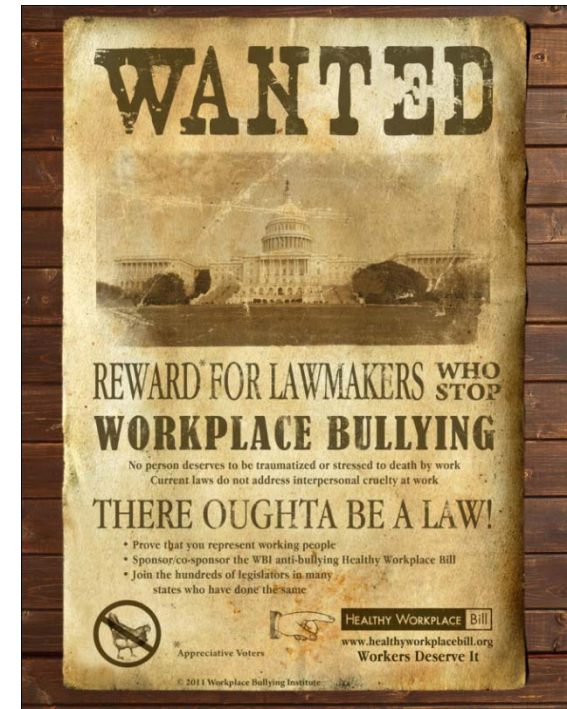
Upper Administration

- 315 surveyed by WBI
- CXOs ,VPs, Presidents, and Owners
- What is your company doing about Workplace Bullying



Laws

- There are currently no laws against this behavior
- 21 states since 2003 have introduced Healthy Workplace Bills
 - New York
- The U.S. is one of the last to introduce laws forbidding bullying in the workplace



The Bully Free Workplace

- Through education, accountability, and persistent awareness we can eliminate this problem in our departments, thus making a safer, more productive work environment for our staff and most importantly our patients!!!

