



#Altraining

## MICROAGGRESSIONS AND WORKPLACE BULLYING


REDUCING HIERARCHICAL  
MICROAGGRESSIONS AND BULLYING IN  
THE WORKPLACE

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## LEARNING OUTCOME

**After participating in both sessions...**  
...you will be able to better identify and address  
microaggressions and bullying at your institution.





## LEARNING OUTCOME

### After participating in today's session...

...you will be able to identify strategies to confront and remove microaggressions and bullying actions from your unit.



## AGENDA SESSION 2

- Role-based and hierarchical microaggressions
- Defining workplace bullying and its various forms
- Reducing bullying and microaggressions
  - Address organizational microaggressions
  - Reduce interpersonal bullying
  - Reduce organizational bullying



## ■ RECAP

- Microaggressions have a negative impact on:
  - Individuals
  - Workplace climate
  - Your entire organization
- Cultural awareness is foundational for understanding:
  - Internal identity
  - External identity
  - Bias
- Implicit bias affects organizational culture through:
  - Employee interactions
  - Decision-making
  - Policy development
  - Career advancement

## ■ QUESTIONS FROM SESSION 1

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## ROLE-BASED AND HIERARCHICAL MICROAGGRESSIONS

 **ACADEMIC IMPRESSIONS** 7



## RESOURCE



**PsycARTICLES** :Citation and Abstract

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**ADD TO CART**

Hierarchical microaggressions in higher education.

\$11.95

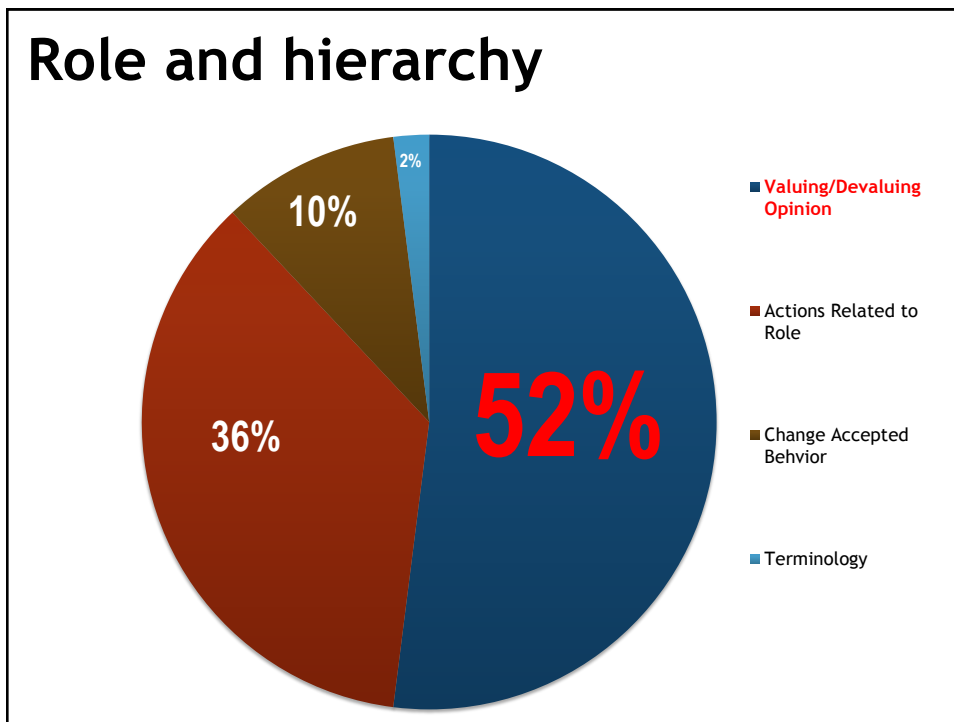
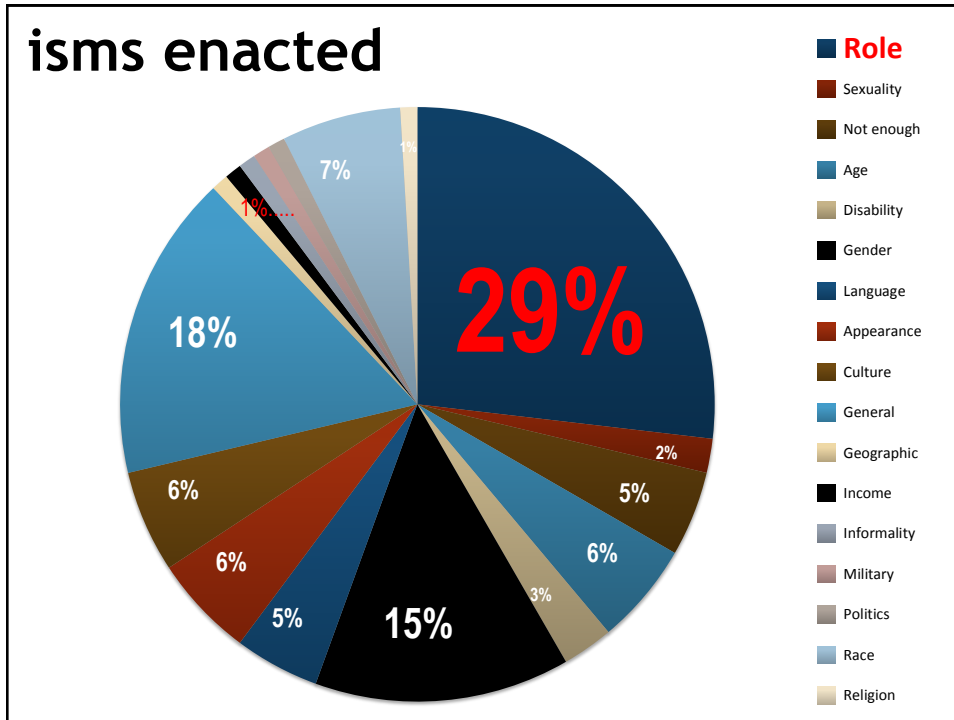
Young, Kathryn; Anderson, Myron; Stewart, Saran

Journal of Diversity in Higher Education, Vol 8(1), Mar 2015, 61-71.

 [Current issue feed](#)

Although there has been substantial research examining the effects of microaggressions in the public sphere, there has been little research that examines microaggressions in the workplace. This study explores the types of microaggressions that affect employees at universities. We coin the term "hierarchical microaggression" to represent the everyday slights found in higher education that communicate systemic valuing (or devaluing) of a person because of the institutional role held by that person in the

 **ACADEMIC IMPRESSIONS** 8





## RESOURCE

### More on hierarchical microaggressions



#### ■ VALUING OR DEVALUING OPINION

##### **DECISION-MAKER**

A supervisor makes decisions that would increase workload for staff and does not consult with the department staff prior to making the decision. Departmental staff feels they have no voice and are undervalued.



## **ACTIONS RELATED TO ROLE**

### **IGNORED IN THE HALLWAY**

Faculty greet each other in the hall. When the same faculty member walks by classified staff s/he ignores the staff completely. This happens daily to the staff. The staff have started to feel like they are invisible or not worth the faculty's time or interest.

## **CHANGING ACCEPTED BEHAVIOR**

### **SHOUTING OR JOKING**

A senior faculty member comes into the front office of a department and shouts at the front desk staff for forgetting to note down the change in meeting location. The front desk staff gently tells the senior faculty member that the chair of the department is the one who changed the meeting at the last minute; thus the staff had no role to play in noting down the change in venue. A few minutes later the same staffperson hears the senior faculty member joking about the change in venue with the chair, acting like the lack of notification was no big deal. The staff notices that the senior faculty member feels free to treat a subordinate without respect, but because of the different status of the chair, will not treat her in a similar manner.

## ■ TERMINOLOGY

A student who helps at the front desk in a university office hears weekly, “oh, you’re a work study.” She feels that it devalues the work she does and indicates to others her lack of finances, which embarrasses her. She would prefer to be called a part-time worker, which she is, and does not have to endure the connotation of being an under-skilled “charity case.”



## ■ YOUR WORKPLACE MICROAGGRESSIONS

- Actions related to role 62%
- Valuing Opinion 54%
- Changing Accepted Behavior 1%

\* Percentages are larger than 100% since some comments are double coded





## YOUR WORKPLACE MICROAGGRESSIONS

- **Actions related to role 62%**
- Valuing Opinion 54%
- Changing Accepted Behavior 1%
  
- Sometimes colleagues may greet male colleagues before female colleagues (or even ignore them altogether)
- As a younger professional I sometimes experience age-specific aggressions or doubt (about skill or aptitude or ability to manage)



## YOUR WORKPLACE MICROAGGRESSIONS

- Actions related to role 62%
- **Valuing Opinion 54%**
- Changing Accepted Behavior 1%
  
- Failure to listen to any reasonable suggestion regardless of experience in the area or field in question. The do you know who I am mentally. Narcissist
- I was once told I would go down in flames without my male supervisor



## YOUR WORKPLACE MICROAGGRESSIONS

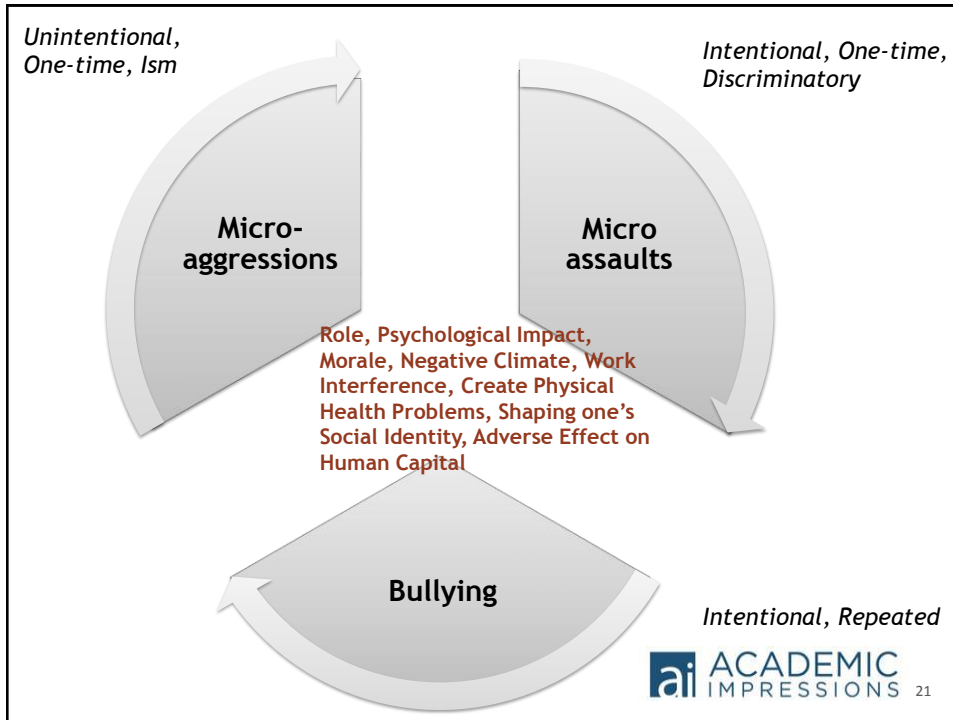
- Actions related to role 62%
  - Valuing Opinion 54%
  - **Changing Accepted Behavior 1%**
- Sometimes it feels like women are held to a higher standard of professionalism than male colleagues who can often be more casual in the workplace.



## CHAT

**Share one workplace microaggression.  
Also share:**

- the message it sent
- how you resolved it

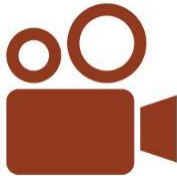


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**DEFINING WORKPLACE BULLYING + REMOVING BULLYING AND MICROAGGRESSIONS**

**ai** ACADEMIC IMPRESSIONS 22

# What is bullying?



## Workplace bullying

Unwanted repeated aggressive behavior,  
that involves a real or perceived power  
imbalance that manifests as:

- verbal abuse
- conduct which is threatening,  
humiliating, intimidating
- sabotage that interferes with work

...thus creating a hostile, offensive and  
toxic workplace.



A full bore systematic interpersonal  
campaign of destruction.

(Dr. Gary Namie, interview, 2009)



## DATA


- 35% (53 million people) of American workers are bullied
- 15% of workers witness bullying
- Bullying is 4 times more prevalent than illegal harassment (2007)
- Hispanics and African-Americans experience higher than the national average
- The majority (68%) of bullying is same-gender harassment

*(Workplace Bullying Institute)*





## BULLY CATEGORIES




 **ACTIVITY**

**Identify**  
**Explain**  
**Remove**

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 **ACTIVITY**

<b>Identify</b>	<b>Bullying Action</b>
<b>Explain</b>	<b>Bullying Action</b>
<b>Remove</b>	<b>Bullying Action</b>

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## EXAMPLE

- Identify: A supervisor constantly criticizes your work unnecessarily.
- Explain:
  - 1. The supervisor singles you out for this criticism.
  - 2. The criticism is for things that do not directly pertain to the project.
  - 3. It is constant.
- Remove: Bring to your supervisor's attention that this constant criticism hurts rather than helps your work.

## IDENTIFY- EXPLAIN- CATEGORIZE

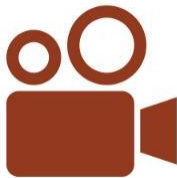






## CHAT

**Identify**  
**Explain**  
**Categorize**



**Mobbing**

Mobbing is “bullying on steroids,” a horrifying new trend whereby a bully enlists co-workers to collude in a relentless campaign of psychological terror against a hapless target.

Duffy, M. & Sperry, L. (2013). *Overcoming Mobbing: A Recovery Guide for Workplace Aggression and Bullying*. USA: Oxford University Press.



## Cyberbullying

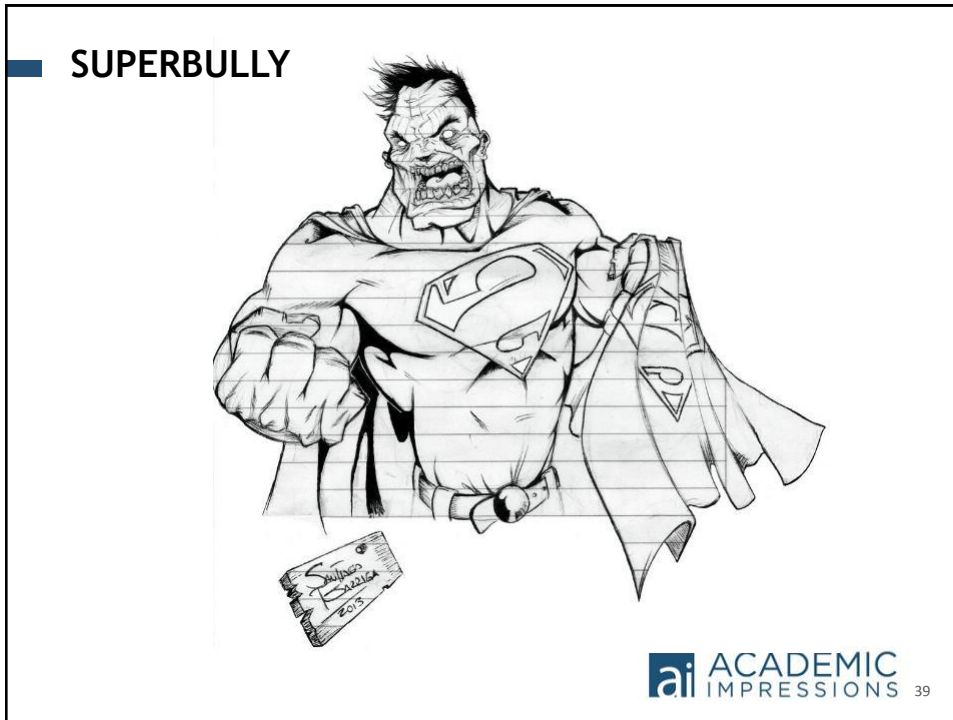


## CYBERBULLYING AT WORK



- Threats
- Jokes
- Shaming
- Spreading lies

## Control



**TOUGH  
BOSS**



"I will of course yield to whomever agrees with me."

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Challenges employees to think beyond their current capabilities - to go beyond what they thought they could do.

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**ACTIVITY**

**Tough Boss or Bully Boss**

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POLL

**Deflects responsibility**



POLL

**Singles people out and  
shows favoritism**



POLL

**Addresses poor  
performance immediately**



POLL

**Acknowledges own areas  
of growth**



POLL

**Blames others for own  
inadequacies**



POLL

**Takes all the credit**





POLL

**Dominates the workplace**



POLL

**Learns from mistakes**

## TOUGH BOSS

- Decisive
- Appreciation of short-, medium- and long-term needs, goals and strategy
- Accepts responsibility
- Shares credit
- Acknowledges failings
- Learns from experience and applies knowledge gained from experience
- Goal is to improve business, communication, language and interpersonal skills
- Fair and consistent
- Addresses poor performance immediately
- Leads by example

## BULLY BOSS

- Random, impulsive
- Rigidly short-term
- Abdicates responsibility
- Plagiarizes, takes all the credit
- Denies failings, always blames
- Has a learning blindness, cannot apply knowledge gained from experience
- Using knowledge gained to be devious, manipulative, and to better evade accountability
- Inconsistent, disrespectful, always critical, singles people out, shows favoritism
- Ignores poor performance
- Dominates, sets a poor example

## FIRM COLLEAGUE



ClipartOf.com/73735

Reminds colleagues to follow organizational policy and procedures to support the organizational mission or direction.

## FIRM COLLEAGUE

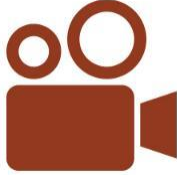
- Reports rule violations to supervisors
- Reports policy violations to leadership
- Reports criminal activity
- Provides constructive criticism in official capacities, i.e. 360 evaluation
- Not sharing information as directed by their supervisor or for confidentiality purposes
- Fair and consistent
- Communicates who should receive credit
- Shares information to improve work products

## BULLY COLLEAGUE

- Reports **false** rule violations to supervisors
- Reports **false** policy violations to leadership
- Makes **false** criminal activity accusations
- Provides false information about a colleague in un-official forums
- Withholds necessary information or purposely gives the wrong information
- Inconsistent, always critical, singles people out, shows favoritism
- Plagiarizes, takes all the credit
- Provides information and/or actions that sabotages work product

## REMOVE AND PROTECT





## How to remove microaggressions and bullying

### REMOVING MICROAGGRESSIONS

- Active listening
- Knowledge and resources
- Communication
- Diplomacy
- Advocacy
- Interact with people different than you
- Don't be defensive
- Be open to discussing your own biases
- Recognize your own biases
- Be an ally - stand against bias
- Agreement to say "ouch"

### REMOVING BULLYING

- Recognize it
- Do not engage in bullying antics
- It is not about you; it is about them
- Think through your options
- Take action
- Gather a record of negative actions
- Review employee handbook and look for violations
- Build a business case
- Evaluate
- Let go of the pain - make peace

# Organizational

## ■ REMOVAL OF ORGANIZATIONAL MICROAGGRESSIONS

- FMLA
- Hiring
- Promotion
- Annual Leave
- Tenure
- Evaluations
- Holidays
- Etc...

## ■ QUESTIONS TO ASK YOURSELF

- Is there a reasonable way I can accommodate the person's request?
- Is my decision in compliance with institutional policy?
- Is my decision fair and equitable?
- How can I best explain this decision to others who may ask about it?

## Anti-bullying policy

MSU Denver shall provide a secure work environment for all employees free from bullying, and will not tolerate any behavior in the workplace that constitutes bullying activity as defined in this policy...

Bullying conduct may be challenged even if the complaining party is not the intended target of the conduct.



## ■ BULLYING POLICY COMPONENTS

- Definition
- Mandatory cooperation
- Non-retaliation
- Confidentiality
- Training
- Policy review





## CHAT

**What does your organization do to reduce microaggressions and / or bullying?**



## TAKEAWAYS

- Hierarchical microaggressions are:
  - Prevalent
  - Institutional
- Workplace bullying:
  - Can escalate from microaggressions
  - Can be broken down into five types
  - Interpersonal and institutional
- Microaggressions and bullying actions can be reduced by:
  - Engage in interpersonal communication
  - Increase awareness and understanding
  - Develop anti-bullying policy





## QUESTIONS



## EVALUATION

# Thank you!

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