



3 on 3

**Solutions for Negative Behavior
Modification**



Three Components to all Negative Incidents:

- 1. Offender**
- 2. Target**
- 3. Bystanders**



Three Components for Correcting negative Behavior

- 1. Best Practice Knowledge**
- 2. A Safe Reporting System**
- 3. Restorative Practices**



Negative Behavior Causes Anger

Anger has two pathways:

Internal – External

Continued anger can result in:

Depression or Violence



Depression-----Bullycide

- Every 18 minutes someone commits bullycide
- 3 per hour die
- 72 per Day
- 26,280 kids and adults die each year due to harassment/bullying (stopbullying.com)



WHAT IS WORKPLACE BULLYING?

- A form of psychological violence
- Involves hostile and unethical communication
- Systematically directed toward an individual

WORKPLACE BULLYING OR CONFLICT

Three criteria differentiate bullying from normal conflict

1. Persistently and consistently repeated over time
2. Malicious intent
3. Target perceives a negative impact

Einarsen, 1999

THREE CATEGORIES OF WORKPLACE BULLYING



- I. Threat to personal reputation
 - Public humiliation
 - Verbal threats
 - Shunning
 - Spreading gossip

THREE CATEGORIES OF WORKPLACE BULLYING

2. Threat to professional standing
 - Withholding vital information
 - Taking credit for target's work
 - Denying access to necessary training
 - Assigning impossible tasks or workloads



THREE CATEGORIES OF WORKPLACE BULLYING

3. Threat to physical well-being
 - Threatening job loss
 - Isolating the target
 - Boasting of owning a weapon



SCOPE OF THE PROBLEM

- 37% of all Americans have been targets of workplace bullying
- 54 million people have been bullied at work (Zogby, 2007)
- More devastating than all other work-related stresses combined (Einarsen, 1999)



EFFECTS OF WORKPLACE BULLYING

- High levels of absenteeism
- Presenteeism
- High levels of turnover
- Lower motivation
- Lower morale

STRESS-RELATED ILLNESSES



- Insomnia
- Clinical depression
- Eating disorders
- Heart disease
- Stomach ailments

ORGANIZATIONAL COSTS

- Productivity costs
 - \$80 billion per year
- Absenteeism
 - \$300 billion per year

(Sypher, 2004)





ENABLING ORGANIZATIONAL STRUCTURES

- Allegations are discounted
 - Tough management
 - Personality conflicts
- Avoidance
 - Lack of managerial skills
- Accepted
 - Organizational culture

WHAT BULLYING IS NOT...

- A personality clash
- A misunderstanding
- A miscommunication
- A joke
- A one-time conflict

IT'S THE LAW...NOT

- There is no law against being a jerk
- Unless the behavior is directed at a person protected under Title VII, legal remedies do not exist





3 Components Bullying and Harassment

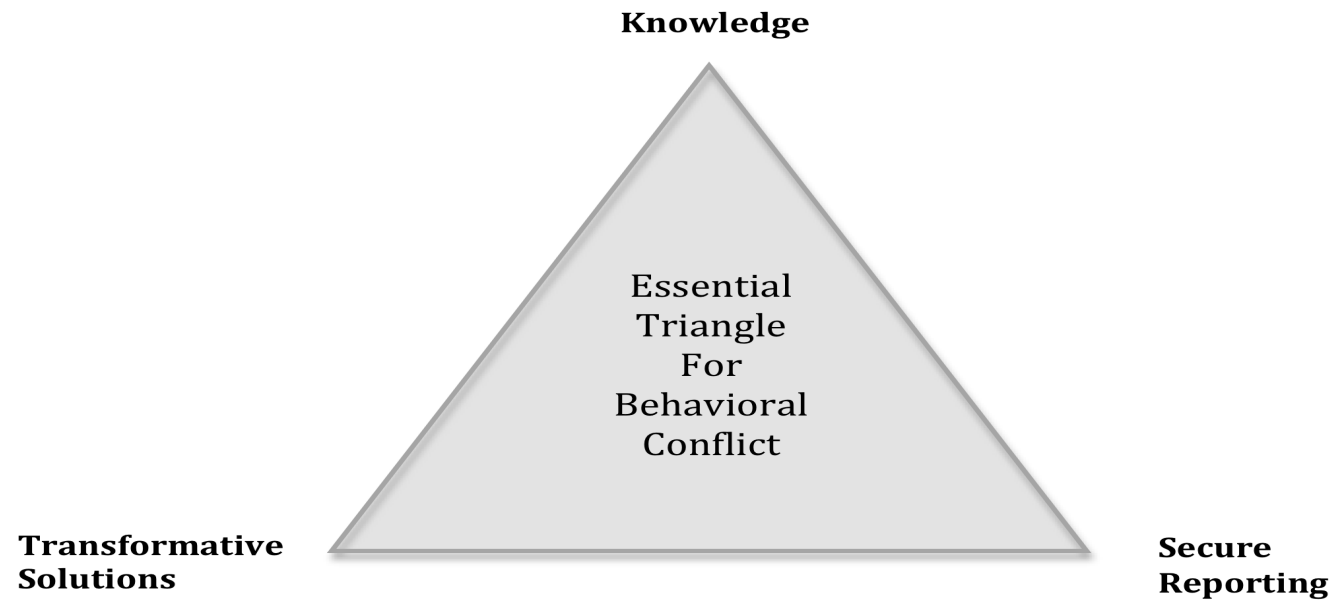
1. Offender/Bully
2. Target
3. Bystanders/
Support Groups



3 Things Companies Need to Do

1. **Knowledge**--Understand the issue and establish a code of conduct and enforce it
2. **Safe and Secure Reporting System**—(which can also address whistle blowing)
3. **Restorative Practices**--Have a trained neutral, ombuds, or coach that can provide mediation, restorative justice, coaching, and behavioral transition

Needed for dealing with, bullying, harassment and other negative behavior.



$$\text{Successful Behavioral Conflict Solutions} = (K+SR+TS)$$



Office of the Ombuds

INTERVENTION REPORT FOR INCIVILITY, HARRASSMENT OR WHISTLE BLOWING

The University of Louisville offers an environment where all people behave with respect, courtesy and civility, regardless of rank or position. Rude or disrespectful behavior is unwelcomed and will not be allowed. Our workplace culture is a community of individuals, who collectively are the organization and who individually, are people with real human needs and concerns. The environment in which we work and contribute our time, energy, creativity and interaction is our community. The quality and authenticity of our contributions affects the mission of the University as well as its members. Our community is one where we demonstrate integrity, respect, and acceptance as we provide opportunities to everyone to reach their potential.

***Workplace incivility** is repeated inappropriate behavior, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work. An isolated incident of the behavior described in this definition may be an affront to the dignity at work, but, as a once off incident, is not considered bullying.*

***Whistle Blowing** is an act of integrity, concern, and good citizenship. The University's reputation and good name is built on integrity and anything that would compromise that integrity would tarnish the reputation of the University, diminish it, and each of us.*

This Report is considered a confidential and privileged communication with the office of the Ombuds any reprisal or retaliation to those reporting will not be tolerated by the University.

Early reporting and early intervention are keys to improving our collective civility. It is important to report concerns even if you do not have complete information since this report should be considered the beginning of a process not the end of the process.

Enter

Incident Report

When did this happen? : ,

What time? : AM PM

Where did it happen? If other, please explain:

Type of Incident: threat action

Your contact information.

First Name: Last Name:

Phone Number: Email:

School: Department:

I am: If you chose other, please explain:

Who did this happen to-if applicable?

Target One

First Name: Last Name:

School: Department:

Gender: male female

Target Two

First Name:	<input type="text"/>	Last Name:	<input type="text"/>
School:	<input type="text" value="Select School"/>	Department:	<input type="text" value="Select Department"/>
Gender: <input type="radio"/> male <input type="radio"/> female			

Target Three

First Name:	<input type="text"/>	Last Name:	<input type="text"/>
School:	<input type="text" value="Select School"/>	Department:	<input type="text" value="Select Department"/>
Gender: <input type="radio"/> male <input type="radio"/> female			

Who did this to them?

Aggressor One

First Name: Last Name:

School: Department:

Gender: male female



Restorative Justice

Behavioral Transition

Criminal Justice vs. Restorative Justice

Criminal Justice

- What laws have been broken?
- Who did it?
- What do they deserve?

Restorative Justice

- Who has been hurt?
- What are their needs?
- Whose obligations are these?

Howard Zehr, Little Book on
Restorative Justice

Two Different Views

Criminal Justice

- Crime is a violation of the law and the state
- Violations create guilt
- Justice requires the state to determine blame (guilt) and to impose pain (punishment)

Central Focus: offenders getting what they deserve

Restorative Justice

- Crime is a violation of people and relationships
- Violations create obligations
- Justice involves victims, offenders, and community members to put things right

Central Focus: victim needs and offender responsibility for repairing harm

Howard Zehr, *Little Book on Restorative Justice*





Three Pillars of Restorative Justice

1. Restorative justice focuses on harm
2. Wrongs or harms result in obligations
3. Restorative justice promotes engagement or participation

Howard Zehr, Little

Book on Restorative Justice

Restorative Justice is:

- Not primarily about forgiveness or reconciliation—creates environment to happen spontaneously
- Combines mediation with other processes—facilitated dialogue, tribal circles, conferencing, surrogates, no further harm, validation, acknowledgement
- Not a particular program or a blueprint-not a map but principles—a compass point to a direction
- Neither a panacea nor necessarily a replacement for the legal system
- Other side of retribution—About accountability and healing

Linda Harvey,
Restorative Justice Associates,
Lexington, KY

4Civility
INSTITUTE



Restorative Justice

Morphed into

Behavioral Transition



Behavioral Transition

Three Main Groups

1. Offender
2. Target
3. Bystanders, Communities, Friends, Family



Behavioral Transition

Focus is on helping, assisting, guiding all three groups to a new level, a new place with a new or renewed sense of meaningful purpose.

Offender

- Recognizing or understanding the harm caused and who was harmed
- Getting to the ‘Why’ from the ‘what’
- Creating and accepting a ‘Transformative Prescription’
 - Support systems
 - Goals and objectives
 - Measures- outcomes-obligations-consequences
 - Reality Therapy-Choice Theory

Target

- Only you can make yourself a victim
- Getting to the ‘What from the Why’
- Transformative Prescription
 - Support systems
 - New goals, objectives, measures, outcomes, obligations and consequences
 - Reality Therapy/Choice Theory



Bystanders, Communities, Friends, Family

- Understanding the nature of conflict
- Support versus Insistency
- Encouragement versus Blame
- Dialogue versus Demagoguery
- Long term versus short term
- Understanding Reality Therapy/Choice Theory



Thank You

**“Be ashamed to die until
you have won some
victory for humanity.”**

— Horace Mann

1796 – 1859

American educator, Founder – Antioch University
