

Workplace bullying: symptoms and solutions

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In the introductory chapter Tehra writes that 'one of the most challenging aspects of working with bullying is the need to reflect on the nature of human relationships and to explore whether it is ever helpful to regard one party in a conflict as wholly evil or guilty and the other as totally innocent and blameless' (p17). This sentence sets workplace bullying symptoms and solutions apart instantly from the majority of titles that have been published on workplace bullying.

In reading the book it is clear that the focus here is on the 'real world' and how bullying is not just a dyadic relationship between the 'accused' and the 'perpetrator' but rather that the problem is systemic.

The book is thoughtfully divided into four parts, three of which have a consistent theme, which is carefully crafted in a way that leads the reader forward to a central point. Part one focuses on the impact and symptoms of bullying before arriving at the two central elements which aim to effect organisational responses: the personal story of a 'target' and the emotional issue of suicide. This is followed up with the impact of bullying on those around the 'target': work colleagues (witnesses) and human resource (HR) specialists.

Part two focuses on the use of various interventions such as mediation, coaching and counselling. The chapters highlight the usefulness of these approaches in dealing with poor communication and conflict as well as the negative aspects of overworking the 'accused'. Tehra calls for a re-appraisal of mythology surrounding this topic. The central theme is that there are too few specialists, therapeutically trained coaches/counsellors/mediators working in this area, a comment frequently echoed in the pages of this journal.

Organisational interventions form the focus of the third part of the book: co-worker support, awareness and conflict training and how the Advisory, Conciliation and Arbitration Service (ACAS) can help. This is an information overload which is quite dry in comparison with the other sections of the book. The important element here is the future direction of implementing change: should it be driven through a command and control legislative approach or

through a more collective mechanism? I did feel that this debate could have been expanded upon.

The final section was strangely titled 'Other wisdoms'. It consists of three chapters which seem at first not to fit anywhere else in the book and yet they do seem to offer a way of understanding the book. The first last chapter on extending Karpmann-Drama Triangle to help explain group dynamics in bullying events. This chapter resonated with me, probably because this is an area in which I have a major research interest. The second contribution was an overview of the Secondary S Model which is a model designed to engender cultural change in organisations. The final offering called for more research into the common elements between school and workplace bullying: a call that really should be heeded.

The conclusions that are drawn are simpler: conventional approaches to dealing with bullying are counterproductive and a more communal approach is required. That organisations need to change their culture away from a Darwinian 'survival of the fittest' mentality is clear, but how does this relate to these slightly 'radical' approaches in the middle of an economic downturn, is open to question. After all, Elissa Okun made the economic case for a collective approach in the late 1990s (and got a Nobel Prize for her efforts) and we still have not moved much closer to it.

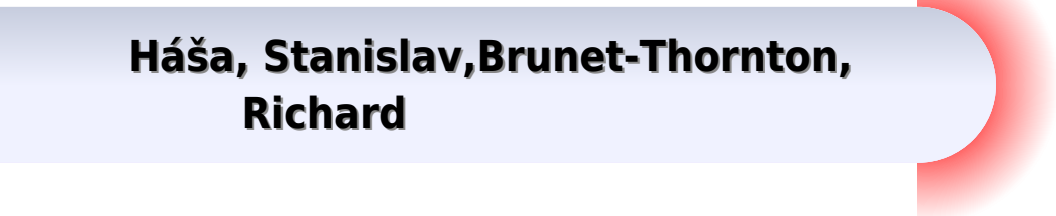
What is missing from the book is the much wider debate of the impact of societal pressures/expectations/norms. For example, what role does a capitalist economy have to play in the development and sustenance of bullying behaviours?

Overall the book is well worth reading, it has a little bit of something for everyone: counsellors, human resource specialists and managers. It opens up the debate, that is exciting in the research community, to a wider audience, and that can only be a positive outcome.

Damien Soupe
Counsellor and Workplace
Behaviour Consultant

Workplace Bullying Symptoms And Solutions

**Háša, Stanislav, Brunet-Thornton,
Richard**



Workplace Bullying Symptoms And Solutions:

Workplace Bullying Noreen Tehrani, 2013-03-01 Is bullying really that bad? Why do some people just watch it happening? How do you know if it is bullying or strong management? What kind of leaders are able to create positive working environments? The effects of bullying on organisations and individuals can be devastating and can adversely affect both the workers themselves and the productivity of the organisation that they work for. This book explores the impact of bullying from the perspective of both the employee and the organisation in which they work. In addition to describing the negative outcome of bullying, Workplace Bullying also looks at ways to promote resilience and the opportunity for growth and learning to take place. Divided into four sections, this book covers the impact and symptoms of workplace bullying, individual interventions, organisational interventions, underlying causes, and future considerations. Workplace Bullying is essential reading for anyone with responsibility to help and support workers involved in bullying as a victim, supporter, or investigator. It offers organisations a chance to create an environment that will not only build a more resilient workforce providing appropriate and effective interventions but also provides solutions that will lead to the possibility of individual and organisational growth and development.

Bullying in the Workplace John Lipinski, Laura M. Crothers, 2013-08-15 Bullying in the workplace is a phenomenon that has recently intrigued researchers studying management and organizational issues, leading to such questions as why it occurs and what causes such harassment. This volume, written by experts in a wide range of fields including Industrial and Organizational Psychology, Counseling, Management, Law, Education, and Health, presents research on relational and social aggression issues which can result in lost productivity, employee turnover, and costly lawsuits. Understanding this phenomenon is important to managers and employee morale.

Workplace Bullying and Mobbing in the United States Maureen Duffy, David C. Yamada, 2018-01-04 Offering multidisciplinary research and analysis on workplace bullying and mobbing, this two-volume set explores the prevalence of these behaviors in sectors ranging from K-12 education to corporate environments and exposes their effects on both individuals and organizations. Workplace Bullying and Mobbing in the United States provides a comprehensive overview of the nature and scope of the problem of workplace bullying and mobbing. By tapping the knowledge of a breadth of subject experts and interpreting contemporary survey data, this resource examines the impact of bullying and mobbing on targets, identifies what constitutes effective prevention and intervention, surveys the legal landscape for addressing the problem from both American and for multinational employers' transnational perspectives, and provides an analysis of key employment sectors with practical recommendations for prevention and amelioration of these behaviors. The contributors to this outstanding work include researchers, practitioners, and policy and subject matter experts who are widely recognized as authorities on workplace bullying and mobbing, including Drs. Gary and Ruth Namie, cofounders of the U.S. workplace anti-bullying movement; Drs. Maureen Duffy and Len Sperry, internationally recognized authorities on workplace mobbing; and professor David Yamada, leading expert on the legal aspects

of workplace bullying The set s content will be of particular value to scholars and practitioners in disciplines that overlap with American labor and employee relations industrial organizational psychology and mental health and law and conflict resolution

Depersonalized Bullying at Work Premilla D'Cruz,2014-08-28 The book advances the nascent concept of depersonalized workplace bullying highlighting its distinctive features proposing a theoretical framework and making recommendations for intervention Furthering insights into depersonalized bullying at work is critical due to the anticipated increased incidence of the phenomenon in the light of the competitive contemporary business economy which complicates organizational survival Drawing on two hermeneutic phenomenological inquiries set in India focusing on targets and bullies the book evidences that depersonalized bullying is a sociostructural entity that resides in an organization s structural processual and contextual design Enacted by supervisors and managers through the engagement of abusive and aggressive behaviours depersonalized bullying is resorted to in the pursuit of competitive advantage as organizations seek to ensure their continuity and success Given the instrumentalism associated with the world of work targets and bullies encountering depersonalized bullying display largely ambivalent responses to their predicament Ironically then organizations gains in terms of effectiveness are offset by the strains experienced by these protagonists The theoretical generalizability of the findings reported in the book facilitates the development of an integrated framework of depersonalized workplace bullying laying the foundations for forthcoming empirical and measurement endeavours that progress the concept The book recognizes that whereas primary level interventions mandate repositioning the extra organizational environment and or recasting organizational goals to balance business and employee interests secondary level and tertiary level interventions encompass various types of formal and informal social support to address targets and bullies interface with depersonalized bullying at work

Bullying and Harassment in the Workplace Ståle Valvatne Einarsen,Helge Hoel,Dieter Zapf,Cary L. Cooper,2020-04-09 Building on the success of two earlier best selling editions from 2003 and 2011 this benchmark text and highly cited reference work now appears in its third edition This book is a research based resource on key aspects of workplace bullying and its remediation which Covers the nature and complexities of bullying and harassment in the workplace Presents the evidence on its prevalence risk groups antecedents and outcomes Examines cyberbullying and harassment in the digital world Describes the roles of bystanders and the coping possibilities of victims Discusses prevention intervention treatment and the management of specific cases Explains legal perspectives the role of HR and of internal policies Edited by leading experts in the field and presenting contributions from subject experts it provides state of the art reviews of the main themes in the field as well as practical remedies and solutions at individual organizational and societal levels providing a much needed update and expansion of the original work as the research and literature on this problem with its manifold detrimental effects has expanded radically over the last decade This book should be of interest to all scholars in the field of organizational behavior and social processes at work In particular the book is a much needed tool for

bachelor master and PhD students new and experienced researchers in the field advanced practitioners and policy makers including labor inspectors union representatives HR personnel lawyers management consultants and counsellors in private practice family physicians and occupational health practitioners to name a few

Asian Perspectives on Workplace Bullying and Harassment Premilla D'Cruz, Ernesto Noronha, Avina Mendonca, 2021-08-10 This book showcases empirical studies on workplace bullying from a range of Asian countries including China India Indonesia Israel Japan Jordan Malaysia Pakistan Singapore South Korea Sri Lanka Thailand UAE and Vietnam and is the first of its kind single academic project documenting workplace emotional abuse in the world's largest continent It encompasses the varieties of workplace bullying conceptualization in addition to category based harassment and abusive supervision and presents target bystander and interventionist perspectives along with contextualized insights into the phenomenon The book speaks to the significance of sociocultural factors and draws on several theoretical and substantive bases including dignity social cynicism coping gender sexual orientation job insecurity turnover intention affective events theory attribution theory regulation and policy initiatives Covering all major regions in Asia where workplace bullying has been found to occur namely West Asia South Asia Southeast Asia and East Asia the book portrays studies which engage both positivist and postpositivist paradigms utilize an array of methods and include a range of industrial sectors and employment contracts and all levels of the organization While focused on Asia the book's insights have international relevance and are of interest to the worldwide community of researchers practitioners and students of organizational studies human resource management industrial sociology work psychology industrial relations labour law corporate law health sciences social work and Asian studies

Impact of Organizational Trauma on Workplace Behavior and Performance Háša, Stanislav, Brunet-Thornton, Richard, 2017-01-06 There are many different types and causes of trauma in the workplace which can impact employee behavior and performance Thus it is imperative for managers to discover new ways to combat these issues and work toward a more harmonious working environment for all *Impact of Organizational Trauma on Workplace Behavior and Performance* is a comprehensive examination of the multiple types of workplace traumas and the solutions which will heal these challenges to increase overall organizational culture and success Highlighting extensive coverage of relevant topics such as downsizing change management trauma exposure and organizational leadership this publication is ideal for practitioners professionals managers and researchers seeking innovative perspectives on organizational traumas in the workforce

Communicating Effectively in the Workforce Lisa Polack, 2020-06-29 If you do not understand how communication works then you may become perplexed and frustrated by interactions in the workplace However if you understand how communication works then you have a good chance of diagnosing and fixing communication problems Best of all you can influence and motivate your employees make better decisions negotiate more effectively build better work teams and accomplish business objectives This book discusses the various forms of communication

Handbook of Research on the Complexities and Strategies of

Occupational Stress Haque, Adnan ul, 2022-06-24 Stress is commonly witnessed in the workplace due to environmental factors and human interaction and can result in health complications high turnover and more While stress is often perceived negatively a manageable amount of stress may work as a helpful motivator for some workers In the dynamic business environment the performances working efficiency innovative work behavior and creativity in the existence of stress is understudied It is essential to understand the complexities of occupational stress and the strategies to use it as a support The Handbook of Research on the Complexities and Strategies of Occupational Stress provides an in depth understanding about the magnitude and the reasons behind varying impacts of stressors It delimits the geographical context while including cross cultural dimensions to explore the depth and variations of occupational stress Covering topics such as health capital turnover intentions and work family conflict this premier reference source is an excellent resource for business leaders and managers human resource managers libraries students and educators of higher education government organizations occupational therapists researchers and academicians Social Issues in the Workplace: Breakthroughs in Research and Practice Management Association, Information Resources, 2017-11-30 Corporations have a social responsibility to assist in the overall well being of their employees through the compliance of moral business standards and practices However many societies still face serious issues related to unethical business practices Social Issues in the Workplace Breakthroughs in Research and Practice is a comprehensive reference source for the latest scholarly material on the components and impacts of social issues on the workplace Highlighting a range of pertinent topics such as business communication psychological health and work life balance this multi volume book is ideally designed for managers professionals researchers students and academics interested in social issues in the workplace

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