

Preventing Workplace Harassment



PATH FORWARD
To Business Transformation

Preventing Workplace Harassment Webinar - Agenda



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- 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



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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.

Preventing Workplace Harassment Webinar - Objectives



- 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**.*

Preventing Workplace Harassment - Overview



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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?

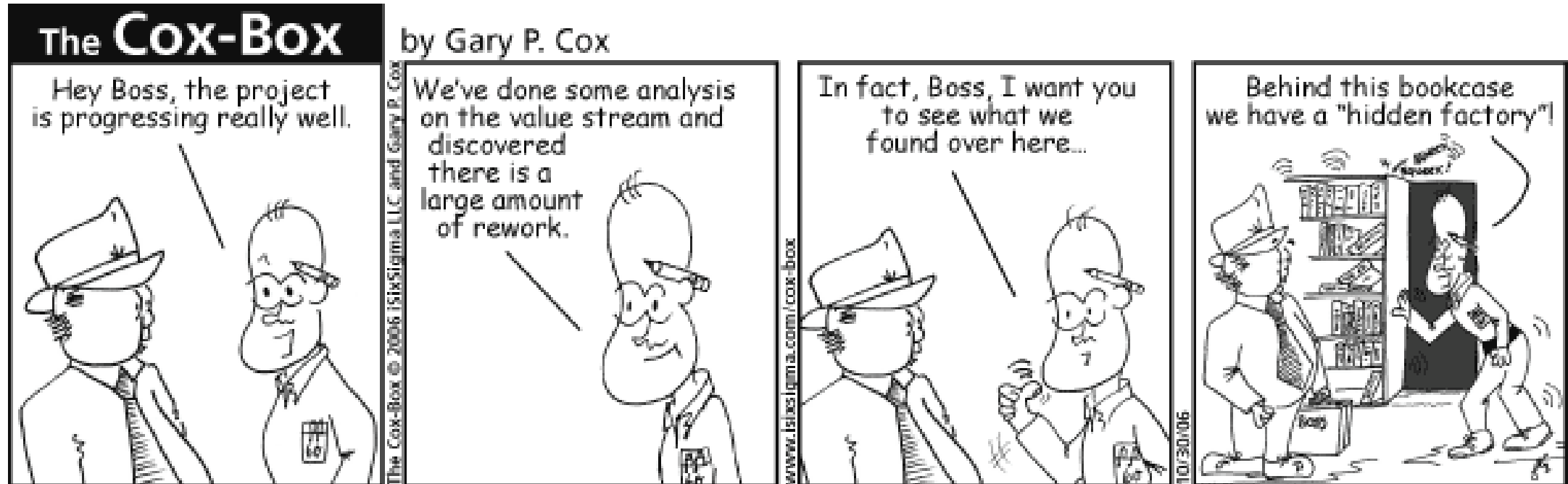
- Lost productivity
- Disengaged Employees
- Increased Absenteeism
- Attrition of top talent



Preventing Workplace Harassment - Overview



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Send comments and stories to Cox-Box@iSixSigma.com

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

Preventing Workplace Harassment - Overview



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Preventing Workplace Harassment - Overview

*Workplace Harassment
can take many forms*

It's **NOT** only
sexual harassment

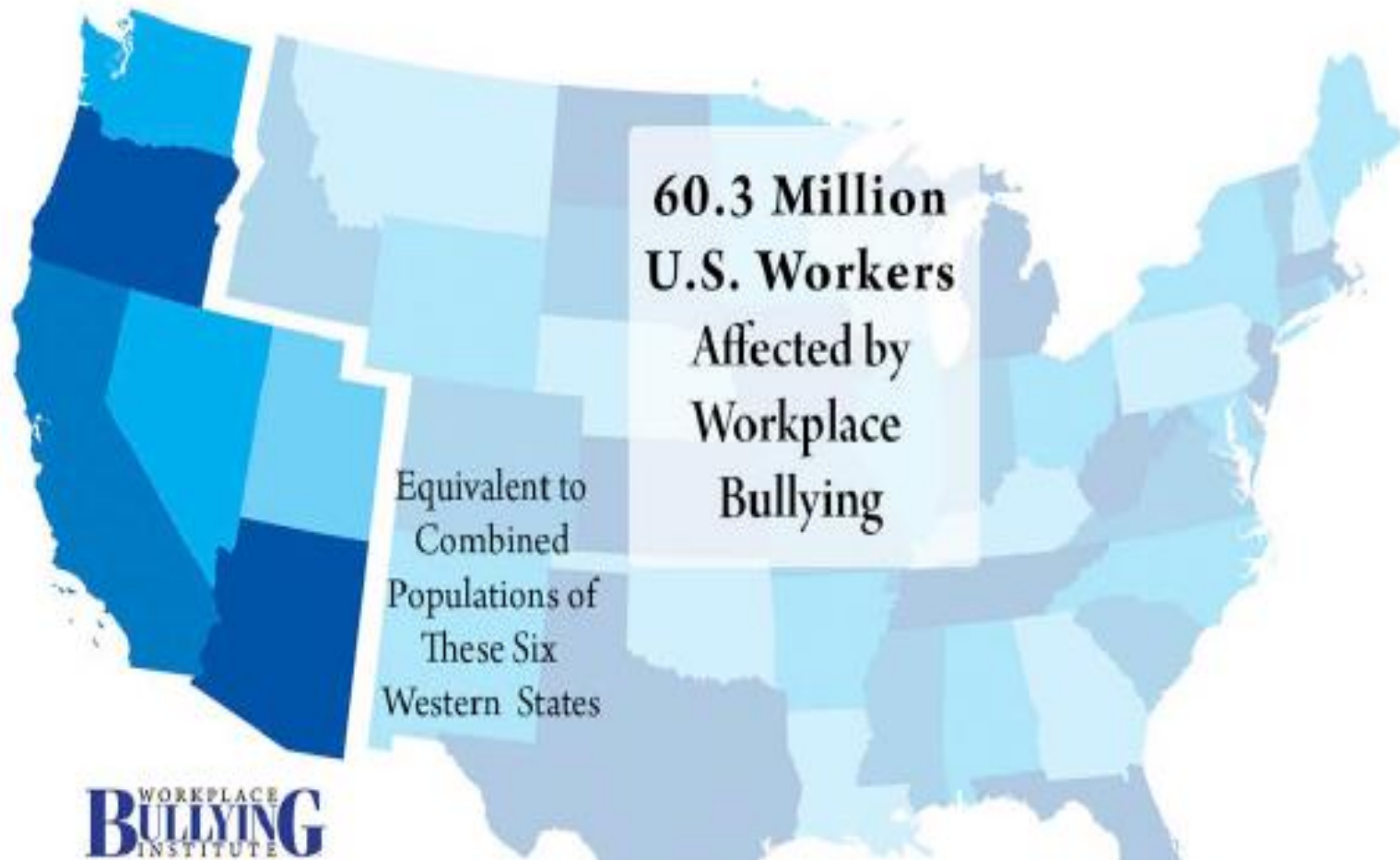
Harassment includes:

- Bullying
- Threats
- Coercion
- Verbal abuse
- Psychological abuse
- Stalking

Understanding The Problem



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From the WBI 2017 U.S. Workplace Bullying Survey

<http://www.workplacebullying.org/wbiresearch/wbi-2017-survey/>

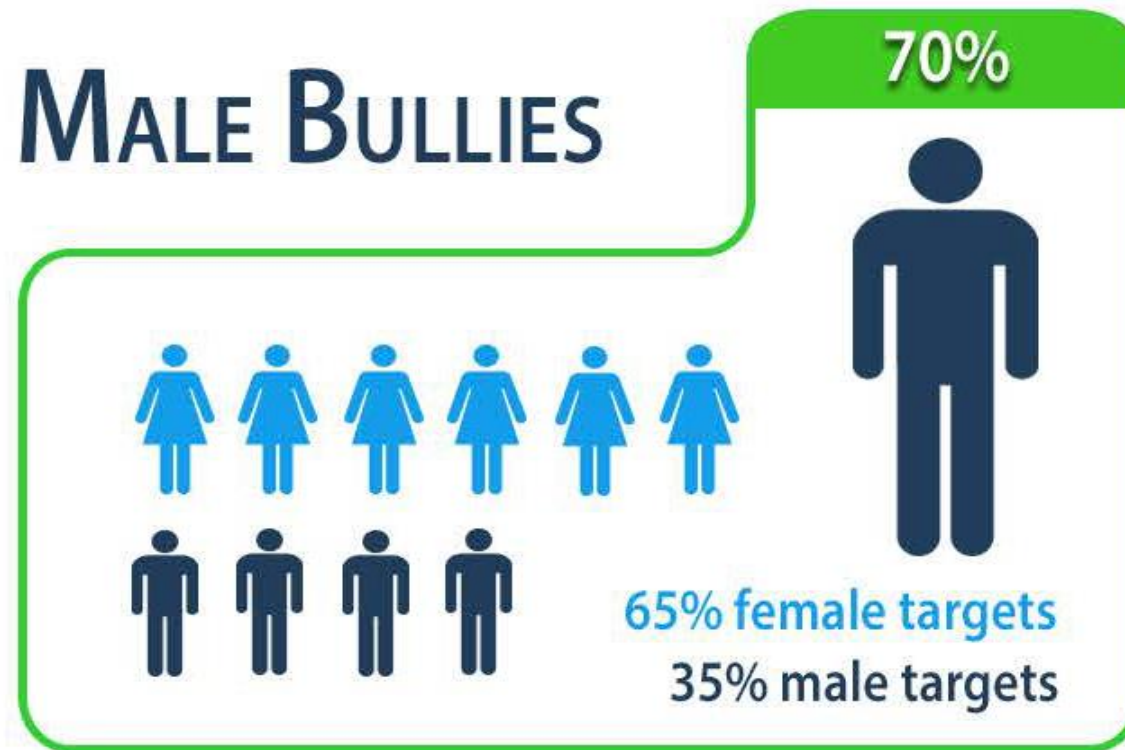
WBI DEFINITION OF WORKPLACE BULLYING:

REPEATED HARMFUL ABUSIVE CONDUCT THAT IS THREATENING, INTIMIDATING, HUMILIATING, WORK SABOTAGE OR VERBAL ABUSE

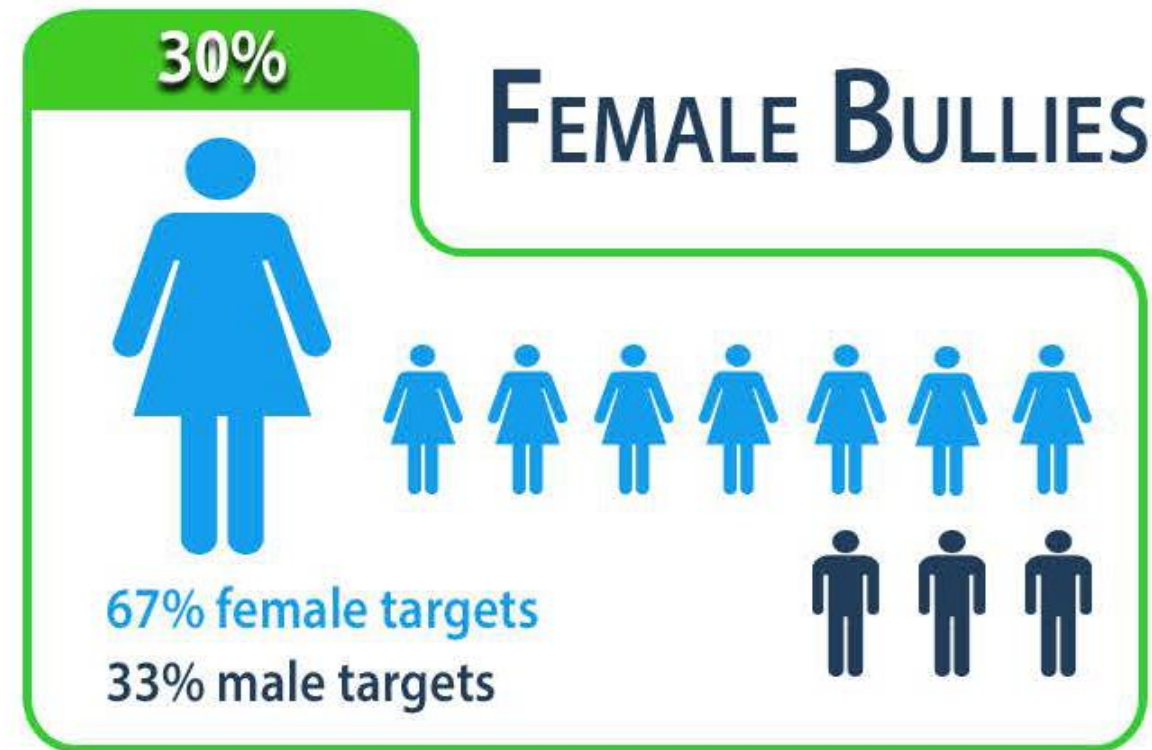
Understanding The Problem

GENDER

MALE BULLIES



FEMALE BULLIES



Understanding The Problem

RANK

BOSSSES

61%



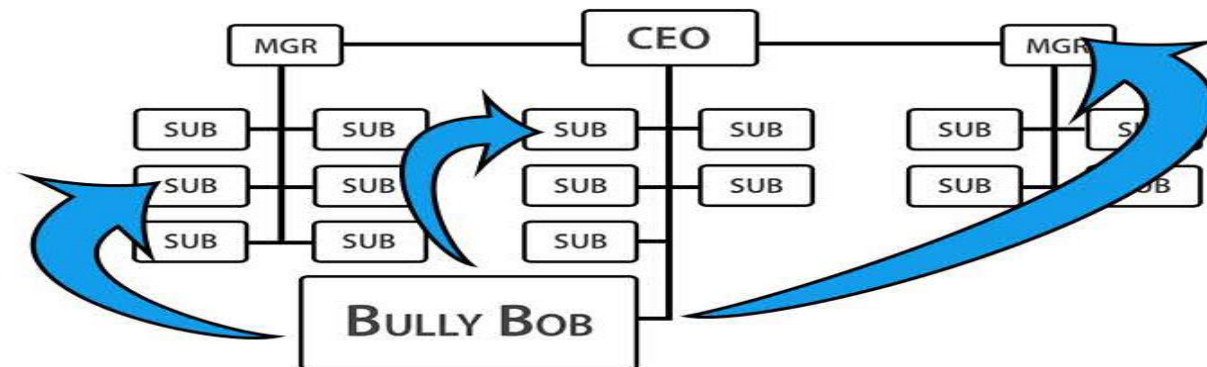
COWORKERS

33%



BOTTOM UP

6%



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

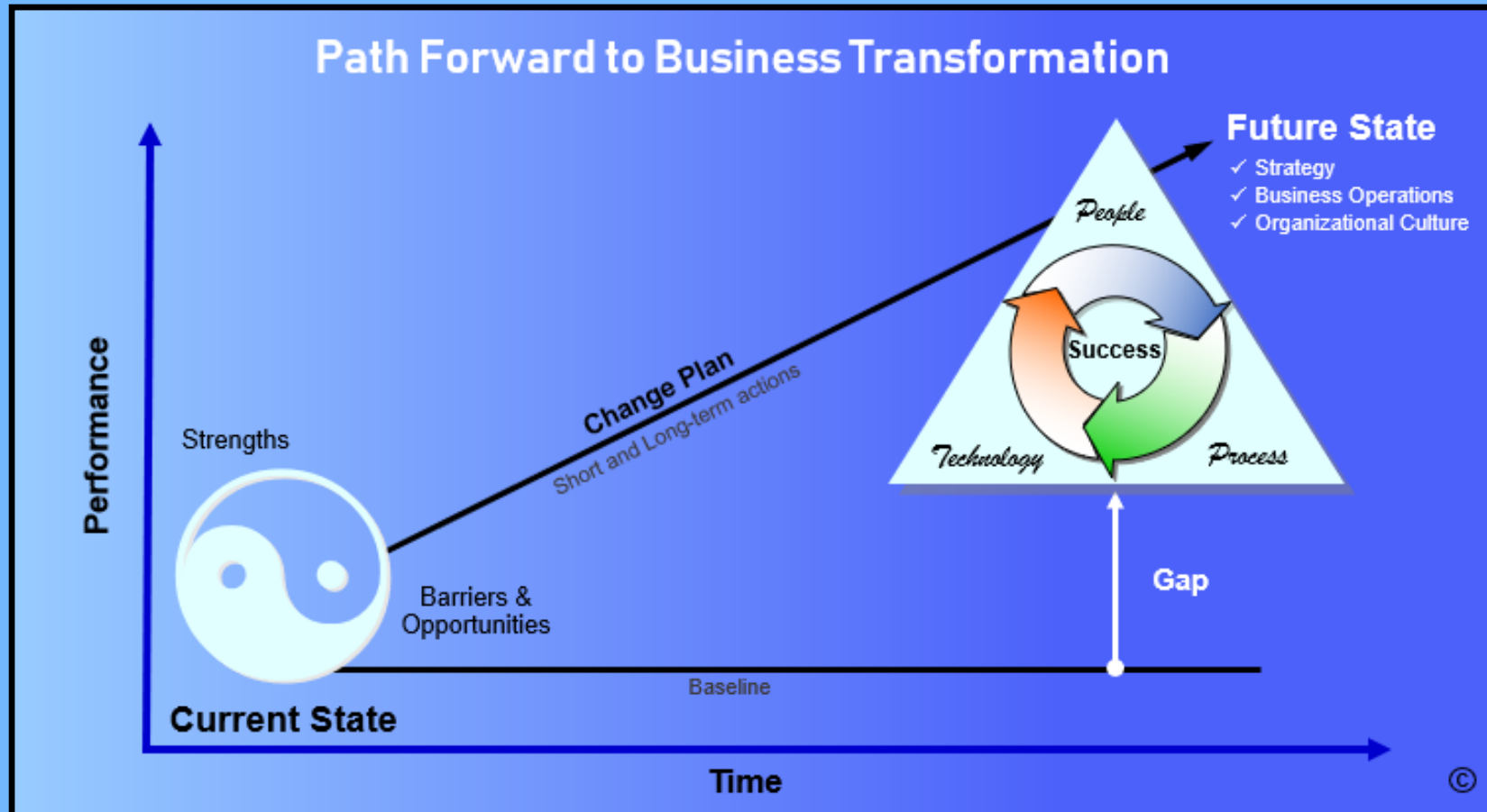
Preventing Workplace Harassment – Change Model



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

How do you “Fix Corporate Culture?”



Preventing Workplace Harassment – The Role of Culture



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Preventing Workplace Harassment – The Role of Culture



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Toxic Culture

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

PREVENTING WORKPLACE HARASSMENT



Constructive Culture

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



What is your workplace environment like?



The Path Forward Team can help you move from a reactive to proactive environment and prevent Workplace Harassment



www.pathforwardteam.com/harassment-free-culture

Preventing Workplace Harassment – The Role of Culture



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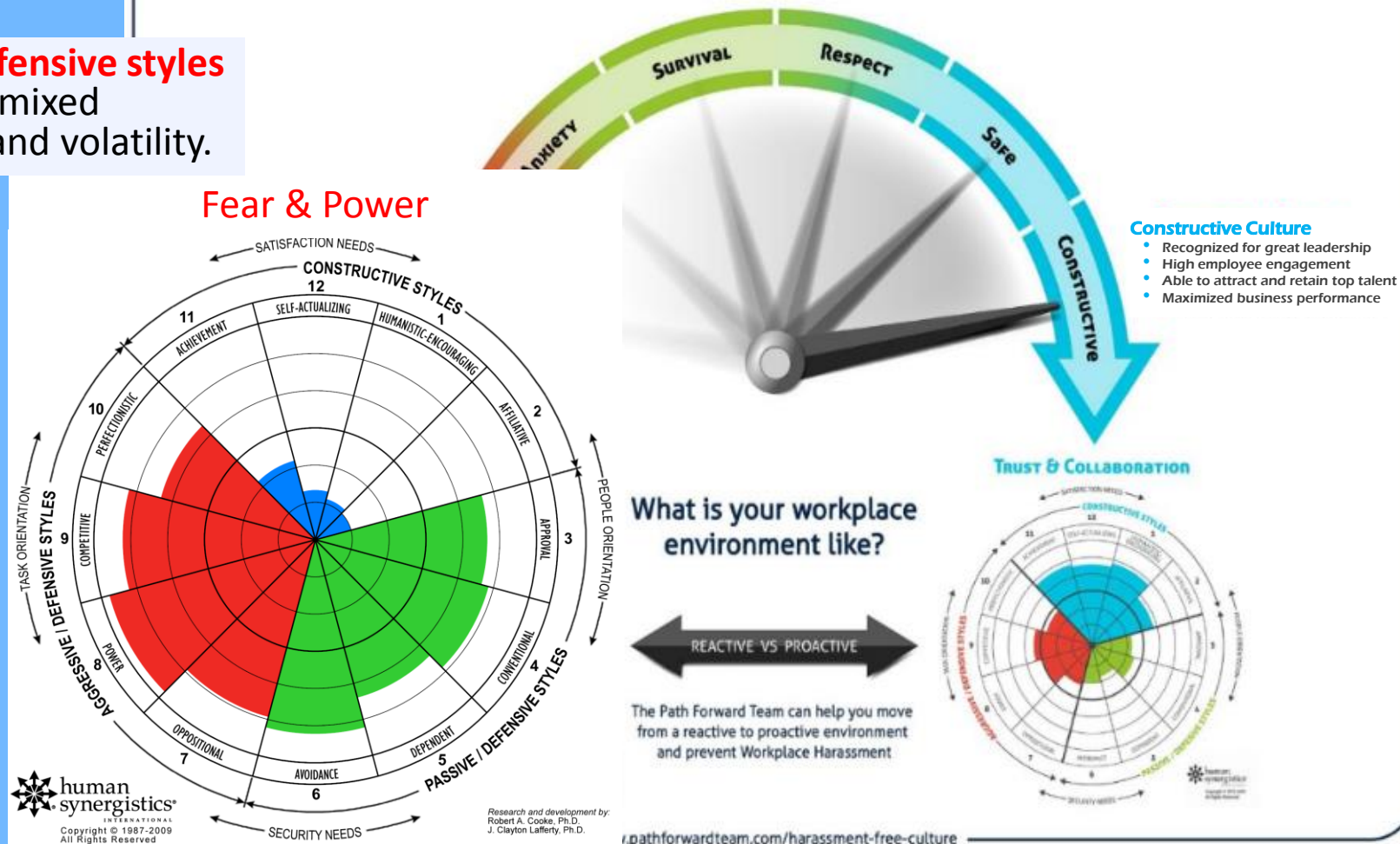
Preventing Workplace Harassment – The Role of Culture



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Aggressive/Defensive styles lead to mixed performance and volatility.

PREVENTING WORKPLACE HARASSMENT



Preventing Workplace Harassment – The Role of Culture



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PREVENTING WORKPLACE HARASSMENT

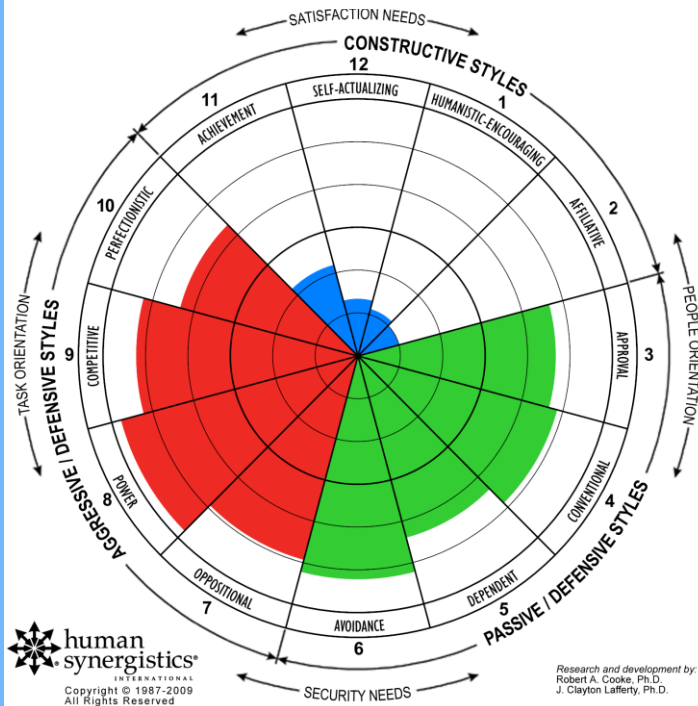
Aggressive/Defensive styles lead to mixed performance and volatility.

Constructive styles lead to effectiveness and sustainability.



Fear & Power

Trust & Collaboration

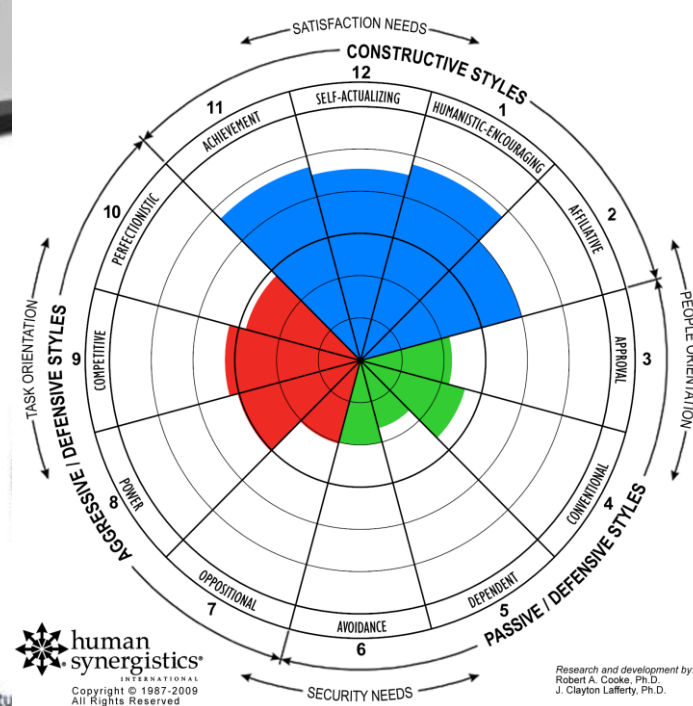


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pathforwardteam.com/harassment-free-cultu



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Preventing Workplace Harassment – Assessing Culture

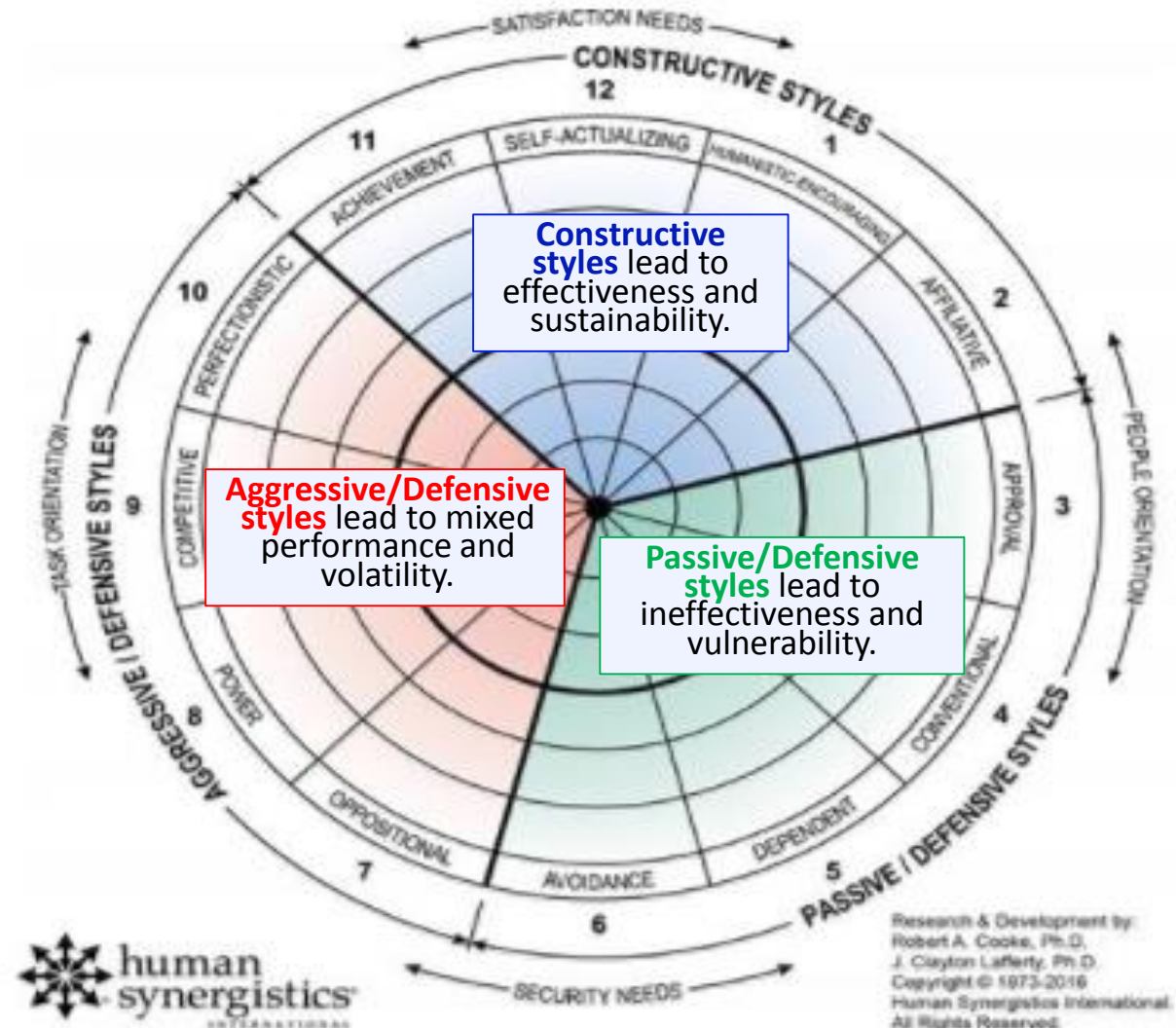


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ORGANIZATIONAL CULTURE INVENTORY CIRCUMPLEX

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**



Preventing Workplace Harassment – Assessing Culture



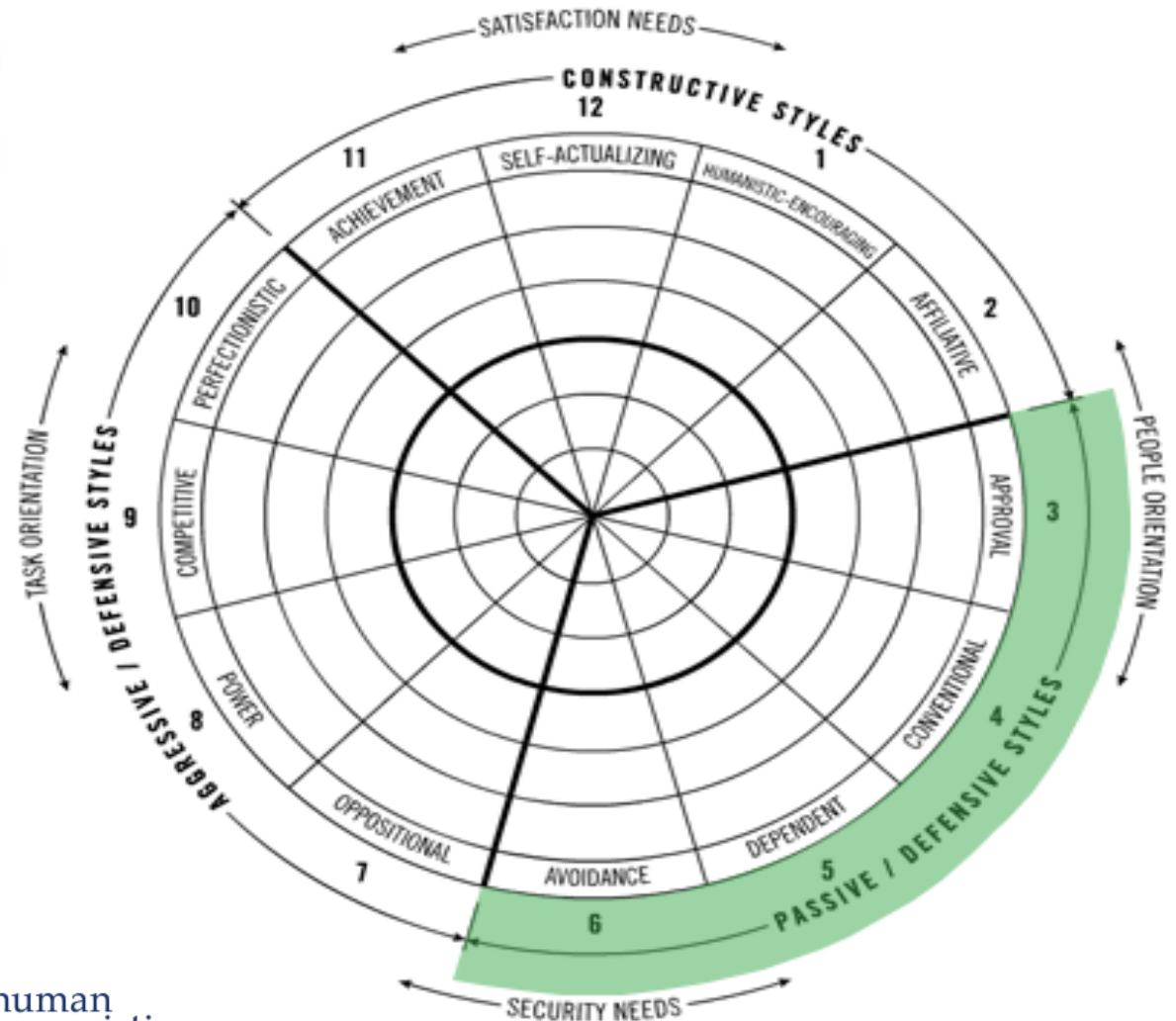
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Group: Interaction styles of problem-solving groups.



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**.



Preventing Workplace Harassment – Assessing Culture



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Leaders/People in Power: Impact on the styles of the people around them.



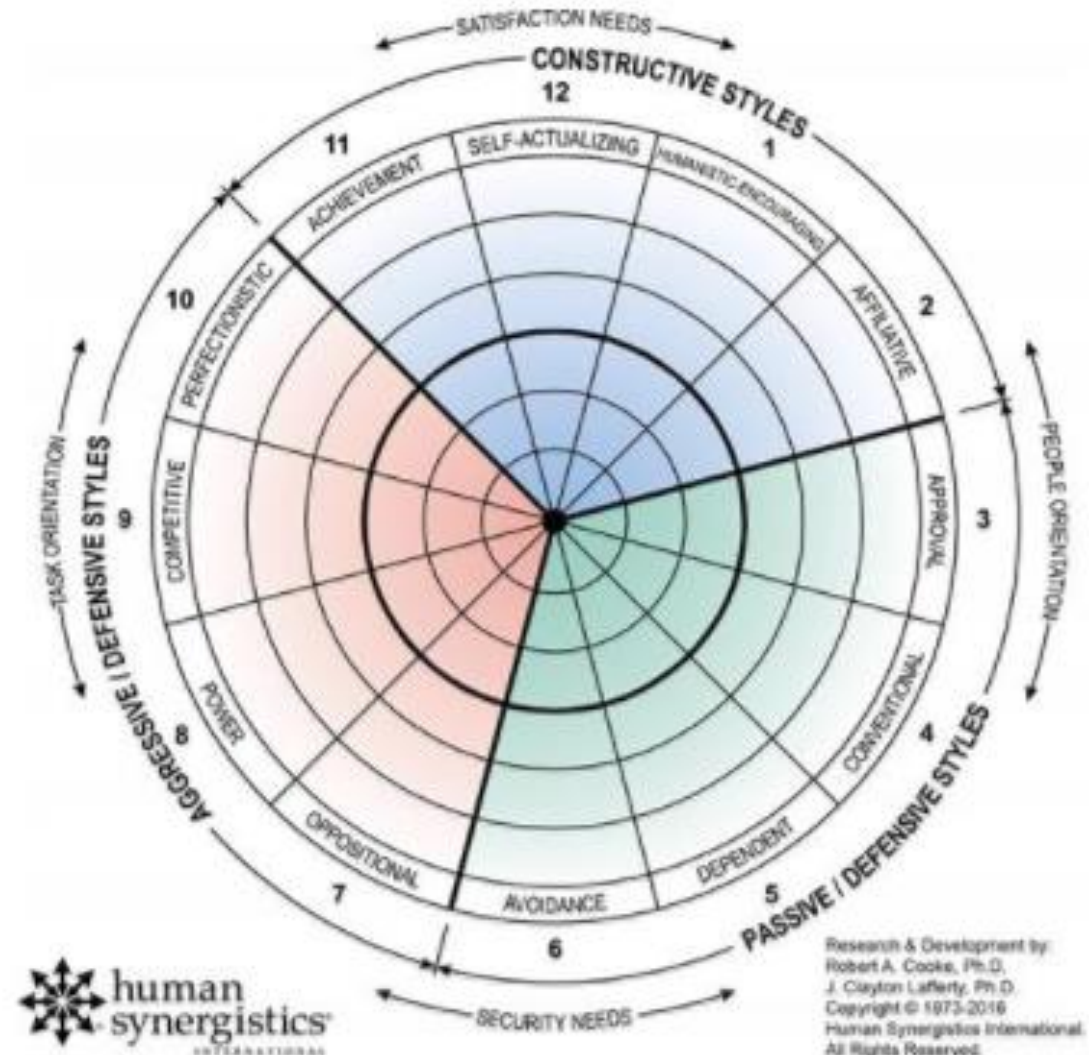
The manager/leader motivates and **requires** others to:

APPROVAL (3 o'clock)

- *“go along” with people*

DEPENDENT (5 o'clock)

- *do only what they are told*
- *please those in positions of authority*



Preventing Workplace Harassment – Assessing Culture



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



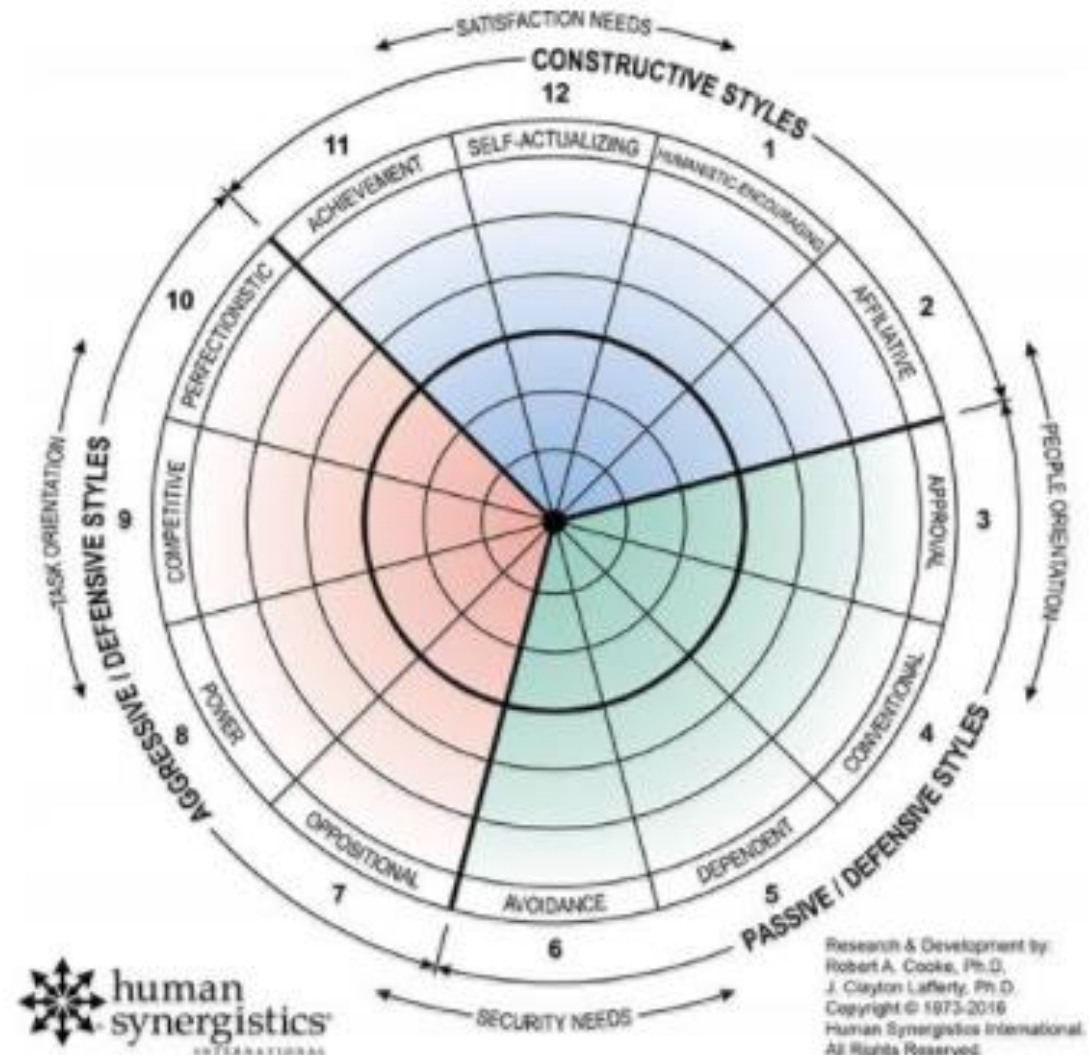
Individuals with these styles:

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*



Preventing Workplace Harassment – Assessing Culture



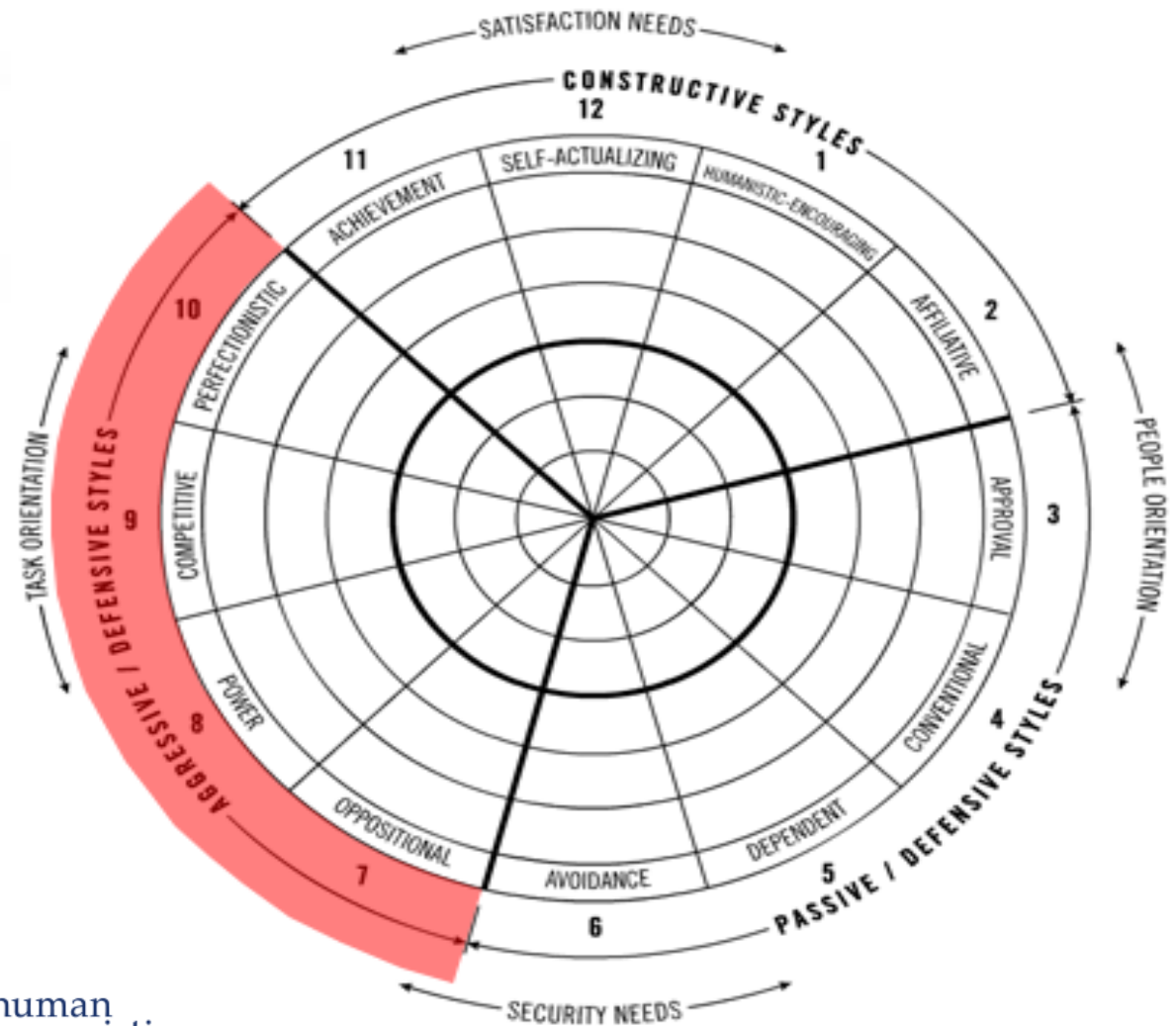
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Group: Interaction styles of members of problem-solving groups.



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**.



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Leaders/People in Power: Impact on the styles of the people around them.



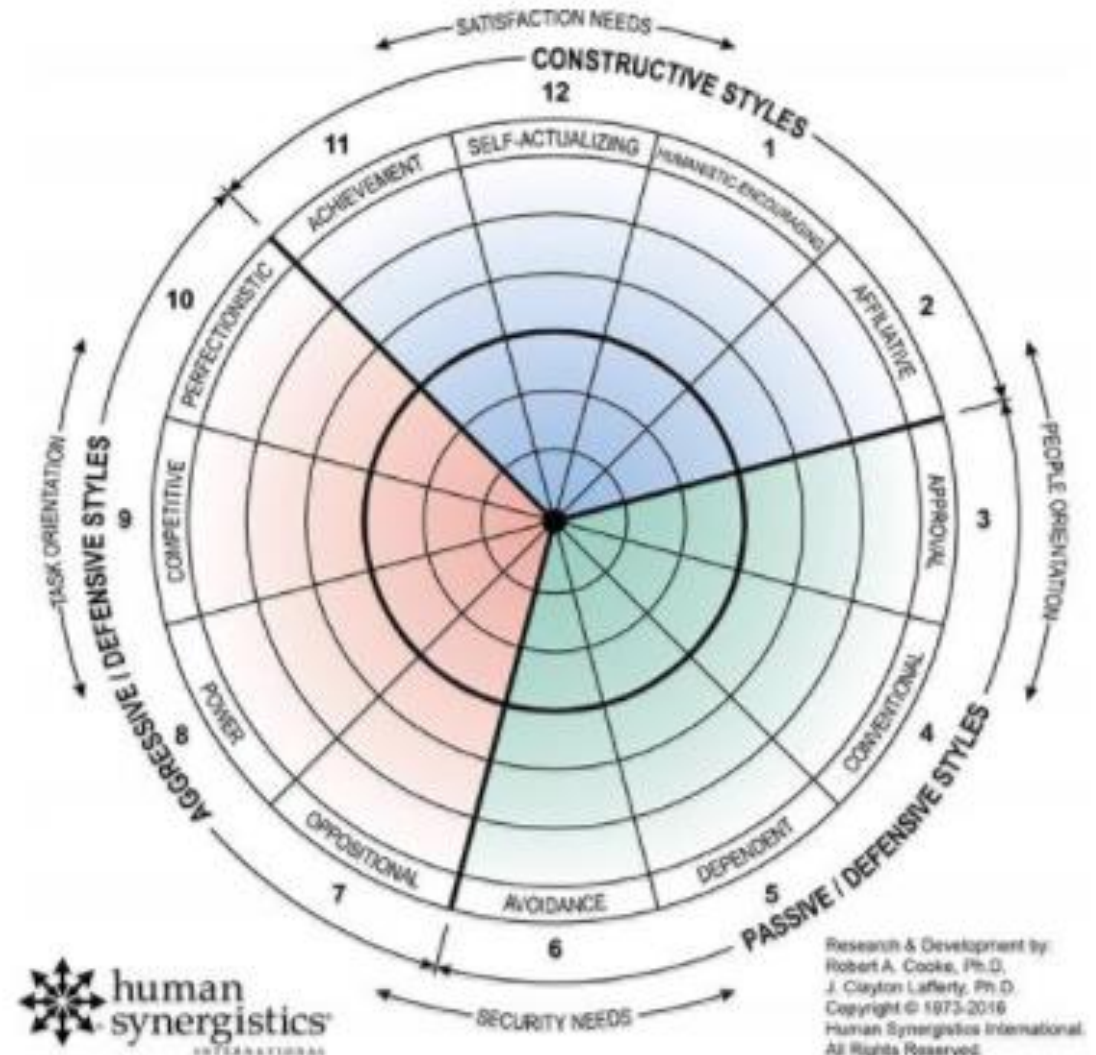
The manager or leader motivates and **drives** others to:

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



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



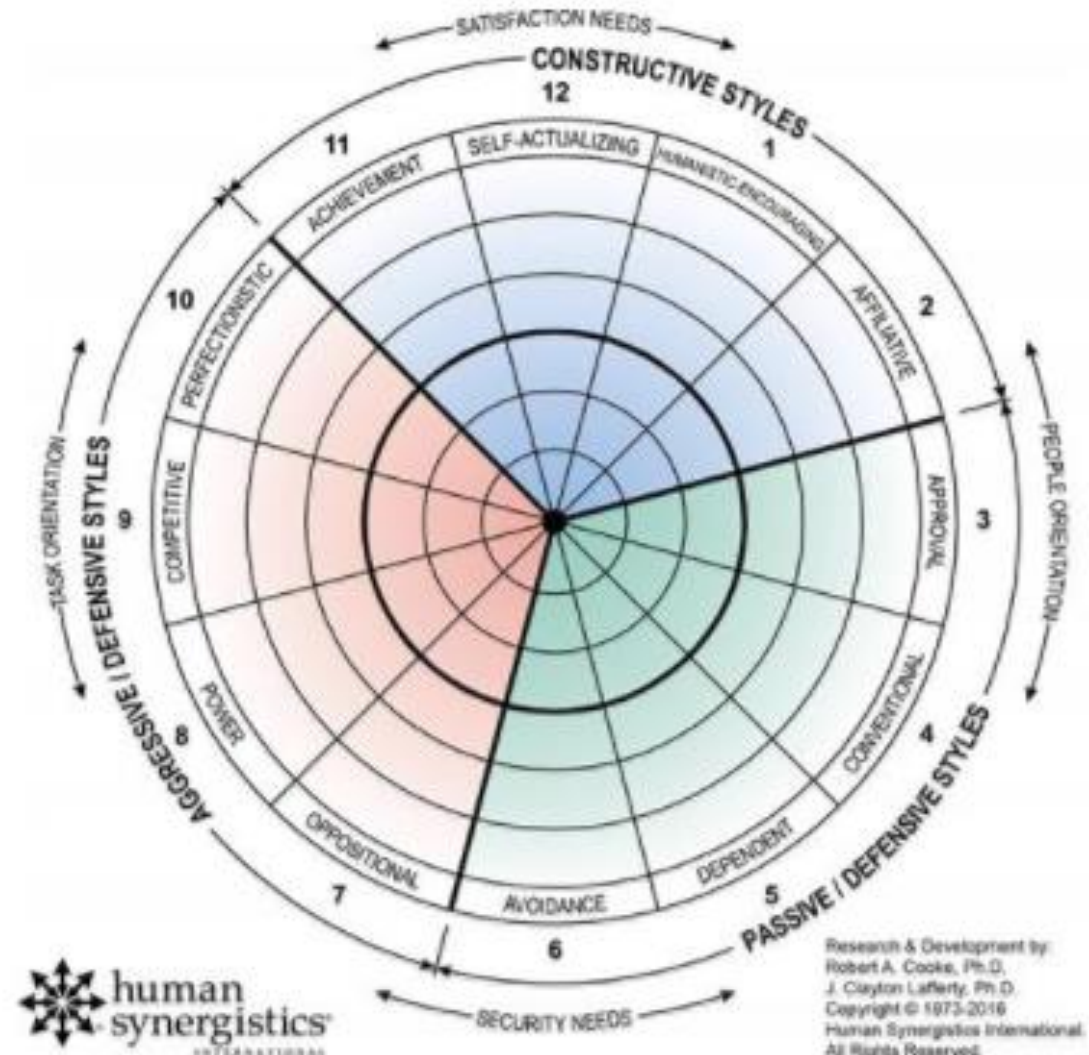
Individuals with these styles:

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*



Preventing Workplace Harassment – Assessing Culture



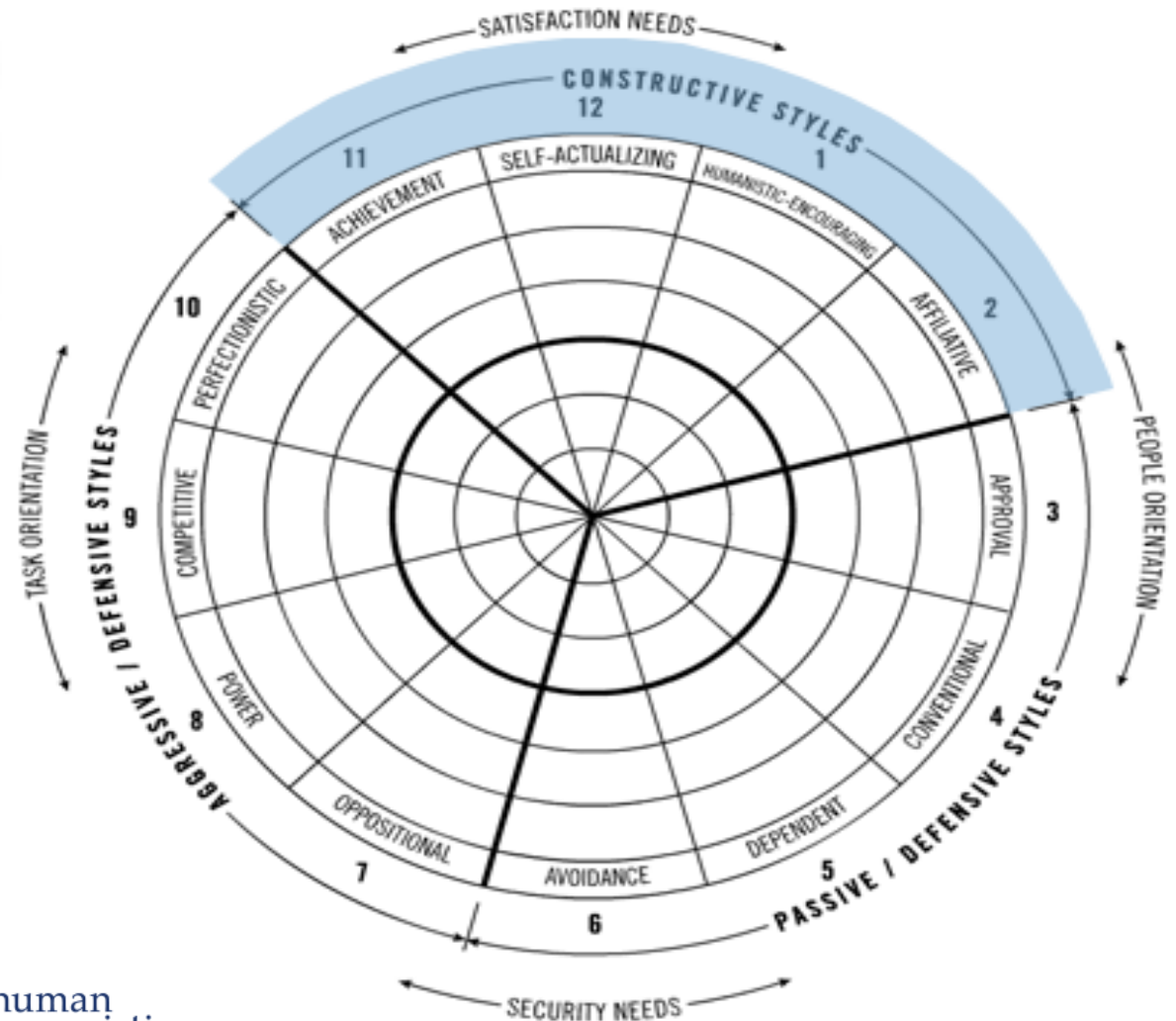
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Group: Interaction styles of members of problem-solving groups.



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**).



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Leaders/People in Power: Impact on the styles of the people around them.



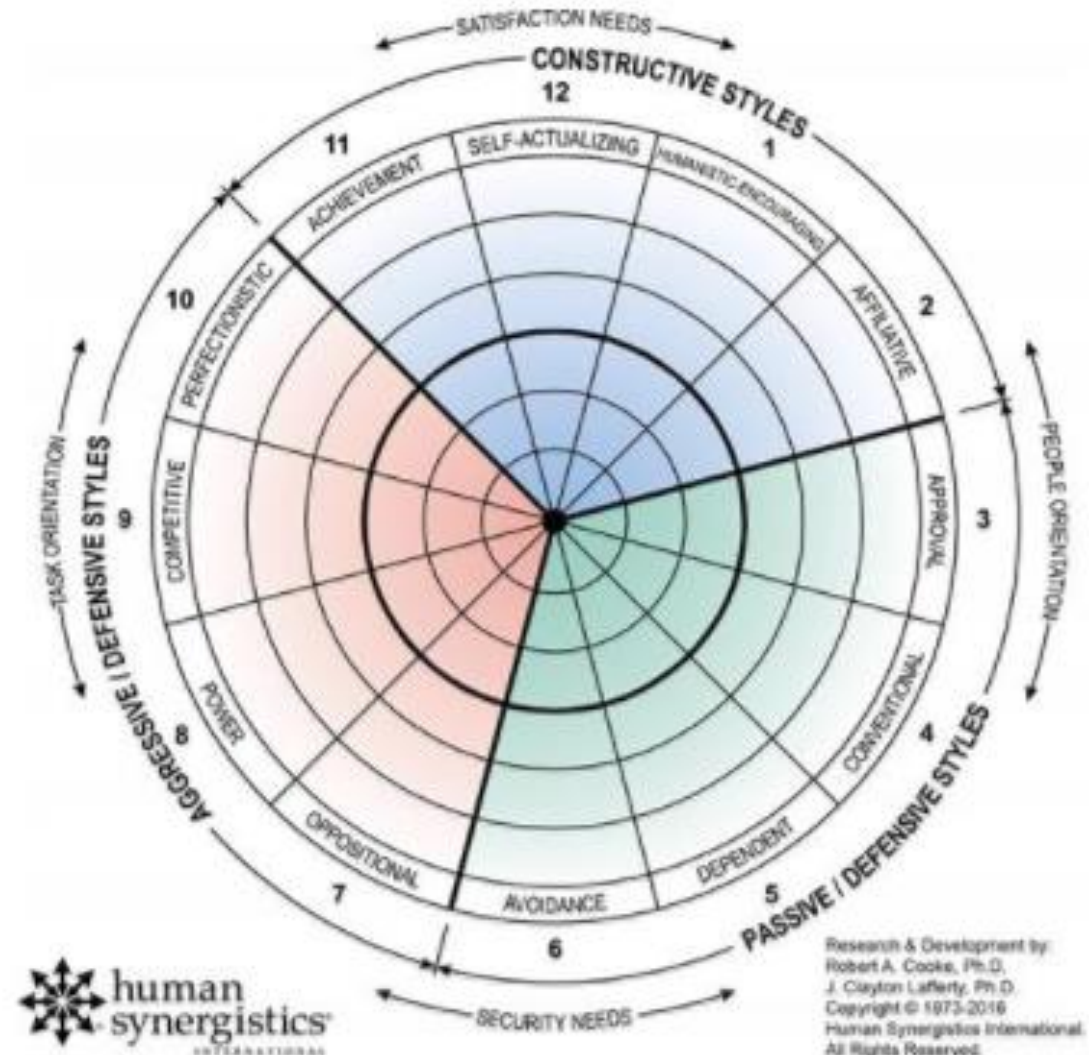
The manager or leader motivates and **encourages** others to:

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*



Preventing Workplace Harassment – Assessing Culture



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



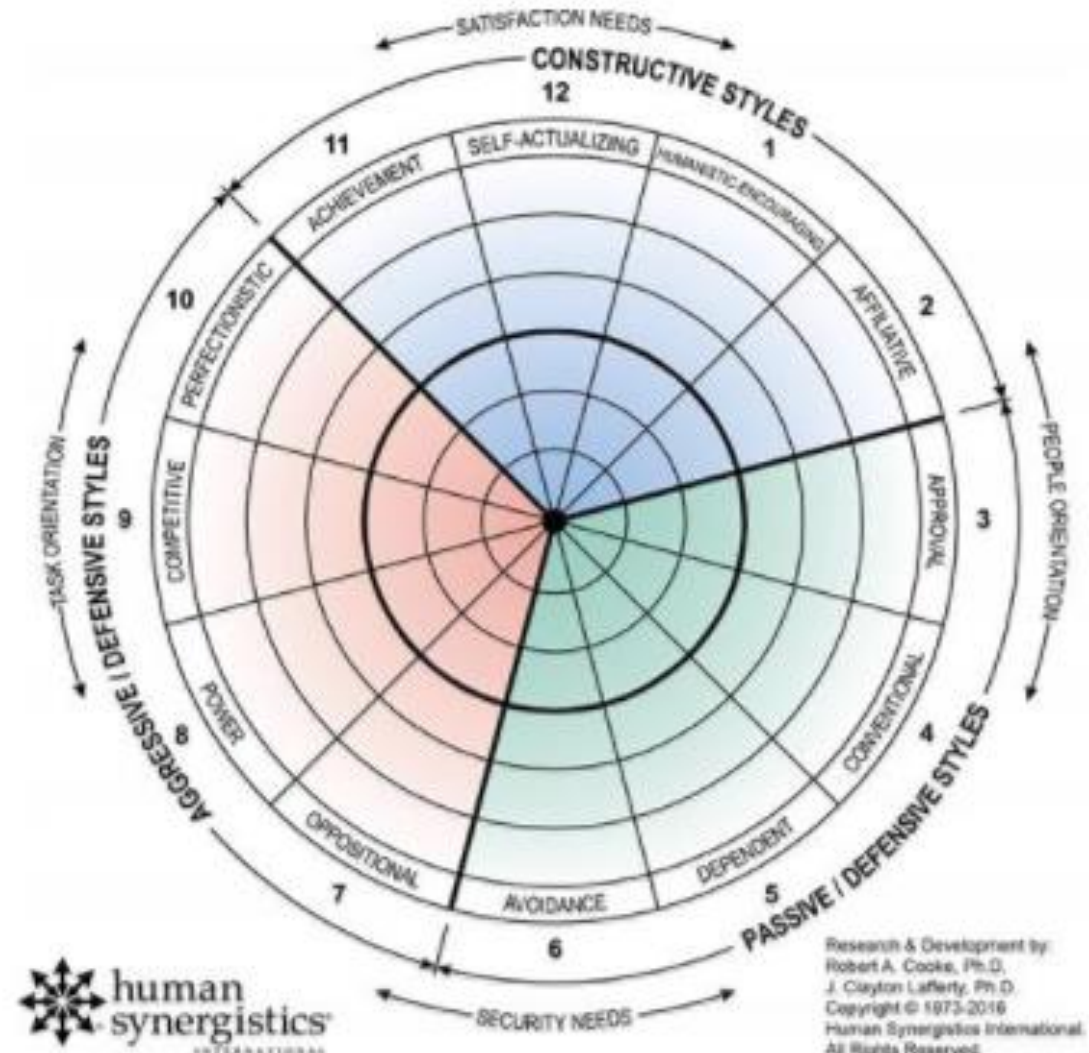
Individuals with these styles:

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

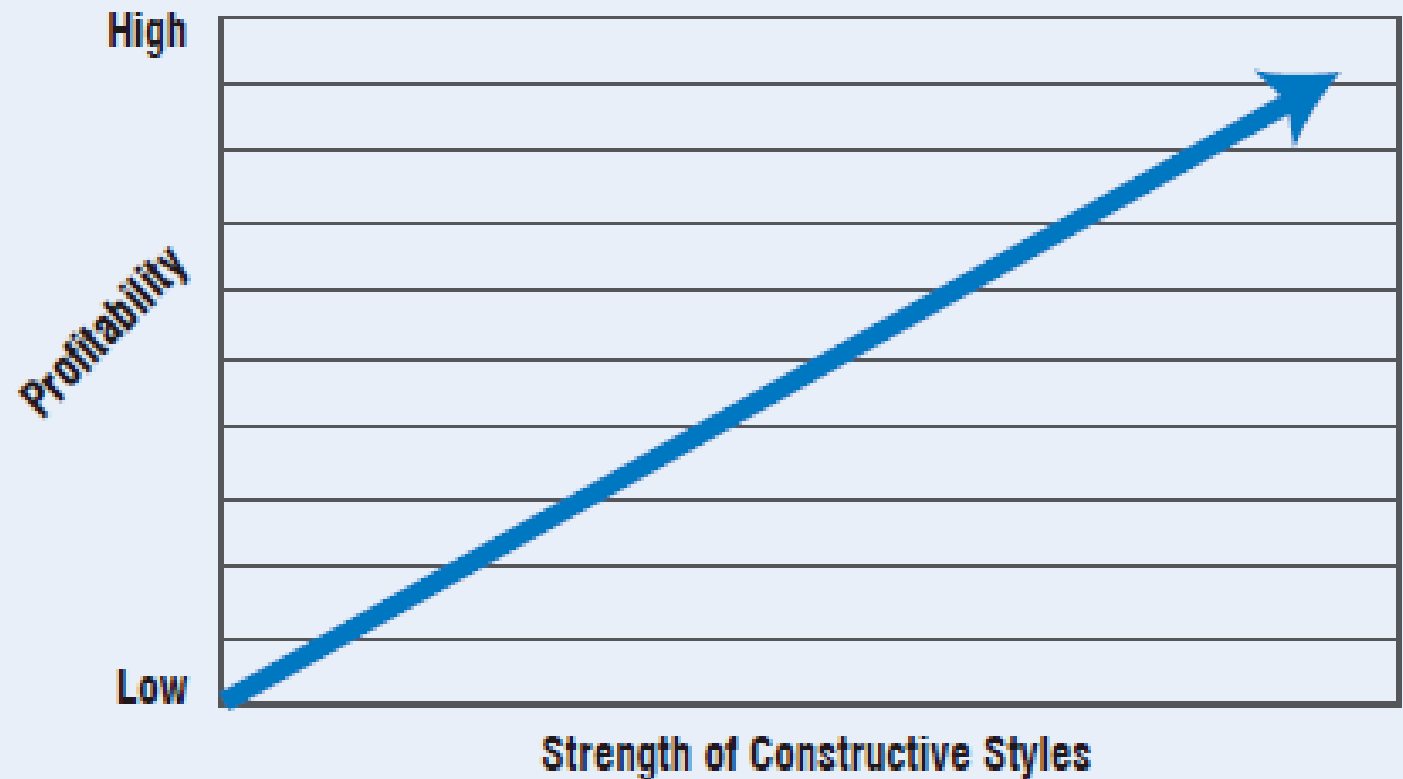
CULTURE AND FINANCIAL RETURNS

research study



Constructive culture styles are related to **profitability.**

Based on a study of companies across multiple industries



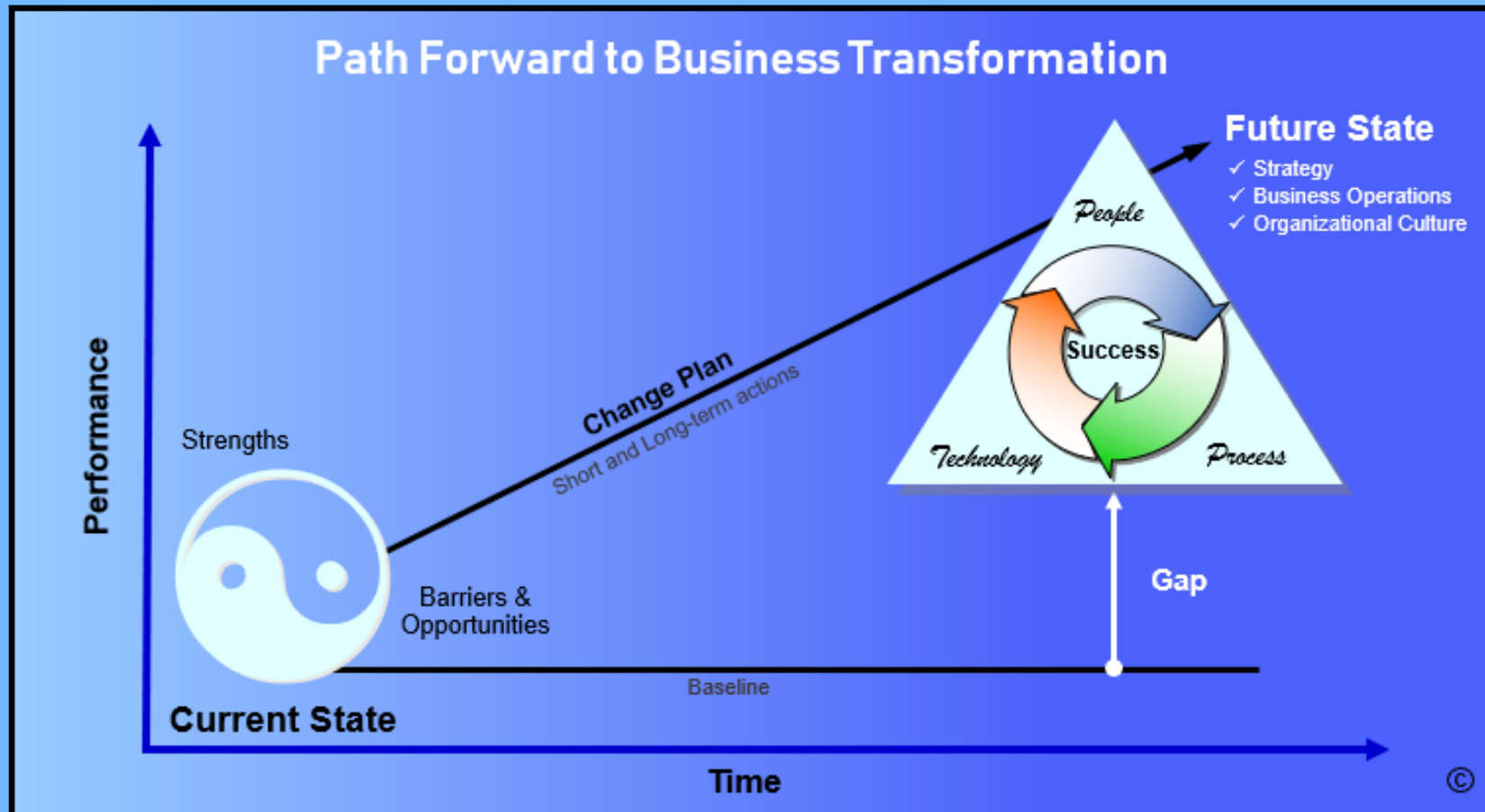
Preventing Workplace Harassment – Change Model



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

How do you “Fix Corporate Culture?”



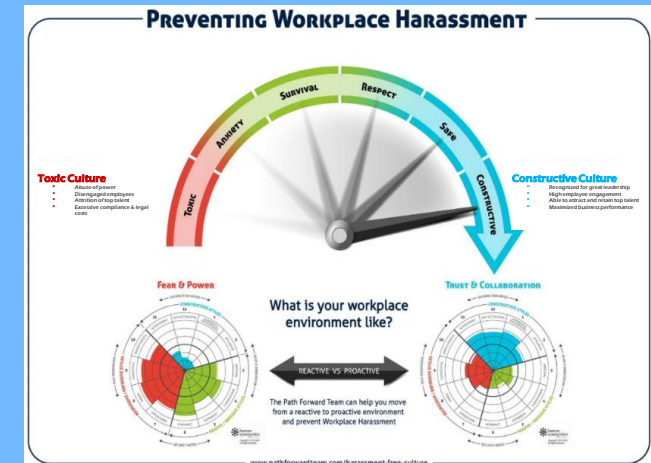
Call to Action



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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?



Wrap-up & Close

- 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.**