



Annie Høgh  
President of IAWBH

## From the President

Welcome to the September 2015 issue of the IAWBH Newsletter with news from the Board as well as from members.

This August the first Summer School of the IAWBH took place in Calgary, Canada. As you can read in the Newsletter it was quite a success and on behalf of the Board I would like to thank Pat Ferris and the other members of the organizing committee, Evelyn Field and Marie France Hirigoyen of the Therapeutic Practitioners SIG for taking on this huge task and make such a good job of it. Also thank you to Pat Ferris for the very comprehensive

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## **International Association on Workplace Bullying and Harassment**

summary of the presentations at the Summer School. Very interesting reading. Please also find a call for proposals for the next Summer School in 2017 in this Newsletter.

In 2016 we are going to elect new Board members and a new president. I have done the time the constitution allows for, so please consider standing for this post. For me it has been 4 very interesting and productive years. If you consider standing, please feel free to contact me for information on this role. You can read more about the posts available on the next page.

The deadline for abstracts for our next conference in Auckland NZ in April next year is coming up soon (Oct 30th). You can read more about the conference in the Newsletter and also about the pre-conference PhD seminar.

A new section has been included in this issue called 'The 3 most influential works'. The first to introduce this is Ståle Einarsen, Board member of the IAWBH.

We have included a summary / abstract from an article by Margaretha Strandmark and Gullbritt Rahm from their recent article on preventing and combatting workplace bullying. The Board has decided that we can include abstracts of publications in the Newsletter if you have permission from the Journal. Otherwise you can write a short summary of the article, if you want to present your work in more detail than the title.

Many new members have joined the IAWBH. I welcome you all and I hope that it will prove worthwhile for you to be members. Among other things you may find new knowledge and inspiration in our literature updates in the newsletter and the literature bank on our website.

Best wishes,

Annie Hogh  
President



## **IAWBH Elections 2016**

On behalf of the electoral committee we would like to inform you that the preparations for the 2016 IAWBH elections have now begun. Next year we will be electing:

- a president
- four Board members
- two reserve Board members
- two persons for the governance audit
- two electoral committee members

We kindly invite you to consider if you would be interested in standing for any of these positions.

This is an excellent chance to work for our Association and to support and influence the future of bullying research and practice. Please find more information for candidates and a form for candidates on the IAWBH web page <http://www.iawbh.org/elec> (please note that you need to log in).

If you are interested in standing for any of these positions, please send the information requested to Roelie Mulder (roeliemulder@kpnplanet.nl) no later than December 15th. You are warmly welcome to contact us earlier to express your interest or ask any questions. Elections will be held in January and the results announced in April. We hope there will be a high number of candidates!

On behalf of the electoral committee

Yours sincerely,  
Roelie Mulder and Eva Gemzøe Mikkelsen



## **IAWBH Summer School 2017 Call for Proposals**

The International Association of Workplace Bullying and Harassment aims to facilitate research and practice in the field of workplace bullying and harassment. This is reflected in our biennial conference that joins many academics and practitioners in their interest in this fascinating topic. Another avenue that has now been made possible by the growth of members, is to support initiatives that contribute to increased knowledge and better practices in the field.

In this respect, IAWBH offers its members the opportunity to apply for funding to organize a Summer School 2017: a small-scale research or practice-oriented meeting with the explicit aim to stimulate knowledge regarding important aspects in the workplace bullying and harassment field. The Summer School explicitly stands for 'growth' and is not profit-oriented. It will focus on a particular topic that stimulates more challenging research (for example, new statistical techniques or complex research designs), furthers good practices (for example, conflict management techniques or reintegration of victims) or both. It aims to stimulate contact between IAWBH members and bullying researchers/practitioners from all over the world, contributing to a broader network for individual researchers or practitioners. To this aim, IAWBH provides a sponsorship of (max) GBP 3000.

Are you interested in organizing such a Summer School? Please submit your proposal to the IAWBH Board (Summer-school@iawbh.org) before 28 February 2016. You may read the application guidelines at: <http://www.iawbh.org/Summer-School-Call-2017>



10<sup>th</sup> International Conference  
**WORKPLACE BULLYING**  
and Harassment 2016



19-22 April 2016  
Hilton Hotel, Auckland, New Zealand  
[bullying2016.com](http://bullying2016.com) @IAWBH2016

**Please join us for the 10th IAWBH Conference in the heart of one of the world's 'Top 10 Cities to visit' and gateway to Aotearoa, New Zealand – *Land of the Long White Cloud*.**

Auckland, the beautiful *City of Sails*, a whole region waiting to be explored. World-class shopping, restaurants, bars and galleries encircled by wine regions, mountains, stunning beaches, pristine rain-forest and the magnificent Hauraki Gulf.

### Call for Papers

Academic and practitioner knowledge of workplace bullying and harassment has greatly increased over the last twenty years.

With the damaging impact of these forms of workplace ill-treatment now well documented, how do we:

- Further advance our understandings of how to prevent and manage this toxic workplace problem?
- Promote, build and maintain workplaces that are healthy and sustainable for all?

The conference offers scholars and practitioners the opportunity to consider these questions and other important aspects related to workplace bullying and harassment, and workplace ill-treatment generally. The aim of the conference is to bring together the community of scholars and practitioners to share and learn advances in preventing and managing workplace bullying and harassment.

Abstract submissions of 350-500 words maximum are invited from academics and practitioners. These will be double-blind peer reviewed with accepted abstracts published in the conference proceedings. The conference programme will consist of oral presentations and poster sessions. The submission style guide can be viewed on the conference website [www.bullying2016.com](http://www.bullying2016.com).

**Submission Deadline:** 30 October 2015

**Notification of Acceptance:** 14 December 2015

**New: Call for Workshops – see website for details**

### Registration – early bird (NZD including GST)

IAWBH Member \$750

Non IAWBH Member \$1,000

Student \$550

Day Registrations \$375; Students \$200

### Conference Topics

Submissions are welcome on a range of topics relating to workplace bullying, harassment and other relevant forms of workplace ill-treatment. Suggested topics include but are not limited to:

- Identifying and measuring bullying and/or harassment
- Risk factors for bullying and/or harassment
- Work organisation and workplace ill-treatment
- Leadership and workplace ill-treatment
- Coping with workplace ill-treatment
- Prevention and intervention issues
- Individual, organisational and societal costs of bullying
- Employment relations, legislation and compensation
- Workplace bullying and discrimination
- Workplace bullying and psychophysiology
- Health effects and rehabilitation
- Methodological issues in workplace ill-treatment research
- Bystanders
- Cyberbullying
- The role of social actors



**PhD seminar on workplace bullying and harassment  
in Auckland NZ, on 19th April, 2016**

The Board of the IAWBH is proud to announce a PhD seminar to be held in connection with the 10th International Conference on Workplace Bullying and Harassment in Auckland, New Zealand, on the 19th. of April 2016, from 0900 to 1600. The seminar follows the tradition and success from earlier conferences in Cardiff (2010), Copenhagen (2012) and Milan (2014) and invites all PhD students in our field to join us for a day of lectures by well-known and experienced researchers in the field, discussions of important issues on the field, methodological in-put and the possibility to discuss ones own project with other PhD students and senior researchers in the field.

The seminar is sponsored by the Board and includes a light lunch. The seminar hours are 0900-1600. Participation at the seminar is free of charge for all PhD students who are attending the Auckland conference. The seminar takes place at the AUT University City Campus in Auckland.

The seminar will be hosted by Prof. Ståle Einarsen from the University of Bergen in Norway on behalf of the Board of the International Association on Workplace Bullying and Harassment.

To attend the seminar please send an e-mail with your registration and the working title of your PhD project to [stale.einarsen@psysp.uib.no](mailto:stale.einarsen@psysp.uib.no).

## Literature update

In the newsletter we publish titles of research publications that have recently been published. The complete list of publications can be found at our website: <http://www.iawbh.org>. The list focuses on international publications in English or providing an English abstract. By searching on Google [using for example the title and name of authors as your search terms] you will find the abstracts for most of the articles.



Elfi Baillien

Is there a publication missing from the list? We kindly ask our members to complete the list with new published work regarding workplace bullying and harassment. Your suggestions will be published in our next newsletter and on the webpage. Please send any new publications of yours that you wish to include to Elfi; e-mail: <[Elfi.Baillien@kuleuven.be](mailto:Elfi.Baillien@kuleuven.be)>

## Recent research publications

Conway, P.M., Clausen, T., Hansen, Å.M. & Hogh, A. (2015). Workplace bullying and sickness presenteeism: Cross-sectional and prospective associations in a 2-year follow-up study. *International Archives of Occupational and Environmental Health* (online / DOI 10.1007/s00420-015-1055-9)

Francioli L., Hogh A., Conway P. M., Costa G., Karasek R., Hansen Å. M. (2015). Do personal dispositions affect the relationship between psychosocial working conditions and workplace bullying? *Ethics & Behavior* (online)

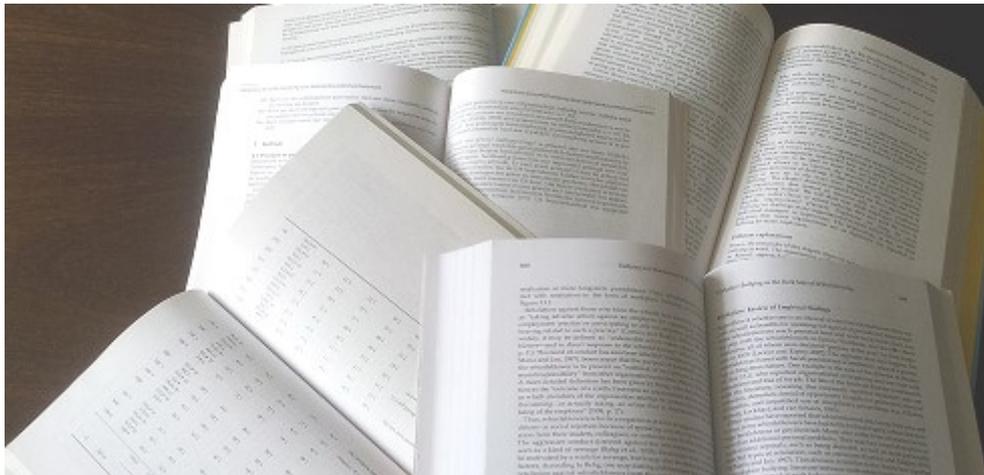
Harwood, S. (2015). Gendering Change: how to engage men with women in building gender equality in masculinist workplaces. In M. Flood & R. Howson (Eds). *Engaging Men in Building Gender Equality* (p 202-211). Cambridge Scholars Publishing.

Omari, M. & Paull, M. (2015). Public sector work intensification and negative behaviours. *Journal of Organizational Change Management*, 28(5).

Schindeler, Emily and Janet Ransley (2015) Normalising and Neutralising Offending - The Influence of Health and Safety Regulation. *Current Issues in Criminal Justice* 26(3): 305-316.

Schnohr CW, Keiding H, Grynderup MB, Hansen ÅM, Høgh A. (2015). How to improve your paper with a cost illness analysis: Providing an example on bullying among social care workers in the elder care. *Journal of Occupational and Environmental Medicine*, 57, 6, e64

Strandmark, M. and Rahm, G. (2014). Development, implementation and evaluation of a process to prevent and combat workplace bullying. *Scand J Public Health*, 42 (Suppl 15), 66-73.



## **Upcoming Events**

### **The 20<sup>th</sup> IAMB Conference**

21-23 October 2015

ISTANBUL, Turkey

<http://www.iamb.net>

### **18th International Conference on Occupational Health and Safety**

1-2 March 2016

Miami, USA

<https://www.waset.org/conference/2016/03/miami/ICOHS>

### **European Association of Occupational Health Psychology Conference**

11-13 April 2016

ATHENS, Greece

<http://www.eaohp.org/conference.html>

### **10th International Conference on Workplace Bullying and Harassment**

19-22 April 2016, Auckland, New Zealand

<http://www.bullying2016.com>

### **4<sup>th</sup> International Conference on Well-being at work**

29 May – 1 June 2016

Amsterdam, The Netherlands

<http://www.wellbeingatwork.nl>

### **2016 Annual Meeting of the Academy of Management**

5 – 9 August 2016

Anaheim, California – US

<http://aom.org/EventDetail.aspx?id=543>



Picture: Maria Chiara Gugiari

## **Impressions from The Therapist Special Interest Group Inaugural Summer School**

The Therapist Special Interest Group was granted funding from the IAWBH for the first Summer School. The school was held in Calgary, Canada with the sponsorship of Mount Royal University. Participants came from across Canada, the United States, Australia, Japan, England, France, and Norway and represented various professions including social work, psychology, psychiatry, medicine, researchers, and human resources.

The second day of the conference was opened to a general audience. One hundred Union representatives, Human Resources, and others attended this day and heard the keynote speakers and a panel discussion. We had fun too! We went to a horse ranch and had a dinner and learned leadership from working with horses. We also had a celebration dinner at the close of the school. This article provides an overview from Evelyn Field, a summary of key speaker points from Pat Ferris, and comments from a newcomer to our SIG, Linda Rae Crockett.



Participants of the IAWBH Summer School 2015

## **The IAWBH Summer School Evelyn Field, FAPS, Therapist SIG Convener**

This school marks the first time that therapists treating victims of workplace bullying had the opportunity and time to discuss in-depth, ethical, cultural, diagnostic and treatment issues. Thus the impact on understanding workplace bullying, its causes, organizational factors, individual factors, diagnostic considerations and treatment methodology will influence our treatment methods, therapist training, (which many of us provide internationally) and the information relayed to the public about workplace bullying, worldwide! It has clarified our thinking and will improve our professional practice.

Although practitioners require evidence-based research, this Summer School was also based upon extensive practice-based evidence and professional reflections of highly experienced practitioners. Many took on board Dr Marie France Hirigoyen's presentation, i.e. that in France the paramount legal issue are the injuries caused by bullying. They don't become enmeshed, manipulated and distracted by definitions of bullying, legal guidelines and reasonable management issues as we do in Australia and elsewhere.

I facilitated the final informal session of the school to bring forward issues and concerns. The concerns brought out further discussion about the personality of bullies, the moral perversion that exists in companies today who don't value employees, the narcissism that typifies many of

these workplaces, and the fact that adjustment disorder has been greatly misused. In other words, most mental health professionals can accept that a person can suffer a PTSD following a hold-up, even with a plastic gun, but not from bullying, despite recent social brain research demonstrating that bullying damages the brain, leading to severe physical and emotional injuries! Dr Hirigoyen proposed that the diagnosis should be reversed, i.e., does the organisation have difficulty adjusting to human beings and treating them with respect?



Evelyn Field

## **The IAWBH Summer School**

### **Pat Ferris, Ph.D., Therapist SIG Co-Convener, Summer School and Conference Organizer**



Pat Ferris

This Summer School marks the completion of a professional mission for our group. The goal of this school was to share wisdom and evidence of therapeutic interventions that are effective in treating the injury sustained through exposure to workplace bullying with practitioners who treat targets of workplace bullying. A second goal was to educate organizational representatives on the extent and severity of injury to targets and to provide insight to strategies and interventions that could prevent or reduce harm. This was achieved through the one day conference with keynote speaker Dr. Kipling Williams and the panel discussion with him, moderated by Dr. Pat Ferris that included Dr. Nils Magerøy, Dr. Marie France Hirigoyen, Dr. Janine D'Anniballe, Evelyn Field. Conference break-out sessions provided the opportunity to understand strategies in three areas: a) the general workplace delivered by Pat Ferris, Linda Rae Crockett, Marlene Hope and Michele Luit; b) civility in the Academy delivered by Loreleigh Keashly and Sherri Tanchak, and c) the neurobiology of trauma delivered by Janine D'Anniballe.

The first day of the Summer School focused on defining workplace bullying, as-

sessing and diagnosing injury sustained through workplace bullying and understanding cultural differences in the experience of being a target. Dr. Marie France Hirigoyen provided an overview of the French system of addressing workplace bullying. In France, allegations of workplace bullying are handled in the court system and heard by a judge. This system does not focus on meeting a definitional standard, rather focuses on the injury sustained. If a judge finds that harmful workplace behavior resulted in damage to a person the perpetrator could go to jail. Pat Ferris presented a draft model of injury development that included a review from the literature of antecedents, moderators, and mechanism of injury. Antecedents identified included low need for affiliation, preoccupied attachment style, strong reactions, loneliness, desirable characteristics, group prototypicality, and family history of ostracism, rejections, exclusion and abuse. Moderators included, hurt proneness, organizational support, self-esteem, belief in a just world, culture and personality. Mechanisms included activation of the social monitoring system, goal discrepancy detection systems, and stress activation systems.

*Pat Ferris and Marie France Hirigoyen presented formulations for diagnosis. Dr. Hirigoyen states that in her case formulation, she does not diagnose nor does she use the words 'workplace bullying.'*

This is left to the court system. She looks at symptoms which she states include high levels of doubt, shame and humiliation. Dr. Hirigoyen states that in her opinion, workplace bullying is most like domestic violence which presents with high degrees of depression, guilt, helplessness, powerless, betrayal, and sorrow. Victims doubt their experience, feel alone, feel they are exaggerating, can't understand why they were bullied, lose confidence, remain in denial, lose confidence, self-doubt, blame themselves, and feel like they can't fight back. Dr. Hirigoyen also states that she believes the world is becoming increasingly narcissistic resulting in more fragile people which sets the stage for increased bullying behaviors.

Both acknowledged that for workplace insurers a diagnosis was needed. Pat presented a typology of diagnostic consideration based on whether the client was seen in an acute phase (up to six months since bullying started) or chronic (greater than six months post bullying experiences) and symptom presentation of mild, moderate, or severe nature. Diagnostic suggestions ranged from Adjustment Disorder (DSM V) for milder presentation up to Major Depressive Episode and Anxiety Disorder for more severe presentation. PTSD is seen as an appropriate diagnosis if the target was actually physically threatened.

*Nils Magerøy* presented his and his colleagues work on the association between exposure to workplace bullying and the presentation of symptoms of Post-Traumatic Stress Disorder. The researchers completed a meta-analysis of 29 studies that examined symptoms of PTSD and exposure to workplace bullying. Nils reports that 59% of victims reported symptoms of PTSD above thresholds for case-

ness. A moderate to strong correlation of .42 (95% CI: .36-.48;  $p < .001$ ) was found between bullying and an overall symptom-score of PTSD. The research showed that: the association is stronger than correlations between bullying at work and other health outcomes, correlations between bullying and specific PTSD symptoms were in the same range and equally strong associations were found among children and adults. Despite this evidence, Nils and colleagues caution against the use of the diagnosis of PTSD because longitudinal research demonstrating a causal relationship has not been conducted yet.

*Miwako Wakui* presented on the Japanese experience. The Japanese refer to workplace bullying as 'Power Harassment' which includes behaviors such as: physical bullying, psychological bullying, separation of human relations, excessive demands, disregard demands and invasion of privacy. Miwako sees many cases in her practice and uses three primary approaches: a) client centered therapy, b) cognitive behavioral therapy, and c) sand play therapy. Miwako states that Japan still has a strongly-rooted sense of excluding 'different' people, and this often manifests as bullying. She states that victims often experience a feeling of something akin to being 'disconnected from society.' Her approach is to put priority firstly on the restoration of the victim's self-respect and the improvement of maladaptation, and work on supporting the victim.

*Marie France* also presented on her case formulation. Marie France sees the therapeutic process as a process of healing the wounded soul. She states that many do not know they were abused. She states that a deep knowledge of the different kinds of bullying is necessary for a therapist. You don't treat someone who had been very recently bullied by a colleague, and a person who had been ostracized by his hierarchy for a long time, in the same way. She states that it is important to name the abusive process and to identify that it was not normal. Her primary therapeutic technique is to be a warm human being, as well as to be able to adapt to each patient's needs. She does not use psychoanalysis because it's of its focus on underlying issues and its benevolent neutrality (which can seem like cold-

ness). She does use cognitive behavioral therapy techniques. Her first step is to use psycho-education and separation from the situation through sick leave. Suicidal intent is an important consideration. She states that the perverse procedures employed in this sort of aggression tend to paralyze the victim and lead to self-destruction. In a context in which the victim is reified, suicide can be a victim's message to the harasser, as well as an attempt to transfer the victim's feelings of guilt to the aggressor. She states that many deny the bullying and develop somatic symptoms.

The conference was held on the second day of the Summer School and featured a keynote address by Dr. Kipling Williams who studies ostracism.



Speech about ostracism by Dr. Kipling Williams

Ostracism is ubiquitous in human society and is shunning and cutting people out of contact with a group. Dr. Kipling's studies demonstrate how easy it is, under contrived and simple experiments with university students, to produce distress at being left out of games – both computer simulated and in-person. He presents the need to belong as a basic human need. When this need is violated, he believes humans are wired to experience distress and pain. He also states that ostracism can be adaptive and strengthen a group by correcting undesirable behavior and removing a deviate from the group. Dr. Williams discussed the stages of reaction to ostracism which include: reflexive (the experience of pain in response to the threat to belonging), reflective (appraisal and coping), and resignation (the experience of alienation, depression, helplessness and worthlessness). After exposure to ostracism individuals are more likely to conform and comply, work harder, hurt another person, and cheat. Ostracism reduces self-regulations, self-concept, and motivation and increases risk taking behavior and interferes with the ability to focus and pick up social clues. Ostracism activates pain regions in the brain, increases stress hormones, causes the heart to skip a beat, and makes people colder.

Dr. Williams gave examples of killers who had been ostracized and stated this as the reason that they murdered people. Dr. Williams recommended the following interventions with those who have experienced ostracism: increase coping skills, prevent rumination through distraction, mindfulness, safe relationship with animals, reminders of close relationships, comfort food and affirmations. Dr. Williams compared ostracism

to verbal bullying and found that ostracism was experienced as more aversive and had longer negative consequences. He concluded with discussing the power of one – one person who pays attention and engages in human contact can save a life.

*Dr. Janine D'Anniballe* is a psychological trauma expert. Her afternoon session taught participants about the neurobiology of trauma. She views trauma symptoms as adaptations. Dr. D'Anniballe discussed the hypothalamic-pituitary-adrenal axis noting that chemicals/hormones are released under threat: catecholamines (epinephrine and norepinephrine) – responsible for fight or flight; corticosteroids (glucocorticoids, cortisol) – control energy and body's immune functioning, opioids – prevent pain, inhibit memory consolidation, and oxytocin – inhibits memory consolidation, promotes good feelings. If trauma is severe or prolonged it will result in dysfunction in these systems. She notes that as a result of trauma, hippocampal and prefrontal cortex volume have been shown to be reduced. Thus memory is impaired in trauma victims. Healing strategies recommended are to focus on creating a safe therapeutic relationship, engaging the brain in new tasks to build new neural networks, patterned rhythmic activities for brain stem regulations, touch, relationship with animals, mindfulness and yoga, and exercise.

Day three focused on treatment approaches. *Christiane Kreitlow* presented a paper examining ethical considerations in being human. Christiane discussed that the very basis of humanity is to be treated with dignity and respect, to care for each other, to provide love, care, friendship, and acknowledgement. Humans need self-worth and identity. The more these fundamental human needs are violated the greater the injury. Christiane believes that humiliation is one of the worst things you can do to another person. Bullying implies that you have no right. Christiane believes workplace bullying is an issue of human rights where the target needs human rights. In failing to address workplace bullying society ignores ethics of human rights.

*Evelyn M Field* presented a draft case formulation format and asked for feedback to develop this into a broad overview for therapists working with bullied employees. Although treating the short-term targets of bullying has its own challenges, she was mainly concerned with the case formulation for severely injured victims, those who have been unable to work for three months or longer. A therapist can become lost in an seemingly never ending cycle of incomplete narrative, constant ruminations, symptoms, medico-legal actions, inequities of justice, personal and professional losses and most of all the overwhelming simple though perceived overwhelming stresses of the previous week(s) and those they anticipate in the next few weeks. This can be developed with the client, use for review to indicate improvement or not. The Case Formulation includes Assessment, Diagnosis and Symptoms, Summary of Relevant Factors, Intervention Planning,

(including therapy description) Improvement or not and the reasons. She believes that utilizing a six month review, comprising Diagnosis, Connecting symptoms to workplace events, Improvement or not and the reasons, and Proposed interventions would be useful for insurers, courts and empower the client to monitor their own progress.

*Evelyn M Field* then presented a draft paper on the Treatment of long term-bullied clients. Bullying can cause a primary injury but when hostile workplaces, medico-legal avenues are involved, then it can develop into a secondary injury, far more injurious than the actual bullying. The bullying behaviors are affected by the target's perception and beliefs about their workplace, which convert into further injury. The evidence indicates that bullying causes a social injury, affecting the social brain. Therapy should be based upon the core principles of the IAWBH, and appears to take two directions, restoration or reconstruction. The core form of treatment is bottom up, based upon neuro-psychotherapy principles and treating relational trauma. It is the quality of the therapist-client relationship that forms the basis of safety, trust, authenticity, understanding and healing. Many therapies such as CBT, Mindfulness, Ruminative CBT, Narrative therapy, Wisdom therapy may be useful as adjuncts later on.

*Pat Ferris* presented her case formulation strategies and discussed rumination in targets of workplace bullying. Pat's model of therapy includes several stages: a) Connect: establish empathy and safety, provide education, share and hear stories;

b) Stabilize: create safety, strategies to calm the mind and body such as mindfulness, journaling, hypnosis, art, and journaling; c) Repair: use of therapies such as Acceptance and Commitment Therapy (ACT), Wisdom Therapy, Rumination Focused Cognitive Behavior Therapy (RBCBT), d) Growth: exploring the new self, developing insight, defining self as resilient, and e) Maintenance: check-ups and tune-ups. Pat shared her inventories that she uses such as the Workplace Behavior Inventory (Keashly and Neuman) and the Brief Symptom Checklist. Pat shared a study she conducted of rumination in targets of workplace bullying that showed there is a high level of ruminations in targets. She discussed the difficulty in treating severe cases and reviewed RBCBT but noted in severe cases this was not effective.

*Nils Magerøy* shared data and experience from his Jobbfast Clinic in Norway. The clinic follows Schwickerath, Zapf, and Einarsen (2011) treatment approach of create distance, understanding, decision-making, and action. Acceptance to the clinic is done through an assessment process. Patients must have been exposed to a conflict or workplace bullying situation that resulted in reduced health. Patients attend the clinic for three days and have their own private room to which the treatment specialists come. This is seen as important as it gives the patient respect and control. A significant process in treatment is the repeated telling of patients' stories. The patient tells his/her story to multiple treatment specialists and undergoes a mini psychiatric assessment. Occupational and medical histories are taken and full blood work is conducted. Educational sessions are conducted

and an interdisciplinary meeting with the team and patient is provided. Follow-up is by telephone. To date, the clinic has treated 81 patients. Results show improvement in depression and successful return to work. Patients reported feeling validated and helped. The only concern that did not show improvement was muscular skeletal problems.

Day four of the school focused on personality disorders and their response to workplace bullying. Dr. Marie France Hirigoyen presented on Paranoid Personality Disorders. Those with PPD show a distorted pattern of thinking believing that people intend to harm, take advantage of or humiliate them in some way. Marie France argues that some suspicion and mistrust is normal in general and when workplace bullying is present, such thinking may in fact be realistic. Further Marie France believes that people are becoming increasingly sensitive. When external aggression touches such a person, decompensation can result.

*Sarah Sultan*, a psychiatrist and *Lori Singer*, psychologist presented on Borderline Personality Disorder and Autism Spectrum Disorders. Borderline Personality Disorders have a pattern of unstable relationships and difficulty setting boundaries. Lori and Sarah believe they are often the targets of workplace bullying because they incite anger in social relationships through their poor relationship skills and disrespect of boundaries. They advise therapists to be authentic with this type of client, show clients their advances in therapy, use narrative therapy, CBT, psychotherapy, and be prepared for transference, countertransference issues.

**Members' corner**

However, be mindful that BPD clients need the therapeutic connection, rather than just techniques.

Ordinary therapies are not sufficient, they need to know they are in touch and connected. Autism and Aspergers start early in life. Because they can present as 'odd' and have communication difficulties

they can be experienced as a bully and they can be targeted. Aspergers clients have a strong ethical nature and believe in justice. Workplace bullying can deeply wound this client.



Summer School Celebration Dinner

## **IAWBH Summer School**

Members' corner

### **Linda Rae Crockett, MSW, RSW Newcomer Perspective**

In speaking for many new members of the IAWBH attending the Inaugural Summer School for Therapists, we are very grateful for the plethora of valuable information on topics we now have to develop more appropriate therapy and support those affected by bullying. Presentations were informative and provided relevant research and expert insight into the phenomena of ostracism, the neurobiology of trauma, and the operation of a specialized clinical treatment facility. During the conference and Summer School, valuable information was shared by world renowned experts in the area of diagnosis and treatment of the psychological injuries resulting from workplace bullying.

The Summer School most definitely met it's objective of providing the theoretical education and clinical evidence to assist therapists in meeting the challenges of treating those affected by this complex issue." In addition this opportunity created new friendships and connections amongst all participants. The atmosphere of togetherness in addressing workplace bullying on an individual therapeutic level as well as a world-wide level was invaluable. This experience has created change for all of us. Many of us will attend the IAWBH Conference in 2016. We are hoping a second Summer School to follow in 2017. We wish to offer Pat Ferris a deeply sincere thank you for making this first experience life changing.

#### **Conclusions**

There was broad consensus amongst participants in this summer on several points as follows:

- Workplace bullying is a serious workplace injury that wounds the human soul
- It is one of the most painful and traumatizing experiences a human can have
- If treated early standard therapies and safety are effective
- If treated long after onset treatment is very difficult
- The core of treatment is first a safe human and warm therapeutic relationship. Client centred therapy is the beginning
- Education that bullying behaviour is not normal is important
- A therapist must be adaptable and bring a range of skills to treatment
- Third wave CBT treatments such as ACT, wisdom therapy and rumination focused CBT hold promise however, it is the relationship that is most healing



Summer School Horse evening

## **Development, implementation and evaluation of a process to prevent and combat workplace bullying**

**MARGARETHA STRANDMARK & GULLBRITT RAHM**

**Karlstad University, Karlstad, Sweden**

### ABSTRACT

**Aim:** Our objective was to develop and implement an intervention program in collaboration with workplace personnel, to evaluate the process as a vehicle to prevent and combat bullying. **Methods:** The project emanates from a community-based participatory approach. We obtained data from individual and focus group interviews. We used grounded, theory methodology, and made a comparative analysis before and after the intervention. **Results:** Focus group interviews at the three first meetings indicated that those best positioned to prevent and combat bullying were the immediate supervisors, in collaboration with co-workers and the upper management. The goal of zero tolerance toward bullying can be achieved if all concerned work together, using a humanistic value system, an open workplace atmosphere, group collaboration, and conflict resolution. We developed an intervention, including lecturers and reflection groups, which ultimately resulted in an action plan. Focus group interviews at the fourth meetings, after the implementation, showed that employees were then more aware of bullying problems; the atmosphere at the workplace improved; the collaboration between and within the group was stronger; and the supervisor worked continuously to prevent and combat bullying, using the humanistic values suggested. We propose additional systematic work to implement our action plan and a conflict resolution system. **Conclusions:** The anti-bullying program implementation in the workplace achieved some success, but the intervention process is ongoing.

**Key Words:** Awareness, bullying, collaboration, conflict management, humanistic values, intervention, setting, workplace bullying, workplace roles

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## The use of workplace mediation to tackle workplace bullying Qualitative research project Research participants required for telephone interviews

Prepared by Neill Thompson

I am currently running a study examining the experiences of workplace mediation and how it is used in instances of claimed bullying and generally. This study is examining the experiences of mediators who deliver services to disputing parties. Participation will involve taking part in a telephone interview where we will talk about your experiences. This will be scheduled at a convenient time and will last between 30 minutes to an hour.



Neill Thompson

If you are a mediator, and would be willing to participate in a telephone interview, please get in touch for more information. Contact Neill Thompson, Senior Lecturer at Northumbria University – [neill.thompson@northumbria.ac.uk](mailto:neill.thompson@northumbria.ac.uk) and I can supply you with further details about participating.

This study has received ethical approval from Northumbria University, Faculty of Health and Life Sciences. I will share the results of this study in the IAWBH newsletter.



## **The Annual Tim Field Memorial Lecture - 2015**

This year's Annual Tim Field Memorial Lecture will be held on Saturday, 7th November 2015, at Aston University, Birmingham, England, B4 7ET, in the Sumpner Lecture Theatre, commencing at 1.15pm.

The Lecture on Surviving Bullying at Work will be given by Dr Keith Munday. It will draw on the findings of recently undertaken research which explores the experiences of those who have been bullied by their co-workers. Some of the factors which facilitate post-traumatic growth will also be considered. Attendance is free.

To register, please contact:

Email - [annualtimfieldmemoriallecture@gmail.com](mailto:annualtimfieldmemoriallecture@gmail.com)

Mobile - 07815308180 (UK)

**Prepared by: Keith Munday**

## The 3 most influential works

*In this column members of IAWBH may present the three works that influenced them the most. After presenting these works the member may pick up another member from the membership list (they don't know too well and who is working in another field of bullying) for the 'The 3 most influential works column' in the next newsletter. Ståle Einarsen was asked by the editor to start this column.*



Ståle Einarsen

### Introduction

My name is Ståle Einarsen. I am Professor of Work and Organizational Psychology at the University of Bergen, Norway, where I over the last 10 years have acted as head of the Bergen Bullying Research Group, one of two research groups on bullying at the University of Bergen. While my group works on workplace bullying, a group on school bullying is headed by Professor Dan Olweus. I have been conducting research on workplace bullying for 25 years and more recently also on destructive leadership. In addition I work with companies to train their investigators and to set up policies for the prevention and management of workplace bullying.

For anyone doing research on workplace bullying, as with any other social phenomena, I believe that it is important to read and know the work of the pioners in the field. In my own work five researchers have been highly important from the outset; Carroll M. Brodsky (US), Dan Olweus (Norway); Kaj Bjørqvist (Finland), Svein M. Kile (Norway) and Heinz Leymann (Sweden). These were the researchers who were among the first to label, define and describe the problem of bullying and harassment; Olweus among children in schools and the others with a focus on adults and the workplace, Bjørqvist doing research in both domains. Without their works, my first research and work in this field would have been much more difficult. The term "bullying" or mobbing in Scandinavia, we took from the work of Olweus and adopted it to adults in the workplace (e.g. see Skogstad & Einarsen, 1996). I would urge all in this field to familiarize themselves with the work of these pioneers.

The specific works published in English that over these 25 years have influenced me are many, but in particular I would like to point to the following:

**Work 1: Carroll M. Brodsky (1976). The Harassed Worker. Lexington, MA: Lexington Books: D.C. Heath and Company.**

This is probably the first ever text that describe and define the phenomena of adult bullying and harassment. It is based on some 1000 cases of harassment and written by an American psychiatrist based on his own work with patients. The book seems to have been totally neglected from its publication until we found it in the library of the Norwegian School of Economics in 1989.

It was rarely cited before then, but since the mid 1990ies it has received more than 600 citations according to Google Scholar. It is a fine description and analysis of different kinds of workplace harassment and provides a deep insight into the very nature of the problem and the experiences of targets. A definite must-read for new researchers in the field.

**Work 2: Felson, R.B & Tedeschi, J.T. (1993). Aggression and Violence. Social Interactionist Perspectives.**

This is a book describing a particular perspective on aggression in general - the social interactionist perspective. I found it very useful when we first started to analyse the issue of workplace bullying and it was a particular inspiration when I wrote one of my own most cited papers "The nature and causes of bullying at work" published in the Journal of Manpower in 1999. It was from this book that I adopted the concepts "Dispute-related bullying" and "Predatory-bullying". I also later used this social interactionist perspective in some articles with Lars Glasø on the issue of emotions in leader-subordinate relationships published between 2006 and 2010.

**Work 3: Olweus, D. (1993). Bullying at School. What we know and what we can do. Oxford: Blackwell Publishers.**

When we first started to do research on workplace bullying in the early 1990's, we were highly inspired by the work of Professor Olweus in the field of school bullying, not the least being his definition of bullying and how he measured exposure to bullying (see also Einarsen & Skogstad, 1996). A range of Professor Olweus' ground-breaking articles and book chapters on bullying in schools have acted as a source of knowledge and inspiration to us, as described, summarized and reviewed in his easy to read book. This book is cited more than 5,000 times, according to Google Scholar. The book has subsequently been revised and updated, with the last revision in 2013.

**Next newsletter**

I would like to ask Professor Katherine Lippel from the University of Ottawa, Professor of Law and an important contributor to the field of workplace bullying over many years, to write the next column: 'The 3 most influential works'.



Hildur Jakobina

## Who is....?

*In this column members of IAWBH may present themselves in a snowballing manner. After answering some questions about themselves, their work and developments in their country, the presented member may pick up another member from the membership list (they don't know yet) for the 'Who is...?' column in the next newsletter.*

*Suseth Goosen from South Africa who presented herself in the last newsletter chose **Hildur Jakobína Gísladóttir** from Iceland as the member to be interviewed in this newsletter.*

### **Tell us something about yourself**

I live with my family in the suburb of Reykjavík, Iceland, in a town called Garðabær. I studied Psychology in Utrecht University, where I lived for 5 years and later at the University of Iceland. I finished an MBA degree from Reykjavík University in 2007. I also studied Executive Coaching from RU. In my spare time I spend time with family and friends but I have to admit that I also study the internet for articles about my area of interest/work. It may be more like a passion though; work psychology, management and workplace bullying.

### **How did you become interested in workplace bullying?**

I have always been interested in workplace psychology. Iceland is a small country with 350.000 inhabitants so word travels fast around here. In my work in Social Services I worked on violence cases of all sorts ranging from domestic abuse up to human trafficking.

Having experienced workplace mobbing myself as a middle manager of Social Services, I got more interested in this form of violence. Then I met my work "soulmate", Brynja Bragadóttir, PhD who wrote a thesis on the subject and together we founded our consultancy firm, Of-ficium, specializing in workplace bullying and mobbing. After meeting Brynja and during the EAWOP conference in Oslo this spring I was blessed to finally realize that this is where I belong.

### **What can you tell us about the development of the workplace bullying field in your country?**

Unfortunately research on workplace bullying and incivility is inadequate in Iceland. More sadly, many practitioners do not take the concept of mobbing into account when investigating bullying at the workplace. The only perspective has been on the personality of the bully, i.e. clinical perspective. Of course this is not sufficient as many victims are not being believed.

Our firm, Officium, is the first of its kind specializing in this particular field in Iceland so we've got a lot of education and work to do. Legislation from 2004 is active but a new Act is being accepted this fall. The progress has been slow.

I think workplace bullying is still a kind of a taboo like children's sexual abuse was 30 years ago. We need to educate workplaces to get rid of this stigma. In practice, the victim of workplace bullying is the one abandoning the workplace and has to deal with the consequences elsewhere. Sadly, however the multi-faceted impact for the victim in a small country like Iceland is enormous.

**What can you tell us about your work?**

Our company offers services in the field of organizational psychology, management and communication. Our focus is on prevention. Prevention is an important concept in the legislation against bullying in the workplace. In practice the prevention needs to be done before workplace bullying happens but that often isn't the case. To prevent it from happening we need to diagnose the work environment. Culture, communications, level of ethics, recruitment processes as well on management styles and practises. If a company needs treatment afterwards, we work with managers to fill in those gaps to build up a healthy work environment. We make our clients aware that we want to tackle the root of the problem not the consequences so sometimes the road is bumpy and uncomfortable for many within the organization. We emphasize coaching or therapy for the victims and according to circumstances, sometimes the bully as well. Our values are responsibility, integrity and confidentiality.

**What do you hope to achieve in the field of workplace bullying in the future?**

That bullying and mobbing will be accepted as a form of violence. That no one has to be ashamed of having experienced it and that the victim can keep on working in his/her surroundings and the bully will be punished. We will get there one day, I'm sure of that so until then we have to educate and talk about it. This is a long run with lots of stops along the way. We will have to use those stops to educate and help victims of workplace bullying and mobbing by talking about it in public. Then the shame goes where it belongs, to the perpetrator.

We start of course with ourselves and our contribution to the subject. Conferences, articles, website, Facebook site etc. are all good starts to contribute. A good thing is to invite practitioners to those conferences where the newest research is being published. We should act like a team to try to improve our work.

**Question from Suseth Goosen: "If you were to be bullied at work yourself, how would you like it to be managed?"**

Great question! The investigator has a great ethical responsibility regarding this point. I would want a neutral professional coming to the workplace. That person would need to have the ability to separate bullying from mobbing and act accordingly. I would want that person to take the pulse of the status quo, start with the consequences of the problem and work from there i.e. backwards to the root itself. That is because often, the problem is founded in the organizational design itself, not within the persons. Workplace analysis is important when mobbing is the case.



## International Association on Workplace Bullying and Harassment

If I were bullied at work, I would want the perpetrator to be taken away from the workplace and I would want understanding, empathy and respect. A few meetings with a therapist or a coach would be ideal as well. Today I am blessed to have the opportunity to help others that are experiencing this trauma.

**Who is the member you pick from the membership list for the 'Who is...?' column' in the next newsletter?**

I choose Elisabeth Driessen in Holland.

**What is your question for that member?**

How are the Dutch handling workplace bullying vs. mobbing issues ?

**Thank you very much Hildur Jakobína Gísladóttir for taking part in this interview!**



## **New Members**

A warm welcome to our new members:

Baldini, Nerio, Enable Workplace Consulting, Australia

Bentley, Tim, AUT University, New Zealand

Edan, Riste, self-employed, Canada

Egan, Keryl, Keryl Egan & Associates, Australia

Frankham, Lucie, Private Practice- Clinical Psychologist, Australia

Hickey, Sandra, Lifeline, Australia

Istomina, Lydia, Saint Paul School of Theology, USA

Jorendal, Eva, Föreningen STOPP - mot kränkande särbehandling i arbetslivet, Sweden

Lambert, Caroline, The University of Melbourne, Australia

McMillan, Candice, University of Calgary, Canada

Oxman, Cynthia, Alberta Health Services, Canada

Pouwelse, Mieneke, Open University of the Netherlands, The Netherlands

Shufeldt, Maria, Self-employed Licensed Mental Health Professional (LMFT), USA

Van den Brande, Whitney, IDEWE, Belgium

Vensel, Steven, Palm Beach Atlantic University, USA

Vranjes, Ivana, KU Leuven, Belgium

Weddell, Annjanette, Canada

White, Gerald. Memorial University. Canada

Please don't forget to join us on LinkedIn. If you have a profile on LinkedIn, go to 'Group directory' and search for 'IAWBH' (members only).



## Next newsletter and guidelines

We are delighted that a lot of our members contribute to the IAWBH newsletter. To ensure the quality of contributions, the Board of IAWBH has prepared some guidelines.

If you intend to write a contribution for the newsletter please first check the guidelines at our website: <http://www.iawbh.org/Newsletterguidelines>.

The next IAWBH newsletter will appear in December 2015. Please inform us about:

- your published work,
- international conferences on workplace bullying,
- special issues on workplace bullying and harassment,
- research breakthroughs,
- new research projects or challenging hypothesis,
- international cooperation and funding, and
- any news that may be relevant to a great deal of our members.

Please send your contribution for the newsletter before **the 1st of December 2015** to:

Adrienne Hubert, Board member (Communications),  
a.hubert@hubertconsult.nl

### Disclaimer:

The viewpoints in contributions other than those communicated by Board members in their capacity as office bearers do not reflect the position of the IAWBH or its Board but of the author. Authors must necessarily ensure accurate referencing and citations and the IAWBH and its Board are not responsible for plagiarism within contributions.