

Worksheet 1: The impact of bullying and harassment

Imagine that someone is being bullied by their boss. What impact is it likely to have in the following areas?

Area

Impact

Quantity of work

Quality of work

Error rate

Confidence

Creativity

Work-life balance

Relationships with colleagues

Learning and development

Promotion prospects

Worksheet 2: Bullying behaviours

For each of the following behaviours please say whether or not you regard it as bullying or not and state why.

Behaviour	Bullying?	Why?
Unwanted physical contact		
Shouting		
Giving negative feedback on work performance		
Coercion for sexual favours		
Failure to safeguard confidential information		
Knowingly assigning more work than the employee can manage		
Complimenting someone on their appearance		
Persistent unwarranted criticism		
Using humour		

Worksheet 3: Being bullied

Read the following case scenario and then consider the questions that follow.

Tim was regularly subjected to intimidation at the hands of his supervisor, Dennis. It got to the stage where Tim felt he had to do something about it. After a long period of deliberation he plucked up the courage to challenge Dennis and to tell him that, if he didn't change his bullying tactics, Tim would have no option but to seek his trade union's support in taking him to court. Dennis's response was short and brutal – to the effect that if Tim were to go anywhere near a union official, he would wish he had never been born. Unfortunately, this was enough to dissuade Tim from taking the matter any further. He did not feel he would be sufficiently protected from Dennis if he took any further action. He therefore continued to put up with the onslaught from Dennis.

1. If you were in Tim's situation, how would you react?

2. What options are available to Tim?

3. What advice would you give him?

Worksheet 4: Bullying, harassment and the law

For each of the following areas of law, in what ways might bullying and harassment be illegal? Consider the possibilities very carefully and outline ways in which the relevant law(s) could be broken. Give examples where possible.

The Equality Act 2010 makes discrimination on the following grounds (among others) illegal: race, religion, sex, sexual orientation and disability.

Health and safety legislation (including stress)

Employment rights

Worksheet 5: Disability harassment

Read the following case scenario and answer the questions that follow.

Lena was the supervisor for a team of 12 production operatives. She had not had any specific training on disability issues and felt a little unconfident when she realised that Roy, the new member of her team, was disabled. She tried to do what she thought was right, but in her naivete she had the opposite effect to what she intended. She tried to protect Roy from possible problems and tried hard to ensure that he had only relatively straightforward tasks to do. However, this had the effect of demoralising Roy by making him feel less able than the other workers. He felt patronised by this. It also had the unfortunate effect of reinforcing the name calling that some of the junior staff in the adjoining department engaged in. Lena's approach was making Roy's life a misery because she was inadvertently reinforcing discriminatory stereotypes of disabled people.

1. What assumptions was Lena making that proved problematic?
2. How might Lena's employers have prevented this situation arising?
3. What difference does it make that Lena was trying to be helpful and meant no harm?
4. What options would have been available to Roy?

Worksheet 6: Styles of leadership

Consider the summaries of four leadership styles set out below and then answer the questions that follow.

- ▶ **Telling:** The manager unilaterally decides what to do and informs subordinates of the decision.
- ▶ **Selling:** The manager unilaterally decides what to do and then seeks to persuade subordinates that this is the right decision.
- ▶ **Consulting:** The manager identifies the problem and decides what to do about it after consulting with subordinates.
- ▶ **Joining:** The manager identifies the problem and then works as part of the group to decide what to do.

1. Which of these styles do you feel most comfortable with?

2. What do you see as the advantages and disadvantages of each of these?

3. How do you feel each of these relates to bullying and harassment: (i) positively (that is, preventing such problems); and (ii) negatively (contributing to such problems)?

Worksheet 7: Forms of sexual harassment

For each of the four types of sexual harassment outlined in the handout, consider the following questions:

▶ What workplace factors are likely to contribute to this situation arising?

▶ What could be done to prevent such situations arising?

▶ How might such situations best be handled if or when they do arise?

Worksheet 8: Sexual orientation harassment

1. Attitudes towards same-sex relationships have become more liberal in some ways in recent years. Does this mean that sexual orientation harassment is now largely a thing of the past?
2. Why is it more likely that LGBT people will be targeted for bullying and/or harassment than straight members of the community?
3. What do organisations need to put into place to (i) prevent such harassment; and (ii) deal with it when it does arise?

Worksheet 9: Organisational culture

Consider an organisation you know quite well and reflect on its culture:

- ▶ How would you describe its culture? What is the 'feel' of the organisation?

- ▶ What aspects of the culture can you identify that make this organisation distinctive from others that you know?

- ▶ What aspects of the organisational culture do you find positive and helpful (for example, is it taken for granted that people will support one another when the need arises)?

- ▶ What aspects do you feel are harmful or problematic (for example, is there an atmosphere of cynicism and defeatism, where people assume that positive change is not possible)?

Worksheet 10: Dangerous organisations

In your group, consider your responses to the following questions and base your answers on the organisation you work for or one that you are familiar with:

1. Are there clear policies in place around dignity and fairness in the workplace? If so, what are they? If you do not know, how can you find out?
2. If so, how well known are the contents of these policies? Do they actually make a difference or are they policies in name only, with no real impact on working practices?
3. Does your organisation offer training about dignity and fairness in the workplace? If so, is it broad-based or does it focus narrowly on racial and sexual harassment?
4. If you were to raise a concern about bullying or harassment, how confident are you that it would be taken seriously? How confident are you that it would be handled sensitively and supportively?
5. What three things would improve the way bullying and harassment are dealt with in your organisation?

Worksheet 11: Workplace well-being action plan

Your task now is to draw up a personal action plan that focuses on what can you do to: (i) protect yourself from bullying and harassment; (ii) help and support your colleagues; and (iii) make sure that you are not in any way contributing to the problems.