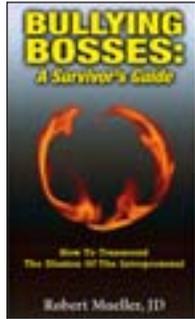


## Request for Review



### **Bullying Bosses:**

### **A Survivor's Guide**

### **How To Transcend**

### **The Illusion Of**

### **The Interpersonal**

**By Robert Mueller, JD**

### **The Bullies Exploit Management-Conferred Authority To Damage or Destroy What Would Otherwise Be Management's Human Resources.**

- » Bullying adds zero value.
- » It serves no gainful business purpose.
- » What Bullies do, is always all about themselves.
- » To understand bullying, factor out the Target, It's not in the least about them.

**The costs of bullying are obscured by the sheer variety of them, spread across several categories, rather than appearing obviously in just one.**

- » Bullying Bosses purposeful acts increase costs for: health care, workers comp and litigation.
- » Employees naturally retreat from work-processes, compromising production and causing otherwise unnecessary absenteeism.
- » Bullying inspires both unconscious and conscious insubordination and sometimes sabotage.
- » It negates “team” structures and efforts.
- » It prompts the employees who have options (the better employees) to leave, sometimes to the competition.

Three peer reviews (inside, front cover):

*“a necessary read for senior managers”*

*“Grisham thriller”*

*“the best”*

### **3 MYTHS ABOUT THE PURPOSEFUL ABUSE OF HUMAN RESOURCES**

---

#### ***Myth #1: Bullying is basically a dispute between a supervisor and a subordinate.***

It's bigger than that. It's about renegade supervisor who deviates from employer policies generally, as made known in personnel matters.

#### ***Myth #2: Bullying is an interpersonal dispute making it difficult to understand.***

Bullying is political and not at all personal. It's a power struggle for the subjugation of a subordinate for reasons all the Bully's own.

#### ***Myth #3: Bullying is about supervisory style, possibly including my own.***

Most Bullies are too proficient to ever raise their voices. We discover them through their behaviors but bullying is ultimately about their inability to connect with others. They are profoundly off-point, not team players and certainly not leadership material. As substitute, they bully.

### **POLICY CONSIDERATIONS**

---

- » Bullying undermines existing policies regarding:  
Zero tolerance for violence,  
Discrimination against women and  
Management's authority in personnel matters.
- » Other Western countries have outlawed the abuse.  
UK, France, Australia, New Zealand,  
Quebec (Canada) and Sweden.
- » US courts have affirmed anti-abuse work policies:  
Comcox Inc. (Phoenix) and Hewlett-Packard  
(Boise).

### **HOW DO WE DISCOVER THEM?**

---

- » Take seriously all complaints, including comments.
- » Look beyond the immediate incidents for patterned behaviors over time.
- » Keep a watchful eye on people who are (*maybe oddly*) charming and also lack sincerity; as well as anyone who habitually casts disparagements of any kind.

**BullyingBosses.com**

Counselor@BullyingBosses.com

P.O. Box 410238

San Francisco, CA 94141

**Publication Date**

**June 1, 2006**

(415) 282-0395

*There will be no follow-up call.*