

# Kennedy & Graven

C H A R T E R E D

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# Workplace Environment Training

*Presented by*

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# No Discrimination or Harassment

The law prevents differential treatment based on

- Race
- National origin
- Age
- Gender
- Sexual orientation
- Religion
- Pregnancy
- Genetics
- Disability
- Familial status
- Receipt of public assistance



# Employees want a better workplace environment than law requires

- Severe and pervasive conduct, but
- Society wants workplace bullying to stop
  - Generational change (what was o.k. in the 60s, may not be anymore)
  - #MeToo Movement
- Personnel policies want “an enjoyable and satisfying experience”



# #MeToo Movement

At the core, the movement urges others to:

- Break the silence—victims and observers should object
  - Where intervention, bullying is more likely to end
- Demand accountability
- Personal accountability for respectful behaviors



# Why You Care About the Work Environment

- Attract and retain employees (keeps your workload stable)
- Motivation and increased productivity for individuals and teams/teamwork
- Prevent depression, isolation, hopelessness
- Lawsuits



# How Bullying Makes Us Feel



Burger King, Bullying, available on YouTube at <https://www.youtube.com/watch?v=mnKPEsbTo9s>

See also How I Survived Workplace Bullying, Sherry Benson-Podolchek, TEDxWinnipeg, available at <https://www.youtube.com/watch?v=YmRKIZEXVQM>

# How You Change the Culture

- There is a reporting system, but change:
  - Starts with you
  - Consistent words and actions over time
  - Start small, one step at a time, and work toward a goal
  - Commit to intervening where you do not agree





# Office Gossip and Backbiting

- Backbiting
  - Talking negatively about a colleague when he or she is not present.
- Gossip and backbiting are key contributors to unhealthy work environments

How to Start Changing an Unhealthy Work Environment,  
Glenn D. Rolfsen, TEDxOslo

<https://www.youtube.com/watch?v=eYlb7WUtYt8>



Pick Your Goal

**TRUST**



# Workplace Bullying — Passive Aggressive Boss



Office Space available at <https://www.youtube.com/watch?v=jsLUidiYm0w>

See also Master the Minefield - Dealing with Bullies, Bozos & Buffoons,

Jeanne Sullivan, TEDxBarnardCollege

<https://www.youtube.com/watch?v=Qs02zqJljQM>

# What Trust Looks Like in the Workplace

- Teamwork
- Efficiency
- On-time deadlines and appointments
- Timely response to contact (text, phone, email)
- Appropriate content
- Communications are held in manner deserving of the topic (email v. phone v. face to face)
- Achievement—Shared Pride
- Taxpayer-focused



# Where Can You Start

- Adapt to change
- Live your life in balance
  - Take your paid time off, drink water, meditate, and some exercise every 20 minutes
- Exchange pleasantries
  - Hello, good morning, good bye, open doors
- Random acts of kindness
  - Flowers, pay for a lunch, bring in coffee
- Express appreciation
  - Say the words, thank you notes, tell clients



# Workplace Bullying — “Nothing’s ever good enough”



Devil Wears Prada available at <https://www.youtube.com/watch?v=2PjZAeiU7uM>

See also Master the Minefield - Dealing with Bullies, Bozos & Buffoons, Jeanne & Craven Sullivan, TEDxBarnardCollege

<https://www.youtube.com/watch?v=Qs02zqIjQM>

# Expressing Appreciation

- Share credit
- Share knowledge
- Even if the work completed was not perfect, highlight what was good
- Write a note expressing thanks that also explains why the work matters



# Do It With Integrity

- Pick something to express appreciation where you actually respect the thing done
- The something should be something that you truly appreciate—not just providing you an opportunity to say thank you and get a high-five from the boss for doing so





# Inclusion and Consideration

- Invite people to meetings where their work is likely to be impacted by a decision
- Ask for feedback on a recommendation that you have made & take it graciously
- Gold v. Platinum Standard—Do unto others
  - As you would have
  - As they would have



# Intervening to Prevent Behavior

- Bullies use behaviors in three ways:
  - Political bullying to intimidate
  - Physical violence to terrorize
  - Mental and emotional bullying to undermine
- Master your fear
- Master your anger—use it as fuel to develop strategies to rebuild relationships

How do I deal with a bully, without becoming a thug?, Scilla Elworthy, TEDxExeter &  
Bullying & Corporate Psychopaths at Work: Clive Boddy at TEDxHanzeUniversity



# Burger King, Bullying Jr.



Available on YouTube at

<https://www.youtube.com/watch?v=mnKPEsbTo9s>



# How to Intervene

- Find courage (See Elworthy TEDx)
- Raise concerns to appropriate individuals
  - If you see it, join the conversation (*See Rolfsen TEDx*)
  - If you feel comfortable, approach aggressor after cooling period and express concerns (*See Podolcheck TEDx*)
  - Then, go to direct supervisor summarize what occurred, your concerns, and how you handled
- Receive concerns and criticisms of your own actions and words graciously



# Burger King, Bullying Jr.



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# THANK YOU! QUESTIONS?



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# Expectations for Leaders and Supervisors

- Leaders:
  - Focus on resources and goals for a team or organization
  - Delegate tasks amongst staff, develop time lines and take responsibility for progress
  - Treated by others as a leader
- Supervisors:
  - Focus on accuracy and compliance
  - Oversee the work being done and on-time completion
  - Appointed to position by employer (respected?)

# Are you a Supervisor

- In the context of discrimination and harassment, a supervisor is defined as someone who has the power to "hire, fire, demote, promote, transfer or discipline"
- The actions of a supervisor can create direct liability for the employer
- Supervisor can be held individually liable for actions and words





# Leaders Decide & Supervisors Define Desired Workplace Environment

- Leaders set mission and values
- Leaders then have to train and communicate to the supervisors
- It is the conduct and actions of supervisors that defines the mission and values
- Performance evaluations of supervisors should measure the defining conduct



# Policies, Training, and Communication

- Know the missions, values and policies
- Ensure direct reports have access to statements
  - Orally discuss; not read on their own
- Discuss the desired culture in meetings
  - State mission and values in the positive
  - We are doing this task to achieve....
- Identify to whom and how people should address concerns
- Be patient



# Performance Evaluations of Leaders and Supervisors

- Restate the mission and values
- Assess whether workplace culture amongst direct reports is consistent with mission and values:
  - Do all of the direct reports know the mission and share the vision?
  - Do all subordinates have a role in carrying out the vision?
- Hold yourself accountable for your conduct
- Work on improving

# Measuring Workplace Environment

- Survey
- Number and nature of complaints made
- Number and nature of concerns raised
- Has anyone expressed that they have not made a complaint because of a reasonable fear of repercussions?
- Are people deviating from the accepted or generally expected methods of addressing concerns

# The Environment Has Gone Awry, Now What?

- Investigation
- Discipline
- Mediation
- Facilitated discussion in department
- Regular sessions to all employees
- Leadership, HR, and supervisor should champion the process



# Round-table Discussion



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