BUILDING A WINNING TEAM: THE EFFICIENCY, SOCIAL RESPONSIBILITY AND ETHICS OF HUMAN CAPITAL MANAGEMENT & VALUES IN BUSINESS

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BUILDING A WINNING TEAM: THE EFFICIENCY, SOCIAL RESPONSIBILITY AND ETHICS OF HUMAN CAPITAL MANAGEMENT & VALUES IN BUSINESS

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ABSTRACT

There are many pressures that an average employee in today’s economy faces (higher cost of living, and lower job satisfaction). Because most Americans have to work in order to maintain a basic standard of living, coming to work should be a more pleasurable, productive, and positive social experience. Without “good” employees, the functionality of an organization is not optimized: low job performance due to job dissatisfaction, customer complaints, and high employee turnover, just to name a few. Yet, there seems to be a growing breed of “new management,” whose only focus is to “get the job done” without any consideration for their employees. Along with this tunnel focus perspective, and adversarial actions such as bullying, disparate treatment and harassment are often encountered. If management’s behavior is this self-centered and self-serving, how does it affect the culture of the working environment? Can this lead to an organizational demise? How does this type of behavior affect the employee morale, employee confidence and the psyche of the employee?

The purpose of this research is to explore the impact that the unethical behavior of management has on the functionality and culture of an organization. Support staff is
the heart and soul of an organization’s success. Chapters I through III is purposed to show how the foundation of inappropriate management behavior affects and creates conflict in the workplace, and what it takes to be an effective and efficient manager and the importance of the organizational structure and how it influences employee behavior. Chapter IV shows how to manage staff effectively and efficiently. Chapter V has resolutions of resolving bullying in the workplace from the management’s and the employee’s perspective. Creating a culture of trust in an ethical work environment is the remedy for effective leadership and a cohesive work environment.

The completion of this thesis is purposed to empower employees to know that they compliment the organizations they work for, that they are a value added element to the functionality of the organization, regardless its environment. It will further show subordinates how to take adversities and turn them into opportunities which will be beneficial to them as an individual and as an employee. By simply changing the thought processes relative to work environment and the managers who supervise within the work environment, employees can add value to themselves by being more productive, more content with whom they are as individuals and employees which will “trickle” within society.
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CHAPTER I

INTRODUCTION: THE MICROMANAGER AND THE BULLYING BOSS

Those who can, do. Those who can’t, bully.¹
--Tim Field, Workplace Bullying Definitions

There are many pressures that an average employee in today’s economy face: bills exceeding net pay, higher living expenses, higher job performance expectations is rewarded with either low or no salary increases, paying more for gas for your car in order to come to work; the list goes on and on. Most Americans spend most of their waking hours working just to maintain a basic standard of living. That is why coming to work should be a more pleasurable; functionality of an organization is not optimized: low job performance due to job dissatisfaction, customer complaints, and high employee turnover, just to name a few. Yet, there seems to be a growing breed of “new management,” whose only focus is to “get the job done” without any consideration for their employees. Along with this tunnel focus perspective, adversarial actions such as micro-managing, bullying, disparate treatment and harassing the employees are often encountered. If management’s behavior is this self-centered and self-serving, how does it affect the culture of the working environment? Can this

lead to an organizational demise? How does this type of behavior affect the employee morale, employee confidence and the psyche of the employee? It is sometimes hard enough to live up to the expectations of “upper management” (special projects during critical performance times) without working fifteen-hour days, seven days a week. The least kind of pressure an employee needs is to be made to feel subordinate to managers who also make them feel that they are worthless, play insignificant roles within the organizations’ functionality, and are not respected. This kind of manager “assassinates” an employee’s character by giving bad performance evaluations (which are inappropriate and undeserved), openly displaying contrary and adverse behavior in front of co-workers and other colleagues, and unprovoked disciplinary actions against the employee.

The purpose of this research is to explore the impact that unethical behaviors of management have on the functionality and culture of an organization. Support staff is the heart and soul of any organization’s success. The principal hypothesis I want to defend is how unethical values that are projected in management’s leadership style, adversely impacts the organizational culture, the social structure within the organization and its functionality. Exploring the characteristics that are intrinsic to poor management style (harassment, disparate treatment and bullying) will be researched to identify management styles and to evaluate solutions, both employees and managers can engage in, so that negative work experiences can become positive, productive ones. Creating a culture of trust in
an ethical work environment is the remedy to create effective leadership and a cohesive work environment.

What is a micromanager? How would you define a micromanager? Sometimes the definition of a micromanager gets confused with an abusive manager. Abusive managers are one whose mistreatment of employees includes using inappropriate language, retaliation and prejudicial attitudes. While it would be easy to infuse some of these character traits into the traits of the micromanager, it would be a flawed infusion. Research and experience dictates that micromanagers are people who manage other people through the use controlling, demanding and authoritarian behaviors. It is also any activity that interferes with the process, policies, procedures, and the functionality of a department or organization. Managers of this type, not only exist in the employee to manager relationships. Some other relationships where this type of behavior is exhibited includes: teacher to student relationships, government to other groups within the government or special interest groups, board of directors to executive management. Micro-managers use their title and authority to impose the actions and activities of their support staff. When dealing with their subordinates, this type of manager is never wrong and will never listen to the people who report to them. When coming into a new work environment, they

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3Ibid., 5.
take over, changing and challenging processes that have been in place for years. Processes that are probably unique to the operations of the organization, yet these new arrivals do not bother to research the history or the background surrounding the processes of the environment that they have entered into. They just come in with the attitude that existing processes are inaccurate and need to be changed. Their management style is disruptive and counterproductive to the work environment. Being the recipient of micromanagement behavior is not terminal; there is a way of handling this type of supervisor. The solution is not to cave in, but to professionally fight back by challenging their strong holds in how they handle the processes and the workflow within the department that they manage. The micromanager’s behavior might never change, but it can be dealt with in a manner that would be healthy to the professional growth of the subordinate without “playing up” to the boss. In conversations with accounting professional support staff of a major educational institution, it has been noted that employees feel that bosses tends to favor the “brown-noses.” These people are the co-workers who often spy on other co-workers and then tell the manager everything that’s been said. These people often add their own conjectures stroking the micro-manager’s ego. These employees never question the process or instruction given to them by the micro-manager; they just simply go ahead and do whatever the manager says (like mindless robots). These co-employees never learn their job or to think their own work processes through, they simply follow instructions and do what they are told. Supervisors like this because they
do not feel challenged or threatened by the subordinate following the instructions.

Micromanagers not only hurt the people that they are supervising, they hurt themselves, the organization they work for and the organizations’ customers’. This type of behavior exists due to insufficient management training and skills. Also, more personal causal traits could be insecurity and arrogance. They feel that they are smarter than their subordinates and they are more capable of getting the job done correctly. Managers’ defend their position to monitor their workers closely, because the worker’s cannot be trusted to process their work independently. They are afraid that anyone else entrusted to do the work will not get it right (even though they may not know how to do the work themselves). Micromanagers feel that it is an embarrassment to the department if a mistake is made, therefore no mistakes should be made (which is an unrealistic expectation for anyone to assume). These types of managers never hold themselves accountable for the results of processes or activities of their staff. It is always everybody else’s fault; they create the problem and demand the subordinate to fix it (of course with their oversight).

The working environment caused by this type of management style is that of confusion, rigidity, despair. This confusion is self-induced by the micromanager because they are unclear themselves of the goal to be achieved and cannot articulate the projected goal or processes to achieve this goal in an effective
manner to their staff. They take away authority, change work processes, and goals to those that are subordinate to them. The impact that this behavior has on the organization is low productivity, increased employee turnover, increased employee absences, increased lawsuits filed by employees. The employee no longer feels committed to the organization, their morale, self-esteem, and creativity and initiative is diminished, and they begin to resent the company that they work for. Control and manipulation of time creates resentment and complacency amongst the staff. This trickles down into mediocre work and attitude which makes for an unhealthy work environment. The “crisis of the day” always takes priority over the day to day work (of which the subordinate is held responsible and accountable). The customer experiences slow responsiveness to inquiries and the overall feeling of being devalued as a customer.\(^4\)

Micromanagers are disruptive in nature, hence often creating havoc in the work environment by imposing disruptive actions on their staff. For instance, they might cease flex-hour work schedules, create standardized lunch schedules, monitor computer and telephone use, or walk up and down the aisle to see who is at their desk working. Another action or inaction that occurs is that they withhold helping the employee in order to create flawed outcomes. This places the blame on others instead of themselves. They are loyal to no one but themselves. Often when implementing an unpopular policy among the staff, the micromanager will distance themselves from the leadership role of management,

\(^4\)Ibid., 19-20.
often adding negative comments or thoughts of opposition that they feel towards exercising or implementing policies or processes that they are not in agreement with. They feel that they can disagree with everyone else, but the minute their employee asks a question or questions an action, instruction or process given by the micromanager, they feel that their authority is being challenged (instead of encouraging the creative thought of another), and they become hostile and argumentative. Control and manipulation of time creates resentment and complacency among workers, thereby creating an environment of negativity which encourages mediocre attitudes among the employees towards work. The micromanager creates “crisis situations” where the work has to be processed right away or a solution needs to be reached right away. The new “crisis of the day” takes precedence over the day-to-day work which the subordinate is still held accountable for if it is not completed timely. Then as the deadline approaches for the day-to-day work, the supervisor starts hounding the employee, constantly asking for the results of the work so that they can be reviewed in a timely manner. The micromanager acts as if the much needed employee has eight arms that can manage and complete the many demands given all at once without any errors. Micromanagers do not have any personal consideration for their employees. The employee can come in early, work through lunch, work late and on weekends. The supervisor’s constant new demands (for the moment) of the employee to meet these fantastic deadlines, compels the most conscientious employee to work unreasonably long hours. This
constant strain on the employee impacts them physically (exhausted, fatigued, easily sickened by colds and flu viruses), mentally (emotionally drained, negative thoughts, depressed, distraught) and professionally (suddenly under new management, routine deadlines become harder and harder to meet). In order to meet crucial deadlines that are part of the normal work processes of the employee, it is important for the supervising manager to understand the complexity of the work and understand what is involved with the completing the task. Also, it is important for the employee to have control over how the work is being processed, especially when management is new and is totally unaware of the workflow and the processes of the department being managed.

Micromanagers’ do not support, promote or empower their employees to make decisions involving their own work processes. These supervisors often give the persona that they are indispensable, they want to create a work environment where the workflow processes does not flow without them. If these managers are new coming into an existing work environment, they change the workflow system creating increased approval processes for their employees. There is a constant “tug of war” between the supervisor and staff with regards to exercising authority over job responsibilities. These supervisors defend this practice of behavior by saying their new approval processes ensures good judgment and

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5 Ibid., 107-108.
common sense in the process of doing business.⁶ To also ensure their departments run efficiently, these overzealous managers insist that their employees be monitored. By spying on their employees, these supervisors insist that they can ensure time efficiency and work efficiency. They also believe in increased analysis preparation and reporting to ensure that the work is being done as instructed and to show that employees are doing the work in accordance with the new processes and procedures.⁷ When these processes are done correctly, more than like, the micromanagers will not compliment their employees, but if the employee makes a mistake in any part of the process of the work procedure or product completed, it seems as though the employee becomes overwhelmed with a barrage of complaints from management.

Continued conversations with the accounting support staff suggested that micromanagers that do not understand the goals and the expectations that their boss require in order to effectively articulate them to their support staff. The manager's lack of understanding further perpetuates their inability to appropriately lead their staff to accomplishing tasks. The inability to fully understand what and when to do certain processes to produce the desired results of senior management causes fear and insecurity, which creates the micromanagement behavior.

⁶Ibid., 111.
⁷Ibid., 119.
The "bullying" manager has some characteristics that can be confused with a micromanager (see diagram 1). The bullying manager projects their own feelings of inadequate behavior through aggressive and sometimes violent actions of abuse, actions of control and criticisms which are exerted towards the people that are subordinate to them.\(^8\) The bullying manager accepts positions that they are not experienced in and are not professionally capable of doing. Therefore, the target of their abuse is usually aimed towards their subordinates who are more experienced and knowledgeable in the area they were hired to supervise. More than likely, the target of their negative actions should have been the person selected to be in that position. This manager knows this, which is why they demean the employee that they wish to undermine by taking away authority, challenging and often implement processes to contract the knowledge of the workflow and the duties of the employee. Mistakes are never of their own doing or by their own admission. They often place the blame, publicly (either through verbalizing it loudly and publicly within the office) or through email communication (including other colleagues in the email communication that should have only been between the subordinate and the management) on their target of abuse. The actions of management to try to place shame and blame on their employee takes away the attention from their

own inadequacies and insecurities. Employees are often victims of insignificant faults or destructive criticisms; the victimized employee is often marginalized and humiliated. They are also given unrealistic goals and deadlines which are hard to achieved (the necessary tools, reports, and analyses are purposely prohibited from the employee’s access). Bullying also gets confused with harassment. Even though these traits are, at times intertwined, there are distinct differences: bullying is more psychological abusive and harassment can be physical. Being touched (pushed or invading an employee’s personal space) is a form of harassment. Harassment of an employee is usually discriminatory in nature and focuses on an individual because of race, age, sex, disability, or other prejudices; bullies target people who are smarter and competent than they are, or who knows the job better or the work processes better than they (the boss) does. A harassing manager uses vulgar, abrasive language and tone when speaking with their employee; whereas the bully-boss is not vulgar, but destructively criticizes the employee, trying to make it seem as if the employee does not do their job well.\(^9\)

Studies of workplace bullying have suggested the existence of several types of bullies in the workplace. Some of the types identified, includes: pressure bullying, organizational bullying, corporate bullying, client bullying, institutional bullying, pair bullying, secondary bullying, gang bullying, legal bullying, vicarious

Diagram 1 shows the differences and similarities of the micromanager and the bullying manager.

- Micromanager: Counterproductive, Controlling, Demanding, Authoritative, Disruptive
- Bullying Manager: Aggressive actions, Controlling, Abusive, Critical, Authoritative, Disruptive, Manipulative
bullying, regulation bullying, residual bullying and cyber bullying.\textsuperscript{10} Even thought there are various types of bullying, the one common denominator is to exploit the employee and to try to destroy and force the subordinate to leave the organization. Bullying bosses tend to target employees: who know more than them and who are experts in their related field; who are older and are viewed as too expensive (medical coverage, retirement) to the company; who are popular with other colleagues and peers within the company; who are trustworthy, honest, loyal, optimistic and dependable; who are patient and slow to anger and quick to apologize (even when it is not the employees’ fault). Why does bullying start within a department of an organization? Does a manager, all of a sudden become a bully? Bullying can start when new management arrives. If bullying starts within existing management, then it is more than likely due to the direct result of an action(s) of an employee (whistle blowing, being off from work due to an illness or injury, performance recognition and/or peer recognition; refusing to obey an order which violates rules, policies and regulations). Whatever the cause or reason for this unwarranted aggression towards an employee, the bullying manager is an overall dysfunctional person, both professionally and personally.

There are consequences resulting from employing these managers. Companies have to realize the effects of having this type of employee; while the subordinate

employees have to understand the situation, the goals that they want to obtain and how to work through having this type of boss. Hopefully, companies are implementing policies and procedures that help guard the employees and themselves from this type of behavior. Treatment of employees from top down and from bottom up should be incorporated in the mission statement of the company as well as being included as part of the departmental mission statement of all companies.
CHAPTER II
THE SOCIAL RESPONSIBILITY OF ETHICS AND VALUES AND WHAT IT MEANS TO BE AN EFFECTIVE MANAGER

The successful manager incorporates good work ethics and values in work processes to achieve the stated goals within an organization. The values and ethics learned by the manager influences how support staff will be supervised. The correct mixture of an effective manager and good support staff are essential to success operations. That is why it is so important to ensure that organizations employ the right people to ensure the success of their goals. There are a vast number of research studies that have been done to define the characteristics and the qualifications of professional employees. How these managers implement their knowledge, skills, abilities and values to achieve completion of their tasks and responsibilities, contribute to the success/failure of organizations. Part of the organizational process is creating the jobs necessary to fulfill the mission and the goals of the business. The dynamic movement of jobs within the organization are critical to then climate of the organization and can grossly affect how the business completes its’ accomplishments. Each job that is created has to have the consideration of functionality as the business changes.¹ Employing staff should be a systematic approach and should largely be dependent on qualifications, character, and experience of the individual. If a manager is

¹Hugh A. McLean, There Is a Better Way to Manage (New York: AMACOM, American Management Associations, 1982), 236.
needed to supervisor support staff of varying experiences, the hiring manager should have the expertise in judgment to know that a potential candidate should not be a job seeker whose resume is a collage of short-lived experiences. A resume which does not show steady stable experiences can lead one to think that the candidate is a job-hopper (going from job to job, staying only for a short length of time) which could be due to inefficient and ineffective work. If management sees this type of resume, they should quickly move on to the next applicant. This type of manager probably would lack the experience needed to adequately to lead a team of seasoned skilled employees. Experience, skills and ability is needed to effectively accomplish organizational achievement. An adequate hiring process for management positions should include a human resource representative and various levels of management. Part of the interview process should include interaction with the support staff. The final result of the hiring process should be the selection of a candidate who is professional, experienced, skilled, and knowledgeable. "Ethical training and screening should be part of the pre-employment process,"² as written by James R. Harris in the article "Ethical Values of Individuals at Different Levels in the Organizational Hierarchy of a Single Firm" (used in this chapter reading).

Professional employees are usually members of a professional organization or club. Although certification and licensing do not define the key elements of a profession, according to Michael Bayle’s study, there are three elements of a profession. These three elements include: extensive training, being competent and being in a position to provide an important service that contributes to society. Daniel Wuested’s research also suggests that an occupation can be a profession, even though the work may be controlled by supervisors.

There are certain attributes that are a part of professional behavior: Professionals employees possess a high degree of generalized and systematic knowledge. That is what makes them experts in their profession. McLean defines learning as, “the process of changing our behavior in response to our encounters with people, events, and things.” Like the processes used to accomplish stated goals within a business, learning is no different. There are processes to learning. These processes include: academic learning, academic wisdom, emotional learning, contrasts and comparisons, learning and coaching.

Academic learning is learning coursework where the motivation to understanding the information is retained. Teachers provide stimulating processes that promotes motivation to learning. The same can be applied to in the business

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5Ibid., 186.
world. A manager can apply stimulating situations that motivate the support staff to better understand their processes and how it affects the goals of accomplishing tasks that are assigned. This is where the manager assumes the role of coach and counselor. Just as the professional manager is stimulated in learning their area of expertise, the same consideration that motivates them should be applied to how they motivate their employees in achieving their goals.

Academic wisdom is when the process of learning becomes more efficient and the ability to give reliable resolutions to circumstances is given expeditiously. Managers, who supervise knowledgeable and experienced employees, should be able to adequately supervise them by providing them with insightful knowledge that could enhance their work processes and enhance their learning.

Professional management who has expert knowledge of management principles, but no actual experience will falter, because they have no value added input that could help the employee to reach departmental goals.

Emotional learning does not require any skill and occurs effortlessly. This type of learning comes from interacting and reacting to people, circumstances and reactions to situations. If support staff sees how well their manager reacts to

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6 Ibid.
7 Ibid.
people, circumstances and situations, they will try to copy their bosses' behavior.  

Just as the reader of this thesis will be able to compare and contrast good management behavior versus bad management behavior, so shall the meaning of comparison and contrasts is understood. In learning or verifying information, the instinctive behavior is to compare something that is familiar with something else. This becomes a basis of measurement. Managing staff involves the same methodology as objectives are compared with results. Within this work environment, the support staff measures their accomplishments to the responsibilities, tasks and special projects that were given to them.  

The role of manager as coach and counselor is another important aspect of a talented supervisor. As an effective coach and counselor, the managing supervisor knows the importance of delegating new and challenging assignments to promising support staff. This type of supervisor has the insight and knows how to encourage and support their employees who might feel a reluctance to take on the new challenge.  

Knowledge and the ability to use good judgment and implementing forward thinking ideas about the current and changing goals of a company are important.

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8Ibid., 187.

9Ibid.

10Ibid., 188.
if a company is to succeed. Sometimes there are conflicting objectives that go on within the company that could hinder a manager's decision. Instances of conflict between management objectives and company objectives are as follows: 11

1. Decisions have to be made whether a manager should lead his team towards meeting short term goals or long term goals.

2. Decisions have to be made as to whether processes follow the path of trend-setting technologies or should processes remain as they are (which would save the company money).

3. Decisions have to be made whether to implement processes which would improve the company versus the community (going green or not going green).

It is reasoned through research findings that knowledge, experience and wisdom should be a managers' source of power and control within the company. The self-control that is exhibited with the application of knowledge, experience and wisdom in supervising staff is a part of the professional socialization skills that are acquired through training and experience. This behavior helps to shape the culture of the workplace environment and should be a fundamental standard that is often under-utilized in the workplace.

Skills are acquired by applying the expert knowledge that was learned. 12 Longevity is gained experience that comes from the amount of time the skills have been applied within the work environment.

12McLean, There Is a Better Way to Manage, 177.
Gender coupled with years' of experience and education can influence the values and how situations are handled among support staff within the workplace. Experienced managers have less tolerance for unethical behavior and business practices. Studies show that more tolerance of unethical behavior and business practices exists mostly among the younger, inexperienced managers. These professional managers are products of institutional expertise. Professional management represents an institution of experts who possess the rights, duties and privileges that professionals should adhere to. These rights, duties and privileges are codes of conduct that the professional manager must never relinquish. Professional managers must also adhere to the code of ethics within the organization of which they are a part of. Organizational ethics can conflict with professional or personal ethics of the managing professional due to the moral constraints. This type of conflict can cause errors or slow productivity as the managing supervisor faces internal struggles with the conflict. This conflict can cause work problems among support staff whose morale is influenced by organizations support. The ethical principles of an organization can affect how the employee feels about the company that they work for. If the subordinates feel they are support by their company (i.e. senior management), they will trust senior managers to enforce ethical work standards of their managing staff.

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Senior management must see to it that these standards are enforced by decisively disciplining supervisors who do not do their jobs correctly, and rewarding those leaders who demonstrate correct, effective, ethical leadership. Senior management must demonstrate unbiased behavior when mediating between the employees and their supervisors. Those actions by senior management are important to resolving conflict that could arise between the ethics and values of the organization and the ethics and values of the managing supervisor. There was a research study conducted in 1969 concerning the cognitive theory of moralization. This study looked at gender, age and the outlook and education affect the level and outlook of an individual's moral development.\(^{14}\) This theory is debatable because there is a firm belief that the desire to promote their own self-interest will compel managers to negate their own moral turpitude in order to indulge and support senior management in executing questionable practices with regards to supervisor subordinates. Experienced managers know that a good relationship with colleagues, peers and support staff has to be established in order to complete strategic goals and to get tasks completed within its appointed deadline. For this reason, peers and colleagues are of vital importance in completing the strategic plans of the organization. To build a good rapport with peers and colleagues, management must understand and appreciate other departments and their responsibility

\(^{14}\)Ibid., 742.
towards the organization. Managers can learn about other areas within their organization by participating in organizational committees, task forces, or special project teams. Managers should know the roles and responsibilities of work contacts, and keep in touch with them, forming good working relationships. Communication, attitude, values and approach are critical to forming good relationships with colleagues. A newly hired manager should respect the existing relationships that support staff already has in place with other peers and colleagues. To be rude and to restrict or manage communication that was previously unmanaged can impede progress towards accomplishing goals and assignments within the department. Ethical values are not one-dimensional as earlier studies suggest. It extends beyond supervisor-subordinate conflicts. Ethical values are multidimensional to include: fraud, deceit, influence dealings, self-interest and coercive power. Prior studies have proven that if senior management supports proper ethical behavior among its employees, employee performance, job satisfaction and organizational commitment increase and job absenteeism and employee turnover decrease.

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Besides having the education, years of experience and commitment to the organization, an effective and efficient manager should also be of "good character." Managers must exhibit emotional intelligence, personal humility and drive as well as having intelligence relating to their area of expertise. Managers must exhibit self-control and have strong interpersonal and social skills. Harrison and Clough assert that to be an effective leader, management must have emotional intelligence; a person must be self-aware, self-regulated, self-motivated, and empathetic and must have excellent social skills.\(^{18}\)

A manager, who is conscientious of their staff's needs, will be able to recognize and understand the moods, emotions and drives of their employees. Supervisors must also understand how these moods and emotions and drives affect others in the workplace.\(^{19}\) A manager’s judgment and the perception of how they should supervise their employees are not only put to the test through the knowledge, skills and abilities that were learned, it also comes from the resolution of situations that have happened in the past. It is the handling of these past experiences that wisdom is gained to handle future situations. How a situation is resolved comes from the influence of personal ethical values in a manner that is felt to be sensible for the supervisor.


\(^{19}\) Ibid., 288.
Managers have to assess the behavior of their employees by understanding their work history and environment and to understand their background (who they are as a person: single – parent, caring for their aged parent(s), etc.). The behavior can easily be discovered by effective communication with staff. It is imperative that people who are in a management position must be an interactive partner with their staff. By having the understanding and the experience coupled with knowing the emotional makeup of the support staff, managers can effectively manage employees while building a culture of teamwork, and a stronger community within the workplace. It is important for management to understand and respect the employee’s individuality and to develop and nurture the strengths as well as the weaknesses of the people they supervise.

A good manager will take the time to cultivate and nurture employees’ strengths (if within the goals of the department/company) and help their employee improve upon their observed weakness (through additional training, instruction and support). Understanding and nurturing the employees’ talents is a part of the effectiveness of the managing supervisor. Nurturing the strength of an employee could be the effective use of verbal rewards and recognition when acknowledging good work or performance of staff. Management should understand that giving an employee verbal recognition can sometimes be stressful to the employee. Feeling stressed about a compliment, for the employee, means that the employee must “keep up” the standard of work in
order to live up to the praise. This sense of obligation is what is stressful to the employee. In order to use positive verbal as a motivational tool, the manager should phrase the praise in such a way that it extends the dialogue with the employee.20

Management should never demonstrate an unapproachable attitude with their employees. They should always schedule time to effectively communicate with their employees (through reviews, individual meetings, etc.). If an employee’s actions become disruptive, an effective leader must be able to identify, control and correct disruptive behaviors. McLean discusses the behavior and reactions of the employee. These situations can also be applied to managers and their way of handling employee situations. Keep in mind that seemingly disruptive behaviors might not be disruptive at all. Management’s interpretation of an employee’s actions can be influenced by how secure or insecure they feel about themselves professionally. How they handle the situation is dependent on these factors, and the perception of the character of the employee involved. While the former derives reactions which are based on how we see ourselves in relation to their, the situation around them and how they see themselves within the goals of the company; the latter comes from their own past experiences, deriving at

20 McLean, There Is a Better Way to Manage, 197.
conclusions because it makes sense to them.\textsuperscript{21} Research findings from conversations with professional support staff suggest that:

"...inexperienced managers that are supervising various levels of experienced staff will more than likely be unfair when resolving conflict with a senior level support staff member. New managers that come into an established work environment seem as though they are insecure and will fail to resolve conflict favorable to the employee of whom they feel is a direct threat to them. They will never give this employee the "benefit of the doubt," but will do everything to demean or attack the worker's character, no matter the situation. They are usually quick to resolve issues in an accusatory manner. If the employee is a high-performance employee, this sort of manager does not stimulate or give positive rewards or recognition. Instead, increased demands are expected to be completed in shorter periods of time."\textsuperscript{22}

That is why it is so important for the employees within an organization that are responsible for hiring senior staff to not only look at their credentials or nepotism, but to look at their character and to truly judge who would be the best candidate to help the organization achieve its' goals. Organizations have a responsibility to detect this type of manger, and provide corrective measures to protect the organization and the support staff. Early detection can be found during the pre-employment process when screening the ethics and values of the potential candidate during the interview. A preventive measure would be the mandatory attendance to "self-help" management classes to all employees who are in a supervisory position.

\textsuperscript{21}Ibid., 182.

\textsuperscript{22}Interview with professional accounting support staff, Summer 2012).
Communication with subordinates means that an effective manager should engage and stimulate responses from their staff with encouragement and support. It is imperative for management to develop effective communication skills because it directly results in the employees' success which trickles upward with affecting the overall results of the organization.\textsuperscript{23} The results of effective communication can result in establishing an outline for explicitly stated goals, assisting the employee by helping supply the written steps and/or suggestions needed to achieve the stated goals (this is of particular importance if a new process, task or procedure is being implemented). Effectively communicating means to listen to what the employee is saying, be compassionate and have empathy, and offer your assistance. For many managers, it is often difficult to really hear what the employee is saying because supervisors already feel that they know everything since they have the superior knowledge and expertise. Being an effective manager means taking the time to listen to support staff. After all, you might find that there are some things that can be learned from the employee. Communication should involve positively acknowledging when the employee completes the work assignments at home and works long hours to complete the tasks at hand.\textsuperscript{24} From the employees' perspective, a positive reinforcing talk with the boss stimulates them to work harder in meeting the goals of the division and therefore the company. Also, effective communication

\textsuperscript{23}McLean, \textit{There Is a Better Way to Manage}, 177.

\textsuperscript{24}Ibid., 176.
(two-way between supervisor and support staff) is very important when performance appraisals are done. Conversely, management benefits directly from the results of the employee achieving their goals which therefore directly is part of the success of the business for the present and future. Therefore, it is vital to the success of the department for management to share important information, as appropriate, to their employees.

Other character traits of an excellent manager are personal humility and drive. Managers of this trait are humble, have motivational skills that have a strong dependence on standards that are inspirational to them. This humbleness must be combined with some of Productive Narcissism attributes.\textsuperscript{25} Part of a manager's humility should be the concern of their behavior when it comes to handling an employee given certain situations, handling the situation that meets the needs of resolution, and the perception of how their behavior is conducted.\textsuperscript{26} A positive, productive narcissistic person will show traits that are beneficial to the company: being charismatic and a great speaker (effectively articulating the expectations and goals of the employee, department and the company), needing to know and understand the jobs and the responsibilities of the people that is under their supervision, and being spontaneous and innovative with ideas that


\textsuperscript{26}McLean, \textit{There Is a Better Way to Manage}, 180.
will effectively help manage their staff and to get their own work completed. These motivating and productive, proactive skills will provide the needed support for a business to achieve its’ successes.\textsuperscript{27} A forward thinking manager prepares the management team for future successes of the company. This is accomplished through getting the management team to see the visionary aspirations of the company, energizing the team by rewarding, repositioning, and by providing them with additional training.\textsuperscript{28}

Being a good boss depends on the boss creating an environment of trust and sharing information that is relevant to the employees being supervised; knowing the expectations of the company, understanding and incorporating the mission of the company, understanding and processing the department goals and objectives and within the employees’ goals and objectives; having proficient knowledge of policies, procedures and regulations that govern the area under management and of the industry of the company being managed and effectively communicating this information with employees; supporting staff when confronted with situations where the policy and procedures were followed. Supervising managers create the environment their staff works in by exhibiting their behavior (good or bad) and attitude (good or bad) towards their


\textsuperscript{28}Bain, \textit{Success Management}, 12.
subordinates and towards how the work is being processed. Creating an environment of trust means that managers should share known information that affects the employees that they manage and/or that impacts the company (e.g. corporate downsizing, division restructuring, etc.). It is quintessential for management to support their employees in all actions that are supportive of the company. If an unintentional error occurs, especially as the direct result of an employee being given an exorbitant amount of responsibility (that they have not been rewarded for), the manager should not exercise extreme measures to punish, but should give that employee every benefit of the doubt, by understanding the circumstances that rendered the situation. Perhaps, future preventative measures could be discussed.

The best manager is a leader who is able to meet the needs of their employees, assess the demands of the situation, and to meet the needs of their organization. Managing and leading are not mutually exclusive. Besides having keen knowledge, skills, and abilities, the ideal manager incorporates strong leadership skills. A compassionate and enthusiastic supervisor, who is supportive of the company’s vision, will successfully lead their employees in accomplishing the company’s goals. If met with challenges, this type of manager is never afraid to ask questions and to listen. Even though the managing leader demonstrates flexibility, they have a strong sense of self and will not compromise their ethics or character. In fact, it is possible that upper management would be challenged
(if the objectives of the company are being compromised). They also have a strong sense and reaction to think the situation through and analyze it, learn what is expected on the job and resolve issues that are counter-intuitive to the goals. A manager demonstrates experienced emotional stability when there is an acceptance of employees as individuals and be able to understand the individuality of a person in resolving conflicts. The emotionally stable and experience manager has enough confidence in themselves to not feel threatened or intimated by their staff. They are trusted by their support staff and are a proven leader.

Managers should observe and learn from their bosses, mimicking successful leadership styles and avoiding or improving the processes that flounder. Processes to follow when working would be:

1. Think through the process before it is started.

2. Be knowledgeable of the company, the industry and the company's objective. Come up with a strategy to accomplish your goals and the goals of the company.

3. Have the skills needed to understand and complete the task. Continually make personal and professional improvements by taking training and development courses.

4. Aim high and be a hard worker. Have a good reputation amongst your colleagues and within the organizational community by having integrity and setting high standards.

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29 Bain, Success Management, 15.

30 Ibid., 22.
5. Be open and honest with yourself by re-evaluating yourself objectively, making adjustments if necessary.

Manager’s who are selfish and put their own objectives first are not good for the success of the organization. It is extremely important for the success of the organization if management (at all levels) have an active interest in their employees. Much of managements’ time should be spent on developing and motivating existing staff and to ensure that qualified individuals are recruited to fill vacant positions. Hiring manager’s make sure that the person hired to manage staff possess integrity, share the goals and visions of the company, enthusiastic, willing to lead by example, follows through on commitments, takes responsibility for the mistakes made by themselves and their staff. They should also be trustworthy, confident, courageous, committed, and can effectively communicate assignments, tasks, and the goals of the organizations. Management should possess expert knowledge, skills, and ability to manage the staff and to get the work done.31

The competency of management should exceed those people that are under their supervision. Knowledge of this requirement should be investigated by the senior hiring manager during the interview process. The hiring manager or interview panel should ask questions to the incumbent that will provide feedback that will give them insight into their knowledge, skills and abilities. Questions

31Ibid., 44-45.
should also be phrased so that the responses demonstrate the character and strength of the individual. Staff members who are in supervisory positions should always look for ways to improve themselves professionally and personally. Professional development involves corporate management training to learn strategic planning and implementation to ensure that the right people are assigned to the right jobs within the department. On a personal level, management can evaluate themselves by reviewing their appraisals which should include career development and an action plan. During this appraisal and self-assessment, the manager should be open and honest in reviewing themselves and evaluating their performance.\textsuperscript{32} Through self-assessment and planning, all levels of management as well as supervisors should have a career plan written to be reviewed with their respective supervisors. The career plan starts with the here and now. Before moving ahead, the manager needs to formulate a type of "balance sheet" assessment of where there view themselves professionally. What is meant by "balance sheet" is to know what value you bring to the position within the company. The assets include knowledge, skills, and abilities that you possess. The liabilities are the weaknesses of areas that need improvement. Additional training should be considered as it would be needed to enhance the understanding needed to achieve the goals as outlined in the career plan. The career plan is an outline of the career objectives and goals of the

\textsuperscript{32}Ibid., 38.
manager. Items included in this outline would be career goals, qualities needed to achieve career goals and the stated goals, areas of weaknesses that would need improvement, what training is needed to improve the weak areas, training completion dates, and achievable career opportunities within the company.\textsuperscript{33}

Managers will need to find the time to work towards future goals as well as meeting the current needs of the company. To ensure efficient and effective processing within the organization, the managing staff must analyze their department and its' effect on the company as well as comparing it with other institutions and to socio-political factors, economic trends, technology, customers, and alliances.\textsuperscript{34} Socio-political factors consist of consumers, demographics, and how they may change over time; economic trends involves analyzing the growth potential in various geographical areas; industry factors involves monitoring the competition and its' technology and finding new ideas of products and services that would keep the company competitive; regulations are studied to weigh the profitability of outsourcing productivity.\textsuperscript{35} Although the company can save money by hiring inexpensive labor, the long term consequences can adversely affect the profitability of the company (i.e. if jobs are outsourced, people lose their jobs and are unable to buy goods or services).

\textsuperscript{33}Ibid., 56.

\textsuperscript{34}Ibid., 70.

\textsuperscript{35}Ibid., 71, 75-77.
Allies are formed between the suppliers and manufacturers of goods and services and between consumers and the companies. Consumers are directly affected by all of the above factors. Expansion of the consumer base has been increased through the use of TV, computers and telephones as a medium for consumers to be able to buy goods and services.

After monitoring and researching the competition, management needs to devise a strategic plan to guarantee the success and the competitiveness of the organization. There are at least seven steps to the strategic process. These processes are: creating an organizational mission statement, external and internal reviews, identifying key issues, having alternative strategies, selecting the staff capable of doing the job, have a working document of the preferred strategy and implementation of the strategy.\footnote{Ibid., 91-95.}

1. Mission statement is a motivational statement that expresses the purpose of the business and how it expects to achieve its’ purpose through excellence in achievement processes. It includes a summary statement of how it will achieve its’ goals.

2. External and Internal reviews
   a. External reviews are of environmental, demographic, political, social, economic, cultural and technical. These are reviewed to forecast how the company is competing and what is needed for growth in the future.

   b. Internal reviews are an objective internal review of the company to ensure that the existing strategies are working and to make changes to the strategies that don’t work.
3. From the reviews, identify key issues that could mean a change in strategy.

4. If the findings in step 3 necessitate a need for a change in strategy, then implement an alternative strategy. This is an optional step and may not be needed if there are no changes during the review in step 3.

5. Motivate, reward, and put into place the right people for the right job.

6. Use the preferred strategy as a working document. It should have the key components of the plan, and describe the details of the resources which are needed to achieve the plan.

7. Implement the strategy after it passes the budget and board approval. The board provides insight and balance to the strategy proposal, but does not participate in drafting the proposal.

The implementation of the strategy would entail effectively communicating and proactively working with the support staff. This is an important step because it is mostly the workers who are responsible for get the work completed. It’s up to managers to inform their direct up-line of the potentiality of the staff that they supervise. During the succession planning, management is looking for employees who are the top performers. These top performers are given new or added responsibilities to meet the strategic goals of the organization. Management has a responsibility to the other staff members to motivate and to find out why they do not fit within the top performing category. Employees that have potential needs to be trained, rewarded and given more challenging work. Others that do not fit within the realm of the strategic goals needs further review for possible
re-assignment into other areas. Supervising staff means being intuitive enough to distinguish performance levels and the potential of support staff. Once this is figured out, then division re-alignment is necessary in order to make goal attainment easier, and to achieve optimum performance among the staff.

Managing staff means that it is critical to build and manage your staff. This effective leadership involves effectively supervising your staff and learning how to manage, respect and understand diversity in your department and in the organization. Being able to work in a challenging work environment can be difficult when management is not held to be ethically responsible for their actions. Senior management’s monitoring of how support staff is managed could make supervisors more sensitive to their treatment of support staff.

\[37\text{Ibid., 47.}\]
CHAPTER III
WORKING THROUGH ETHICAL ISSUES AND DILEMMAS IN THE WORKPLACE

Workplace bullying is a pattern of destructive and demeaning behavior deliberately directed at subordinates.\(^1\) Unfortunately, bullying is not part of a protective class covered under the Civil Rights Act of 1964, and is therefore not an illegal act in the United States. However, in most other foreign countries, bullying is a crime and is illegal. An example of this would be found in the United Kingdom. The Work Bill of 1999 was created to protect U.K. employees from bullying.\(^2\)

Do managers feel that ethical behavior is part of their job? A study conducted by Ralph A. Mortensen, and et al concluded that there is not a lot of research that has not been conducted to prove if managers feel that part of their job responsibility includes ethical behavior. However, the findings from this study shows that the feelings of management varies from industry to industry and that ethics should be a part of managements’ duties.\(^3\)


The mistreatment of the victim employee is continuous until management’s goal has been achieved. That goal usually is the replacement of the employee with someone that the manager is more comfortable working with. Workplace bullying is seen as a more general form of harassment. The aggression of bullying is intense, consistent, demeaning and demoralizing. Needless to say, this type of mistreatment causes physiological and psychological stress on the workers and is also threatening to the work environment. The environmental impact within the office is costly to the organization. The negative effects of bullying support are: decreased productivity, reduced creativity and enthusiasm, increased health problems which leads to increased absenteeism and increased sick days. A study by Weiss and Cropanzano, in 1996, proved their Affective Event Theory (AET) which supports the view that emotions are directly linked to behavioral outcomes and anti-social behaviors which were predicated on bullying, provoke counter-productive behaviors in the workplace.\(^4\) Sometimes, the employee works longer and harder than most of the other co-workers due to increased demands and to try to prove their self worth.\(^5\) This mistreatment of employees persists until the employee transfers out of the department or resigns from employment with the organization.

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Let's take a few steps back to ask the basic question as to the cause of bullying. Why would managing personnel feel the need to bully their subordinates? What is the rationale behind this aggressive action? What is the source of the conflict and how is it aimed at a particular employee? Employees, who manage staff, bully their subordinates because of their own insecurity. As stated in earlier chapters, the managing supervisor has to have the knowledge, skill, and ability to lead a staff of employees. This leadership must be driven in the direction of meeting the organizations' goals. When there is an employee that has more experience, skills, abilities, and knowledge than the manager that supervises them, conflict arises towards that employee. The manager overall lack of “know-how” makes them feel frustrated, aggressive and humiliated. Insecurity and anger are by-products of the manager’s inadequacies. These counter-productive behaviors are taken out on the subordinate.\textsuperscript{6} This is a lose-lose situation in that vital information is often not shared from management, knowledge of the office process; work-flow and procedures are not shared with management from the victim (of bullying). Subordinates feel humiliated, stressed, and distressed. These negative feelings affect job performance which also costly to the company. Too much dominance and not enough direction coupled with the lack of understanding of people, skills, processes and issues are relationship related.

conflicts that can develop into a "win" situation if management takes positive corrective approaches to attempting to resolve counter-productive behaviors.

The employee, who is the victim of bullying abuse, suffers emotional trauma. Feelings of stress, anger, powerlessness and confusion have been the reported findings of the employees’ feelings. The first three elements of the feelings come from knowing that the manager is getting away with this unfair treatment with any reprimands from company officials. The constant badgering harms the psyche of the employee, often leaving them in a state of confusion. The confused state of the employee hinders them from completing assigned tasks.

In order to better support their managers, support staff must "out-think" their managers. Out-thinking their bosses means they must anticipate their thoughts and actions and respond in a way that is counter-intuitive to the perceived negative behavior. The employee must get to know their manager. This can be accomplished by getting to know the behaviors of their manager, and understanding the motives behind behaviors. Bullying types of actions of management attributable to counter-productive behaviors are confrontational, sarcastic, explosive, know-it-all and the think they know-it-all, the people pleaser, the indecisive, the whiner, negative, and indifferent.\(^7\)


The confrontational type of manager seems to be always angry, pushy and aggressive. These individuals are focused on completing the tasks and they will not hesitate to humiliate the subordinate in front of their co-workers within the work environment or at a staff meeting. They make no qualms about getting on their employee's case in front of anyone.

A sarcastic manager is also task oriented and always tries to humiliate staff by making rude comments, to belittle someone in front of the team of fellow co-workers. They are insecure about their own talents and feel that the attention is not on them when they can humiliate someone else.

The explosive manager erupts into a rant about something that is of no consequence to the work being done. For instance, the department can be peaceful and quiet with everyone going about their own work. All of a sudden, the supervisor comes around the corner, stands in the middle of the aisle, and starts yelling about something that is unrelated to the work being done.

The "know-it-all" type of manager hates to be corrected or contradicted. This person is task oriented. This type of manager does not see a difference of opinion as something new to be learned, they see it as being confrontational. This is a very unhappy, closed-minded and insecure individual. However, if things go wrong, it will always be the subordinate's fault, never theirs. Even
though grouped with the "know-it-all" type of manager, is the "think they know-it-all" type of manager. This manager somehow faked their way into the position without the knowledge, skills, and abilities needed to perform the duties of the job. However, they manage to fool the ones responsible for them getting into the position while everyone else around them can see their lack of skill. Meanwhile, if something goes wrong, it is never their fault. They devise elaborate schemes and rationality to prove to their boss that it is the subordinates' fault.

The submissive manager always says "yes" to all of their colleagues, whatever the task, without consideration of their own employees' workload. This type of manager is known to be a "people-pleaser" whenever it comes to everyone else except for their own staff. Their main intent is for approval and acceptance from everyone.

The indecisive manager cannot make up their mind because they are waiting for a better decision that could render a better outcome. They usually put off making a final decision until it is too late for them to utter their opinion or to take appropriate actions. Case in point is being given the opportunity to fill a vacant position with a qualified person who is a temp in that position. While a permanent position was promised to the temp staff, procrastination reared its ugly head and upper management closed the position and cut off funding for the position. This type of manager is never wrong once the decision is made that is
adverse to the best interest of the company. It will usually be the other person’s fault.

Whiney bosses always complain about how overwhelmed they are. They are perfectionists, so it is imperative that they complete a task correctly. It is difficult to offer assistance, because they make you feel that nothing you do measures up to their standards. There are three types of whiners: helpful, therapeutic and obnoxious. Helpful whiners complain about problems, but have solutions; therapeutic whining is when frustrations are vented; the obnoxious whiner seeks sympathy from everyone, often wallowing in their self pity.\(^9\)

The opposite of the submissive manager is the manager that says “no” to everything. This type of manager is a pessimist, and has the need to get the task right. This manager does not encourage creative thinking with their staff. Every response to a suggestion or a work process is always negative.

The silent manager says nothing. With this type of manager, it is difficult to introduce new processes or ideas. It is even difficult to find out if existing processes work, or can be made better if not feedback is given. With this type of manager, virtually no communication takes place.

\(^9\)Ibid., 168.
It could be scary to think that there are bosses who have traits of the various types of characterists just mention. As the subordinate, even though it seems like an impossibility, the employee that receives the mistreatment from their boss has options of how to work through the improper management situation in the workplace. Those options are to leave, to stay and do nothing, to stay and counter-punch the opponent (the boss) in a positive manner by changing your behavior and attitude towards the difficult boss.\textsuperscript{10} Leaving is the easiest to do. It also can be rewarding, if there are no hindrances to your leaving. Sometimes, management can interfere with your leaving, especially if it involves a transfer into another position within the company. To stay and do nothing produces an enormous amount of mental and physical stress. This is counter-productive and can be detrimental to the subordinate. If the choice is to counter the negative behavior of the boss with positive reactions, the employee must study their manager to learn the motives behind the behavior. Being under attack by your boss means that you have been targeted as part of the problem.\textsuperscript{11}

There are several factors that drive manager behavior. Their knowledge, skills, abilities and unfulfilled intents intensifies negative management behavior. The intent to correctly fulfill a purpose drives aggressive, controlling behavior; while the need to get along and to get appreciation drives other types of behavior

\textsuperscript{10}Ibid., 13.
\textsuperscript{11}Ibid., 68.
(usually more submissive in nature). Fear of not fulfilling the intent brings out aggressive, controlling behavior. The intent to complete the job correctly brings about passive/task focused behavior. This behavior "amps" up the manager seeking perfection. Their assertiveness is prominent with their desire to get the task correct. Submissive, indecisive and unresponsive managers focus on getting along with others. These managers try to avoid conflict, especially at the expense of hurting someone else. Lastly, explosive, sarcasm and the "think they know-it-all" managers strive to get appreciation from others. The lack of appreciation and feedback makes them sensitive in seeking this behavior.\textsuperscript{12}

In trying to work through these management dilemmas in the workplace, the employee figures out what motivates their bosses' actions, and they will also need to figure out the next challenge. This will be to figure out how to effectively communicate with them. Effective communication is essential for success in all relationships. There is a process to effective communication. One goal to keep in mind during the communication process is to have a goal where mutual understandings and agreements are achieved. Good communication means being direct and explicit in effectively explaining the subject matter of the conversation. Research suggests that successful communication with the supervisor depends on the following factors:\textsuperscript{13}

\textsuperscript{12}Ibid., 25-29.

\textsuperscript{13}Ibid., 44.
1. Establish a common purpose.

2. Maintain a professional attitude.

3. Incorporate verbal and non-verbal gestures and movements (known as blending).

4. Ask leading questions that would elicit a sentence structured response, not one word answers.

5. Summarize your understanding of the conversation.

6. Effectively deliver a precise, well thought out response.

In preparation to encounter successful communication, it is important to establish the common purpose that you and your boss have. During the conversation, the employee will have the opportunity to redirect the conversation to an improved or desired outcome. During the conversation, the employee must incorporate blending into the conversation. Blending is the use of verbal or non-verbal gestures to show support in a conversation; exhibiting any behavior that reduces friction between the manager and their support staff.\textsuperscript{14} Blending can be verbal and non-verbal. Verbal blending includes your voice tone and speed of speech; non-verbal blending includes your body gestures, your facial expressions and animation. The tone of your voice gives a receiving person the sense of what is thought of them. Also exhibit a professional attitude when encountering the boss. Never show what you really think of them. Talk to them and treat them with the respect and dignity, regardless of how they treat you. Of

\textsuperscript{14}Ibid., 36.
course, the employee has to exhibit positive blending to let the boss know that you are not the enemy. When the boss approaches the conversation aggressively, be assertive in using blending techniques. Verbal blending with the manager means meeting them in tone and speed where they are. If your boss speaks soft and quietly, then your tone needs to be soft and quiet. Try to listen to what the boss is saying objectively and intellectually. Do not let emotions into the speaking environment because emotions can lead to conflict and counterproductive behavior. To ensure that it is understood what is being said, repeat some of the words that have been said to you in the context of understanding what has been said. This is a positive step because it lets the boss know that you are listening to what is being said. Confrontational managers do not like to have the conversation repeated due to their short attention span; whereas the know-it-all manager will need the conversation repeated in detail. Blending with managers that possess "a get along" personality involves including friendly, personal ideas into the conversation. Blending with managers that want to be appreciated means you have to offer some sort of praise, acknowledging some accomplishments that may have been made.15

After the manager has stated their point of view on the subject matter, ask questions that will bring out a sentence structured response. The benefits of asking for clarification or questions during the conversation helps gain a better

15Ibid., 49.
understanding of what is being said, helps the person speaking clarify their point to themselves a little better, lets management know that you care about what is being said, being able to decipher hidden agendas or future retaliatory actions, and slow the conversation down to see where it is going.\textsuperscript{16} After management voices their concerns, it is good to summarize your understanding of the conversation. Look for the positive intent of the conversation. Expect to receive criticism from the boss for they are not going to just roll over in silence. Be the adult in this situation and listen to the criticisms. Accept what they are saying to you about you, even if you do not agree. This puts the manager on notice that you are letting go of your need to defend and justify your behavior.\textsuperscript{17}

Aggressive, critical bosses look for strength in the character of a person. So, if you are the shy introvert employee who is under attack, you have to pretend that you have this strong character. Display a gentle confrontation with voice tone and body posture. Stand firm, do not change positions or appear to be anxious. Look your boss in the eye. Keep control by concentrating on slow, deep breathing patterns. Politely interrupt the attacks on your personality, character or qualifications and, summarize the main point and state the bottom line. Let the supervisor know when the conversation is finished. When the reason for the abuse is attributable to an employee making a mistake,

\textsuperscript{16}Ibid., 44.  
\textsuperscript{17}Ibid., 63.
acknowledge that the mistake was made, identify what was learned from the mistake and have an action plan to prevent similar mistakes from happening.\textsuperscript{18}

The best way to handle a sarcastic boss is to become unaffected by the snide remarks. If remarks are made at a meeting, while speaking, interrupt the conversation with a question about the relevancy of the remark.\textsuperscript{19} Be pleasant, calm and poised in the approach. After a while, with a little prayer, the sarcastic attitude should subside.

With managers exhibiting “know-it-all” type of characteristics, the goal to effectively communicate is to challenge this manager to open their minds to new ideas. These ideas need to be presented to this manager in a non-threatening tone.\textsuperscript{20} This will be hard to do because anything contrary to their opinion is often viewed as threatening. This type of manager requires the employee to change a lot about their own attitudes. The employee will have to be flexible, patient and smart about the presentation of ideas and processes. Unfortunately, the challenge will be to reframe your thinking to try to see the intent like the know-it-all would.

\textsuperscript{18}Ibid., 70-74.

\textsuperscript{19}Ibid., 83.

\textsuperscript{20}Ibid., 92-93.
In contrast with a manager who thinks they know it all. In the Brinkman and Kirschner readings, it is suggested that the steps to effective communication includes giving some attention to your boss, clarifying specifics, tell them like it is, while giving them a break and breaking the cycle. To break the cycle means to be gentle in the confrontation approach and giving the appreciation and recognition when they get things right.\textsuperscript{21} The disagreement with this approach is that this type of manager fudged their way into the position in the first place. They did not earn it and does not have a clue about the processes, duties and responsibilities of the people they manage or the department that they run. The recommended approach is to be direct, firm and unforgiving. Be professional in the approach, and explicitly state the intent and the facts of the problem. Give solutions. Have the recommended solutions typed so they can be presented to the boss during the meeting.

The goal in handling a supervisor with an explosive personality is to take control of the situation. Be sure to keep the tone and the language of the conversation friendly. Stroke them by show a little compassion for their plight, while letting them know the intent of the conversation. If the manager knows the intent of the conversation to be true, they will display it through facial expressions or body language. During the conversation, questions should be explicitly asked about

\textsuperscript{21}Ibid., 107-109.
the nature of the anger.\textsuperscript{22} This is useful information to have in order to ensure that the buttons are not pushed to set off another explosion.

When talking to the boss who is a "people pleaser," the intent of the conversation is to get committed commitments and to make the supervisor aware of the deadlines of the work processes within the office. To ensure the commitment, set a weird time that it is due, talk about the consequences of not honoring the commitment, summarize the commitment, and make sure that the commitment is written down.\textsuperscript{23} The manager should be made aware of how their commitment impacts the workflow and what has to be sacrificed in order to complete the task. If the manager does not want to write it down, write it down for them and give it to them. Keep in mind that this type of manager has a hard time in project management. By getting this manager to commit, it teaches them task management strategies and how to commit to one thing and not everything. Verbal and non-verbal blending is important to keep the posturing and tone positive with a personal touch.

An indecisive boss will need to be approached with precision. Upon entering a meeting with this type of manager, prepare everything in writing so that it can be presented at the conclusion of the meeting. Have talking points with decisive and clear issues. This will inadvertently help the supervisor because his response

\textsuperscript{22}Ibid., 114-116.

\textsuperscript{23}Ibid., 124-128.
will have to be decisive. The supervisor is being aided in decision making skills. Have a solution carefully thought out and planned, have a strategy written out for accomplishing the solution.

The intent of working with a boss, who does not have a lot to say, is to get them to speak (especially about an action plan that affects the work). As with all meetings, the employee should prepare questions that cannot be answered with one word. Lead the conversation and at the conclusion of the meeting, offer suggestions and solutions. Have ideas well documented so that these can be presented to the manager at the end of the meeting.

The intent when working with a manager that says no to everything is to try to work with them so they can provide problem solving responses. A person who is negative will never change their opinion or become less negative. The employee should be positive in the approach and seek to gather advice or suggestions from the negative supervisor. This manager cannot be rushed into making quick decision. Therefore, do not rush the manager and give time to respond as appropriately at a later time.²⁴

When confronted with a whiney boss, never feed in to their whining: don’t agree or disagree, stick to the intent of the conversation and explicitly express concerns. Keep the focus on solutions and don’t let the manager shift focus to

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²⁴Ibid., 169-152.
more complaining. Offer them to participate in formulating a solution or coming up with an alternative solution.\textsuperscript{25}

Creating a work environment with moral values improve ethical behavior.\textsuperscript{26} If the choice is to remain part of the team, you have to re-evaluate and adjust how you work with the adversarial opponent. To have a healthy culture in the workplace, subordinates have to believe in the way management is running the department. This creates an approach to how support staff's attitude towards work and how they go about performing their work processes and responsibilities.\textsuperscript{27} In order to help maintain a healthy work environment, diffuse negative behavior (in spite of negative attitudes and actions displayed by the supervisor), and employees need to show confidence, energy, self-esteem and control around the workplace. The social responsibility that a supervising manager has is to create a work environment that stimulates employee's job performance, work ethics, and enthusiasm in working through the tasks and the responsibilities. There is no place for a bullying manager in an organization that wants to maintain a supportive, healthy work environment for staff.

\textsuperscript{25}Ibid., 170-172.


A manager who is a bully will continue to assert bullying behavior if they feel that they can negatively impact support staff's behavior. There is not a guaranteed recipe for promising healthy communication and effective behavioral change in management style of supervision, but there are characteristics and behaviors that the employee can change that will be a step in the right direction for helping to create a healthy work environment.
CHAPTER IV

THE EFFECTIVE USE OF ETHICS, MORALS AND SOCIAL RESPONSIBILITY IN MANAGING STAFF

Organizational effectiveness and success is contingent on the successful contributions of management, support staff, peers, and colleagues. These people are responsible for implementing processes needed to reach organizational goals and to create a healthy working environment for support staff to work the processes of achieving those organizational goals. The standard by which these goals should be implemented is the mission and ethical standards of the company. Management’s behavior is the key ingredient in creating the social environment in the workplace. Harassment and employee bullying abuse is not part of a corporation’s value system or credos in the management of their staff. Successful employment candidates are presumably hired based on the qualifications that are expressed in resumes, interviews, and on-line applications. The candidate chosen represents the “right fit” in achievement of the goals and standards of the company. The perfect work environment occurs when there is a compatible match between the newly hired employee, the support staff, and the company.

However, there are factors that can inhibit productivity within the department/division. With planning the success of the business, there must be enough creativity to visualize the staff and how these subordinates will
contribute to the overall performance of the business. Management will need to exhibit and exert enough power and control to operate the business in an efficient, effective and successful manner. The environment with which the support staff is a part of must be encouraging, motivating, and stimulating. The process by which these things happen involves having a good relationship and effective communication with the support staff. Also, what is important is to promote the support staff’s career through reward and recognition, career development, training and career advancement of the support staff.

Do managers care about being fair or do they just want to have the appearance of being fair on the job? Is there a distinction between the appearance of being fair and actually being fair (from a manager’s perspective)? From Greenberg’s study, the results suggested that managers know that there are two distinct concepts in “being fair” versus “looking fair.” The results of the research concluded that managers were mainly concerned with the appearance of being fair versus actually being fair. It is further suggested that managers are not saying that they put on a façade to give the illusion of being fair, or to hide their unfair acts to seem as though they are fair. Some managers see the act of transparency as being open and fair.¹ Others view fairness as being an analogous workplace, allowing employees to take part in decisions that affect

them (i.e. the use of employee suggestion boxes, allowing flex-time work schedules). Some research has uncovered that the interpretation of being fair is not just through actions, it can be verbal as well. For instance, the findings of research suggest that employees whose performance ratings were followed by an explanation of the ratings thought their managers were fair. Whereas, workers whose ratings did not have explanations to support the ratings thought that management treated them unfairly. Although this explanation seems logical, there is also a possibility of the subordinate disagreeing with the explanation provided on the performance review because it could be thought to be untrue. Being a fair manager creates positive behavioral responses from the employees. Employees will develop trust in their managers. This trust will strengthen the manager’s power base by encouraging support staff to comply with the manager’s directives without hesitation. Also, when employees trust their managers, they will automatically assume that the bosses’ actions are in their best interest, especially when new ideas, processes and procedures are being introduced. The relationship between the support staff and management is strengthened which also builds confidence in management. Furthermore, if management is perceived to be fair, the organization will foster that same

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perception and the ability to obtain and maintain the best employee candidates and customer base will be a benefit.

The behavior of an organizational climate can be inherited behavior from prior leaders. Research has been done to prove that organizational climate relates to the organizational ethics and its related outcomes. Furthermore, if a business wants to ensure its members are ethical in its approach to meeting the goals of the organization, then the leaders of the organization must project good ethical values.\(^3\) The climate of an organization is based on the shared beliefs of its employees on the elements of policies, procedures, and practices. These beliefs are further extended to include how these elements are implemented, expected and rewarded. The success of an organizational climate depends on the strength and direction of the climate. A strong organizational climate occurs if the employees agree with the environment of the organization and the direction that the organization is moving towards in order to meet its goals.\(^4\) As previously stated, the climate of an organization is inherited from its founding fathers. People in hiring positions tend to hire people who seem to share the same values, beliefs and ethics. Schneider's Attraction-Selection-Attrition model states that potential candidates are attracted to business that share similar values and


There are varying definitions of ethical organizational climate. Most definitions researched matched the perception of what it meant in the context of this thesis. An ethical climate is a culmination of behaviors that an organization must follow that is in the context of what is seen as ethical in a larger society; employees within the organization agrees with the organizations view of ethics and how the organization expects its employees to behave when faced with ethical issues. The three primary components of ethical climate are: social norms, organizational form and firm-specific factors. The social norms within the organization are the shared beliefs and values of the organization. It does not necessarily agree with the norms of society outside of the organizations. Examples of this would be animal rights groups, Wal-mart, or other extremist groups and organizations. Components within organizational form are mechanistic work environment. Within this environment people work effectively because they follow the known and agreed upon rules. They do not have to agree with the goals and values of the organization. An example that comes to mind would be assembly line workers in a manufacturing plant. Another component of organizational form is an organic organization. This component allows management more freedom to resolve problems the way that they want

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to. Organizational leadership is a sub-component of a firm-specific factor. This is the most crucial component because leadership behavior sets the tone for the structure, climate and overall success of the organization.

The behavior of the organization is the responsibility of management. In order for the manager to plan the behavior and work environment within the company, he will have to look at the individual’s work efforts to determine the best working environment. To maximize the benefit of meeting the organization’s needs, the managing staff should create a job content document. The job content document is a detailed outline stating the responsibilities and objectives of each member of the support staff. It also describes the relationship of the support staff’s objectives to the supervisor’s, the division, and senior managements’ objectives.\(^7\)

The mutual benefits of this process is that it gives the managing staff member a better understanding of what is going on in the organization while providing definitive job responsibility guides to the support staff.

Once the content document has been created and the candidate selection process has been completed, the process of organizational goal achievement can be implemented. In managing this process, the supervisor must be “human” in feelings and thought. The supervising manager must be humble, apathetic and precise in the exertion of power. Research shows the following kinds of power:

\(^7\)Hugh A. McLean, *There Is a Better Way to Manage* (New York: AMACOM, American Management Associations, 1982), 238.
position authority, direct controls of rewards and punishments, knowing and identifying what will be the purpose of the organizations, and knowing and identifying the will and the purpose of senior management. To effectively manage power and authority, it must be delegated to ensure that the support staff understands the issues of power and to deliberately enact them to support the achievement of the company's goals.\(^8\) Managing power means being able to observe, define, make decisions, take the necessary actions, influence and/or veto decisions, review decisions and appropriately react to them before it is carried out. When the manager misuses and abuses power, stressful relationships are developed. Clearly defined boundaries must be drawn so that the managing supervisor and the support staff know the limits of which to perform the work processes. Management must decide as follows:\(^9\)

1. Support staff is not allowed to make decisions, they must be told what to do.

2. Support staff can make recommendations, but the boss or supervisor makes the final decision and take action.

3. Support staff talks over the dilemma with the boss, then makes a decision on the actions to be executed.

4. Support staff makes decisions, executes the action and then informs the boss.

5. Support staff makes the decision, takes the necessary actions without informing the boss.

\(^8\)Ibid., 239.

\(^9\)Ibid., 240-241.
Employees who are senior in experience and organizational knowledge should not be under micro-management authority of the supervisor. The manager should possess enough experience and insight to be able to decipher the level of power and authority to exert to the varying staff that is under his or her supervision.

Support staff candidates chosen for the various positions should be as rigorously scrutinized as the management selection process. Annual reviews should be given with the expressed responsibility of motivation and support, and training and development. It is at that time that objections and action plans are set up. These objections and action plans should be reasonable to obtain by the employee. Goals should not be set that are out of the employees’ scope of responsibilities. Management should also not consider goals and that are not attainable for the support staff. The incorrect person hired to manage staff and divisional goals will create an incorrect organizational structure and work environment, which in turn, will create negative behaviors that will hinder employee performance.

Businesses should have a structure in place along with a model analysis of existing positions within the structure. This model should identify: the most important organizational objectives and what would hinder that achievement, identify what is needed to achieve the objectives and overcome hindrances, identify positions needed to accomplish the key objectives, and to figure out the
best way of organizing the positions in the structure.\textsuperscript{10} Positions selected within
the structure should be able to meet the following criteria: achieve the expected
results, achieve teamwork whenever necessary to complete the project, the
ability to ensure that important areas of responsibility are competently
maintained and processed in order to achieve its goals, maintaining competent
personnel through training and development.\textsuperscript{11}

Structural problems that can occur if the structure is not properly balanced.
Problems can impede productivity and the workplace environment if not
corrected. Problems that can result from improper structuring include:
duplication of effort, too many managing levels, having more than one boss,
improper or unclear use of assistants, and a boss that has an excessive
workload, inequity of workload distributed among support staff, and job titles
and promotions inappropriately given.\textsuperscript{12} Wasteful and problematic structure
exists when there are: employees given manager titles with no one to manage,
or managers of one to two employees. If the emphasis within the organizational
structure is incorrect, misplaced responsibilities and conflicting objectives can
occur which will create a miserable an inefficient workplace environment among
staff. For example, a senior accountant of Property, Plant and Equipment (PP&E)
supervises one staff person who handles capital leases (which should be a part

\textsuperscript{10} Ibid., 242.

\textsuperscript{11} Ibid., 245.

\textsuperscript{12} Ibid., 246.
of PP&E, but has been separated from that area) has been unjustifiably promoted by management and is now senior to her ex-boss who now supervises no one and reports to a lower level supervisor. Job functions have been clearly misplaced. The structural breakdown is clearly visible when the workload is out of balance among support staff. Another example is when a new manager, on the job for approximately ten months, loses a support staff member (for three months) due to illness. The employee that got sick had a very important job function that the new manager did not bother to learn. In fact, this manager was busy trying to discredit the employee and ruin the employee's reputation. While the employee was out on sick leave, her job was realigned. She no longer supervised a staff of three and part of the employee's position became the new position's responsibility with higher title and pay. Keep in mind that prior to this employee becoming ill, the duties and responsibilities of the position was for at least two people. Needless to say, the recipient of the extra workload feels unappreciated, demeaned, underpaid and mistreated. Pushed beyond the normal limits of the other employees within the division, there is a structural breakdown where the support staff experiences failing health, lack of ambition, drive, and motivation often are feelings associated with the inappropriate management of staff. The careful selection of a skilled, experienced, knowledgeable and an envisioned manager, coupled with supportive senior management should yield a sound structural workplace.
Once a sound structural workplace has been established, management must keep the staff moving towards meeting the desired goals of the organization. Management will need to design a system of planning and controls. Planning is defined as forecasting the future outcome by the use of a process needed to achieve the outcome; controls are direction and expectation of the desired outcome. Controls are measurable data of facts that management can use as a basis for future processes and outcomes. There are three characteristics of a control that is beneficial to the company. They are:

1. Practicality – information from the control should be used as the basis for a management action

2. Significance – control should measure something that has significant impact or cost to the organization

3. Usefulness – control should be understandable and should provide meaningful information that will give management the insight of the given situation

Management should ensure that the motivation behind planning and controls are in the best interest of goal attainment for the organization. If there is a conflict and behavioral problem with management, their planning and control can be used as a vendetta against an employee that is the target of their bullying. As in the previous situational examples given, management’s rationale for position reclassifications were specifically aimed at the support staff that appeared to be

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13Ibid., 255.

14Ibid., 256.
a threat to her validity as the manager. In that case, it satisfied the need for
power to satisfy an end result. Another reason for the re-alignment was a
directive given from senior management where the planning and control
measurements used were the basis of the realignments. Planning and control
should be used as an achievement motivation tool for management and staff.
Not all bosses are cynical and calculating. In fact, there are guidelines that can
encourage achievement motivation. These methodical listing to encourage
motivation is:15

1. Establish clear objectives

2. Establish objectives with 50/50 subjective probability risk factor

3. Be flexible to adjust objectives if the probability varies significantly
   from 50/50

4. Provide positive rewards for the risky objectives – do not punish the
   employee and do not set every objective at 100% mandatory
   attainment

5. Provide feedback on progress towards objectives

6. Have the subordinate establish the objectives and report the
   achievement of the objectives

7. Reward important accomplishments

8. Always provide support to subordinates

15Ibid., 259-260.
Achievement is a behavior that can be attributable to the right kind of work environment. The manager holds the key to the type of organizational environment that is structured and implemented through planning and controls. A successful structural and ethical organizational climate develops into a necessary morality. The behaviors that come from a positive climate affects the morality of an individual as performance outcomes, morale, and unity becomes ingrained as the 'right thing to do' instead of behaving in a certain way because it something that is expected.\textsuperscript{16} The organizations ethical code becomes the mindset of the employees. More studies and guidelines should be established that ties the climate and the structure of an organization to morality and societal norms. The supervising manager has a responsibility to encourage creativity, and recognize the individuality in the people under supervision. Their behavior influences the work environment. If managing bully has been identified in the workplace, the organization has a responsibility (to support staff) to correct the problem by eliminating the behavior. The bullying managing will need to resolve this type of behavior by changing their feelings about themselves and their work responsibilities and their employees. Counseling and management training are steps that can be taken to improve the behavior.

CHAPTER V

CONCLUSION: DON'T BE THE VICTIM

He who trusts men will make fewer mistakes.¹

--Camillo DiCavour (1810-1861)

_Italian Statesman and Architect of Italian Unification_

A strained economy and competitive labor market gives birth to the workplace bullying behaviors that exist within the supervisor and subordinate relationship. Studies have shown that the reason people leave an organization is not because they are not getting paid enough money. Information provided in the research study conducted proved that 95% of the participants concluded that they left their jobs because of the lack of trust they felt (or didn’t feel) for their bosses.² A bullying boss mimics a hard, demanding boss on the surface, but the difference are the internal ramifications that is felt by the subordinate. The bullying boss uses repeated fierce, pushy, and deliberate behaviors that causes psychological and physiological damage that is agonizing torture to the employee. This unfavorable treatment exhibits behaviors that intimidate, offend, humiliate and degrade support staff.³ This egregious behavior is supported by senior


management as they seem to be in denial that they hired a person with this type of behavior. The bullying manager usually targets the person(s) that they perceive to be the leader of the workgroup. These faultless victims fall prey because the abusive manager sees them as a threat to their power and authority. It is the goal of the bullying boss to “break-down” the perceived support staff group leader. This supervisor abuses his power in order to break the spirit of the staff member, which would cause the employee to leave the organization. Most often the victim feels as though there is no recourse because the bullying manager is protected by the organization who does not correct the problem once they are made aware. Another way an organization perpetuates this behavior symbolizing the distinct separateness that exist between the manager and subordinates with the use of organization charts. Glendinning quotes an author in his research as saying:

‘The typical recipe for workplace bullying includes cutthroat competition, with a scarcity of talent [and] time, along with a fear-laced culture. The end result for employers who tacitly tolerate bullying is a process of adverse selection in which the best and brightest may be let go at the expense of the most aggressive and uncivil.’

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Organizations that are supportive of a bullying manager need to realize that it costs them money. Bullying stops only when the employee leaves the organization. When the employee leaves, the company incurs the expense of recruiting, hiring and training a new employee. Other possible ramifications of the victim-employee leaving a company would be the negative experiences that are taken and expressed to people at the new place of employment. The previous employer will get negative references which could possibly make a potential, preferred candidate not apply for a position. Therefore, the potential for recruiting good candidates decrease because of these “grape-vine rumors.” The “grape-vine” can be very harmful to the abusive company. Also, senior management needs to consider that employees whose health concerns are directly from enduring bullying abuse from their manager will incur more medical costs which will end up costing the company more in premiums. Employees feel less commitment to the organization which is cost inefficient because more time is spent adjusting how work is done in order to better protect themselves if they are unjustly accused of an incident. Counterproductive behaviors induced by the employees is also costly to the company that is tolerant of the bullying boss. Employees fed up with being mistreated will sometimes hinder the progress of the company meeting its goals. Although these actions are sometimes hard to prove, studies have shown a direct correlation in this activity and the way a

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company treats its’ employees. If the bullying causes physical and/or psychological damage to the employee, the victim can quit the company, and file and win claims for both unemployment and workman’s compensation. The employee may also sue the company in civil court and could possibly be awarded compensation for damages.

Bullying laws should be implemented in the United States. What is it about workplace bullying that does not govern employee protection within our legal system? Perhaps, these answers can be answered in later writings. A company’s Human Resource department is the only business function of an organization that can monitor a departments’ behavior. Therefore, they are the only organizational unit that should be held responsible for addressing and remedying workplace bullying. The responsibility of an organization’s human resource department is to ensure that healthy, efficient and effective management to staff relationships are maintained. Sometimes, the human resources department is caught in the middle as they cannot or feel that they cannot side with the employee (victim) when there are allegations against senior management staff. When asked to interview HR specialists for the purposes of writing this thesis, there was a hesitation and reluctance to comment of the subject. Besides receiving complaints from the victims, there are other ways the human resources department can decipher if a bullying manager is present within a department.

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7 Glendinning, Peter M. "Workplace Bullying: Curing the Cancer of the American Workplace," Public Personnel Management 30, no. 3 (Fall 2001): ProQuest 275 - 276 (accessed November 6, 2012).
HR specialists can monitor the turnovers within the department. This is a good indicator that something is wrong and merits further investigation. HR specialists can also investigate the comments made by employees leaving the department. Telephone hotlines or employee comment boxes should be implemented within the HR department. Using these methods of communication will allow employees anonymity when expressing concerns, and will allow them to truthfully say what is going on in the department without the threat of experiencing retaliation from management. Once the bullying manager is “flushed out,” harsh reprimand that includes counseling and training should be provided. If the bullying behavior still continues after a period of training and counseling, the bullying manager should be terminated and steps should be taken to ensure the department does not hire the same type of manager.

Chapter I informs the employee of the similarities and differences of identifying a bullying manager. If the employee needs to stay at the organization in the position that is tempered by the bullying, the focus will be on governing a better relationship with the boss and how the boss can better manage the employee. Even though there are many kinds of bosses who have varying behavioral types, there are things that employees can do to try to manage a working relationship with their boss. This will increase a chance to have a successful career. Employees can manage their manager by trying to build trust with the boss. There are various ways that trust can be developed between the boss and the
employee. Employees can anticipate problems and fix them before they turn into a crisis. Understand the bosses’ sense of style and make changes in your presentation accordingly. Emulate how the boss dresses (not down to a science). In other words, if your boss dresses conservatively, consider toning down your wardrobe. Compare your work style and needs to your bosses needs and make adjustments as necessary. For instance, if you notice your boss is a neat freak, try to become better organized with your workspace. Try to build a relationship with the boss by concentrating on the boss’ strengths instead of the weaknesses. Try to think like the boss (in spite of himself) in order to anticipate various behaviors and moods. Be helpful by trying to ease some of the boss’ workload by offering to work on the boss’ routine work assignments. For example, you can offer to sit in on a routine meeting, or work on routine analyses. Keep up with current events that are both in the line of business that you are in and in general (sports, international affairs, art, etc.). That way, if the boss decides to have a conversation with you, you can intelligently respond. This can foster a change of opinion of how the boss feels about you. Be considerate of your boss’ time when planning a meeting. Prepare an agenda of items to be discussed, sit across from your boss so that you can look at your boss face to face. Stay on point and monitor your manager’s body language. If the boss is sending signals, then it is time to end the meeting. If you need more time for
continued discussion, schedule another meeting at a later date.\textsuperscript{8} Do not forget to exhibit blending techniques (Chapter III), and take notes whenever necessary. Be inclusive of your fellow co-workers, acknowledging their efforts towards tasks that they might have worked on with you. Always maintain a cool, calm and collected attitude when dealing with your boss. Treat demeaning and demoralizing behavior with patience and kindness (as in the saying, "kill them with kindness"). This might be a difficult thing to do, but try to put yourself in your boss' shoes, and acknowledge (to yourself) that the boss could be under stress and is anxious because of his or her boss. This behavior could also be due to their lack of experience and knowledge and their feelings of insecurity about that. If there is a re-organization and the support staff and the supervising manager is affected, offer support and assistance whenever the opportunity becomes available. If a more formal relationship exists between you and the boss, call a meeting to remind the boss of your capabilities and accomplishments and let the boss know of your feelings. If you are a more senior employee who works for the younger boss, believe it or not, there are ways that a good relationship can be fostered.\textsuperscript{9}

1. Try not to intimidate or minimize their experiences by your own.

\textsuperscript{8}Eitington, \textit{The Winning Manager: Leadership Skills For Greater Innovation, Quality, and Employee Commitment}, 6.

\textsuperscript{9}Ibid., 8.
2. Do not make comments that will make the younger manager feel belittled.

3. Project an attitude of flexibility and enthusiasm.

4. Write shorter rather than long-winded emails.

5. Be supportive of the boss's ideas, even if you do not necessarily agree with them.

6. Do not project a superior, "know-it-all" attitude.

7. Avoid making references to "the good old days." This could be belittling and refer back to the years of experience (as previously mentioned).

8. Use technology more in completing work assignments. Try to emulate by using the same programs and technological processes the boss uses in completing their tasks.

Another area that can be worked on is to manage effective communication with the boss. Although there are many different types of management behavior and styles, there are general steps that can be taken to improve upon the problem of communication between you and your boss (of all behavior types) includes: finding out what the communication style is and be cognizant of this when speaking with the boss. Is the boss a hurried type of individual who is a "bottom-line" type of person? Do they have a short attention span? Are they long winded, detailed oriented type of people? These are preconceived questions that should be answered as you engage in conversations with your boss. Do not wear your feelings on your sleeve. Even if you are nervous and anxious, do not show it on the outside. Display an appearance of poise, calm and control. The boss
does not respect a fearful, timid employee. Instead, they tend to be more respectful of the more direct type of employee. Eitington references many different types of management styles and behaviors in his writing, but only a few are referenced to reflect the significance of this writing. When speaking with an ungrateful boss, focus on your accomplishments. Be in control as you talk candidly to your boss about your feeling of disappointment for their lack of recognition. Get the boss to talk about the true feelings of your work and accomplishments. From that point, have a healthy exchange with specific facts and accomplishments. If you have an incompetent boss who thrives on chaos and making the support staff lives miserable, specificity would be the order of the day. When communicating with this sad, insecure person, get the boss to be explicit with their expectations of you. Be direct in your response and prioritize the most specific concerns with the boss. Also, it is a good idea to let the boss know the expectations that you have of him as being a member of the support staff. Be able to state the nature of the problem or concern that you have, pointing out the impact of potential hasty, provoking actions. When given impossible work assignments, tell the boss that more time and resources are needed.\textsuperscript{10} Trying to resolve issues when an employee is unfairly blamed for an incident can be frustrating, but when trying to communicate this issue with the boss, you have to “put the ball back in their court” by saying to the boss that

\textsuperscript{10} Ibd., 12-14.
he/she is mistaken, but.... Then after this is said, an offer of assistance can be made to help remedy the problem. By taking this approach, you are now not playing the defensive role. Trying to work with the boss that is extremely critical is very difficult and trying to speak with them can be even more difficult. 'Criticism is the fundamental way of achieving growth.' This positive message is good advice given by Dr. Walter S. John. He offers the subordinate with techniques that can be implemented to ensure a healthy resolution for dealing with a critical boss.

1. Remain calm when you are reviewing the information that you are receiving grief about. Remember, the boss will respect you more if you do not have a "frazzled" demeanor.

2. This will be hard, but show sincerity by giving the manager the opportunity to show how you could have completed the task better.

3. Listen to voice tone and words. Take notes on what is being said (it is important to listen carefully).

4. Assess the criticism to determine if there is a sound basis for the object of his ridicule.

5. Ask for examples to support the subject matter of the criticism.

6. Verify your understanding of what was said by re-stating your interpretation of the complaint.

7. Summarize what was said and write it down if necessary.

8. Arrange for a follow up meeting to react to the criticism. This will give you time to fully assess the criticism.

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11Ibid., 14.

12Ibid., 15.
9. Thank your supervisor (this can be hard to do, but be the better person and do it).

10. Take your mind away from the subject matter for a while and then come back to the issue to assess it to see if it is valid.

Communication is key to the successful accomplishment of attaining career objectives. A solid, well-versed manager should respect the work of employees who try to openly communicate. It is a bonus when an employee feels comfortable enough to be able to approach the manager to express concerns. The manager has to be professional, objective, open and honest enough to access his/her own behaviors in relationship to the issues of concern. Always remember, as the support staff employee, "manage up" and always keep documentation of the events; keep calm and talk in a neutral tone; do not react to the irate behavior of the boss.\(^{13}\)

The proper manager should allow the experienced and knowledgeable employee full responsibility and accountability for their duties. As the manager, you become a stumbling block when you try to interfere with the support staff's established network of colleagues and peers. Provide challenges and new responsibilities to the eager employee who wants to be challenged. Always define and explain in detail the expectations of your support staff. Treat your employees' work as valuable commodities. Offer rewards and positive

\(^{13}\)Ibid., 18.
reinforcements for jobs well done. This may mean that you should not cut corners and give support staff raises and bonuses. As the leader, the work responsibility of the support staff should be tailored to also fit their personal career goals. Do not assign tasks that are impossible to complete. For example, if you're in the accounting field, do not make a major project a priority during the yearend audit.

The climate of the organizational structure sets the tone for the behaviors of the employees in the department. In the words of author Peter Glendinning, "...management style...decreases employee joie de vivre in the work itself."\(^{14}\) This means that a bad manager infects the entire department with negativity. Management sets the tone of the work climate. Well renowned management authority, Peter Drucker, says a negative work climate comes from managers that set the tone towards their subordinates as punishers, mean, insensitive, uncaring, controlling, insecure, vindictive and unknowledgeable.\(^{15}\) As a person supervising the work of others, it is your responsibility to have positive, well-balanced behavior towards your staff. Be inspiring, rewarding, supportive, trusting, and caring towards your employees. If you are a good manager towards your support staff, they will respect you, will love to come to work for you, and in turn, will do their best in completing all work assignment, tasks, and

\(^{14}\)Glendinning, Peter M. "Workplace Bullying: Curing the Cancer of the American Workplace," Public Personnel Management 30, no. 3 (Fall 2001): ProQuest 274 (accessed November 6, 2012).

\(^{15}\)Ibid., 149.
projects. Be respectful and mindful of the employees as individuals and appreciate the diverse value that they bring to the department. It is important that they are motivated and steered towards accomplishing their career goals. Provide encouragement, rewards, training and development. If you are a new manager, joining an established team of support staff, learn the business, the work history of the department, and the history behind why processes are in place. Learn your responsibilities and the responsibilities of those under your supervision. Learn and understand the history of the business practices of the peers and colleagues of the other areas that impact your work. Give praise and rewards to those who help you become acclimated to the new environment of which you are not accustomed to.

As a manager, when giving performance reviews, have the patience, time and consideration to go over each point of the employee self-evaluation. Be level-headed, mature and professional as you review what your support staff thinks of you as a manager in charge of their work and their career health. Be candid when talking about the strengths and weaknesses of tasks, responsibilities, and special projects. You should encourage feedback, allowing the support staff to be open and honest. Accept responsibility for your faults, acknowledge openly and discuss ways of improvement with the staff being reviewed. Be professional and courteous when listening to criticisms and be open and objective enough to look at yourself honestly. Be willing to adjust your behavior. Never exhibit
retaliatory actions against the employees. Do not make belittling and demeaning remarks. Help the employee establish their career path and suggest training and development programs for them to take. In fact, make it a goal for the next evaluation period that training courses are to be taken. As a manager, you need to have an internal goal for yourself to have a commitment to quality and continued improvement.\textsuperscript{16} The structure and the culture of the work environment start with the manager. The ethics and values that govern their management style will influence the work environment of their support staff. Employee's behavior is contingent on their work environment. If the manager encourages staff (through recognition, reward, and motivation), the employee will work harder to prove that the recognition is deserved. Also, if support staff feels as though they can trust management, they will do whatever is necessary to support the processes necessary to meet organizational goals.

The new trend of manager encourages "job hopping." Constant moving from one place to another is not indicative of a stable work environment. The culture and the climate of the workforce cannot grow as a team if there is constant job realignment or movement in the department. However, older employees believe in joining an organization and staying until retirement. This should be respected by management. They should never suggest that you leave the organization unless it is the employee's desire to do so. If there are older employees within the

\textsuperscript{16} Ibid., 187.
department, the manager should regard them as "jewels" of the department. They should be respected and applauded for their longevity. You should not bully them, for if they suffer a serious health incident that was caused by your ill-behavior, the company is at risk for a major law-suit. Do not bully the employee, the benefits from having a seasoned veteran around are: good work ethics, more loyal, and more willing to take on the less challenging tasks. The reason the older worker is patient and more willing to take the less challenging work is because of years of being subjected to stressful work and a stressful work environment that was endured for many, many years. Therefore, the older worker would like to relax during the twilight years of their career. The senior support staff does not desire the pressures of competitive jobs. They've already been there...done that. If not under duress from having to work with a bullying boss, the older staff member can impart wisdom that could be beneficial to the department. They are more likely to express direct critical judgment, insight and patience. They are more than likely able to think of more manageable work ideas than their work associates.

The optimum pleasure of working is coming to a fulfilling job that you like to go to and work for a boss that you admire and respect. However, if there is not reconciliation between a bullying manager and the employee, the employee should seek counseling through resources that are available through the employer. Employee's have resources that are available to help them get

\[17\text{Ibid., 220.}\]
through during difficult work experiences. Departments such as Affirmation Action, Human Resources, Employee Ethics and Compliance and other Employee Assistance Programs. Affirmative Action department really helps the employee who has been violated under the protected classes of the Civil Rights Act of 1964. It is unfortunate that EEOC and Affirmation Action only protect those employees whose civil rights have been violated. Workplace bullying is a very extreme and vile offense and laws should be implemented to protect workers from this abuse. Of course, if all else fails and you’ve instituted solutions to try to resolve and change improper behavior, and you have no one else to turn to, hire a lawyer and sue. But to effect change for everyone, lobby the Congress, get a petition signed by several thousand people and send to the White House.

Employees spend most of their waking hours at work. It can be concluded that organizations affect the quality of life of their employees. An employees’ happiness comes from how they are treated by their supervisor. If the quality of life is impacted by negative management behavior, this presents a domino effect because it also adversely impacts the organization. The goal achievement of the organization depreciates because the financial, moral and legal obligations are compromised.18

BIBLIOGRAPHY


