The Process of Bullying

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Points to consider...What Matters?

- The impact of bullying on the individuals and the organization
- How we communicate the problem
- Supervisors, managers, and bystanders can make a difference

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Stages of Bullying
(Einarsen, 1999)

A. Aggressive Behavior
B. Bullying
C. Stigmatization
D. Severe Trauma
Acts of Aggression

**Direct**
Verbal assaults, threats, retaliation, negatively altering job assignments, intimidating physical demeanor

**Indirect**
Inappropriately influencing others’ actions, denial of behavior and/or redirecting blame
Also consider...

Healthy Argumentativeness

vs.

Dysfunctional Verbal Aggression
Characteristics of Bullying Behavior
(terms from Einarsen & Namie)

- Predatory
- Dispute-related
- Chronic
- Opportunist
- Accidental
- Substance-Abusing
- Health-related
It all looks the same to the target.
The visitor:
“I needed 3 things to happen”

- I needed the **fear** to be **removed**
- I needed the **emotional abuse** to **stop**
- I needed what was being said to be **validated through action**, by someone in a position to make a difference
Start with: Repeated aggressive behaviors

Mix in: Imbalance of power, Marshaling support, Collateral impact, Inactive managers & bystanders

Bake with: Organizational tolerance and norms Lengthy, adversarial resolution options

Preserve with: A conflict climate that enables bullying and inhibits resolution

To ruin your least favorite recipe – start taking out the ingredients and turn down the heat.

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Collaborative Strategies

- Early intervention
- Create a safe environment
- Initial assessment with individuals & groups
- Consider conditions, options, and unique relationships
- Provide education and coaching
- Address structural constraints and climate issues
- Move to more formal response when necessary
OSU Bullying Policy

Conduct must be...

1. Severe

2. Pervasive or Persistent

3. Cause a reasonable person...substantial emotional distress and undermine their ability to work, study or participate in ...activities
Bullying is Not ...

- determined by an isolated incident
- appropriate corrective feedback regarding work performance
- discussion of topics from conflicting perspectives
- establishing reasonable performance standards
Responding to Concerns

- Ensure a fair process for all parties
- Address the situation immediately
- Determine the appropriate approach
- Investigate the complaint
- Consider all relevant details
- Determine an appropriate outcome
Possible Outcomes/Sanctions

If bullying is found:

- Counseling/education
- Mediation
- Warning
- Reprimand
- Denial of merit raise
- Transfer
- Denial of promotion and/or tenure
- Termination