



Premilla D'Cruz
President of IAWBH

From the President

Dear IAWBH member,

The March 2017 IAWBH newsletter is the first issue for this year and we hope it finds you well and happy. There have been a few changes on the Board. Elfi Baillien

has stepped down since her current job obligations interfere with her board roles (she continues as a member of the association, of course) and Bevan Catley has joined us. I am sure you will join the Board in profusely thanking Elfi for her contributions as a board member and in warmly welcoming Bevan to the team. Bevan takes over the roles of literature and events database and summer school.

Meanwhile, Chris Seydl has stepped down from his role as our webmaster, owing to pressing professional commitments. Chris has been instrumental in setting our website in 2009 and has managed it ever since. We owe him a debt of gratitude. Carlo Caponecchia has now taken charge of the website and technology development roles. Maryam Omari handles the Special Interest Groups (SIGs) while the rest of the Board continues as earlier (Shayne Mathieson as secretary, Nils Mageroy as treasurer, Adrienne Hubert as communications co-ordinator and I as conference co-ordinator along with Annie Hogh, former IAWBH President).

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International Association on Workplace Bullying and Harassment

Ria Deakin and Frances-Louise McGregor, organizers of the 2017 Summer School (26-28 July 2017, Huddersfield, UK) have a stimulating programme planned for us, sure to help us 'rethink the bully in bullying'. Read more about this inside...Marie-France Hirigoyen and Loic Lerouge, organizers of the 2018 Conference (5-8 June 2018, Bordeaux, France), reminding us about the event, provide us with exciting information and images about Bordeaux and its surroundings. Obviously, an irresistible invitation!

Taking forward practitioner and academic insights are members' articles. Laura Crawshaw speaks of her method of coaching abrasive leaders and Ivana Vranjes summarizes her study focusing on the contemporary issue of workplace cyberbullying. Annie Hogh and Eva Gemzoe Mikkelsen welcome us to participate in the upcoming NIVA course on bullying and harassment at work. Karen Harlos, our columnist for Methodology Matters, discusses Research-Practice Partnerships, while Miguel Olivas-Lujan shares his '3 Most Influential Works' with us. We get to meet Imad Al Muala who describes the Jordanian context in relation to workplace bullying.

Finally, I would like to highlight the call for bids for the 2020 IAWBH conference – the deadline for proposals is 15 April 2017...and, together with the Board, a warm welcome to our new members. We will be in touch once again via the June 2017 newsletter. Adrienne has posted the guidelines and deadline at the end of this issue and looks forward to your contributions.

Premilla D'Cruz

President of IAWBH



**IAWBH Summer School
'Time to rethink the bully in bullying?'
Huddersfield UK
26th-28th of July 2017**

Prepared by:

Ria Deakin and Frances-Louise McGregor

Goodness me, how did we get to March already? We're currently deep in the midst of planning and are very pleased to say that things are taking shape nicely.

Obviously we've had an unfortunate delay in getting the registration site sorted but are thrilled to say we're now up and running! Registration for the summer school is available here: <http://>

www.hud.ac.uk/huddersfield-business/research/research-seminars/iawbh-summer-school/

Thank you to all of the members who sent in proposals for workshops or other ideas to assist with the development of the summer school, your support is very much appreciated. The programme is still a work in progress but we're delighted to announce some initial details.

Laura Crawshaw, PhD, Founder and Director of the Boss Whispering Institute will be delivering one of the key notes around our title theme of questioning and rethinking 'the bully' in bullying.

There will also be a key note from one of the UK's leading anti-bullying charities. As focusing on the perspective of the bully is relatively underdeveloped in relation to workplace bullying, this session seeks to see what lessons we might be able to learn by "going back to school" and engaging with those experienced with dealing with bullies in other contexts, e.g. school.

On the second day, the focus will shift to workshops and there'll be plenty on offer, including:

- A psychodynamic perspective of bullies (Dr Sheila White, whybulliesbully.com)
- Substantiated – then what? (Danielle Carney, PEEL HR Consulting and Mediation)
- How do alleged perpetrators defend themselves? Opportunities and challenges of using video methodology and naturalistic data in workplace bullying research (Neill Thompson, Northumbria University)
- What does it take to change abrasive leaders? (Laura Crawshaw, PhD, The Boss Whispering Institute)

There will also be a workshop from Anne Lee (University of Oxford) on tackling toxic cultures and normalized bullying, and workshops delivered by Evelyn Field and members of the Therapist SIG across a range of topics. More details on these will be shared in future updates.

In addition to these key notes and workshops, there will be panel discussions and the opportunity to participate in World Café discussion sessions (thanks go to Linda Tilley for the suggestion) where we can explore and refine our focus around the summer school theme.

For the evening extras we'll be taking a quick stroll away from the University to a couple of venues in the town centre. The TV and film clip night on the 26th July will be hosted in a space at the Lawrence Batley Theatre, and on the 27th July there's the option of a tapas buffet at The Corner.



So, as you can see, there will be plenty on to keep anyone who comes along occupied!

If you have any questions or queries about the summer school, please get in touch: r.deakin@hud.ac.uk

Ria and Frances

**11th International Conference
on Workplace Bullying and Harassment**



**“Better Understanding of Workplace Bullying and Harassment
in a Changing World”**

6th-8th June 2018, Bordeaux, Palais de la Bourse

Pre-conference Doctoral Workshop and SIG Meetings

5th June 2018

In light of extensive studies on workplace bullying and harassment, everyone agrees that these behaviours are unacceptable, having disastrous consequences on the target’s health, and a negative impact on company performance. However, bullying persists even in countries which have specific laws against it. If companies are willing to acknowledge work stress, they are still reluctant to recognize bullying, they still view it as a subjective problem.

At the same time, the situation has become more complex. Bullying is an interpersonal issue, but it is affected by the organisational culture and the work climate. In a period of economic crisis, when some work organizations are primarily focused on financial performance, they can also indulge in bullying, claiming that it is necessary in the context. This lack of clarity regarding what constitutes unacceptable workplace behaviour is a fertile environment for “institutional bullying”. Even if bullying is a risk among other sufferings in the workplace, the particular nature of bullying differentiates it from other psycho-social risks. This leads us to re-examine the boundaries between bullying strictly speaking and tough management.

The aim of the 11th IAWBH congress is to further explore the complexity of the bullying phenomenon, to understand the transformation of the workplace (new forms of work, new organizations, new environments), taking into account the increase of insecurity and violence in modern society. In discussing ways of prevention, we need to consider the evolution of the concept of bullying through its definition and its legal qualification, taking into account, not only the profound transformation of work organization, but also the cultural changes of our society.

website <https://bullying2018.sciencesconf.org/>

further information including the call for abstracts and registration

will be available early September 2017

We are delighted to invite you to join us for the 11th IAWBH conference in Bordeaux. You will benefit from pre-conference doctoral workshop, special interest groups (SIG), high level keynote, symposia, workshops and oral presentations. We do not forget recreational and convivial moments, especially the official dinner held in a chateau and additional activities.

A beautiful city in a beautiful region at two hours from Paris with a new high-speed train. A city that contains more preserved historical buildings than any city in France aside from Paris and surrounded by the most famed wine region in the world. Bordeaux is on the rise, with a metropolitan population over one million, several respected universities injecting talented young graduates into the community and the recently opened wonderful "Cité du Vin" wine museum.

Short touristic presentation of the region Aquitaine

Why Bordeaux ?

Bordeaux has had a long-standing tradition of openness onto the world, enjoying a strategic location at the crossroads of major north-south axes and along the development arc of Western Europe. Hence, getting there and finding accommodation are quite easy.

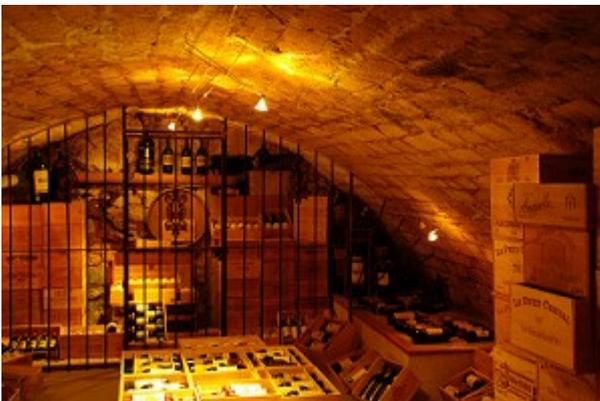
Visiting Bordeaux means exploring a multifaceted city that has built its unity on the basis of pluralism. The UNESCO city with hidden and unexpected features.



The experimental city that champions free wifi access, QR codes and no-touch technologies as well as promotes nature and eco-friendly transport. And finally the "Ville d'art et d'histoire" city, as it earned the certification in 2009, combining strong cultural heritage and bold creations.

The whole Aquitaine region is worth travelling and touring. The vineyards and wine castles, the river and the estuary or the entirely preserved Atlantic coast.

The road to wine castles



Taking the picturesque road to great wine castles is like going back in time and whether you are a wine lover or not, you will no doubt enjoy the trip. North of Bordeaux, on the left bank, the sumptuous Médoc properties are home to mythical wines: Cos d'Estournel, Palmer, Margaux, Brane-Cantenac, Mouton Rothschild...

On the other bank, you will find the famous Côtes de Blayes and Côtes de Bourg and their historic citadels; the Entre-Deux-Mers with invaluable Romanesque heritage and walled towns. Eastward, the hilly landscape of Libourne and Saint-Émilion. Southward, the Graves and Sauternes vineyards, home to the prestigious Château d'Yquem wine, spread towards the Landes forest, the biggest in Europe, created by Napoleon III so as to dry out the swamps.

Saint-Émilion

UNESCO listed since 1999, the medieval city of Saint-Émilion shelters heritage pieces dating back to the 11th century. A halt on the Way of St James, with fortifications, underground passages, churches and steep alleys, the city is like a real period stage set, drawing 500000 visitors every year.

The Saint-Émilion area has been dedicated to wine growing ever since the Roman era. The eponymous "appellation contrôlée" represents 6% of all Bordeaux vineyards.

Around the estuary and along the Garonne river

The Burdigala ferry boat offers from April to October a series of guided tours, an opportunity to take another look at the port, the UNESCO listed quays' façade and the seven bridges.

Aboard taxi-boats, ferries or antique sailboats, there are many different ways to sail down the estuary.

At the end of the trip, sand beaches, marshes, wildlife and local gastronomy await you, not to forget the Cordouan lighthouse, the last manned one in France.

Since March 2011, Bordeaux and the Port of the Moon have welcome the Princesse d'Aquitaine, the very first river cruiser to be officially attached to the city. From March to November, you can choose from 5 to 8 day themed cruises and sail down the Garonne river and Gironde estuary and then along the shore down to the Bassin d'Arcachon,.

Wine tourism

38 appellations, 80% red wines, 20% white wines (dry and sweet), rosé wines, sparkling wines... and about 3 million wine tourists: the mythical Bordeaux wine region is one of the greatest places to taste wines but also to learn about it.



In the past decade, as the demand has grown twice bigger, over 50 sightseeing tours were conceived to visit the Bordeaux vineyards, taste the wines and also learn about wine history and art de vivre.

Going to a wine bar, attending a tasting workshop, touring a two hundred year old wine storehouse, ballooning over the vineyards, taking an œnology training course, or visiting the "Ecomusée de la vigne et du vin" and the "Musée du vin et du négoce", there are many ways to enter the wine world.

By 2014, adorned with an outstanding architecture and equipped with cutting-edge technologies, the "Cité des civilisations du vin" will become a major site in the wine world, dedicated to all wine growers and lovers all over the world. About 500000 visitors are expected every year.

Known by its acronym, the CIVB is a cross-professional organization by which wine growers, traders and brokers from the Gironde department work together and see to the quality and promotion of AOCs in France and abroad.

Located in a splendid 18th century bow-shaped building in the city centre, within walking distance of the Tourist Information Centre and the Grand-Théâtre, the CIVB offices are also home to the Maison du Vin, where you may taste a wide range of wines, and the École du Vin de Bordeaux, which has a year round programme of workshops for all.

Bassin d’Arcachon



As the practice of sea bathing became popular, Arcachon transformed by mid-19th century into a seaside resort with a casino and beautiful villas.

From Arcachon to the Cap-Ferret peninsula, the Bassin forms a large inland bay where sea water and fresh water mix. Its volume depends on the tides. The ten small towns along its shore are popular destinations throughout the year. From La Teste-de-Buch, you can sail to Banc d’Arguin or Île aux Oiseaux as well as climb up the famous Dune du Pilat, the tallest sand dune in Europe, 110 metres at its highest point and about 60 million m³ in volume.

Pictures:

- Page 5: Mgaloseau
- Page 6: Vitasary
- Page 7 and 8: Yannick Serrano
- Page 9: Martine

North of Bassin d’Arcachon, Lacanau’s 15 km shoreline is a real paradise for surfers from all over the world. Since 1979, every year, these beaches have hosted Lacanau Pro, a competition listed in the world qualifying series professional surfing circuit.



**The 2020 IAWBH Conference...
*Will You Host It?***

The IAWBH is now looking for organizers for its 12th biennial conference planned for 2020. This will follow the very successful previous conferences of London (2002), Bergen (2004), Dublin (2006), Montreal (2008), Cardiff (2010), Copenhagen (2012), Milan (2014) and Auckland (2016)...and the upcoming 2018 conference to be held in Bordeaux, France, between 5th to 8th June.

The 2020 conference will last three days, preferably in May, June or July 2020, and will normally run from Wednesday to Friday, with pre-conference meetings (Special Interests Group/SIGs and PhD workshop) arranged on Tuesday. The local organizers of the 2020 conference must be a group of researchers and practitioners associated with a university or a research institution.

Are you and your group interested in hosting the 12th IAWBH conference in 2020? Please write to Premilla D'Cruz (pdacruz@iima.ac.in) for the conference bid document. The conference bid proposal must be received by the IAWBH Board no later than the extended deadline: **15 April 2017**. A decision will be made by 1 June 2017.

We look forward to hearing from you soon...

Methodology matters

Research-Practice Partnerships

In this column we ask one of our members to describe an interesting methodology or approach to analysis that was important to answering a particular research question. This time: Karen Harlos from Canada, discusses: Research-Practice Partnerships for workplace bullying and mistreatment prevention.



Karen Harlos

Introduction

My fields are organizational behaviour (PhD) and industrial/organizational psychology (Master's) with expertise in psychometrics, human resource management, personality theory. I conduct research on workplace mistreatment and bullying, employee silence and voice in the face of mistreatment, and healthcare workplace issues. In studying mistreatment and bullying, I consider individual and organizational impacts as well as work policy and practice. The notion of employee silence, which I developed in my doctoral dissertation and later introduced to the organizational literature, emerged from needing to know about the then-unexplored tendency for some people to silence or withhold their complaints from organizations to change or remedy the situation.

These interests come together in my role as director of a partnered research project funded by the Canadian government (2015-2019) to study workplace bullying and mistreatment for prevention. I've been fortunate to put together a terrific team of interdisciplinary researchers across Canada, England, Germany and Denmark, as well as Canadian decision-makers and policy analysts. We are generating large datasets using longitudinal, multi-method approaches for evidence-informed practice, policy, and decision support.

What is the research question you had to answer?

We know little about the scope and impact of workplace bullying and mistreatment research in Canada. As a result, it is difficult to estimate the economic impact on Canadian employers and costs to individuals, families, and society. Most Canadian studies are cross-sectional with relatively small datasets, limiting insights for intervention and prevention. Broader evidence bases are needed given growing international evidence that some employees are at greater risk than others of exposure to workplace bullying and mistreatment. Yet those most vulnerable may feel least able to seek help.

Our research questions focus on: the role of social identity groups in experiences and impact of workplace bullying and mistreatment; and whether and how interventions are effective in providing safe and inclusive workplaces, promoting respectful interactions and reasonable management practices, and enhancing the well-being of individuals and organizations.

What were important factors to consider before being able to apply your research design?

The funding program for this project centres on fostering new research and/or research-related partnership activities that are undertaken by partnerships in their initial stages. We have partnered with a large public sector organization (representing the “employer”), a large labour organization, and an educational institution in Manitoba. Together, the total workforce comprises about 30,000 employees from the northernmost regions of the province to the south.

We use a longitudinal survey approach (web and paper) supplemented by focus group research interviews. The initial survey gathers baseline evidence of workplace bullying and mistreatment using quantitative scales and open-ended textual questions. These mixed data will yield insight into levels and interrelationships among key variables; perceptions of experiences, individual responses, and programs (including rich data on motivators and barriers to program/resource use); and sample demographics. We seek bullying and mistreatment experiences from multiple perspectives, including target, observer, and perpetrator.

Longitudinal survey research alone cannot provide the range and depth of evidence needed to address our project goals. We are now beginning focus group interviews for in-depth study of social identity differences among participants (e.g., ability/disability status, sexuality, ethnicity, gender identity) in relation to workplace bullying and mistreatment. In addition, we plan to conduct focus group interviews of HR professionals in partner organizations with front-line knowledge of related programs.

What other methods did you consider using, and why did you choose the current approach?

I’ve reached a stage in my research where it is now essential to involve stakeholders and knowledge users to help shape questions, methods, gather data, interpret and disseminate findings. I have long been interested in applying research knowledge for practical and societal gain. In Canada, funding agencies now routinely require partnered approaches for applied research as a condition of eligibility so that results will be useful for decision and policy support as well as practice change where needed. I believe that scholarly work flourishes in exchanges around new ideas, critique, and interaction among researchers, decision-makers, and knowledge users. This method of integrated knowledge

translation has strong roots in medical/health research but weak tendrils in organization/management research in my opinion. So there was an opportunity to build capacity in this regard, making evidence useful to improve well-being for individuals and organizations. Given what I wanted to accomplish with this work, there really wasn't another approach that was relevant or that interested me.

What were the advantages and disadvantages of using Research-Practice Partnerships for workplace bullying and mistreatment prevention?

It is very gratifying and satisfying to work closely with decision-makers and knowledge users who share a deep commitment to helping employees and organizations prosper in just and humane ways. Together, we can produce research evidence rooted in real organizational problems; we would not be able to do this if researchers and organizations acted alone. Researchers add meaningful scholarship to the discipline and practitioner community while organizations develop personnel skills and capacity and program quality in relatively inexpensive ways.

This approach, however, is time-intensive for both parties from initial design conception stages, including obtaining support of senior management and acquiring needed resources, to implementation to data analysis, interpretation, and reporting (internal and external). There are risks for all; these can be reputational (e.g., related to the quality of the work), political (e.g., related to the highly sensitive nature of the topic), data-related (e.g., access to and use of the data). Balancing organizational-academic needs and accountabilities is ongoing; sometimes attention to the balance is unpredictable, intense and potentially fraught. Care to preserve the relationship, maintain trust and integrity, practice good communication is then ever-more important.

Frankly, as many of our members know, it's also time-consuming and somewhat risky to pursue external competitive funds. This particular bid was complex with substantive paperwork protocols for partner organization participation. It was also highly competitive; out of 128 eligible applications, 42 went forward for review. Ours was ranked 14/42 of these submissions. Thankfully, bad memories of the intellectual sweat equity and late nights fall away with news that it is deemed a meritorious proposal. Then the fun work begins.

What would you do differently next time if using Research-Practice Partnerships for workplace bullying and mistreatment prevention?

As naïve as it sounds, organizations must truly want to make things better at work. Researchers must sincerely be ready for the long game; there are few opportunities (if any) for quick-and-dirty articles with short publishing turn-around times. Both parties must be



committed to putting the common good, the common goals, ahead of individual interests or ego-driven agendas. I have been fortunate to work with such academics and organizations, but that is not all luck. More broadly, success factors are trust, communication, compatible objectives and agreement on mandate and timelines, shared understanding roles and responsibilities and recognizing expertise, clear expectations supported by decision making protocol, and documentation of agreements.

How has your research question been answered?

Please ask me in 2019! More seriously, we are making good progress. Two organizations have completed Time 1 surveys and internal reports , one organization has just completed a Time 2 survey, and focus group interviews are about to begin. I have been approached by a new large public sector organization that heard about the good work we're doing and we are poised to officially partner with them, allowing access to a new important sector.

**Thank you very much Karen Harlos
for discussing Research-Practice Partnerships**

The 3 most influential works

In this column members of IAWBH may present the three works that influenced them the most. After presenting these works the member may pick up another member from the membership list (they don't know too well and who is working in another field of bullying) for the 'The 3 most influential works column' in the next newsletter. Morten Nikola (Nick) Djurkovic from Australia who presented the 3 most influential works in the last newsletter chose Miguel R. Olivas-Luján from Pennsylvania for this column in the current newsletter.



Miguel R. Olivas-Luján

Introduction

Like my predecessors, I want to thank Nikola (Nick) Djurkovic for inviting me to contribute to this edition of the newsletter. As a "newcomer" to the IAWBH, I was frankly surprised –and later, very much honored, when I found out the very influential intellectuals who have written in this column!— to find my name in the previous newsletter. I feel even more privileged because the topic of Workplace Bullying and Harassment (WBH) only appeared in my proverbial "research radar" after I had finished my PhD, when I started teaching. My doctoral dissertation dealt with the diffusion of information technologies in human resource management departments, happily bringing together my undergraduate (computer engineering) and my master's degrees (business administration, with an international business concentration). I normally ask my student teams to write a class project to acquire depth in my Management courses, and I started noticing that, every semester, I had some of them working on Bullying, Harassment, Mobbing, and other forms of uncivil workplace behavior. Those projects piqued my interest in these topics and made me realize how important it is to document it, diagnose it, and design ways to diminish its ugly presence and consequences.

Through the Academy of Management, I was invited by Jacqueline Power to collect data from my native Mexico, and that was the first time that WBH became part of my research agenda, and I have continued to work on this topic since. A few years later, I was invited to join another WBH research team, this time by a colleague who knew Denise Salin personally. I have shared this background to explain the following choices.

Work 1: Power, J.L.; Brotheridge, C.M.; Blenkinsopp, J.; Bowes-Sperry, L.; Bozonielos, N.; Buzády, Z.; Chuang, A.; Drnevich, D.; Garzon-Vico, A.; Leighton, C.; Madero, S.M.; Mak, W.; Mathew, R.; Monserrat, S.I.; Mujtaba, B.G.; Olivas-Luján, M.R.; Polycroniou, P.; Sprigg, C.A.; Axtell, C.; Holman, D.; Ruiz-Gutiérrez, J.A.; and Nnedumm, A.U.O. (2013). Acceptability of Workplace Bullying: A Comparative Study on Six Continents. *Journal of Business Research*. 66(3): 374–380.

I beg your forgiveness for sharing one of the articles that are part of my curriculum vitae, but I hope that the paragraphs above explain how influential this paper has been for me. Jacqueline, Céleste (Brotheridge), and our colleagues were able to assemble a database nearing 1,500 respondents from fourteen countries and test whether the following cultural dimensions relate to acceptability of bullying: Humane Orientation (partial support), Performance Orientation (full support), Future Orientation (full support), among other hypotheses.

Work 2: Hofstede, G. (1984). *Culture's Consequences*. Newbury Park, CA: Sage Publications.

Nowadays a classic in cross-cultural psychology and related fields, the fact that somebody was able to measure cultural features in ways that were empirically relatable to other social-psychological phenomena was a fantastic finding for a twenty-something year old working on his master's degree. The ability to find scores for "Power Distance," "Collectivism," "Uncertainty Avoidance," and "Masculinity" (and later "Long-Term Orientation" and "Indulgence") for forty countries (nowadays about 100 on his website) was simply fascinating. I never get bored of learning how this study (and several others published more recently, with correspondingly more advanced methodologies) helps us unravel the fascinating construct we call culture.

Work 3: Rogers, E.M. (2003). *Diffusion of Innovations*. (5th ed.). NY: Free Press.

This encyclopedic, yet accessible volume, published the year before Rogers' passing, was a cornerstone for my dissertation and several of my earliest publications. Its combination of theories and practical examples illustrated for me how scholarly work can be both rigorous and understandable. I am positive that there are contributions to WBH scholarship to be made based on models presented in this book.

Perhaps a study of adoption of anti-bullying legislation ought to find its way into our conferences and our literature; or maybe the innovation characteristics can inspire interventions that are accepted more effectively by organizations.



International Association on Workplace Bullying and Harassment

Members' corner

You may pick another member from the membership list for the 'My 3 most influential works... column' in the next newsletter. Who do you choose?

I would like to ask Shayne Mathieson our SIG Convenor from New Zealand

**Thank you very much Miguel R. Olivas-Luján
for sharing with us the 3 works that influenced you the most**

Description of a Method of Coaching Abrasive Leaders

Laura Crawshaw, Ph.D., BCC
Founder & President, The Boss Whispering Institute



Laura Crawshaw

The method of coaching abrasive leaders I am describing, is built on a foundation of sociobiological-psychoanalytic theory. Abrasive behavior is understood to be the leader's maladaptive defense against threat. Threatened by unconscious self-perceptions of inadequacy manifested as incompetence, the leader defends against fears of abandonment and/or annihilation by incessantly striving to reassure himself of his (or her) superior competence. Coworker resistance to the leader's quest is experienced as further threat to the leader's efforts to defend against anxieties of loss of self-control through incompetence.

To defend against the threat perceived in coworker resistance, the leader unconsciously splits off his or her "bad"/incompetent self-perception and projects it onto coworkers, interpreting their resistance as indicative of their incompetence (usually characterized as "lazy" or "stupid") rather than anxiety. Any potential association with failure is to be avoided by attributing it entirely to one's coworkers. This maneuver temporarily defends the leader from external perceptions of incompetence, alleviating his or her anxieties until the next encounter with coworker resistance or failure to perform up to the level of the leader's expectations.

Aggression is the weapon of choice in this crusade against unconscious self-perceptions of incompetence, and this sword is now turned upon coworkers to battle against threats posed by their resistance. Unlike avoidant leaders who flee the unconscious conflict through isolation, the abrasive leader elects to motivate coworkers through "fight" strategies, attacking perceived incompetence. Because extreme attack would debilitate the "incompetent" adversary, jeopardizing strivings toward achievement, the leader relies primarily on threat displays designed to motivate through intimidation. The objective is to motivate, rather than harm: "Sometimes you have to kick to get things moving."

Empathy can be used by the leader to develop insight into the maladaptive nature of this aggressive management style, illuminating the counterproductive consequences of his or her abrasive motivational strategies. This concept is conveyed through the interpretive lens of threat => anxiety => defense, derived from sociobiological and psychoanalytic conceptual frameworks in the physical and psychological realms. This description of the psychodynamics of defense by the coach is readily understood and incorporated by the leader struggling for survival in an intensely competitive business environment.

The coaching method I am describing relies heavily on recursive iterations of the Insight Cycle, the three-step empathic process of reading behavior, hypothesizing the underlying motivation, and testing the hypothesis for empathic accuracy through action research on alternative management strategies.

Interpreting behavior through this sociobiological-psychoanalytic lens of threat => anxiety => defense produces insight into emotions underlying self and others' behavior. This improved emotional acuity reveals a new interpretation: Coworkers most often resist because of anxiety, rather than inadequacy. Thus, coworkers may resist a new initiative not because they are "lazy" or "stupid," but because they are experiencing anxiety in response to threat.

Enlightened by newfound insight, the leader is helped toward a new strategic approach: to motivate by reducing, rather than escalating, perceptions of threat and resulting anxiety. The leader now relies on accurate empathic reading of self and others to decipher and lessen anxiety, thereby decreasing defensiveness and resulting resistance.

Empathy is hard work for those who were not blessed with the gift of solid empathic training in early life. The leaders who commit to such coaching work very hard to change their management styles despite the fact that their early efforts at change may be met with coworker suspicion and disdain. They work even harder as they develop insight into the implications of their abrasive style on coworkers, organisation, and self.

I invite others to study this method; more information for researchers and practitioners is available at: <http://bosswhisperinginstitute.teachable.com/p/the-science-and-practice-of-coaching-abrasive-leaders>

The dark side of working online: Towards a definition and an Emotion Reaction model of workplace cyberbullying

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In this paper we discuss an upcoming topic of interest within the workplace bullying field: workplace cyberbullying. It is well known that our work context has shown a dramatic transformation since the introduction of computers into our working life. And while the academic fields of cyber psychology, computer mediated communication, and human-computer interactions have been booming, the study of workplace bullying has long neglected its electronic counterpart. This is even more surprising, given the broad interest for the concept of cyberbullying within the bullying at schools literature. So just as before, when bullying research at work followed the school tradition that started well in the '70s, we again build on the stepping stones put forward by cyberbullying at school researchers in order to further our understanding of this phenomenon at work.

We argue that cyberbullying – defined as an aggressive behaviour occurring through the use of Information and Communication Technologies (Smith et al., 2008) – is a similar and related concept to the traditional offline bullying concept. However, we also argue that given its specific characteristics of, amongst others lack of non-verbal cues, anonymity, intrusiveness and viral reach, it is a distinct phenomenon which can and should be studied in its own right as well. We describe these distinguishing charac-

teristics and put forward a clear-cut and comprehensive definition of workplace cyberbullying as *all negative behaviour stemming from the work context and occurring through the use of ICTs, which is either (a) carried out repeatedly and over a period of time or (b) conducted at least once but forms an intrusion into someone's private life, (potentially) exposing it to a wide online audience. This behaviour leaves the target feeling helpless and unable to defend.*

Next, reviewing multidisciplinary literature and building on the Affective Events Theory, we put forward an Emotion Reaction Model (ERM) of cyberbullying. In this model, we consider emotions elicited by work stressors as the fuel behind cyberbullying behaviour. We put forward six propositions on which the ERM model is built:

Proposition 1. *Workplace stressors (job, team and organization related) will predict cyberbullying perpetration and victimization.*

Proposition 2. *Emotions will mediate the relationship between workplace stressors (job, team and organization related) and workplace cyberbullying victimization and perpetration.*

Proposition 3a. *Discrete negative emotion of anger will mediate the relationship between workplace stressors and cyberbullying*

Proposition 3b. *Discrete negative emotions of sadness and fear will mediate the relationship between workplace stressors and cyberbullying victimization.*

Proposition 4. *Control appraisal will moderate the relationship between workplace stressors and experience of discrete emotions. Individuals (a) who appraise workplace stressors to be under individual control, will experience anger and individuals (b) who appraise workplace stressors to be under situational control, will experience sadness and/or fear.*

Proposition 5. *Reappraisal will moderate the Stressor-Emotions relationship, in that applying this strategy will buffer the experience of negative emotions (i.e., anger, fear or sadness) as a consequence of workplace stressors.*

Proposition 6. *Suppression will moderate the Emotions- Cyberbullying relationship, in that applying this strategy will boost the relationship between (a) anger and cyberbullying perpetration and (b) fear or sadness and cyberbullying victimization.*

We note that this model does not represent the only possible causal relationship in the cyberbullying process, but that it points out some critical mechanisms that could come into play. With this paper, we hope to fuel interest into this relevant phenomenon and to provide some first insights that can further empirical research into this area.

Seventh International NIVA Course on Bullying and Harassment at Work

*18th – 20th of September, 2017
Skodsborg (Copenhagen area), Denmark*

Course objectives

Based on the most recent research, the course will update the participants' knowledge on the causes, risk factors and consequences of bullying at work. The course will also discuss the strategies for the prevention and management of bullying and harassment at work. Special focus will be on the prevention and management of bullying at work, investigation of cases, as well as on treatment of targets of bullying. The course will also give the participants a forum and an opportunity to explore and discuss the issue with people who work in different roles for the prevention and management of bullying and harassment.

Target group

Personnel management, line managers, occupational safety and health professionals, trade union officials, lawyers, labour inspectors, organizational consultants, clinical therapists, researchers and PhD students.

Course outline

The language of the course is English.

The course will consist of lectures given by internationally known experts in the field, case presentations, discussions, group work, case studies and practical exercises.

Main topics

- The concept of bullying, harassment and mobbing at work
- Antecedents, causes and consequences of bullying etc. – recent development in research
- Prevention and management of the problem; practical measures to prevent bullying and harassment at work - interventions and best practice; roles of different actors (e.g. line managers, members of the work unit, health and safety representatives, consultants)
- Settling the situations: basic principles of investigation of a case and investigation processes
- Supporting, helping and rehabilitation of the victims of bullying

Course participants will get practical training in carrying out investigations by means of case studies and various practical exercises.

More information: <https://niva.org/course/bullying-and-harassment-at-work/>

Course leaders:

Annie Høgh & Eva Gemzøe Mikkelsen



Imad Al Muala

Who is....?

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

Frances-Louise McGregor from United Kingdom who presented herself in the last newsletter chose Imad Al Muala from Jordan as the member to be interviewed in this newsletter.

Tell us something about yourself

I am originally from a small town called Gharisa but I live in Amman the capital of Jordan. In the weekends and holidays I go to my hometown and spend it with my family, where the simple life gives me positive energy and recharges me with enthusiasm to go back to work. The weather in Jordan is nice most of the time, the diversity of four seasons climate stops me from feeling bored, as in each season, you have something different to wear, eat, and do. I spend my spare time enjoying nature and taking part in sports like hiking and long distance walks with my friends.

How did you become interested in workplace bullying?

I have worked in different sectors and positions; each time I have experienced or witnessed bullying I thought, it was my problem alone. When I have started my PhD journey, I met my supervising Professor. He told me about workplace bullying as a new topic in human resource management, and while he was talking, I was thinking about everything I have

witnessed during my working experience. I remembered the tears of my colleague when she was bullied in front of me at work, and another one when I was working as an HR manager. I have received many complaints about abuse and aggressive behavior from employees and supervisors at work, and I could not do anything for them. This is mainly what has motivated me to be a part of workplace bullying research.

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

Mostly, in Arab countries research on workplace bullying is a very new topic, and it is not fully understood by policy makers and practitioners. Employees are avoiding facing this problem, because of the shame culture; whether the victim was either male or female. The legislation has a wide definition of workplace bullying and harassment at work. Awareness regarding this topic and the ability to conduct research requires facing a big issue: the organisations' management do not want to open the eyes of employees, and the

employees want to have the job security and stability given the high rate of unemployment in Jordan. International organisations located in Jordan, have a workplace bullying policy and they are the ones who mostly practice it. Research on workplace bullying and harassment in Jordan still in the beginning, and needs more support to get the correct answers.

What can you tell us about your work?

I am working as assistant professor at Amman Arab University in Amman; this is my 4th year as a lecturer in Business Management and Human Resource Management. In the classroom and in every activity I want to teach my students to be more open and not to fear to speak the truth, to get rid of shame culture. I am so interested in negative behaviours at workplace and part of my upcoming research is about job engagement.

My research studies until now have been considering the health sector, as it is one of the most important sectors to study. The outcome of my latest research is shedding light on the activities of human resource management, such as work conditions, stress management, and development of anti-turnover policies.

To prevent or overcome bullying, I do free training at many organizations including the university where I work, to help employees in all levels to be aware enough about the negative impact of workplace bullying and how they can deal with it safely and in an ethical manner.

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

Actually, it is a good question that must knock on the door of all of scholars in this area to

answer. Nowadays, we have to think globally, and we should do more collaborative research in the area of workplace bullying and harassment. This may include the need for agreed terminology of workplace bullying globally. In addition, scholars should concentrate more on the negative impacts of workplace bullying on employees, organizations, and society. In every organization, we have many different people who interact face-to-face or through other communication tools to get the job done. "Innovation and creativity" is the cover page of all organizations and this diversity is the only way to achieve the organizational vision and mission. This may influence the organizations' management to support and create anti-bullying policies to make the work environment more healthy and safe. "Nobody could be an innovator unless he/she feels safe".

Finally, I hope to prepare an Arabic language handbook about workplace bullying and harassment to benefit my region.

Question from Frances McGregor: *"I would be interested to hear more about your research and how workplace bullying is viewed, considered and tackled in Jordan. Please could you tell us more about your interests in the special interest groups and how your research can embed a positive approach to workplace bullying with organisations?"*

I have published some articles in local and international conferences about workplace bullying. The most wonderful, was the ninth international conference on workplace bullying and harassment in Milan, 2014. In this conference, I met great scholars in this area, where I gained new information that enhanced my knowledge in conducting research in this area. My research papers focused on both practical and theoretical implications, mostly in healthcare sector. In Jordan, few organizations

depend on research papers to solve problems, which I may say "sad but true!!".

I also participated in another research paper, on "Turnover Intention among Nurses - it was a good experience to publish a research paper in an international journal, on a different topic. Regarding research collaboration, we have started doing a research proposal to explore and compare the level of workplace bullying in three different cultures in Asia, including Jordan. Unfortunately, we faced a problem of funding.

Nowadays, I have three research papers in process; job stress, job engagement, and sexual harassment.

You may pick another member from the membership list for the 'Who is...? column' in the next newsletter. Who do you choose and what is your question for the member?

I choose Sara Branch as the next person to be interviewed

My question to her is the following:

"Since you participated in writing chapters in a book on workplace bullying, what are the challenges you faced? Do you think the workplace bullying terminology differs from culture to another, or it could be the same everywhere? As you have published many research papers in this field, do you think we still need more research, and if so, in which aspects?"

Thank you very much Imad Al Muala for taking part in this interview



New Members

At the moment IAWBH consists of 208 members.

A warm welcome to our new members:

- Madeline Carter, Newcastle University, UK
- Nancy Fry, Dr. Nancy Fry, LLC, United States
- Maria Georgo, Nova Southeastern University, United States
- Rachel Jacobs, Rockwell Automation, Canada
- Susanna Kalavainen, Finnish Institute of Occupational Health, Finland
- Nancy Leaver, Manchester University, England
- Christian Lebreton, International University of Monaco IUM, MONACO
- Catalina Ng, Education University of Hong Kong, Hong Kong
- Zoe Port, Massey University, New Zealand
- Leighann Spencer, University of Liverpool, United Kingdom
- Lori Tucker, EdD Student, USA
- Penny Webster, WilsonandWebster Consultancy Services, Australia

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

Upcoming Events

4th International Conference on Humanity and Social Sciences (ICHSS 2017)

May 6-8, 2017

Macau, China

<http://www.ichss.org/>

EAWOP

2017 17-20 may 2017

Dublin, Ireland

<http://www.eawop2017.org/about-eawop-2017/>

12th International Conference on Occupational Stress and Health, "Work, Stress and Health"

7-10 June 2017

Minnesota, USA

www.apa.org/wsh/

15th European Congress of Psychology

11-14 July 2017

Amsterdam, The Netherlands

<https://psychologycongress.eu/2017/>

24th Annual AAPAE Conference: Applied Ethics in the Fractured State

22-24 June 2017

UTS Sydney

<https://www.uts.edu.au/research-and-teaching/our-research/public-policy-and-governance/our-research/conferences/24th-annual>

EURAM 2017

22-24 June 2017

Glasgow, UK

<http://euramonline.org/annual-conference-2017-2.html>



IAWBH Summer School: Time to rethink the 'bully' in bullying?

26-28 July 2017

Huddersfield, the United Kingdom

<http://www.hud.ac.uk/explore-hud/>

Academy of Management 2017 meeting

4-8 August 2017

Atlanta, Georgia, USA

<http://aom.org/annualmeeting/theme/>

31st Annual BAM 2017 Conference

5th - 7th September 2017

University of Warwick

<https://www.bam.ac.uk/civCRM/event/info?id=3178>

7th International NIVA Course: Bullying and Harassment at Work

18th – 20th of September, 2017

Copenhagen, Denmark

<https://niva.org/course/bullying-and-harassment-at-work/>

Welcome to the 24th IAMB Conference

9-11 October 2017

Dubai, United Arab Emirates

<http://www.iamb.net/UAE/2017/UAE2017index.html>

ANZAM Conference

6-8 December 2017

Melbourne, Australia (Hosted by RMIT University)

<https://www.anzam.org/events/types/events-conference/>

SPSP's 19th Annual Convention

1-3 March 2018

Atlanta, Georgia

<http://www.spsp.org/researcher>

32nd International Congress on Occupational Health

29th April – 4th May 2018

Dublin, Ireland

<http://www.icoh2018.org/ezines/icoh2018ezine2.html>

Biennial IAWBH Bullying Conference

5-8 June 2018

Bordeaux, France

<https://bullying2018.sciencesconf.org/>

The 13th European Academy of Occupational Health Psychology Conference

5-7 September 2018

Lisbon, Portugal

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



Picture: Ernesto Noronha

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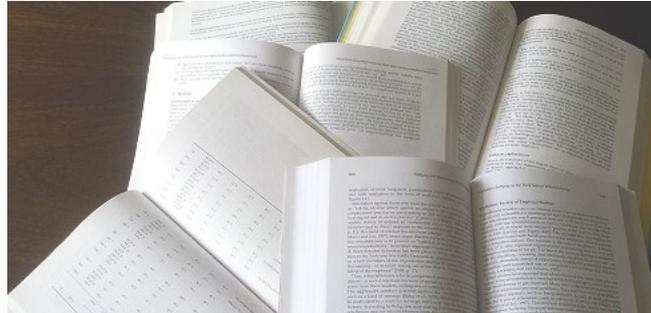
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Thanks to Maryam Omari for composing this literature list



Next newsletter and guidelines

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

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

The next IAWBH newsletter will appear in June 2017. Please inform us about:

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

Please send your contribution for the newsletter before **the 1st of June 2017** to:

a.hubert@hubertconsult.nl



Adrienne Hubert,
Board member (Communications),

Disclaimer:

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