

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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