



How To Beat The Workplace Bully

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Acknowledgments

This book is dedicated to my wonderful husband Ian, and to my children Cameron and Alistair. I thank God every day that they are in my life.

I am truly blessed by my clients who enrich my life, teach me many lessons, and bring me great joy. It is a Privilege to share wisdom and insights with them and watch them grow and become all that they can be.

A little bit about me; I started out my working life in an office, soon after, trained as a Registered General Nurse. I worked in Accident and Emergency in London and Edinburgh, became a Nurse Practitioner then a Lead Nurse Practitioner. Laterally a Nurse Consultant I've also been an academic course leader.

I trained as a Life Coach with New Insights, one of the leading coach training companies in the UK and qualified with high distinction.

I wrote this book essentially because I want as many people as possible to know how fantastic coaching is. I truly believe in it. With regard to workplace bullying, I have survived the aftermath of being bullied at work. I know how emotionally damaging the experience can be. It can leave you in a very dark and lonely place, even when you have great support from your close family and friends. I have coached people who have held the emotional scars for many years, which ultimately affected the quality of their lives.

I just want to tell you that you don't have to lick your wounds and skulk away and suffer forever. This is YOUR life, and you CAN find personal power, and have an incredible life, a life the bully would truly be envious of. But you won't even think of the bully because that will become a very insignificant part of your life.

My skills and experience:

- Coaching and Mentoring
- Transformational Leadership
- Transformational Learning
- Work-based Learning
- Reflection and Critical Thinking
- Communication
- Professional/Personal Development and Performance
- Managing Change
- Counselling Skills (note coaching isn't counselling)
- Education
- Organisational Change
- Action Research/Action Learning
- Presentation Skills
- Interview Technique
- Handling Conflict
- Stress
- Health and well being

Bullying

Bullying and harassment are a form of violence. It is unacceptable and constitutes a fundamental violation of human and legal rights that can lead to criminal prosecution and civil law action. Employers have a duty of care to provide a safe and healthy working environment.

One fifth of all UK employees have experienced some form of bullying or harassment over the last two years, according to findings from a survey of 2,000 employees by the Chartered Institute of Personnel and Development (CIPD) in association with MORI and Kingston Business School.

“What is workplace bullying?”

Bullying is the misuse of power or position that undermines a person’s ability, or leaves them feeling hurt, frightened, angry or powerless.

“What is workplace harassment?”

Harassment is any conduct based on age, disability, HIV status, domestic circumstances, sex, sexual orientation, gender reassignment, race, colour, language, religion, political, trade union or other opinion or belief, national or social origin, association with a minority, property, birth or other status which is unreciprocated or unwanted and which affects the dignity of men and women at work. (Adapted from the Human Rights Act 1998 enacted in UK law in October 2000 and European Community Recommendation & Code of Practice on Harassment).

“How do I know if I am being bullied?”

How you experience bullying and harassment is unique to you. It is up to you to decide if you are being bullied or harassed because **you** find the behaviour unacceptable. Bullying and harassment undermine physical and mental health, frequently resulting in poor work performance. You may decide to leave your job. Bullying and harassment cause a range of symptoms:

- Sleeplessness
- Loss of confidence
- Loss of appetite
- Self-doubt
- Hypervigilance
- Excessive double-checking of all actions
- Inability to relax
- Inability to switch off from work
- Anxiety
- Depression
- Stress can cause many unpleasant physical symptoms – headache, reduces immunity therefore many colds etc, chest tightness, clamminess, stomach pains.

“How does the bully behave?”

- Sadistic or aggressive behaviour over time
- Exclusion from meetings
- Humiliation or ridiculing
- Criticism in public that is designed to humiliate
- Persistent, unwarranted criticism in private
- Treating colleagues as children, not as adults
- Undermining staff by replacing their areas of responsibility unreasonably or without justification
- Withholding information to deliberately affect a colleague’s performance
- Constantly changing work deadlines or work guidelines

(this list is not exhaustive)

“Why does the bully behave this way?”

There are no simple explanations why one person rather than another is bullied or harassed. Factors that may influence include:

- The culture of an organisation or work team
- The personality of the bully
- The personality of the target

“What have I done to deserve this?”

Nothing.

Sometimes a person is bullied and harassed because of:

- Social background
- Appearance
- Success, achievement or efficiency
- Popularity among colleagues
- Age, marital status, gender, race, religion, disability or sexual orientation
- Being outspoken or over-enthusiastic

“What can I do to stop it?”

The most appropriate approach for you depends on what you are most comfortable with and your circumstances. Confusion about your self-worth may make it difficult to:

- Recognise what is happening to you
- Feel strong enough to take action
- Know what action to take.

Talk informally to friends, family, trusted colleagues, or a workplace counsellor. This helps you clarify that you have a genuine problem. You may need to see your general practitioner if you have symptoms of stress and anxiety.

Keep records of harassment/bullying experiences that include:

- Date of the incident (s)
- Location
- Time
- Nature of the incident (s)
- Your response
- Your feelings at the time
- Any action taken by you
- The names of any witnesses (the more witnesses you have the better!)

Record keeping is so important, it not only provides vital evidence, but can also help you to clarify exactly what is happening so you can do something about it.

Note any sickness you've had. Has anyone else suffered, or left as a result of the bully? If yes, what was done about it? Who knew about it? Get out your previous appraisals as evidence of how good an employee you have been.

You can take personal action, informal action or formal action, but you **must** let the bully/harasser know that his/her behaviour is **not** acceptable.

Personal action – you can talk to the bully/harasser either yourself, or with help from a friend or trade union representative (remember the witness!). Explain how the behaviour makes you feel, explain how it is interfering with your work and ask for it to **stop**. Keep a record of everything that was said.

Informal action – is designed to conciliate rather than punish. If a personal approach fails or is inappropriate, informal action by a line manager or personnel manager may be more effective.

Formal action – the matter should be reported to a human resource or personnel manager. The complaint must be made in writing confirming the dates and details of the incidents, and any approaches asking the alleged harasser/bully to stop. Before you do this **get advice** from your union representative if you have one, or human resources. Follow the procedure to the T. A preliminary investigation will ensue and

a decision made whether a formal disciplinary hearing is necessary. Be familiar with the process wherever you live in the world.

“Do I need counselling”

You will need to decide this. I would suggest that if you are very distressed, it may be beneficial to see either your general practitioner or a counsellor.

“How can coaching help?”

You cannot change other people, but you can change yourself. This is what Life Coaching is all about; it's all about you! It's all about what you want to change in your life. One degree of change can set you on a new and incredible journey. You will realise your true potential, and grow in a way that you could only imagine in all areas of your life. You really do have the power within you to make your dreams come true.

Life is a journey of growth, and we will never stop growing. Coaching facilitates your growth, and can indeed accelerate it.

Areas of growth:

- Overall health and well being
- Finances
- Relationships
- Feeling more fulfilled
- Reducing stress and anxiety
- Increasing self-esteem and confidence
- Improving weight loss
- Finding direction, focus and change
- Finding yourself
- Balancing your life
- Motivation in your career
- Pushing your limits and reaching your full potential
- Being empowered and liberated
- Accelerating your career through work performance and improved relationships

Imagine a relationship where the total focus is on you, on what you want in your life, and on what will help you achieve it

Imagine someone listening:

- Not only to your words
- To what's behind them
- To the spaces between the words

Someone in tune with:

- The nuances of your voice
- With your emotion
- Your energy
- Receiving everything you communicate
- Who listens to the very best in you, even when you can't hear it in yourself

Imagine someone who will hold you accountable and keep you moving forward toward your dreams and goals

Imagine a relationship with someone who is:

- Totally curious about your dreams and aspirations
- What makes you tick
- What you value
- What you are most passionate about in your life
- A person who will help you clarify your goals
- Provide the tools for action and learning that lead to the results you want

Imagine a relationship in your life with a person who is sometimes even more committed to what you want in your life than you are.

Imagine what it would be like if someone knew:

- Your values and life purpose and was holding you true to them
- Someone who would hold the flag at the top of the hill, encouraging you to press on
- Someone to celebrate your victories and help you learn from your setbacks

Imagine a relationship with someone:

- Who will absolutely tell you the truth – the truth about where you are strong
- Who knows where you sell yourself short
- Who knows you can handle it and knows that's what you want
- Who sees how big you can be and constantly holds that big image for you – even when you can't hold it for yourself.

Imagine someone who listens to you without judgment and allows you to show emotion – in fact accepts you without analysing you. Imagine you get talk to this person every week, even when you've just made a mess of things or when you've had great success.

Imagine a relationship where you finally break free of those self-limiting conversations you've been having over the years – where the voices of sabotage are simply noticed for what they are and the powerful part of you is always encouraged.

Getting what you really want involves commitment, dedication, focus, determination and ACTION..... If you do nothing, you will get nothing.

“What do I do now?”

Enjoy the rest of the book and try out the coaching tools I've included for you. See how they make you feel; more positive about your present and future. Enjoy the beginning of a new and fantastic journey.....

“Go confidently in the direction of your dreams, live the life you have imagined” –
Thoreau

There's a few coaching truths that I would like you to read and consider. Success leaves evidence; this is a well-trodden path:

- ☺ **If you do nothing, you will get nothing.**
- ☺ **Negative thoughts = negative outcomes.**
- ☺ **Positive thoughts = positive outcomes.**
- ☺ **If what you are doing is not taking you towards your goal, it is taking you away from your goal.**
- ☺ **You get what you focus on.**
- ☺ **You can think, be, do whatever you want.**

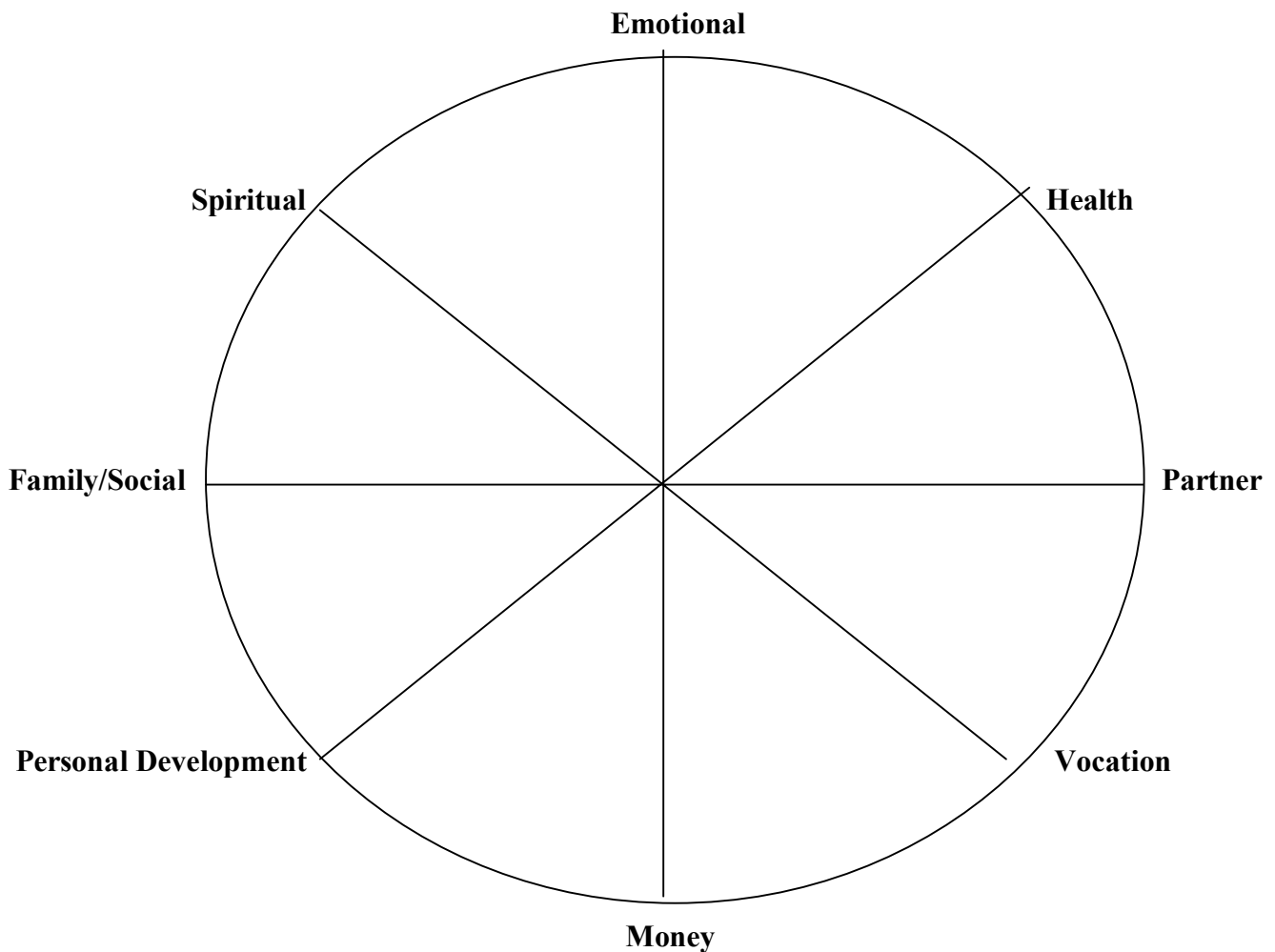


“Obstacles don’t have to stop you. If you run into a wall, don’t turn around and give up. Figure out how to climb it, go through it, or work around it.” - Michael Jordan

Goals

“Every single life only becomes great when the individual sets upon a goal or goals which they really believe in, which they can really commit themselves to, which they can put their whole heart and soul into.” – Brian Tracy

Life Wheel



This is a life wheel covering 8 areas of your life. In order for your journey to start you need to know where you are, so you can plan how to get to your destination. Just like booking a flight to Paris. You cannot get to where you want to be without a map. You need to plan your success.

Mark along the line (the radius) for each of your 8 life area where you believe you are just now. The centre point of the diagram is 0. This means it couldn't be any worse. The point on the circumference is a 10, which means this area is absolutely fantastic. Couldn't be any better. Do this now and then join up each of your marks to give yourself a really good visual representation.....

"We live in an ascending scale when we live happily, one thing leading to another in an endless series." – Robert Louis Stevenson

What most people will have is a very jaggy looking circle within the original circle. I have yet to meet someone whose life is so balanced that they have a perfect circle. Because you have chosen to read this book on workplace bullying, I would imagine that your vocation life area has been marked very low. And what you will find is that

when one life area is out of synch, the other areas are affected. And when you adjust and grow in a life area, your other areas are also affected. Imagine your jaggy wheel as a wheel on a car, how far do you think you would get? Yes, no very far. Do you want to make your life areas more balanced and complete?

The only failure in life is the failure to participate!

Now assuming that you want to work on your vocation, the next step is to write a goal. Writing a goal gives you the opportunity to create your future, to have the future that you deserve. We write goals for several reasons; we need to know what we are aiming for, we need direction and focus.

For example diagram 1 below looks the same as diagram 2.



Diagram 1



Diagram 2

Now you can see that with a goal you travel on the fast track from point A to point B. Without a goal, it's a slow meandering road, and you may never reach the destination you desire.

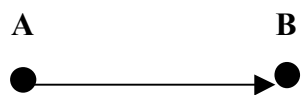


Diagram 1 with a goal
Fast Track

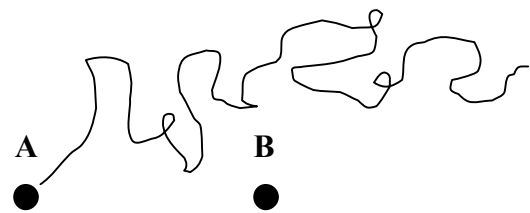


Diagram 2 without a goal
The Slow Road

For a goal to be meaningful coaches like it to be a SMERTIE goal. You may have heard of SMART goals, it's similar.

SMERTIE – The essential ingredients for a great goal

Specific – i.e. How many, when, who, where, how etc.

Measurable – You have got to be able to measure your progress

Evidential – There needs to be evidence, so you can say ‘I’ve achieved my goal!’

Responsible – I want to be super clear here. You are responsible for what you do and what you achieve. I will give you the inspiration to do it.

Timed – Put a time on it. You need to tell your brain that you are serious about this.

Inspirational – When you are inspired, nothing can stop you.

Emotional - E-motional – energy in motion, as in kinetic energy, moving forward, creating impetus.

Now you're about to brainstorm your first goal. But before you turn over the next page, there are rules.

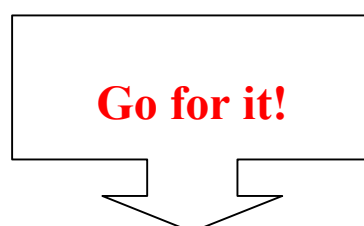
Rule No 1 – You can have whatever you want. Yes, your magic genie has granted you a wish.

Rule No 2 – The quicker you write the goal the better. Try and get it on paper in under three minutes.

Rule No 3 – Do not tell yourself, “I can’t do that”, “I can’t have that”, “that will never happen”. Remember the coaching truth? ‘negative thoughts=negative outcomes’. No negative thoughts please.

Now remember, you can have whatever you want. This is your opportunity to change your life forever.

What is your vocation like when it is a 10? What is happening?



Fantastic!

Now you've got what you really want written down, and no holding back.

Read out what you have written and put a date down when you will achieve it. E.g. 12.11.07. Yes it needs to be that specific. It can help if you sit upright and close your eyes.

Good, the fact that you have given a date means you know deep down, that you can do this.

So when writing the goal, always start with the date.e.g. It is 12.11.07 and I have.....

Other tips:

- Condense down your brainstorming page and write a statement about reality as it is on your date.
- Goals need to be written in present tense to make it real
- Do not put negatives into the goal, because what you focus on, you get.
- Include how you feel, what's happening, laughing, smells, sun etc etc, the more you put in about this the better, for desirability.

Write in the boxes below, what number you have currently given your vocation, and where you want it to be.

Now sit up straight, smile and read out powerfully how your goal sounds.

What number on the life wheel is your vocational goal now? 0 being –oh my god it's ugly, and 10 being – I can't wait to have this goal in my life. If it is not above a 7, go back to the goal and do more work on it until it is at least an 8. You really want this goal to be very, very, desirable.

Mark the attractiveness of the goal, and belief you can get it. Once again the higher the better, but be honest to yourself.

Let's just check in and make sure your goal is a SMERTIE goal. Congratulations. Well Done! You've written your first goal. Can you see the power in this?

Feel free to change the goal. But keep it about an 8.

“Think excitement, talk excitement, act out excitement, and you are bound to become an excited person. Life will take on a new zest, deeper interest and greater meaning.” - Norman Vincent Peale

Here are two exercises for you to complete.

Reasons to reach your goals!

List 10 Reasons why you MUST achieve your Goal.

Example: "I will feel 20 times more confident!"

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

List 10 Consequences of NOT achieving your Goal.

Example: "I will never live the life of my dreams."

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Action Steps



What actions need to be completed to get me started in achieving my goals?

Goal 1

What are some of the things that might prevent me from completing these actions?

How can I solve these in advance?

Your Power Questions

With thanks to Anthony Robbins

What am I happy about today?

What am I grateful for today?

Who do I love?

Who loves me?

What can I do to make today fantastic?

What can I do today that will make a difference?

What can I acknowledge within myself today?

“Don’t go through life, GROW through life” – Eric Butterworth

You have taken a positive step in your success and from now on the road will be clearer. I know you can do whatever you want to do, and with continued effort comes great rewards.

To stay focused I suggest you complete the following things:

- ☺ Read your goal at least once everyday (I recommend that you read it twice). It's really important that you connect with your goal.
- ☺ Make your goal colourful, stick pictures on it, even laminate it and put it in your shower so it's easy to read it every day!
- ☺ Smile when you read it
- ☺ Complete your action steps
- ☺ Read your power questions every day
- ☺☺ Make an appointment with me for your free coaching session where we will check in with your goal, and write two more.

Next, we will break these goals down into bite-sized pieces. We will look at your beliefs that are running your life, and annihilate the ones that are holding you back. Then, we'll look at what motivates you. We'll look at your values, the way you filter things through. We'll look at the rules you set up for yourself that are limiting you. We'll deal with those. We'll create some new rules for you. We'll look at your human needs, the model of change and the change process itself. We'll look at responsibility and the questions you ask yourself and then we'll look at long-term goals and your life's purpose. It's a beautiful session system that really gets you moving to get you on the fast track. Live your dreams! You are EXCEPTIONAL

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