

THE EFFECT OF HIGH PERFORMING BULLYING BEHAVIOR ON ORGANIZATIONAL PERFORMANCE: A BULLYING MANAGEMENT DILEMMA

Janet L. Walsh, Birchtree Global, LLC
Laura R. Persky, Manhattanville College
Ken Pinnock, SHRM-SCP, University of Denver

ABSTRACT

Workplace bullying is well-documented as harmful to individuals and organizations. What has not been explored as thoroughly is the management dilemma human resources and business leaders face when the bully is a high-performing worker making significant financial or operational contributions to the organization. High-performing bullies make it harder for leaders to know when and how to intervene. In this phenomenological study, the authors compare the positive and negative organizational effects of maintaining high-performance bullies in the workplace. The authors review the literature to identify the differences between demanding and bullying behaviors. Examples are provided that illustrate why high performing bullies remain in organizations, how their behavior is exposed to public view, and the resulting consequences and outcomes. The mitigating role of social media in resolving bullying in organizations is revealed to be definitive. In conclusion the authors suggest managing high-performance bullies through a combination of education, organizational structure, job design coupled and a pro-active data gathering process through social media and internal outreach.

JEL: M100

KEYWORDS: Bullying, Management, Human Resources, Performance Management

INTRODUCTION

Most people associate the idea of bullying with children in a schoolyard. However, there is a lesser known serious problem among working adults. The Workplace Bullying Institute reports bullying among American workers is a significant workplace problem. Among United States workers, 38% report they have been the subject of bullying (Namie, 2017). Even though bullying occurs in the workplace, research is lacking and there are few studies documenting the problem (Georgakopoulos, Wilkin, & Kent, 2011; Namie & Namie, 2009). Organizational bullying becomes even more difficult to identify and address when the bully is a high performing employee. Workplace bullying causes a drain on employees and managers that is both physical and emotional. If it permeates the organization, the result can be a toxic workplace environment (Hollis, 2012). Workplace bullying that leads to a toxic work environment affects employee's health, reduces productivity and morale, and results in higher turnover (Hollis, 2012; Keashly & Neuman, 2010; Persky, 2018). However, the negative effects of workplace bullying may be offset by significant financial gains or organizational achievements as a direct result of the bully's work efforts. The high-performing bully is often characterized as a demanding individual who gets results (Daniel, 2009).

It is difficult to manage workplace bullying because in most US states it is not defined as illegal behavior. There are few laws addressing bullying in the workplace, and it may be difficult to quantify the business

impact of such behavior, particularly if the bully produces outstanding financial and operational results (Daniel, 2009). Organizational policies against workplace bullying are not common because there is no legal imperative to do so (Cowan, 2012). Individuals bullied in the workplace are affected physically and mentally, but bullied workers also contribute to the economy's loss of productivity, reduced efficiency, and lower profitability (Georgakopoulos et al., 2011). Measured on a national level, workplace bullying is estimated to cost up to \$43.4 billion (Indvik & Johnson, 2012). What has not been explored as thoroughly is the management dilemma human resources (HR) and business leaders face when trying to reconcile the disconnect between a high performing bully's work performance and the negative effects of bully behavior on company employees, brand, productivity, and financial output. Steve Jobs, the former CEO of Apple, has been described as a bully (Streitfeldt, 2011; Gibbs, 2014), but this did not stop Apple from becoming one of the most financially profitable organizations (Apple, 2018). High performing bullies make it harder for leaders to know when and how to intervene to stop bullying escalation and negative effects. The problem is how should the organizational leadership (CEO, Board of Directors, Senior Leaders) respond to workplace bullying by a high performing manager. For example, what would you do if you worked in a leadership position at Apple and an employee complained of bullying by Steve Jobs?

LITERATURE REVIEW

What is the definition of workplace bullying? Workplace bullying can be defined as negative, persistent, pervasive and extreme abuse (Cowan & Fox, 2014). The recipient of bullying behavior (the target) often views the bully as more powerful, which results in the target becoming distressed and humiliated (Cowan & Fox). Carroll Brodksy was one of the first investigators to study and write about bullying in workers compensation cases in the 1970s. Brodksy's definitive work on this subject, *The Harassed Worker* (1976) described emotional abuse at work defined as primarily psychosocial and non-sexual, which often resulted in severe trauma to the individual. These findings were later reported by Leymann (1986), a Swedish psychologist, described *mobbing* as negative and abusive group behaviors targeted to specific workers. In the 1990s British journalist, Andrea Adams, first used the phrase, "workplace bullying" during a radio show while promoting a book on the topic (Adams 1992).

Workplace bullying is generally not classified as illegal in the United States unless the target is a member of a protected class defined by race, religion, gender or country of origin (Hollis, 2012; Indvik & Johnson, 2012). Workplace bullying generally avoids being classified as harassment because the negative behaviors fall under the company's policies and rules governing behavior or are part of the organization's culture (Crumpton, 2014). Harassment is defined as unwelcome or offensive conduct based on an individual's race, color, gender, or religious affiliation (Hollis, 2012). Identifying bullying behavior and addressing it in organizations is made more difficult because the bully and the target are often alone or the actions taken by the bully may be subtle and discreet (DelliFraine, Mclelland, Erwin & Wang, 2014; Indvik & Johnson, 2012). Further, what one individual considers bullying behavior may not necessarily be the same as another. As Bjorkqvist, Osterman, and Hjelt-Back, (1994) research showed, how people are treated by fellow employees has a significant affect on their self image.

The research on the impact to bullied victims appears to be consistent. Victims experience emotional and physical reactions, which can result in declining health (Kivimäki et al., 2003; Nielsen & Einarsen, 2012). Ongoing bullying can lead to symptoms including a loss of concentration, depression, and post-traumatic stress disorder (Bjorkqvist et al., 1994; Harber et al., 2013; Kivimäki et al., 2003;). Kivimäki et al., 2003 conducted a longitudinal study of 5,432 hospital workers and found there to be a significant relationship between the incidence of depression and bullying (Kivimäki et al., 2003). Additional results of the study showed a correlation between bullied victims and an increase in cardiovascular disease (Kivimäki et al., 2003). Another study among female educators reported that bullied victims indicated the experience was devastating to their work, their careers, well-being, collegiality, and service quality (Sedivy-Benton et al., 2015). The research also noted victims felt violated and abused, isolated and at a loss as to where to seek

help (Sedivy-Benton et al., 2015). As there are few laws against workplace bullying, these behaviors are not always addressed in organizational policy manuals. Bullied victims often report that bringing their concerns to their Human Resources (HR) department results in no corrective action (Cowan & Fox, 2014; Harber, Donini, & Parker, 2013; Namie, 20017). Cowan and Fox (2014) interviewed HR professionals, and found many organizations lacked a policy specifically addressing bullying conduct, had no protocols for handling the problem or disciplining the individuals responsible. Cowan and Fox (2014) indicated there has been “little research dedicated to understanding the HRP’s [human resource professional] viewpoint or role regarding bullying situations” (p. 120). In addition to the lack of definition of workplace bullying, the HR department often reports directly to the president or a senior operating officer in the organization. Given senior leadership in organizations is commonly compensated based on the financial improvement in the organization, high-performing bullies may be kept in their position despite bullying because they contribute to the organizational bottom line and higher compensation to senior leadership.

High-performing bullies financial or operational contributions to the organization are shown to be offset by reduced organizational productivity, increased dissatisfaction, and employee turnover (Hollis, 2012; Williams & Ruiz, 2012). Hollis (2012) surveyed 401 college and university participants across the Northeast and found 25% of those reporting being the victims of bullying responded by looking for a new job. Hollis (2012) also found 71% of those who were bullied said the experience gave them a less favorable view of their university. More than 50% of those bullied reported trouble sleeping, and 40% described difficulties in concentrating (Hollis, 2012). Hollis’s (2012) study showed people who feel bullied are less committed to their organization and are considering resignation. They have a reduction in their work commitment level and consider leaving the organization. If the bully is a high-performer or popular with senior leadership, the problem is exacerbated.

DATA AND METHODOLOGY

This study used a combination of secondary and primary research. Secondary sources provided case study examples of workplace bullying situations that were made public by newspapers or other published sources. Primary research was conducted using in-depth interviews with employees in higher education. Twelve interviews were conducted with administrators, faculty and human resource personnel to gain the insight and experience with workplace bullying. The interviews were confidential, and thus no identifying information on the bully or the target is used. The results are provided in summary along with findings of the secondary research. Demanding, high-performing managers differ from bullies in their focus on business issues rather than on the individual’s perceived failings (Daniel, 2009). It is particularly challenging to address negative bullying behavior when the bully is a high performer in the organization. Leadership worries that it will be hard to replace the lost earnings of the high value bully. However, research indicates that while a high performer may bring in strong individual results, he/she can have negative effects on the team’s overall performance. Four case study examples of high performing bullies are presented, showing the effect of the bullying behavior, and the organizational response.

Sutton (2007) describes a situation at Men’s Wearhouse with a successful sales person who was not a team player. After attempts to change behavior and repeated warnings from leadership, Men’s Wearhouse removed the salesperson despite his high sales record. After he left the total store sales volume increased by nearly 30%. Even though no single person sold as much as the bully had, the team’s overall performance improved. Sutton (2007) describes another, similar organization, this time a fortune 500 company, that focused on removing known bullies. After removing the employees known for negativity the company’s performance improved and it moved from the middle range to one of the best performers in its industry. Mari Ellen Loijens was the top fundraiser at the Silicon Valley Community Foundation (SVCF). The SVCF is a tax-exempt public charity and the largest community foundation in the world with USD 13.8 B in assets, whose donors include well-known Silicon Valley businesses such as Microsoft (Special Report, Turmoil at the SVCF, 2018; Gelles, 2018). SVCF mission is to ‘...partner with donors to strengthen the common good

locally and throughout the world' (Silicon Valley Community Foundation, 2018). Mari Ellen Loijens was the organization's top fundraiser, who reported to Emmett Carson, the executive director. "She brought in the money," said Rebecca Dupras former Vice President for Development at SVCF (Dupras, 2018; Gelles, 2018). Interviews with employees and colleagues at the foundation asserted she bullied and demeaned colleagues, made sexually and racially insensitive remarks and threatened physical violence, which was reported to the executive director (Dupras, 2018; Gelles, 2018). Although complaints were submitted to human resources and Emmett Carson, no action was taken until the issue was made public in the *Chronical of Philanthropy* in early 2018. When the issue was brought to the attention of Emmett Carson by the *Chronical* an internal and external investigation began. The result of the investigation revealed a toxic culture, a history of unresolved complaints and concerns, very high turnover, poor social media profile, and donors turning away from creating accounts at SVCF (O'Neil; 2018 April 26; Gelles, 2018) and 65 employees at SVCF sent a letter to SVCF Board describing the toxic environment and lack of response to management. In this case, the SVCF appeared to define high performance behavior as increasing short-term financial gains, although the ultimate objective was to increase the SVCF's ability to grow.

Consequences of the investigation included removal of Loijens, Carson, and the HR Director, and appointment of a new executive director and HR director (O'Neil, 2018 May 1). Very visible and poor PR for SVCF resulted from multiple publications of the story. In this case the root cause of the problem was organizational focus on financial results, infrastructure management, and HR lack of power or checks and balances (Cantor, 2018; Gelles, 2018; O'Neil, 2018 April 26) The tipping point was the investigative reporting begun from an inside tip, leading to full exposure of the issue, not the reports to Emmett Carson and the HR Director. It is noted a review of the Glassdoor site for SVCF reveals no new updates after August 2018 and reviews on the site are not positive (Glassdoor, 2018).

A similar situation arose at Billboard-Hollywood Reporter Media Group in July of 2018. John Amato the company chief executive, was highly regarded for turning a dull industry publication into a glossy, hybrid consumer publication (Sisario, 2018). However, reports circulated that he was protecting his long-time friend and record industry executive Charlie Walk from negative publicity arising from sexual harassment articles. Amato's interference with editorial decisions on the story was brought forward to *The Daily Beast* which published an investigative report on the subject (Tani, 2018). When its journalists' independence was questioned, Billboard launched an internal investigation. At the same time, as part of an investigative report, the *New York Times* interviewed fifteen current and former employees about the culture at Billboard. Interviews and correspondence with the current and former employees revealed complaints about Amato filed with the HR department (Sisario, 2018). In this case, a high performing leader was accused of creating a bullying and intimidating culture, sexual harassment, and squashing stories about people with whom he was connected which resulted in investigative reporting and multiple news articles. Amato resigned, and the company faced negative publicity.

Steve Jobs, the former CEO of Apple, has been described as a bully (Streitfeldoct, 2011; Gibbs, 2014), but this did not stop Apple from becoming one of the most financially profitable organizations (Apple, 2018). In 1981, Apple Computer went public and recruited John Sculley from Pepsi-Cola to be Apple's CEO. Steve Jobs was put in charge of the team creating the McIntosh computer and appointed the company's chief visionary. Jobs recruited the team to produce the McIntosh computer and their division became a company within a company, often competing with other, more profitable parts of the organization (Siegal, 2011). He and his team worked from their own dedicated building over which they flew a pirate flag and Jobs is quoted as having said, 'It is better to be a pirate than to be in the navy' (Siegal, 2011). Jobs was known as a relentless boss, who was aggressive, rude, and rough in his management and interactions with employees (Simon & Young, 2005) which led to a power struggle with Sculley. The power struggle and Jobs' poor interpersonal relationships led Apple's Board to remove Jobs from the leadership position. The experience made an impression on Jobs, and although he never lost his aggressiveness, he became a better leader for the experience (Siegal, 2011) and was brought back to the company in 1997.

RESULTS

High performing bullies make it harder for leaders to know when and how to intervene to stop bullying escalation and negative effects. Demanding managers who lack managerial experience, training, or coaching, may become bullies and sensitive or stressed staff may become overwhelmed. Dr. David Clyde, CEO and President of Spinnaker Medical Consultants International, LLC in an interview with Dr. Janet L. Walsh for this paper reported,

“Some hard-driving managers don’t understand the pressure they put on people in day-to-day business operations. Sometimes managers increase expectations on people who don’t know how to say no, so the employee becomes stressed because they know they can’t do it all and don’t know what to do. Managers need to understand how to allocate work and how to give feedback for improving skills and time management, setting standards too high, so productivity decreases. If the employees are stressed enough, they have to see their doctor or go on medication (Walsh, 2018).

The illustrations from Men’s Warehouse, Loijens, Amato, and Jobs, fit the pattern of high-performing bullies. They were individuals whose behaviors included “threats, intimidation, exploitation, control, humiliation/embarrassment, a failure to communicate, manipulation, ostracizing or ignoring employees, engaging in a pattern of obstructive behavior, and gossiping or spreading rumors” (Daniel, 2009). These behaviors are consistent with identified bullying behavior as opposed to demanding executives who tend to be more positive in the interactions and have been described as, “objective, fair, self-controlled, results-oriented, and organizationally-focused” (Daniel, 2009).

The HR department is a first step in many cases, for reporting bullying behavior. The actions of the HR department are key in establishing the overarching reputation of the company. A research study by Lopez-Fresno, Savolainen, and Shrivastava, P. (2018) showed E-HRM, Glassdoor, LinkedIn, Facebook, and HR communications are the major factors that influence the trust building among applicants in the digital age. HR can be a change agent to overcome negative digital influences and as such, can play a strong role in combatting bullying behavior that stymied by HR, gets reported online. In addition, HR can be a resource for targets and bystanders to report their experiences safely. HR can provide direction to resources to assist individuals who are being bullied. HR can also re-educate bullies through coaching, job redesign, performance management and compensation restructuring.

Effectively responding to a situation that involves a high performer and specifically an individual in a leadership role, is somewhat like responding to bullying situation involving any contributors. First, the safety and well-being of the target must be assessed. An indication that an employee is in a bullying situation is when health has been affected, and they have or are in process of seeking medical assistance (Walsh, 2018). Bullying can trigger the need for emotional first aid to support the target through coaching and professional assistance. When meeting with the target, it is important to hear their experiences, what happened and when, and whether there are individuals to be contacted to gather more information reinforcing the targets concerns. When dealing with a high performer/leader, there is nuance in taking next steps. Confronting high performing managers or employees who bully involves a unique dynamic as there is often resistance on the part of the leader to engage and confront. Empowering the leader to engage, approaching the leader from a stand point of wanting to minimize surprises for them, and offering tools and resources can enable them to confront the behavior more readily, especially when balancing the impact to them individually, the effected unit, and overall performance of the organization.

It is important to engage the leader of the high performing bully as they are critical in disrupting the ongoing or escalating behavior. This applies to all levels of leadership including the C-Suite. It has been observed that leaders, especially leaders supervising a high performing bully, almost act in a co-dependent manner and resist the idea that the behavior is so severe, as illustrated with SVCF and Emmett Carson

(Zapf, Einarsen, Hoel & Vartia, 2003). The advantage of reaching out directly to the leader demonstrates respect for their role and can help minimize the leader being surprised about the gravity of the problem and reduce their subsequent defensiveness. Ironically, it empowers the leader to act and acknowledge a problem. In the author's experience, the bully will not take complaints about their behavior seriously until their leader does and is clear the bully is accountable for the behavior, which must stop. Several interventions exist to support the bully concerning changing their behavior. The first is individual coaching. Coaching can be effective in assisting the bully to recognize how their behavior may be perceived and experienced by the target and the co-workers witnessing the behavior. Witness's observation and experience around bullying behavior is important to capture both for understanding the problem and impact of the bullying behavior and ensuring support is available for those individuals as well.

Multi-rater feedback also referred to as 360-degree feedback can be an effective way to deliver information to an employee for development. Multi-rater feedback generally includes performance feedback to and individual from supervisors, co-workers, peers, and subordinates. This process ultimately requires the leader and organization to hold the perpetrator accountable for their behavior and any further consequences. As with any performance feedback, the feedback must include consequences for positive and negative performance. Supervisory management must be prepared to act on the results; if they do not, there can be little expectation for improvement in the bullying behavior. For example, if compensation for individuals is based on more than just their financial contributions, bullying behavior may be addressed. If a bonus, salary increase, or other reward is dependent on satisfactory multi-rater feedback, a bully may be more conscious of their behavior. Again, if supervisory management does not reduce compensation as a result of poor multi-rater feedback, behavior is unlikely to change.

As HR is often the first point of contact when an individual is bullied, requiring HR to present a "state of the organization" report to a company's board of directors including a description of complaints about management can make senior leaders aware of the extent to which bullying exists in the organization. A direct line of reporting on the subject to the company board means problems with bullying in senior management ranks will be more difficult to ignore. The issue will be raised directly to the board, where multiple individuals with oversight into the performance of the organization will be made aware of the information. As previously mentioned, the organization, particularly organizational leadership, should seek out and review online comments and information about individuals and the company. Sites like Glassdoor enable multi-rater company feedback, which may illuminate potential trends and problems. In addition to social media review, exit interviews may be reviewed to identify trends in a department or with individuals. As a final suggestion, organizations might consider having an outside resource, medical insurance or a doctor for example, to whom bullied individuals might contact for support and assistance to address the physical aspects of bullying.

CONCLUDING COMMENTS

This paper represents initial research to identify ways to address high performing employees who engage in workplace bullying behavior. The data was collected from published studies and reports on bullying, the causes and effects of bullying behavior on organizations. There is limited research on managing high performing bullies and organizational actions. There are, however, multiple accounts of high performing bullies in the media, which can be further researched on employee evaluation sites such as Glassdoor. Data used was gathered via case study examples of organizations in the technology, non-profit and retail sectors which had to confront a high performing employee who was also a workplace bully. The authors found that research done prior to the year 2000 may not consider the social media implications, particularly after the "Me Too" cultural issues in the US in 2017 and 2018. The authors research found organizations may not have a code of conduct policy because bullying is not considered illegal in most US states. Organizations fail to address workplace bullying from high performers do so primarily for financial reasons.

They do not want to lose the revenue generated from the high performing bully. However, research suggests the organization may find financial returns increase when the bully is removed.

The organization structure may not include a way for employees to report bullying or a process for the HR department to manage the bullied employee's complaints. HR may report to the bully or have limited power to make the bully stop. Without an organizational structure or pathway to address high-performing bullying, employees turn to social media and the court of public opinion. When employees describe bullying on social media the company reputation can suffer significant negative consequences, particularly if the press launches an independent investigation. The authors suggest the organization, and particularly the HR leader research the company reputation on social media to identify potential issues before they become a problem. They suggest organizations create a code of conduct with a clear reporting structure so executive management is made aware of bullying issues and can intervene. Using a 360-degree performance appraisal document for managers is not uncommon and would reveal the way in which a bully relates to others in the organization. Tying this type of performance review to financial compensation would provide a cause and effect check on a high performing bully's behavior. Companies in the study using 360-degree reviews found it an effective method to check high performing bully behavior.

Limitations with respect to this research include the case study/empirical focus and limited collection of original data. Additionally, further research would be enhanced with a consistent definition of a high performing employee who also engages in behavior that meets the profile of workplace bullying. This may allow for consistent recommendations to address the program. Research into organizational values and how those values are communicated and enforced in organizations might further illuminate this subject. Human Resources role in addressing and managing workplace bullying is an area for more study. Specifically, how can HR professionals be more effective in addressing the target, bystander(s) and the perpetrator and can their relationship with C-Suite level executives be leveraged to garner a stronger response to address the problem before losing high performing talent. Finally, additional research is warranted on the role of the HR department in managing organizational reputation, particularly in social media.

REFERENCES

- Adams, A. (1992). *Bullying at work: How to confront and overcome it*. London, UK: Virago Press
- Apple. (2018). Investor relations. Retrieved from <https://investor.apple.com/investor-relations/financial-information/default.aspx>
- Bjorkqvist, K., Osterman, K., & Hjelt-Back, M. (1994). "Aggression among university employees." *Aggressive Behavior*, 20(3), 173-184.
- Brodsky, C. (1976). *The Harassed Worker*. Lanham, MD: Lexington Books.
- Cantor, A. (2018, May 10). "Growth or mission? The Silicon Valley Community Foundation made the wrong choice." *Chronicle of Philanthropy*. Retrieved from <https://www.philanthropy.com>
- Cowan, R. L. (2012). "It's complicated: Defining workplace bullying from the human resource professional's perspective," *Management Communication Quarterly*, 26(3), 377-403. doi:10.1177/0893318912439474
- Cowan, R. L., & Fox, S. (2014). "Being pushed and pulled: A model of US HR professionals' roles in bullying situations," *Personnel Review*, 44(1), 119-139. doi:10.1108/PR-11-2013-0210

Crumpton, M. A. (2014). "The costs of having a bully in the library." *The Bottom Line: Managing Library Finances*, 27(1), 17-21. doi:10.1108/BL-02-2014-0004

Daniel, T. A. (2009). "Tough boss" or workplace bully? A grounded theory study of insights from human resource professionals,"(Order No. 3350585). Available from ProQuest Central; ProQuest Dissertations & Theses Global. (305169091). Retrieved from <https://search-proquest-com.contentproxy.phoenix.edu/docview/305169091?accountid=134061>

DelliFraine, J. L., McClelland, L. E., Erwin, O. C., & Wang, Z. (2014, Spring). "Bullying in academia: Results of a survey of health administration faculty." *Journal of Health Administration Education*, 31(2), 147-163.

Dupras, R. (2018, June 27). "Stop wasting charity donations: Don't let bullying continue at nonprofits." *Journal of Philanthropy*. Retrieved from <https://www.philanthropy.com>

Fox, S., & Cowan, R. L. (2015). "Revision of the workplace bullying checklist: the importance of human resource management's role in defining and addressing workplace bullying," *Human Resource Management Journal*, 25(1), 116-130. doi:10.1111/1748-8583.12049

Georgakopoulos, A., Wilkin, L., & Kent, B. (2011). "Workplace bullying: A complex problem in contemporary organizations." *International Journal of Business and Social Science*, 2(3), 1-20. Retrieved from <http://www.ijbssnet.com/>

Gelles, D. (2018, May 11). "Inside a powerful Silicon Valley charity, a toxic culture festered," *The New York Times*. Retrieved from <https://www.nytimes.com>

Glassdoor.com (2018). *Silicon Valley Community Foundation*. Retrieved from <https://www.glassdoor.com/Reviews/Silicon-Valley-Community-Foundation>

Gibbs, S. (2014, July 8). "Steve Wozniak: No one wanted to work under Steve Jobs ever again," *The Guardian*. Retrieved from <https://www.theguardian.com>

Harber, H. L., Donini, P. L., & Parker, S. R. (2013). "Higher education human resources and the workplace bully," In J. Lester (Ed.), *Workplace bullying in higher education* (pp. 121-137). New York, NY: Routledge.

Hollis, L. (2012). *Bully in the ivory tower*. Wilmington, DE: Patricia Berkly.

Indvik, J., & Johnson, P. (2012). "Lawsuits walk in on two feet: The bully in the workplace," *The Journal of Organizational Culture, Communication, and Conflict*, 16(2), 73-77. Retrieved from <https://www.abacademies.org>

Keashly, L., & Neuman, J. H. (2010). "Faculty experiences with bullying in higher education," *Administrative Theory & Praxis*, 32(1), 48-70. doi:10.2753/ATP1084-1806320103

Kivimäki, M., Virtanen, M., Vartia, M., Elovainio, M., Vahtera, J., & Keltikangas-Järvinen, L. (2003). "Workplace bullying and the risk of cardiovascular disease and depression." *Occupational and Environmental Medicine*, 60(10), 779-783. Retrieved from <http://oem.bmj.com/>

Leymann, H. (1986). *Vuxenmobbing: Om psykiskt vald I arbetslivet [Adult mobbing: On mental violence in working life]*. Stockholm, Sweden: Studentlitteratur.

Lopez-Fresno, P., Savolainen, T., & Shrivastava, P. (2018). *Trust building in the digital age: Does it really begin with HR?* Presentation at the International Human Resources Management Conference, Madrid, Spain.

Namie, G. (2014). "2014 WBI U.S. workplace bullying survey," Retrieved from Workplace Bullying Institute website: <http://www.workplacebullying.org>

Namie, G. (2016). *Healthy workplace bill*. Retrieved from Workplace Bullying Institute website:<http://healthyworkplacebill.org>

Namie, G. (2017). *2017 WBI U.S. workplace bullying survey*. Retrieved from Workplace Bullying Institute, <http://www.workplacebullying.org>

Namie, G., & Namie, R. (2009). *The bully at work: What you can do to stop the hurt and reclaim your dignity on the job* (2nd ed.). Naperville, IL: Sourcebooks

Nielsen, M. B., & Einarsen, S. (2012). "Outcomes of exposure to workplace bullying: A meta-analytic review," *Work & Stress*, 26(4), 309-332. doi:10.1080/02678373.2012.734709

O'Neil, M. (2018, April 26). *Silicon Valley Funds CEO placed on leave*. Chronicle of Philanthropy. Retrieved from <https://www.philanthropy.com>

O'Neil, M. (2018, May 1). *More turmoil at Silicon Valley Community Foundation as chief HR official resigns*. Chronicle of Philanthropy. Retrieved from <https://www.philanthropy.com>

O'Neil, M. (2018, June 27). *Emmett Carson steps down as Silicon Valley Fund admits missteps*. Chronicle of Philanthropy. Retrieved from <https://www.philanthropy.com>

Persky, L. (2108). *The Perceived Effects of Organizational Culture on Workplace Bullying in Higher Education* (Doctoral Dissertation). Retrieved from https://fisherpub.sjfc.edu/education_etd/357/

Sedivy-Benton, A., Strohschen, G., Cavazos, N., & Boden-McGill, C. (2015). "Good ol' boys, mean girls, and tyrants: A phenomenological study of the lived experiences and survival strategies of bullied women adult educators," *Adult Learning*, 26(1), 35-41. doi:10.1177/1045159514558411

Siegal, J. (2011, October 6). "When Steve Jobs got fired by Apple." ABC News. Retrieved from <https://abcnews.go.com/Technology/steve-jobs-fire-company/story?id=14683754>

Silicon Valley Community Foundation. (2018). *Who we are*. Retrieved from <https://www.siliconvalleycf.org>

Sisario, B. (2018). "After top executive leaves, Billboard confronts its internal culture." The New York Times. Retrieved from <https://www.nytimes.com>

Special Report, Turmoil at the Silicon Valley Community Foundation. (2018, May 10). Retrieved from <https://www.siliconvalleycf.org>

Streitfeldoct, D. (2011, October 6). "Defending life's work with words of a tyrant." The New York Times. Retrieved from <https://www.nytimes.com/2011/10/07/technology/steve-jobs-defended-his-work-with-a-barbed-tongue.html>

Sutton, R. (2007) *The No Asshole Rule*. New York: Grand Central Publishing

Taking a Stand Against Bullying (2018, February 8). Retrieved from <http://healthtrustpg.com>

Tani, M. (2018, May 4). “*Billboard chief squashed sexual-harassment stories about his record exec pal.*” The Daily Beast. Retrieved from <https://www.thedailybeast.com>

Tani, M. (2018, July 18). *Ousted Billboard CEO John Amato being probed for sexual misconduct.* The Daily Beast. Retrieved from <https://www.thedailybeast.com>

Simon, W. & Young, J. (2005). *iCon Steven Jobs: The greatest second act in history of business.* Hoboken, NJ, John Wiley & Sons

St. John Vic (2017, October 9). Workplace Bullying and Mental Health. [Blog Post]. Retrieved from <https://news.stjohnvic.com.au>

Walsh, J. L. (2018). Interview Dr. David Clyde, president, Spinnaker Medical Associates, LLC. Unpublished raw data.

Williams, E. A., & Ruiz, Y. (2012). *Workplace bullying survey final report. Amherst, MA: Student Assessment, Research and Evaluation Office. Educational Policy, Research & Administration.* UMass Amherst. Retrieved from [https://www.umass.edu/local1776/Flyers,%20Updates%20&%20Documents_files/WBS%20Final%20Report%](https://www.umass.edu/local1776/Flyers,%20Updates%20&%20Documents_files/WBS%20Final%20Report%20)

Zapf, Dieter & Einarsen, Ståle & Hoel, H & Vartia, Maarit. (2003). “Empirical findings on bullying in the workplace Bullying and emotional abuse in the workplace,” *International Perspectives in Research and Practice*, p.103-126.

BIOGRAPHY

Dr. Janet L. Walsh is the CEO and president of Birchtree Global, LLC. She leads the organization in providing customers with market entry business services. She has established business operations in 81 countries. Her award-winning research on global market entry, employee training, and foreign direct investment in Cuba is published in multiple journals. Her board service has included Rotary Means Business, The Explorers Club, Devry University, and The World Trade Center Association. Janet holds a BA degree in Economics from Bucknell University, an MBA from Loyola University and a Doctorate in Business from the University of Phoenix.

Dr. Laura Persky is Associate Dean at the Manhattanville College School of Professional Studies. Before joining Manhattanville College, she was an Adjunct Professor and Distance Learning Liaison at Monroe College. Prior to her academic career, she worked in product management and advertising for several major consumer brands. Laura holds a BS degree from the University of Colorado, an MBA from New York University's Stern School of Business and a doctorate in Education from St. John Fisher College.

Ken Pinnock MS, SHRM-SCP is the Director of People Development at the University of Denver, in Denver Colorado. With more than 25 years in human resource management, he has worked in all facets of human resources. He is a Certified Mediator who has mediated/facilitated workplace bullying situations. Ken is a faculty member of the Society for Human Resource Management (SHRM) and facilitates courses for SHRM regarding a wide variety of human resource topics nationally, internally and virtually. He is an

adjunct faculty member at the University of Denver leading graduate courses in many facets of human resource management.