

WBI SERVICES
THAT PREVENT & CORRECT
WORKPLACE ABUSIVE CONDUCT

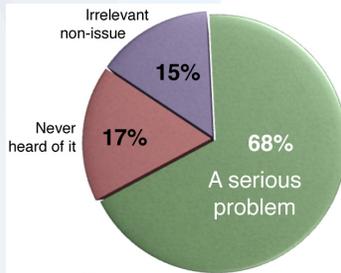


The North American Originators

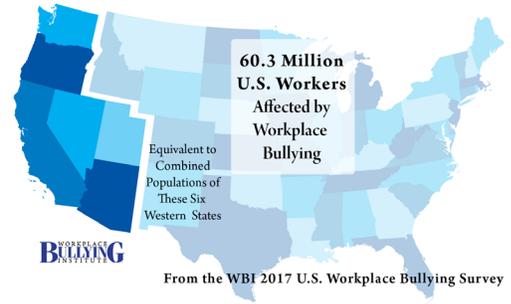
360.656.6630 | WBI | GaryNamie.com

AN UNDENIABLY SERIOUS EPIDEMIC

In the 2017 Workplace Bullying Institute (WBI) U.S. Workplace Bullying (national, scientific) Survey, 19% of adult Americans reported experiencing first-hand workplace bullying. Including witnesses, over 60 million Americans are affected by bullying!



In a poll of Business Leaders (Zogby 2013), 68% of executives considered “workplace bullying” a “serious problem.”



IT'S COSTLY

FOR EMPLOYERS



- Turnover: Loss of the best talent
A predictable, preventable routine loss of 6% of staff
- Absenteeism
- Presenteeism - Disengaged staff
- Employee Disloyalty - Distrust
- Liability when sexual or racial harassment is involved
- Litigation: Defense & settlement expenses
- Workers Comp & Disability claims
- Difficult Recruitment & Retention of skilled professionals



THE HUMAN COST

- Stress-Related Health Consequences
Cardiological / Gastrointestinal / Immunological
Neurological Changes & behavioral-performance changes
- Psychological Injury
Anxiety / Sleep Disorders / Depression / PTSD / Suicide

A PRECISE DEFINITION OF THE MISTREATMENT

Repeated, health-harming, productivity-preventing mistreatment of one employee by one or more others of any rank or gender: Abusive conduct that takes the form of

- ✓ *verbal abuse*, or
- ✓ behaviors that are *threatening, intimidating or humiliating*, or
- ✓ *sabotage of work, undermining performance*, or
- ✓ *exploitation* of a known vulnerability, or

some combination of the above.

Note: EEO violations & anti-discrimination policies do not apply in 80% of cases.

Workplace Bullying is also known as Psychological Violence, Negative Conduct, Psychological Harassment, Status-Blind Harassment, Mobbing, Emotional Abuse, & Non-Physical Workplace Violence, Abusive Conduct, Disrespect, Incivility

THE CHALLENGE FOR AMERICAN EMPLOYERS

TO CONDEMN OR TO CONDONE ABUSE AT WORK ?

An easy ethical choice. Declarations of unacceptability are necessary but not sufficient. Action is required. Doing nothing is not a neutral act. It supports harmful perpetrators.

Employers need to act AGAINST destructive abusive conduct. Employees want tangible commitment that creates a work environment free of abuse by anyone.

Don't wait for laws mandating action

Make The voluntary commitment to prevent & correct bullying as only employers can do

We will show you what you can do

You have many options

Do something!

THE AMERICAN PIONEERS

The Namies -- Dr. Ruth & Dr. Gary -- began consulting to businesses & government in 1985. In 1997 they founded the Workplace Bullying Institute to disseminate the science of bullying and to help individuals, introducing the topic to the U.S. WBI generates research, best known for its 3 national scientific surveys of U.S. bullying prevalence. They are credited as the **originators of the workplace bullying consulting specialization**. Dr. Gary Namie, social psychologist and WBI Director, is recognized as the foremost North American authority on workplace bullying and one of the most influential organizational psychologists alive today.

OUR COMPREHENSIVE LIST OF ACTIVITIES THAT PREVENT & CORRECT WORKPLACE BULLYING



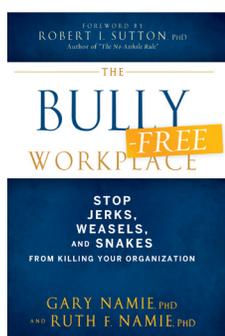
- Prevalence Assessment
- Guide for Internal Champions (Book)
- Masters Series for HR Professionals (DVD)
- Briefing for Leadership: Executives & Union Officers
- Create Policy & Procedures facilitated by Dr. Namie
- Create Policy & Procedures (DVD)
- Training for Investigators
- Respectful Conduct Clinic for offenders
- Restoral: Workplace Team Healing
- Training by Dr. Namie, on-site
- Off-site, public Workplace Bullying University®
- Training a Team (train-the-trainers & so much more)
- Systemic Integration & Monitoring

PREVALENCE ASSESSMENT



The true starting point. Metrics replace worst-case fears about how common bullying is within your organization. We collaboratively create a quantitative survey specific to your organization. Then, we post the survey at our third-party website. Anonymity is ensured. We analyze the data and generate the report with recommendations.

GUIDE FOR INTERNAL CHAMPIONS



The Bully-Free Workplace
Stop Jerks, Weasels and Snakes from Killing Your Organization
By Dr. Gary Namie & Dr. Ruth Namie
Foreword by Robert I. Sutton, PhD
(Wiley, 2011)

A roadmap for leaders of anti-bullying initiatives within organizations. Obstacles are described. Requirements for success outlined. From the couple whose perspective on the phenomenon is unrivaled.

MASTERS SERIES FOR HR PROFESSIONALS



3 hour, 3-Part webinar on DVD created especially for HR Professionals. Part 1: What You Need to Know about Workplace Bullying and Why It's Important; Part 2: Strategies for Creating a Culture of Respect; Bullies Are Not Welcome Here; Part 3: HR in the Crossfire: When Bullying Impacts HR Professionals

Teresa Daniel, JD, PhD, author of *Stop Workplace Bullying: Strategies for HR, Legal & Risk Management Professionals* (SHRM books, 2nd ed. 2016) and Dr. Gary Namie, WBI

BRIEFING FOR LEADERSHIP: EXECUTIVES & UNION OFFICERS

Executives in management and union officers often do not understand the organizational root causes of bullying and how their actions may inadvertently foster aggression. A primer can impart the knowledge. It is more important to gain their commitment to the initiative to stop bullying. Without support at the top, initiatives fail. Leaders must recognize as problematic, currently or in the future.

CREATE POLICY & PROCEDURES [ON-SITE FACILITATION]

An explicit, stand-alone Policy with precise definitions is the cornerstone of a non-violent, fear-free workplace. It is the “line in the sand,” the behavioral standard to which the alleged misconduct can be compared. Policies reflect the organization’s commitment. The client designates a Policy Writing Group with representatives from human resources, risk management, legal, unions, non-supervisory employees, and management. In real time, both a policy and set of enforcement procedures are created. The value of live policy generation is the clarification of the values involved thanks to the WBI proprietary process.

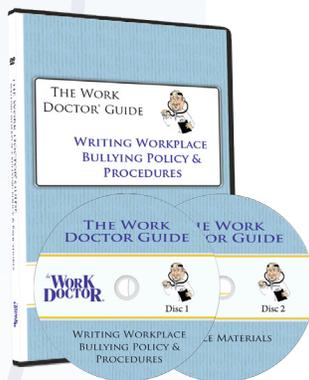


A policy does not guarantee the end of bullying. But bullying will **never** end without having a policy.

“Gary Namie is a wonderful facilitator! His ability to combine logic, humor and forward-thinking is unsurpassed.” - Zola F.

CREATE POLICY & PROCEDURES BY DVD

This DVD allows Dr. Namie to guide a Writing Group through the WBI proprietary process to create Policy & Procedures by themselves. Available in either Standard DVD or Bluray formats.



THE DVD FACILITATORS



GARY NAMIE, PHD

- Originator, Workplace Bullying Consulting & Professional Training
- Director, Workplace Bullying Institute

DAVID C. YAMADA, J. D.

- Professor of Law, Suffolk University
- Author, Healthy Workplace Bill



FOR THE MOST CREDIBLE FACT FINDING IN BULLYING CASES

Training for Investigators of Bullying Cases



Specialty training for professionals tasked with conducting investigations of bullying-related offenses. Dr. Namie brings relevant social science research about overcoming inherent biases to the difficult job of sorting fact from fiction in cases of alleged abusive conduct.

Includes a primer on the nuanced phenomenon of workplace bullying/abusive conduct. This is not an introductory course teaching basic investigation skills.

GOT A BULLY WHO DESERVES A CHANCE TO CHANGE?

RESPECTFUL CONDUCT CLINIC

WBI clinical and professional staff conduct an individualized 2-day session for a repeat offender. We come to you or you send the offender to us.

Adopting Alternatives to Abuse

We identify skill deficiencies and the myriad of barriers to adopting non-abusive practices. A personal development agenda is agreed upon. Contracting reduces the likelihood of future breaches. Forget expensive attempts to change a bully's personality. Our Clinic is more effective than "anger management."

HEAL THE WOUNDS, MAKING THE TEAM WHOLE AGAIN

Research shows that witnessing coworkers are affected nearly as strongly as the targeted individuals. Engagement, trust and loyalty have been lost. After the investigations are complete, offer to make adversely impacted individuals whole again. It's a matter of restorative justice and healing. Everyone is heard. Hurt feelings and lingering resentments are processed so that the work team can move on.

RESTORAL TEAM HEALING AFTER WORKPLACE BULLYING

The one-day Restoral activity ensures the quickest return to productivity and a sense of normalcy.

TRAINING BY DR. NAMIE

The most significant aspect of our mission at WBI for these past 20 years has been educating affected workers, the public, organizations, employers & unions. Dr. Gary Namie was an award-winning professor of management and psychology at several universities before co-founding WBI. He was also a Director of Organizational Development & Management Training for two corporations.

Education is what we do at WBI.

RECOGNIZING & REACTING TO WORKPLACE BULLYING



the **WORK
DOCTOR**®

*Movement founder
Recognized leader
Author, Researcher
Consultant
Media go-to expert*

Videotaping for
future use incurs
additional charge.

Audiences

- Staff
- Supervisors
- Managers & Executives

One on-site day includes up to 6 contact hours per day.

Content Customized for Client

- Distinguishing abusive conduct from discrimination
- Perpetrator profiles & who gets targeted
- Origins: Implicit & deliberate; Systemic & interpersonal
- Harm inflicted by perpetrators backed by scientific evidence
- Mistakes employers make
- What coworkers can do to mitigate it
- What supervisors & managers must do
- Leadership's commitment to eradication
- Comprehensive employer solution
- Pressure from public policy change

"What a gift of the years of knowledge and experience you gave us and wrapped in a fun envelope that made it easy to understand."

"Gary's style is absolutely electric! Words cannot express how overwhelmed I was with both the content and quality of his presentation."

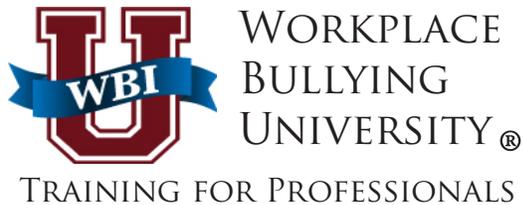
"Dr. Namie is a great speaker because he used humor. It was fast moving, didn't drag on and on..."

"I can't say enough about the level of expertise that Gary possesses. He is on top of the latest legal, organizational, and psychological information."

"Dr. Namie is brilliant and presents in a manner that holds the audience."

"Amazing, wonderful, empowering"

OFF-SITE TRAINING FOR REPRESENTATIVES



The only intensive, immersive 3-day, small group seminar exploring every aspect of workplace bullying. Created in 2008 for professionals in healthcare, management, law, counseling, coaching, training & the academe. Curriculum is evidence-based featuring over 450 research articles. This unique program is scheduled throughout the year in San Francisco. Participants return to their organizations with an extensive collection of digital material, all that is needed to launch an internal education initiative!

Details found at: workplacebullyinguniversity.com

TRAIN AN EXPERT PEERS TEAM TRAIN-THE-TRAINER & SO MUCH MORE ...

A Signature WBI Service

Policies kept in binders that are read only at policy enforcement time do not change the workplace climate. To make your anti-bullying initiative sustainable over time, to not fade quickly as the newest fad, we train an Expert Peers Team (EPT). The EPT is a group representing the various disciplines within your organization at all ranks. The EPT will become well grounded in the predictable aspects of bullying, workplace dynamics and the psychology of personalities. Additionally, EPT members will be experts on all aspects of the new policy and procedures.

The training requires a 3 day commitment. It is a customized version of the public WBI Workplace Bullying University® Training for Professionals.

Up to 30 EPT members can be trained in a single session with a more affordable training than sending the EPT to Workplace Bullying University®.

Upon completion, EPT members, depending on talent and preferences will serve the organization in the following roles that provide continuity like no other policy-training combination can:

- Educators, Trainers
- Primary Resource for Information (intra web site)
- Triage & Referrals for Emotionally Injured Colleagues
- Confidential Clarification for inquiring Callers
- Strategy Coaches
- Designated Post-Incident Interveners
- Facilitators of Informal Solutions/Conversations
- Peer Support as post-implementation needs emerge
- Ambassadors for the Initiative / Role models of respectful, abuse-free conduct



SYSTEMIC INTEGRATION & MONITORING

After the new behavioral expectations have been created, it's time to demonstrate the organization's intolerance of abusive conduct by anyone at any level.

EDUCATION BY EXPERT PEER TEAM MEMBERS

The most knowledgeable employees about bullying will be the most credible communicators about the details of the policy and procedures. Use EPT members to do the training. They can offer lunch-n-learn sessions or deliver short sessions on demand at times convenient for workers. Using Team members also reduces reliance on external consultants.

INTEGRATE WITH EXISTING SYSTEMS

PERFORMANCE APPRAISAL

Now that abusive conduct is unacceptable, hold individuals accountable and coach, then discipline, accordingly when standards are violated. Convey clearly the message that being "brilliant," but cruel, is no longer tolerated.

MANAGEMENT DEVELOPMENT

Train managers and supervisors in non-abusive practices. Review basic communications strategies. Include the spirit of the new policy and refer to it liberally.

RECRUITMENT, HIRING & RETENTION

Rethink hiring criteria. Identify predictors of hyperaggression in past hires. Expand reference checking to include ability to interact with others without engaging in destructive tactics.

MONITOR & REVISE

Measure the impact of the new initiative periodically after implementation. Poll employees to determine efficacy of, and satisfaction with, the policy and procedures. Gauge employee perceptions of psychological safety while on the job. Change what does not work; retain functional components. Learn from mistakes

DR. GARY NAMIE

Founder, Consultant, Author, Researcher, Speaker, Educator



Gary is a social psychologist (PhD, University of California, Santa Barbara) and widely regarded as North America's foremost authority on Workplace Bullying. He is credited with originating the workplace bullying consulting specialization.

He co-authored the popular books, *The Bully-Free Workplace* (Wiley, 2011) and *The Bully At Work* (Sourcebooks, 2009). His articles are published in the *Journal of Consulting Psychology*, *International Journal of Communication*, *Employee Rights and Employment Policy Journal*, *Ivey Business Journal*, *Journal of Employee Assistance*; and contributing chapters in academic books *Workplace bullying: Development in theory, research and practice* (2nd edition, Taylor & Francis, 2010) and *Workplace Bullying & Mobbing in the United States* (Praeger, 2018).

In 2017, 2014, 2010 & 2007, Dr. Namie wrote, and Zogby conducted, the scientific U.S. Workplace Bullying Surveys. These studies are the most frequently cited statistics in the world on the topic.

He has extensive experience as an instructor and professor in college departments of management and psychology including the University of Southern California, Scripps College, and other colleges. He won national American Psychological Association and UCSB campus teaching awards. He developed and taught the first university course on bullying at work.

His focus on Workplace Bullying began in 1997 when an abusive woman boss injured his wife, Dr. Ruth. He now directs the Workplace Bullying Institute, the first and only U.S. organization to combine help for individuals, public education, research, books, training for professionals (Workplace Bullying University® - research-driven curriculum for practitioners), consulting & legislative advocacy.

Gary serves as expert witness in bullying-related litigation court cases and arbitrations. He testified in the nation's first "bullying" trial and was the retained expert in the Miami Dolphins case.

The media regard Dr. Namie, after nearly 1,200 interviews, as the go-to expert. He has appeared numerous times on network TV -- CNBC, Today Show, Good Morning America, Early Show, Nightline, CNN -- and on local TV, in the national press *Business Week*, *New York Times*, *Washington Post*, *Los Angeles Times*, *San Francisco Chronicle*, *Chicago Tribune*, *Wall Street Journal*, *National Post*, *Toronto Star*, *Macleans*, and radio across the U.S. and CBC-Canada.



BENEFITS & FEATURES OF THE WBI APPROACH

<p><i>Leverage Abuse-Free Corporate Culture</i></p> <p>To retain and attract. Our program prevents flight of the most talented contributors because those are the individuals most frequently targeted for abuse. Your abuse-free culture can be leveraged to recruit the best talent in the profession.</p>	<p><i>High ROI</i></p> <p>Our full Blueprint program costs less than typical expenses to defend one employment practices lawsuit. Also by preventing unwanted turnover, you avoid replacement costs that are multiples of the salaries of skilled employees lost because of abusive conduct.</p>
<p><i>Science is Foundation for our Interventions</i></p> <p>Our interventions are based on findings from Neuroscience, Occupational Health, Management Science, Social Sciences and Epidemiology. Our services are welcomed by professional employees because we validate their lives in significant ways that enhance dignity and reciprocated respect.</p>	<p><i>Minimal Reliance on Consultants</i></p> <p>You will not be dependent on consultants after launch of our program. Our interventions feature self-governance. Once your internal Team of experts is trained, it provides continuity across leadership changes. And as the Team evolves, it will provide an ever-increasing menu of services to assist colleagues.</p>
<p><i>Restorative Corrections – Not Demonization</i></p> <p>After bullying incidents — typically months-long exposure — the primary emphasis should be on healing those who have been adversely affected. Bullying mitigation partly involves responding to complaints with timely and fair procedures. Perpetrators deserve a chance to prevent recurrence, to comply with the new operating rules in the organization, and a chance to adapt.</p>	<p><i>Boundary-Setting Rules, Not Personality Change</i></p> <p>Changing employee personalities is a waste of time and money. Our program creates clear organizational boundaries that constrain people tempted to bully, minimizing the likelihood that malicious conduct occurs. Our program also reverses the rewards, deliberate or inadvertent, for bullying. Prevalence drops when bullying becomes too bothersome.</p>

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University of Tennessee Healthcare Science Center



Fred Hutchinson Cancer Research Center

Veterans Administration Hospitals

New York State Psychological Association

Clarian Health Partners

University of California Davis Medical Center

Central Peninsula Hospital (Alaska)

Kaiser Permanente, Northern California Region

Centre for Addictions & Mental Health



General Electric Capital Services, U.S. & Europe

San Diego Gas & Electric/Sempra Utilities

International Truck and Engine Corporation

Epcor



United States Bureau of Reclamation/DOI

Office of Personnel Administration

Saint Lawrence Seaway Development Corporation/DOE

Western District of Washington, U.S. Courts/DOJ

United States Department of State

National Nuclear Security Administration/DOE

City of Tallahassee, Florida

Region of Niagara Municipality

RCMP, Criminal Labs Division



United States Military Academy, West Point

Metropolitan State University of Denver

Office of the President, University of California

Rutgers University Law School

Oregon Health & Science University

University of San Francisco

Oregon State University

Arizona State University

Kutztown University

Cal State University, Sacramento

Middle Tennessee State University

