Preventing Workplace Harassment

Path Forward
To Business Transformation
## Preventing Workplace Harassment Webinar - Agenda

1. **Introductions**

2. **Objectives & Overview**

3. **Understanding the Problem!**

4. **Preventing Workplace Harassment – Creating a Constructive Workplace Culture!**

5. **Call to Action**

6. **Q&A / Discussion**

7. **Wrap-up and Close**
Introductions

Jim Carey
HR and Business Transformation Consultant
jimcarey@pathforwardteam.com

Jim is a senior human resources leader experienced in leading business transformation teams and facilitating culture change initiatives. He is recognized for his ability to collaborate with business leaders to articulate their vision of success and then align HR programs and transformation initiatives to improve employee engagement and drive business performance.

Dick Orth
Transformational Facilitator
richard.dan.orth@gmail.com

Dick is a Senior Learning Consultant, with over 39 years experience as a change leader, facilitator, trainer, leadership coach and business analyst. He helps organizations and individuals improve their capabilities in the areas of leadership development, cultural and process transformation, collaborative problem-solving and decision-making, and process facilitation.
1. Learn how a toxic organizational culture creates an environment that can ignore or even condone workplace harassment.

2. Learn how organizational culture guides behavioral norms and expectations.

3. Understand how to use culture change techniques to prevent Workplace Harassment by creating a more Constructive Culture.
A “toxic culture” creates an environment that can damage the emotional, physical or financial wellbeing of employees, customers and those associated with an organization.

What do you see in a toxic culture?
• Lost productivity
• Disengaged Employees
• Increased Absenteeism
• Attrition of top talent

Source: Shaun Parr, FastCompany 2012
What is behind your bookcase?
Does your customer want to pay the extra cost* for your company’s “toxic culture”?

* $165M - Employer fines, and wages & fees recovered by the EEOC in 2015

EEOC = U.S. Equal Employment Opportunity Commission
Workplace Harassment can take many forms

Harassment includes:
- Bullying
- Threats
- Coercion
- Verbal abuse
- Psychological abuse
- Stalking

It’s NOT only sexual harassment
Understanding The Problem

**WBI Definition of Workplace Bullying:**
RepeateD Harmful Abusive Conduct that is Threatening, Intimidating, Humiliating, Work Sabotage or Verbal Abuse

From the WBI 2017 U.S. Workplace Bullying Survey
Understanding The Problem

**Gender**

**Male Bullies**
- 70%
- 65% female targets
- 35% male targets

**Female Bullies**
- 30%
- 67% female targets
- 33% male targets
Understanding The Problem

**RANK**

**Bosses**

61%

**Coworkers**

33%

**Bottom Up**

6%
Understanding The Problem

EMPLOYER RESPONSE

TO

DO

LIST

- Nothing 25%
- Do “Sham” Investigation 46%
- Help Target 23%
- Punish Perpetrator 6%
Understanding The Problem

The damaging, incalculable price of sexual harassment
MarketWatch
BY KARI PAUL

Workplace Harassment Too Often Goes Unreported
Equal Employment Opportunity Commission (EEOC)
Select Task Force on Harassment in the Workplace
CHAIRS: CHAI R. FELDBLUM & VICTORIA A. LIPNIC

Study finds 75 percent of workplace harassment victims experienced retaliation when they spoke up
Vox
BY TARA GOLSHAN

There Is a Compelling Business Case for Stopping and Preventing Harassment
Equal Employment Opportunity Commission (EEOC)
Select Task Force on Harassment in the Workplace
CHAIRS: CHAI R. FELDBLUM & VICTORIA A. LIPNIC

Why sexual harassment training doesn’t stop harassment
The Washington Post
BY JENA MCGREGOR

When Anti-Harassment Policy Isn’t Enough, Fix Corporate Culture
Bloomberg
BY MARTIN BERMAN-GORVINE
Preventing Workplace Harassment – Change Model

“How do you “Fix Corporate Culture?”

Path Forward to Business Transformation

Future State
- Strategy
- Business Operations
- Organizational Culture

Change Plan
- Short and Long-term actions

Success

People

Technology

Process

Baseline

Current State

Strengths

Barriers & Opportunities

Performance

Time

Gap

“When Anti-Harassment Policy Isn’t Enough, Fix Corporate Culture”
Preventing Workplace Harassment – The Role of Culture

- **Toxic Culture**
  - Abuse of power
  - Disengaged employees
  - Attrition of top talent
  - Excessive compliance & legal costs

- **Constructive Culture**
  - Recognized for great leadership
  - High employee engagement
  - Able to attract and retain top talent
  - Maximized business performance

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[Diagram showing the spectrum from Toxic to Constructive Culture]
Preventing Workplace Harassment – The Role of Culture

Toxic Culture
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Constructive Culture
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- Able to attract and retain top talent
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What is your workplace environment like?

Preventing Workplace Harassment

www.pathforwardteam.com/harassment-free-culture
Preventing Workplace Harassment – The Role of Culture

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Preventing Workplace Harassment – The Role of Culture

Aggressive/Defensive styles lead to mixed performance and volatility.

Fear & Power

Constructive Culture
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Preventing Workplace Harassment – The Role of Culture

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Preventing Workplace Harassment – The Role of Culture

Aggressive/Defensive styles lead to mixed performance and volatility.

Fear & Power

Constructive styles lead to effectiveness and sustainability.

Trust & Collaboration

Preventing Workplace Harassment

Constructive styles lead to effectiveness and sustainability.
The Circumplex provides a way to “see,” measure, and change REAL CULTURE—that is, the behavioral norms proven to drive the performance of individuals, groups, and organizations. It provides feedback on the strength of 12 specific norms associated with three types of cultures.

- Constructive
- Passive/Defensive
- Aggressive/Defensive
PASSIVE/DEFENSIVE STYLES
emerge in groups when members behave in ways that reflect a concern for maintaining their personal security. Members of such groups may be prevented from performing effectively by their needs for acceptance, conventionality, protection, and the avoidance of threatening situations/people.
Leaders/People in Power: Impact on the styles of the people around them.

The manager/leader motivates and requires others to:

**APPROVAL (3 o’clock)**
- “go along” with people

**DEPENDENT (5 o’clock)**
- do only what they are told
- please those in positions of authority
Individual: Thinking and behavioral styles of leaders and other key members.

Individuals with these styles:

**APPROVAL** (3 o’clock)
- need to be accepted
- try very hard to please others

**DEPENDENT** (5 o’clock)
- allow others to make decisions for them
- willingly obey orders
AGGRESSIVE/DEFENSIVE STYLES
emerge in groups when members approach the problem in ways intended to help maintain their status/position. Such groups tend to overemphasize the task side of things and pay little attention to the needs and concerns of group members.
Leaders/People in Power: Impact on the styles of the people around them.

The manager or leader motivates and drives others to:

**COMPETITIVE (9 o’clock)**
- operate in a “win/lose” framework
- do anything necessary to look good

**POWER (8 o’clock)**
- act forceful and aggressive
- control the people around them
**Preventing Workplace Harassment – Assessing Culture**

**Individual:** Thinking and behavioral styles of leaders and other key members.

Individuals with these styles:

**COMPETITIVE (9 o’clock)**
- protect one’s status
- never appearing to lose
- maintain a sense of superiority

**POWER (8 o’clock)**
- equate self-worth with controlling others
- treat others in aggressive and forceful ways
CONSTRUCTIVE STYLES

emerge in groups when members show a balanced concern for getting the job done (task skills) and for satisfying the needs of individual members (people skills).
Leaders/People in Power: Impact on the styles of the people around them.

The manager or leader motivates and encourages others to:

**ACHIEVEMENT (11 o’clock)**
- set challenging but realistic goals
- pursue them with enthusiasm

**SELF-ACTUALIZING (12 o’clock)**
- gain enjoyment from their work
- develop themselves
- approach problems with interest, creativity, and integrity
**Individual:** Thinking and behavioral styles of leaders and other key members.

Individuals with these styles:

**ACHIEVEMENT (11 O’clock)**
- attain high-quality results
- think ahead and plan
- explore alternatives

**SELF-ACTUALIZING (12 O’clock)**
- personal growth
- self-fulfillment
- balanced concerns for people and tasks
Preventing Workplace Harassment – ROI of Culture

CULTURE AND FINANCIAL RETURNS

Constructive culture styles are related to profitability.

Based on a study of companies across multiple industries

Research study

Profitability

Strength of Constructive Styles

High

Low
“When Anti-Harassment Policy Isn’t Enough, Fix Corporate Culture”

How do you “Fix Corporate Culture?”

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Preventing Workplace Harassment Webinar for the Institute of Industrial and Systems Engineers
July 19, 2018
Call to Action

Now What? What can you do with this knowledge?

➢ Can you describe the culture of your organization?
➢ Is your current culture aligned with your own “Ideal Culture?”
➢ If not, how can you change the culture?

As a LEADER, ask yourself;

• What kind of IMPACT do I have on subordinates?
• Am I a role model for APPROPRIATE and professional behavior in the workplace?
• Do I hold myself and others ACCOUNTABLE for ethical behavior?
• Do I balance task achievement with CARE and CONCERN for the needs/feelings of others?
• Have I created an environment where employees can RAISE CONCERNS and know they will be acted upon?
Q&A / Discussion
If you have additional questions or want to learn more about how to initiate an organizational culture change initiative, contact Jim Carey.

- jimcarey@pathforwardteam.com

The Path Forward Team has tools and processes to drive organizational change.

- https://www.pathforwardteam.com/

Resources:

- The Organizational Culture Inventory from Human Synergistics International.

Please complete the post-webinar survey.