

Crisis Management Preparation Training



Culture of Incivility



65% of Americans say the lack of civility is a major problem in the country and feel the negative tenor has worsened during the financial crisis and recession.

(Weber Shandwick Poll)



Culture of Incivility

Incivility in America as Seen In:

- Politics
- Road Rage
- Sporting Events
- Reality TV
- Internet
- Schools
- Workplace



Agenda

- › Prevalence
- › Early Identification
- › Intervention Strategies
- › Prevention



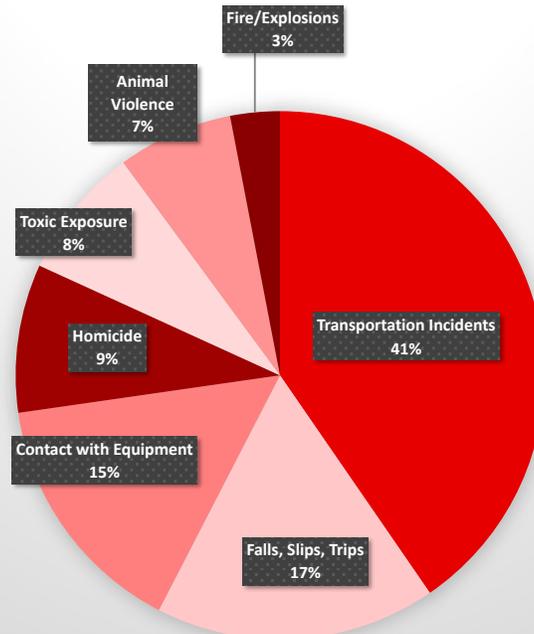


Continuum of Workplace Conflict



Workplace Fatalities

Bureau of Labor Stats (2014)





Types of Violence

- › Physical act of violence
- › Direct threat of physical violence
- › Direct threat of non-physical violence
- › Verbal or written intimidating behavior
- › Verbal or written veiled threats
- › Gestures or body language that imply intimidating or threatening messages



Understanding the Violent Mind

- › Underlying Issues:
 - Rejection (need to feel accepted)
 - Failure (need to feel successful)
 - Significant (need to feel important)
- › Ego-Related Issues:
 - Correlation with low self-esteem
 - Must feel superior to
 - › Feel good about self
 - › Be in control
- › Subjective Sense of Right & Wrong





Understanding the Violent Mind

Triggers

- Feel as though they are being treated unfairly
- Integrity/Honesty are questioned – even if they are lying
- Ego 'hits':
 - › Disapproval from Others
 - › Weak or Incompetent
 - › Out of Control



Gender Differences

15% more women than men consider these action as a form of workplace violence.

- Stalking
- Threats and intimidation
- Sexual harassment

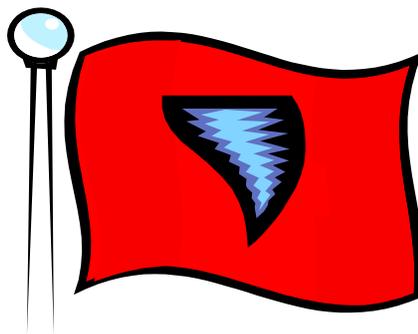


A Respectful Workplace

- › Gossiping about a co-worker
0-----5-----10
- › Throwing a binder or a tool
0-----5-----10
- › Kicking equipment or punching a wall
0-----5-----10
- › Having a gun in your vehicle
0-----5-----10



Red Flag Characteristics





Red Flag Characteristics

- › High stress levels
- › Job dissatisfaction or complaints
- › Recurrent disputes
- › Layoffs or “downsizing”
- › Significant changes in job
- › Notable anxiety or irritability
- › Depression, withdrawal
- › Wkpl Relationship problems
- › Blaming others or “the system”
- › Anger outbursts/body language
- › Altercations with others
- › Continually argumentative
- › Expressing persecutory feelings
- › Expressing loss of interest or confidence in life and/or work
- › Changes from usual behavior



Red Flag Characteristics – Elevated Risk

- › Direct or veiled threats of harm
- › Numerous conflicts with supervisors and other employees
- › Bringing a weapon to the workplace, brandishing a weapon in the workplace
- › Making inappropriate references to guns or expressing a fascination with weapons
- › Statements showing a fascination with incidents of workplace violence or an identification with perpetrators of workplace violence
- › Statements indicating approval of the use of violence to resolve problems
- › Statements indicating desperation – over family, financial, and other personal problems
- › Comments or references to suicide
- › Drug/Alcohol abuse
- › Extreme changes in behavior
- › Intimidating, belligerent, harassing, bullying, or other inappropriate and aggressive behavior



The 3 Common Questions

- › Do people just snap?
- › Are there warning signs of impending violence?
- › Is workplace violence random?



The “At Risk” Target?

- › *Boss*
- › *HR*
- › *Security*
- › *Rat*
- › *Nark*
- › *Jerk*
- › *Manipulator*
- › *Jokester*



The “At Risk” Workplace

- › Public service
- › Cash
- › Few employees/customers
- › Isolated
- › Easy access
- › Open at night
- › Limited security



Threats of Self Harm

- › Do:
 - Assure that you are glad they talked to you
 - Keep calm
 - You may learn what is the current stressor but do not focus on it
 - Focus speaker on aspects of life that have meaning
 - Listen without judgment
 - Provide a sense of acceptance and support
 - Follow internal procedures
 - If possible connect them to help (police may not be needed)
- › Don't
 - Give advice
 - Act Shocked
 - Agree to ‘tell no one’



About Domestic Violence

- › 1 in 5 women and 1 in 7 men have been victims of severe physical violence by an intimate partner
- › 1 in 7 women and 1 in 18 men have been stalked to the point of fear for own safety
- › Employers lose \$8.3 billion every year in absenteeism, lower productivity, higher turnover and health and safety costs associated with battered workers.



(National Coalition Against Domestic Violence)



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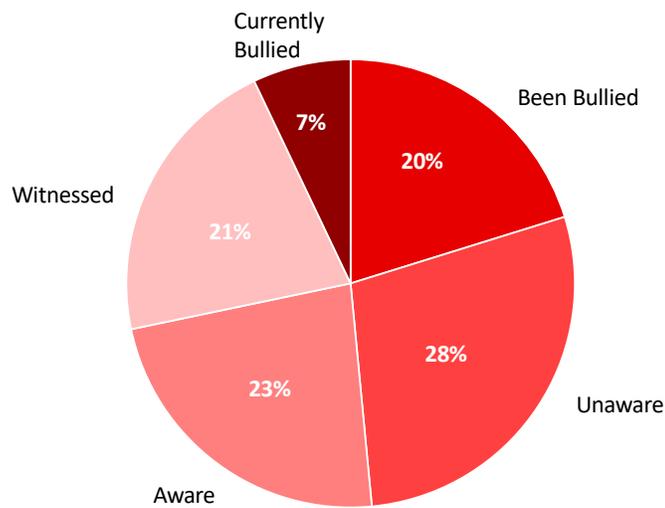
Bullying Behavior Includes:

- › Constantly criticizing or belittling one or more persons
- › Withholding essential work information
- › Spreading malicious rumors
- › Constantly changing work responsibilities, procedures and deadlines
- › Physically intimidating by standing too close or looming over a seated person
- › Verbally intimidating and threatening
- › Tampering with personal belongings

Suite101: Stop Workplace Bullying (2010)

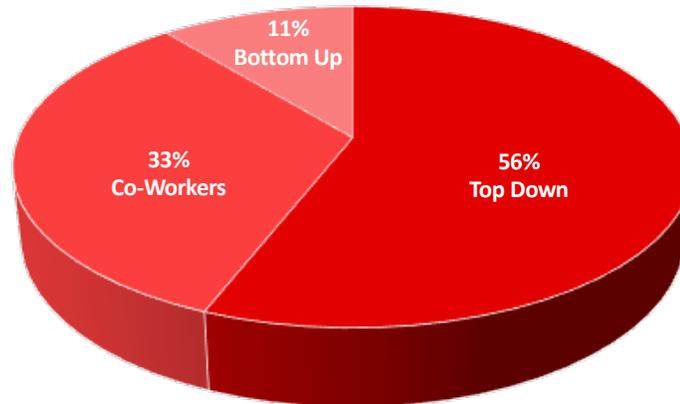


2014 US Workplace Bullying Survey





Who is Doing the Bullying



Reasons for Bullying

- “I was just joking!”

Office banter (which is not really designed to offend)

vs.

Bullying (persistent downgrading or undermining of another at work)



Workplace Anger Law & Legal Definition



Reasons for Bullying

- Common Justifications:
 - Extra workload
 - Domestic stress factors
 - Personality
 - Cultural
- May be for one-off situations – then apologize
- Not for persistent pattern of behavior



Suite101: Stop Workplace Bullying (2010)



Reasons for Bullying

- › Power and Control
- › Insecurity
- › Mask Fear of Incompetence





Bullying Behavior Results In

- › Shock
- › Anger
- › Frustration
- › Helplessness
- › Inadequacy
- › Health Issues



Bullying Implications

- Increased stress
 - 50% worse on cognitive tests
- Higher rates of absenteeism
- Higher than normal attrition
- Stress estimated to cost \$300 billion/year
 - Diminished productivity, employee turnover and insurance
- Total estimated related to Bullying = \$111 billion/year





Bullying Challenges

- 40% of targets never told their employers
- Of those complaining - 62% reported being ignored
- Bullies bully with near impunity, experiencing negative consequences in only 23% of cases
- 50% of employers take no action on bullying claims
- 12.5% actually promote the bully

(U.S. Workplace Bullying Survey, 2007)



Continuum of Workplace Conflict



Intervene Early!!



Conflict Prevention Strategies

Train Leadership

- Effective Leadership Strategies
- Communication
- Conflict Resolution
- Managing Performance Concerns
- Interviewing Techniques
- Conducting Performance Reviews
- Team Building
- Promoting Engagement & Positive Morale





In Conflict – Keep Yourself Under Control

- › Stop - Think
- › Hold Response
- › Deep Breath
- › Respond v Reacting
- › What Do I Want To Happen
- › Wait If Yelling
- › Avoid Defensiveness



Defusing Heating Situations

- › Acknowledge What you Heard
- › Give Information
- › Body Language
- › Calm Tone of Voice
- › Offer Choices
- › Help to 'Save Face'
- › Agree to Plan
- › Follow-Through



Prevention Strategies Summary

- ✓ Policies and Action Plans
- ✓ Health organization – not tolerate aggression/violence
- ✓ Pre-employment background checks
- ✓ Interview well
- ✓ Learn to recognize symptoms
- ✓ Monitor workplace culture – address issues
- ✓ Get facts before confronting
- ✓ Focus on changing behavior – not mindsets

Recovery after a Crisis





Factors Influencing Reactions

- › Magnitude of the disaster
- › The degree of actual or perceived personal danger
- › Exposure to someone else experiencing pain/personal injury
- › The duration of the exposure, even via the media
- › Belief of failed responsibility that results in harm to others
- › Belief of unjustified survival/escape from harm
- › Belief of betrayal
- › Death or injury to children
- › The individual's personality and emotional stability
- › The coping mechanisms developed from past experiences
- › The role of the employee
- › The frequency of similar experiences
- › The individual's expectations
- › A recent tragedy in the individual's life
- › Support/understanding of co-workers
- › The support and understanding of management
- › Ostracism by co-workers, family or the general public
- › Personal acquaintance with the victim(s), or the setting



PTSD Characterization

- › Four Types of Symptoms
 1. **Re-experiencing** - can include the classic flashback symptom.
 2. **Avoidance** - usually of places or reminders of the trauma, but sometimes also avoidance of the memories of the trauma.
 3. **Emotional numbing** - people's emotions seem to shut down.
 4. **Arousal** - including jumpiness, difficulty concentrating, anger, and sleep problems.



Tips for Supervisors to Help Employees

- › Following an event – everyone has some type of emotional response
- › Recovery rate varies by person – no timeline
- › Share your own experience – not “I know how you feel”
- › Listen – be willing to say nothing
- › Remind that confusing emotions are normal
- › Encourage use of EAP

"In crisis management, be quick with the facts, slow with the blame." - Leonard Saffir

Thank you for your attention.

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