

## Robust Management Style or Bullying?

Some employers accused of bullying often claim that it isn't bullying, it is simply a robust managerial approach; and that in an academic environment, staff should be able to deal with that by argument and debate.

This simple questionnaire should help you test if your employer is a bully or merely "robust". The more you tick, the more it is likely you are being bullied. This should lead you to decide if you need to follow up on the behaviour.

Element of managerial behaviour	Experienced	Witnessed
Constant criticism of a staff member's professional competence		
Spreading stories and innuendo about members of staff		
Removing responsibilities from staff members		
Always giving the same staff member trivial tasks to do		
Shouting at staff in private		
Shouting at staff in front of colleagues or students		
Making threats		
Persistently picking on staff in front of others or in private		
Failing to include staff in meetings, briefings etc		
Obstructing professional development opportunities		
Blocking promotion		
Ignoring a staff member's views and opinions		
Belittling individual members of staff		
Constantly attacking a member of staff's personal standing		
Deliberately ignoring an individual's contribution		
Excluding individuals from work activities		
Adopting different rules for different people		
Excessive monitoring		
Excessive and unnecessary criticism		
Generating unrealistic expectations		
Regularly making the same person the butt of jokes		
Overloading and unrealistic work allocation		
Setting a person up to fail by giving impossible tasks or deadlines		
Failure to support staff having difficulty		

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