



Emotional Intelligence and Bullying

Organizations are recognizing the dramatic costs of bullying as well as the negative impact on the workforce. Increasingly, inappropriate behavior is capturing the attention of the media and the general public. Curtailing this behavior is not only good business, it is the right thing to do.

Workplace Bullying

- 35% of the U.S. workforce reports being bullied at work (up from 27%)
- 51% of organizations report there have been bullying incidents in their workplace
- 81% of bullying involves management participation (72% of bullies are bosses)

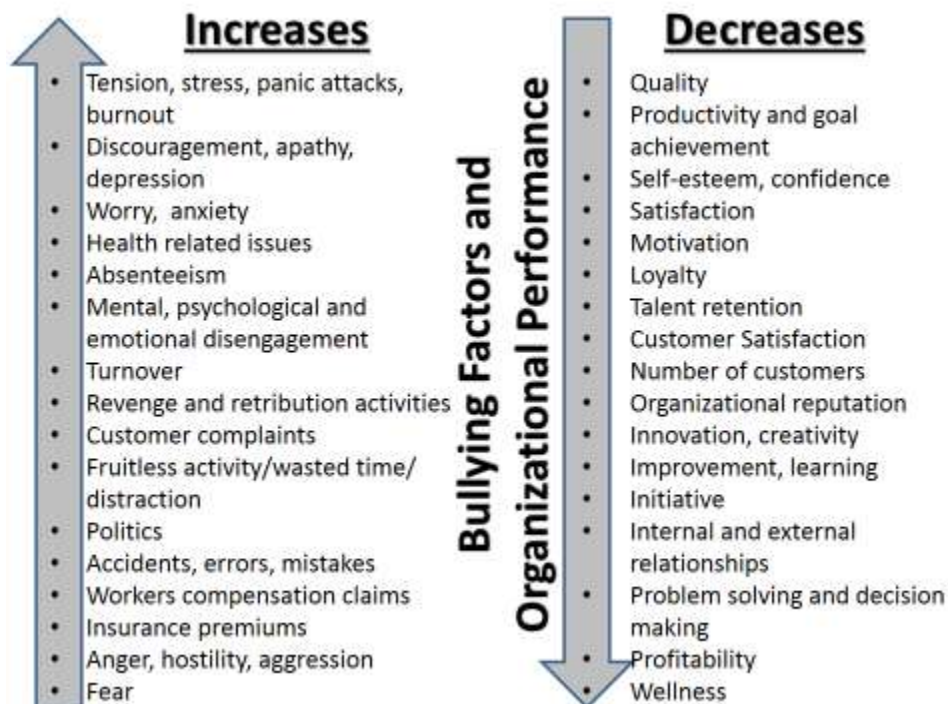
Blame the victim: 'Grow up.' 'Develop a thicker skin,' 'Act like a man.' These and a wide array of responses shift responsibility from the bully to the person being attacked. In many organizations, acting invulnerable, laughing at inappropriate humor, accepting the role of a target, and behaving without emotion are viewed as adult, professional responses. The victim experiences not only external violation but internal conflict. Pain and hurt feel like personal inadequacies.

External resources may support the bully rather than the victim. It may appear that bullying is 'boys being boys,' or 'just a bit of good natured fun.' Failure to act in an appropriate, timely way

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supports bullying. When leaders and teammates are not aware of appropriate responses, fail to see the damage, and lack emotional intelligence, they may ignore the attack, tacitly encourage it or assume a supportive role.

Not only does the victim suffer, human resources is generally viewed as an ineffective avenue for redress. When inappropriate behavior is not handled effectively, it is inadvertently supported. In these cases, the victim suffers not only at the hands of the bully but through the consent of the organization.



Negative structures promote bullying. At the base level, a lack of emotional intelligence, positive psychology and empathy allows these counter-productive behaviors to flourish. Individuals don't care, don't know any better, are unaware, and actively select wrong activities. When there are no immediate consequences, social connections and inappropriate behaviors can become the norm.

Bullying behaviors are frequently supported and initiated by leadership. While inappropriate actions may be initiated by peers, customers and indirect superiors, the overwhelming majority

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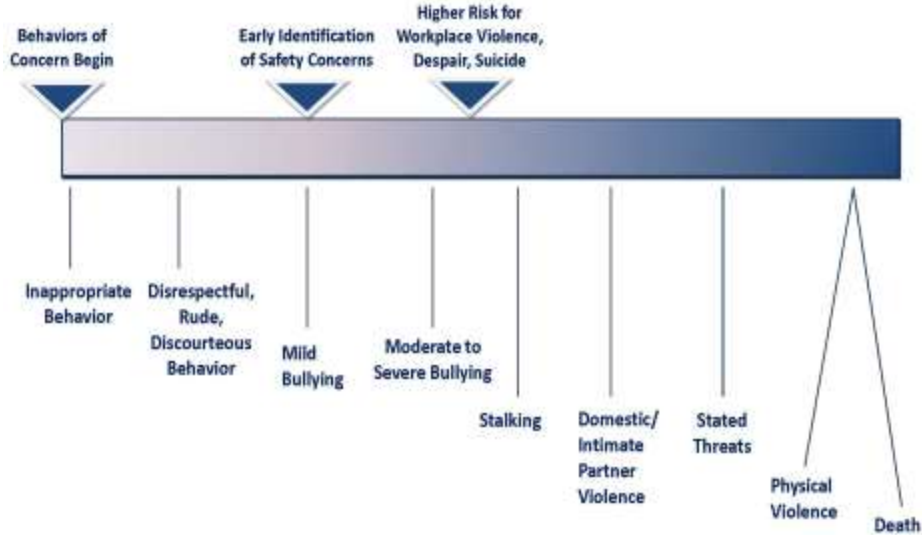
of infractions come from direct bosses. Inherently, this abuse of power makes enforcing appropriate behaviors more difficult.



Informal and formal leaders are often the culprits of bullying. Most workplace incidents are attributed to managers, supervisors and executives. From their positions, it is easy to abuse communication, power and relationships. Moreover, these actions may receive tacit support from their colleagues and subordinates.

Bullies are often socially skilled. They have crafted abilities in politics, manipulation and the exercise of power for their personal aggrandizement. These skills may have enabled their achievement and attainment of leadership positions. Sympathetic colleagues or organizational structures not only allow their rise but support their retention of power.

Johns Hopkins Continuum of Disruptive Behaviors at Work



Bullies lack intrapersonal and interpersonal awareness. They have maladaptive habits that are contrary to organizational success. Ambition, political savvy and manipulative talents make them uniquely suited to rise to the top in many organizations. Their behaviors are arrogant, aggressive, overbearing and passive aggressive.

Organizational bullies are an expensive cancer that eats away organizational achievement. It promotes incompetence, secrecy, misunderstanding, poor communication and disruptive relationships. Bullying supports a wide array of negative behaviors.



Healthy Response

- Create empathy internally and externally
- Develop strong, supportive relationships at all levels
- Identify and defuse potential and emerging problems
- Confront issues appropriately
- Redress concerns, misunderstandings and communication issues
- Use organizational resources effectively
- Manage difficult situations and people
- Support positive relationships, constructive communication and emotionally intelligent behavior

At a group level, social awareness and team norms define acceptable behavior. Powerful teams are engaged and energized through positive, constructive interaction. Part of the learning, training and development essential to form empowered teams necessitates that there is utilization, participation and engagement of all members. Bullying is contrary to this.

At the organizational level, a culture and climate need to be embraced that assures individual dignity and respect while promoting emotional intelligence.



Positive Workplace Responses

- Raising awareness
- Empowering constructive leadership
- Appropriate uses of power
- Developing teams and supportive groups
- Positive organizational climate and culture
 - Organizational priority
 - Supportive policies and procedures
 - Training and development
 - Positive reinforcement
 - Non-acceptance of inappropriate behavior
- Emphasis on positive, constructive emotional intelligence

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Promoting organizational success begins with selecting positive, optimistic people and equipping them for the highest levels of success. Training begins with instilling empathy to support relationships and constructive communication. Emotional intelligence development sets the foundation for individual, team and organizational excellence. Leadership and influence generate superior action both internally and externally. Team building multiplies power and impact. Organizational development and customer relations assure long term competitive advantage.

The *EIQ-2* system begins with clear definitions and diagnostics. It offers proving tools in leadership, sales, customer service and organizational development. *EIQ-2* creates customized training for targeted results. It partners for performance via coaching and consulting. Finally, it assures excellence in results.

The ***EIQ-2***[™] Learning Systems:

THE EMPATHY PRINCIPLE[™]

EIQ-2: EMOTIONAL INTELLIGENCE

EIQ-2L[™] SECOND STAGE EMOTIONAL INTELLIGENCE: LEADERSHIP

EIQ-2I[™] SECOND STAGE EMOTIONAL INTELLIGENCE: INFLUENCE/PERSUASION

TmEIQ-10 TEAM EMOTIONAL INTELLIGENCE

EMOTIONALLY SMART ORGANIZATIONS ESO[™]

CLIENT CENTERED SERVICE EIQ-2CRM[™]