Contents

- 1 What is Workplace Bullying?: The Behaviors and Dynamics that Constitute Workplace Bullying: Your experiences of workplace bullying; workplace bullying: a definition; the intentions of workplace bullies; behaviors frequently used by bullies; Example one: an incident of workplace bullying?; an incident of workplace bullying?: analyzing the dynamics, an incident of workplace bullying?: conclusions; Example two: bullying in the workplace; bullying in the workplace: analyzing the dynamics; bullying in the workplace: conclusions; your goal in responding to workplace bullying; summary and next chapter.
- 2 Why People Bully Their Colleagues: The Psychological
 Profile of a Workplace Bully: The disposition of a workplace
 bully; Character Cameo one: the threatened senior manager;
 Character Cameo one: the intrapersonal world of the
 consultant; Character Cameo two: switch of roles; Character
 Cameo two: scapegoating others; Character Cameo three:
 clash of styles; Character Cameo three: driven to aggressive
 management; Key causes of workplace bullying; euphemisms
 and excuses for bullying behavior; summary and next
 chapter.
- Sowing The Seeds for Bullying: The First Interactions
 Between a Bully and Their Target: Who gets bullied at work?
 three different situations in which bullies encounter potential
 targets, Examples one and two: setting up bullying during
 a job interview; Example one: joining the firm; joining the firm:
 analyzing the dynamics; joining the firm: conclusions; Example
 two: collusive bullying; collusive bullying: analyzing the
 dynamics; collusive bullying: conclusions; summary and next
 chapter
- The Bullying Dynamic: Issues of Power and Choice at
 The Heart of a Bullying Relationship: Creating a bullying
 dynamic; working with nonbullying colleagues; working with
 bullying colleagues; disregarding your boundaries and your
 choices; Example one: blindsided; blindsided: analyzing the

dynamics; blindsided: conclusions; bullying bosses; Example two: unilateral decision; unilateral decision: analyzing the dynamics; Example three: reputational risk; reputational risk: analyzing the dynamics; Example four: turning the tables; turning the tables: analyzing the dynamics; the bullying dynamic: conclusions; identifying your choices; summary and next chapter.

- Resisting a Workplace Bully: Choosing to Assert Yourself, Managing Your Boundaries: Managing your boundaries: protecting yourself; Example one: starting to bully; starting to bully: analyzing the dynamics; starting to bully: conclusions; starting to bully: key lessons; calling on your personal power; Example two: commanding attention; commanding attention: analyzing the dynamics; Example three: snide comments; snide comments: analyzing the dynamics; feeling powerless; reframing workplace bullying as a series of abusive interactions; choosing not to resist; Example four: losing power; losing power: analyzing the dynamics; losing power: conclusions; summary and next chapter.
- 6 Managing a Workplace Bully: Confronting Bullying Behavior in a Team Member: Your challenge as a manager of a bully; Example one: bad hire; bad hire: Analyzing the dynamics; bad hire: conclusions; Character Cameo one: the project manager; Character Cameo two: the sales director; Example two: confrontation; confrontation: analyzing the dynamics; confrontation: conclusions; confronting a workplace bully; why will this approach succeed?; Example three: unmasked; unmasked: conclusions; confronting a workplace bully: key lessons; Summary and next chapter.
- 7 The Role of Friends and Family Members: Supporting Someone You Know Through an Experience of Workplace Bullying: A change in behavior; the challenge of workplace bullying; reactions to workplace bullying; thinking different thoughts; using adapted behavior; providing effective support; seeking professional help; practical things you can do to help; summary and next chapter.
- 8 **AC autionary Tale: A Case Study:** Returning to work; the new role; questions for you to answer: set one; Character Cameo one: the marketing manager; a positive impression; sloppy timekeeping?; questions for you to answer: set two;

70

92

113

127

the worse; questions for you to answer: set three; impromptu appraisal; questions for you to answer: set four; business trip; the start of the week; unexpected attack; questions for you to answer: set five; review section: answers to the questions: sets one to five; summary and next chapter. 9 The Human Consequences of Bullying at Work: Common 149 **Emotional, Psychological and Physical Reactions to** Workplace Bullying: Different people, different reactions: common emotional and psychological reactions to workplace bullying; common physical reactions to workplace bullying; seeking professional help; helping yourself through it; summary and next chapter. 10 Aftermath: Final Thoughts on Workplace Bullying: Life 157 after being bullied at work; putting it into perspective; your experiences of workplace bullying.

intense job; Character Cameo two: the sales director; turn for

Index 165

References, Websites and Further Reading

163