

NEWSLETTER OF THE IAWBH

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Editor: Annie Hogh

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Welcome to the September newsletter

Dear IAWBH Member

Welcome to this newsletter which is the first since our Cardiff conference. As such the newsletter looks back at the conference and also to the future. Many people contributed to the success of the 2010 conference and I hope you read this newsletter with pride on the output of all that work! The doctoral consortium was a terrific 'first' for us, so that the general conference started with an excited and energised tempo. To see so many people from so many parts of the world meeting and exchanging knowledge meant the IAWBH was established as meeting its key aims. Our Special Interest Groups (SIGs) met and took off terribly well. The interplay between academic-biased and practitioner-biased delegates was enormously engaging, in the sessions and our keynote speakers did an excellent job to get us to question our own assumptions and reach for a better future. Special thanks to the team from Glamorgan who made it happen - we look forward to Copenhagen in 2012.

Please keep up this momentum. Can you think of other people who would benefit from joining the IAWBH? Get them to join now! Please do contribute into your SIGs and donate ideas and précis of books/articles to the newsletter. Our community is vibrant and active - but only because you contribute ... thank you and keep on with the excellent work you do.

Charlotte Rayner, President

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The IAWBH General Assembly 2010

The general assembly was held at the conference in Cardiff on June 3rd 2010, from 18.00 to 18.45 hours BST

Present:

All elected and appointed officers excepting those submitting apologies.
Around 100 members.

Minutes: *Premilla D’Cruz, Board member*

Apologies:

Apologies were received from Michael Sheehan and Pam Lutgen-Sandvik

1. President’s Report

Charlotte Rayner, President, presented a brief report of the Association’s activities since the last biennial conference held in Montreal in June 2008. A printed detailed report had been circulated to members earlier.

2. Change of Name for the Association

Item 1a on the agenda was unanimously approved by members – the name for the association is now the International Association on Workplace Bullying and Harassment (IAWBH).

Actions

A1. New name of the Association to be adopted in all matters

3. New Aim to Include Practitioners

Item 1b on the agenda was discussed. The IAWBH Board proposed the aim of “To promote evidence-based practice” which was approved of by members (no-one against), after some discussion centering on the inclusion of terms such as “best practices” and “ethical practices”. It was suggested by some members that the Association should consider developing a code of ethics.

Actions

A2. Aims of IAWBH to be amended in the Constitution (IAWBH Board)

A3. Development of a code of ethics (IAWBH Board)

4. Report on Special Interest Groups (SIGs)

Premilla D’Cruz presented a brief report of Special Interest Group (SIG) activities since 2008. SIG convenors and co-convenors and Christoph Seydl were thanked for a successful contribution and members were urged to participate actively in SIGs.

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5. Report on Doctoral Workshop

Helge Hoel presented a brief report of the doctoral workshop held on 1st June 2010, prior to the 7th International Conference. It was agreed that this was very successful and that it should be run again in 2012. Helge indicated that a greater level of support was needed from other colleagues for the next event, and this was also agreed.

Actions

- A4. To undertake a doctoral day at the next conference (IAWBH Board)
- A5. To ensure adequate support for the organizer (IAWBH Board)

6. Governance Report

Charlotte Rayner spoke to this item which concerned Maarit Vartia and Jean McLeod undertaking a governance audit of the IAWBH for members to ensure the Association is operating properly. As we have not yet been trading for a year, no financial audit has been undertaken and hence it has not been possible to complete this task. Maarit spoke, having already reviewed much of the minutes of the Board, and she gave informal feedback that she was impressed by the amount of work that Board members had undertaken in the last two years. Maarit and Jean will report through the Newsletter on the Association (Governance Report) early in 2011 after the finances have been properly reviewed.

Actions

- A6. To provide full evidence for a Governance audit to be done (IAWBH Board)
- A7. To provide members with a Governance Report (Maarit Vartia and Jean McLeod)

7. 2012 IAWBH Biennial Conference

Helge Hoel informed members of the call, bidding and selection process for the 2012 conference. He announced it would be held in Copenhagen, organized by a consortium of University and government partners. Annie Hogh, who is part of the organizing team, made a brief presentation about the organizers and the venue.

8. Election Results

These were presented by Denise Salin and Guy Notelaers (the Election Committee). The new IAWBH Board comprises Charlotte Rayner (President), Annie Hogh, Helge Hoel, Premilla D'Cruz, Nils Mageroy [all these are academics], Adrienne Hubert and Gary Namie [both practitioners], with Staale Einarsen and Shayne Mathieson as reserve members and Denise Salin and Guy Notelaers as election officers. Charlotte Rayner thanked the old board and welcomed new board, while also urging members to consider standing for board positions in the next elections.

9. Any Other Business

Nils Mageroy read out a request by therapeutic practitioner members of the IAWBH which is as follows:

The Special Interest Group of Therapeutic Practitioners requests that the Board of the IAWBH considers submitting a position statement on behalf of the Association to the Amer-

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ican Psychiatric Association (APA) which proposes that bullying be included within Criterion A of the new Diagnostic and Statistical Manual (DSM) 5 which is used in diagnosing trauma

This request was put to members who approved that the IAWBH Board take the matter forward (no-one against).

Actions

A8. The Board to ensure IAWBH represents members' views to the APA (IAWBH Board)

Who are the board members of the IAWBH 2010-2012 and what are their roles?

President:

Charlotte Rayner is Professor of Human Resource Management at Portsmouth Business School and Director of the Centre for Organization Research and Development (CORD), UK.

Secretary:

Premilla D'Cruz is an Associate Professor of Organisational Behaviour at the Indian Institute of Management, Ahmedabad, India

Treasurer:

Nils Mageroy is a researcher within Occupational and Environmental Medicine at Uni Research and Project Leader at the Department of Occupational Medicine, Haukeland University Hospital in Bergen, Norway

Communications (Web and Newsletter):

Annie Hogh is an Associate Professor in Work and Organisational Psychology at the University of Copenhagen's Department of Psychology, Denmark.

Conferences:

Helge Hoel is a Senior Lecturer at The University of Manchester, Manchester Business School, UK

Events:

Gary Namie, Director, Workplace Bullying Institute (workplacebullying.org) & the Healthy Workplace Legislative Campaign (healthyworkplacebill.org) (USA) and President, Work Doctor, Inc organizational consulting firm

SIGs (Special Interest Groups):

Adrienne Hubert is a private consultant and has her own firm: Hubert Consult in Leiden, The Netherlands

Gary Namie

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Special Interest Groups (SIGs)

Within the Board of IAWBH we, Gary Namie and Adrienne Hubert, will apply ourselves to further the thematic overview of the field of bullying and harassment at work, by facilitating the Special Interest Groups (SIGs). At the moment the following Special Interest Groups exist:

- ❖ Quantitative Research Methods (convenor Guy Notelaers)
- ❖ Bystanders (convenor Roelie Mulder)
- ❖ Dynamics of power (convenor Cynthia Marcello)
- ❖ Emotions and personality (convenor Donna-Louise McGrath)
- ❖ Organisational influences (convenor Sabrina Deutsch Salaman; co-convenor Brian Cariss)
- ❖ Legal issues (convenor Rosemary Morgan)
- ❖ Risk management (convenor Carlo Caponecchia)
- ❖ Trade Unions (convenor Fergus Roseburgh; co-convenor Ernesto Noronha)
- ❖ Organisational practitioners (convenor Catherine Mattice)
- ❖ Therapeutic practitioners (convenor Nils Mageroy; co-convenor Evelyn Field)

We want to thank all the convenors and co-convenors of the Special Interest Groups for the work they already have done. We also would like to thank Premilla D'Cruz and Christoph Seydl (web-master) for the tremendous work they have done to establish these groups and to have them working the way they already do!

As Board members, we will support and stay in contact with the SIG-convenors and bring their ideas to the Board. One of their ideas has already been realized. It is now possible to get an automatic e-mail notification as soon as there appears an update at your favourite forum. The only thing you as a member have to do is to subscribe to your favourite forum (instructions will follow in a separate e-mail).

If you as a member have any suggestions for the Special Interest Groups or if you want to start a new group please contact us at:

[Board SIGs Coordinator@iawbh.org](mailto:Board_SIGs_Coordinator@iawbh.org)

Adrienne Hubert & Gary Namie
Board member IAWBH, responsible for the SIGs

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The 8th International Conference on Workplace Bullying and Harassment

At the general assembly it was decided that the next conference in 2012 will be held in Copenhagen, Denmark and hosted by The University of Copenhagen, Faculty of Social Sciences (picture), Department of Psychology.



The organising group, who has taken on the task of trying to organise an interesting conference and hopefully a conference in 2012 that many researchers and practitioners will participate in, is:

Scientific committee:

Annie Hogh, University of Copenhagen, Department of Psychology

Charlotte Bloch, University of Copenhagen, Department of Sociology

Aase Marie Hansen, National Research Centre for The Working Environment

Eva Gemzøe Mikkelsen, CRECEA

Roger Persson, National Research Centre for The Working Environment

Administrative etc.:

Inger-Lise Eriksen Jensen, Spekular

Katja Krasnik, University of Copenhagen

Peter Haugegaard Laugesen, University of Copenhagen

Birgitte Schmidt, University of Roskilde

Copenhagen

Copenhagen is usually wonderful in June and we welcome you at the University City Campus which is located in the centre of the city across from the Botanical Gardens, just a few minutes' walk from the pedestrian shopping areas of the city, the metro and the local train station.

We hope to see many of you and wish you a warm welcome at the conference in June 2012.

Annie Hogh

Board member IAWBH, responsible for communications

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From the: 7th International Conference on Workplace Bullying and Harassment, Cardiff, UK, June 2010

Successful first Doctoral conference

On 1 June, the day before the IAWBH Conference, a total of 30 PhD students from 14 countries from all corners of the world, representing Asia, North and South America, Australia/New Zealand, Africa and Europe, met at Glamorgan University's city campus to explore key issues in research into bullying and harassment. The students were welcomed by Dr Helge Hoel, the organiser of the event on behalf of IAWBH. In the first session of the day, Charlotte Rayner and Helge Hoel examined the bullying concept which produced considerable comment and debate among the participants. The students then split into two groups, each exploring key methodological issues, with Dr Morten Nielsen (University of Bergen) chairing a session on how to measure bullying from a quantitative perspective, whilst professor Ralph Fevre (University of Cardiff) took a closer look at qualitative data. After a lunch break with opportunity for socialising and networking, the participants were divided into groups dependent upon their actual research topic and chosen methodology, each group chaired by an experienced bullying researcher.

The participant evaluations suggested that the event had greatly fulfilled expectations and that the event should be repeated. In particular, all participants welcomed the opportunity to meet fellow PhD students, with many new research contacts established and friendships formed on the day. IAWBH would particularly like to thank Morten Nielsen and Ralph Fevre for their skilful contributions. In addition we would like to thank Stieg Berge Matthiesen and Maarit Vartia, who assisted members of the IAWBH Board in chairing the afternoon sessions. On the basis of the responses on the day we think that many of the participants will return to the next workshop to be held in Copenhagen in 2012. Preparations are already underway.

Helge Hoel

Board member IAWBH, responsible for Conferences and Events

Different disciplines, different perspectives, same goal!

By a conference delegate

How lucky I was for my paper to be scheduled in a law session. At first I was somewhat disappointed not to be in the session on my topic: bystanders. But guess what? I actually enjoyed the law presentations very much. It was good to step out of my own perspective of the bully problem and get a glimpse of the legal side of it. How the bullying and its consequences need to be described precisely and to be connected with standing law for a case to even have a chance of being taken to court. How the legal language and the legal perspective differ from that of social science and of practitioners.

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During the conference I was also lucky to get in contact with the practitioners' perspective. Two practitioners enlightened me on the damage one can inflict when doing research into bullying in an organization. How it can serve as an intervention which can go either way. And how one needs to be careful not to let that go the wrong way. The presentations on bully stories which I attended reminded me again of the grief and the hardship which goes with bullying. It is good to stay in contact with that perspective because as a quantitative researcher one might forget and be in contact with the computer only.

Finally, as a quantitative researcher, I was happy to learn from the findings of qualitative research. To meet with qualitative researchers and swap findings. To search for and enjoy overlap in our research. Yes, we are going somewhere !

So, I noticed how all disciplines have the same goal, stop bullying. And speaking for myself, but perhaps for others too, I learned how much we can learn from each other, from unexpected angles and from angles we shy from.

Hope to see you all in 2012

Roelie Mulder

Member of IAWH and convenor of the SIG for Bystanders

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Members' corner

Here members have an opportunity to include in the newsletter pieces of interest for members of the IAWBH. For instance abstracts from peer reviewed articles and books; information about journal special issues and conference calls.

If you have published an article you are welcome to write a short summary for the Newsletter or – if you can get permission from the journal - we can also include the abstract of the article.

On the website you can join the discussion forum for the Sigs. We encourage you to use these sites and please visit our website on www.iawbh.org/

Annie Hogh, editor

Research spotlight

Summary by Gary Namie

Protecting my interests: HRM and targets' coping with workplace bullying.

Bullied targets beware! This May 2010 article by IAWBH Board member Premilla D'Cruz debunks some myths about Human Resources positive role in ameliorating bullying.

The context for the study is that previous work has shown that organizations generally do nothing or deem the complainant a troublemaker when bullying is reported. This study explores human resource management's (HRM) influence on targets' coping.

I found two HRM typologies used in the study to be pragmatic and useful. The first is Hard and Soft HRM. The former approach exploits employees as inputs in the production process useful only for maximized economic gain. Soft HRM treats humans as assets requiring investment because skilled people add value to the organization. Using the rhetoric of "professionalism," HR masks hard HRM tactics to better control employees. Professional employees are encouraged to give work and loyalty a higher priority than personal needs ensuring compliance with org requirements, accepting discipline and termination as part of a rational process.

The second HRM dimension is Inclusivist vs. Exclusivist. Inclusivist strategies foster employee loyalty and engagement. The exclusivist approach is transactional in nature focusing on dismissal, layoffs, outsourcing and opposition to unionization.

The authors interviewed 59 telephone call centre workers in Mumbai and Bangalore, India whose work is characterized by high volume and service quality demands and the ever-present threat of punishment. Specifically, their methodology adopted hermeneutic phenomenology, the descriptions and interpretations of participants' work lives as they experienced them. Workers described

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the work environment as oppressive but that their employer cared about them. From the original group of interviewees, 10 bullied targets who were all new to the call center and not unionized were interviewed about their experiences. Transcriptions of the recorded interviews were analyzed for themes and revealing patterns of themes -- specifically how did HRM affect coping with bullying.

The intensive interviews yielded four themes akin to stages of the bullying experience: initial confusion (over the bully's selection of them as targets and the jarring juxtaposition of the espoused professionalism with the unprofessional mistreatment); trusting the employer grievance processes for redress (HR initially gives reassurances that a positive solution would result, HR delays are rationalized, eventually senior HR managers admonish complainants and hold them responsible for their fate, HR supports the bullies and the bullies retaliate using the complaint as rationale); moving inwards (emotional strain is devastating, social networks make targets feel loved and valued, others convince targets that alternatives exist, once the decision to move is made confidence and productivity return because of their strong work ethic); and exiting (though new post-bullying job meant leaving without notice or employer support, sense of regained control, lingering feelings of injustice over having to leave).

The authors conclude that HRM renders employees completely vulnerable because it operates as a one-sided managerial function that looks after only the organizations' interests leaving the bullied employee with nothing more than their own individual voice. In other words, the maxim that HR is not an advocate for the interests of bullied targets seems true.

Source: Premilla D'Cruz & Ernesto Noronha, (May, 2010). Protecting my interests: HRM and targets' coping with workplace bullying. *The Qualitative Report*, 15 (3), 507-534.

A book summary

Evelyn M. Field (2010) 'Bully Blocking at Work', Australian Academic Press.

Bullying at work activates a fundamental fear of being excluded and abandoned by your tribe, creating frightening feelings of anger, shame and humiliation. Yet most employees find it difficult to acknowledge when they are being bullied, when they become injured, when they witness others being bullied, when they are actually bullying or enabling others to bully! Few employers understand that bullying is toxic, threatening employee safety and well-being and that when workplaces condone bullying they become dysfunctional, negligent and unproductive!

Bully Blocking at Work contributes a new perspective by helping employees and employers prevent, reduce and manage the hazards associated with workplace bullying. It reveals for the first time the truly evil nature of workplace bullying, helping the reader to understand its toxic, destructive impact on all employees, whether they are targets, bullies or onlookers and provides advice for coping and confronting bullying, from both a personal and organisational perspective.

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The book moves away from adversarial games towards collaborative, restorative solutions. It focuses upon respecting employees, while developing their emotional and social resilience. It is aligned with reconciliation, social inclusion, improving performance and productivity! The goal is to acknowledge, validate and create safe workplaces. This involves empowering everyone, including employers, managers, targets, bullies, bystanders and the public- to use effective communication skills and collaborative power so everyone benefits.

Many years of research, education and intervention into schoolyard bullying have yet to significantly reduce such behaviours. Thus the core message is clear; employees cannot rely solely upon their employers to protect them. They need to investigate the many options available in *Bully Blocking at Work* to survive or manage workplace bullying.

Further information: efield@bullying.com.au, www.bullying.com.au

Personal Bio:

Evelyn Field is a practising psychologist with over 35 years of extensive clinical and personal experience in dealing with trauma. She has been helping workplace bullying victims for over a decade as well as training and writing about school and workplace bullying. She regularly presents at international conferences and workshops. Her previous books on school bullying, 'Bully Busting' and 'Bully Blocking' are both bestsellers, now published in five languages. Evelyn lives in Melbourne, Australia.