



# Bullying Bosses: A Full Cost Accounting

Kalli Matsuhashi, MA, LP

January 1, 2014

## Tolerating bullying behaviors is costly.

*Sarah\* had thirteen years of nursing experience at a hospital in Madison, Wisconsin. When her husband was transferred to Sioux Falls, South Dakota for his work, she found a new nursing position in that city. She was excited about the change, but 18 months later, she was experiencing such stress from the treatment by her supervisor, that she decided to leave her chosen career. The humiliation, isolation, and backbiting she experienced resulted in physical symptoms as well as difficulty sleeping, anxiety, and panic attacks.*

*Tom\* was a tenured professor at a big 10 college. He often saw his department head treat the newer instructors with disrespect – reprimanding them in meetings, threatening their employment with the university, and cancelling or re-scheduling meetings at the last minute without informing them. Everyone saw it, but no one spoke up because of the intimidating atmosphere. One of Tom's colleagues shared with him how depressed she was feeling, watching what was happening but feeling powerless to stop it. "I'm just going to hang on two more years until I retire," she had told him. Tom had several years yet before retirement, and wasn't sure he could take it much longer.*

*Joseph\* enjoyed his job as an assembly technician. What he didn't enjoy was the harassment he and his coworkers were subject to by their boss. He had gone to HR, had even gone to his union. The advice they'd given was to try dealing directly with his boss first. But Joseph wasn't sure; he needed this job and didn't want to risk his employment with a wife and three kids to support. He decided to continue putting up with it, and resisted the temptation to retaliate in the ways he saw his coworkers doing: missing work, slowing down production, and even sabotaging the quality of their assemblies.*

Despite the serious costs of workplace bullying – increased turnover, depression, distraction, retaliation, and more – it's an issue that is barely on the radar for most

\* Names and other identifying factors have been changed to protect confidentiality. My thanks to these clients that have shared their personal stories with me and enriched my understanding of the personal experience of workplace bullying.

organizations. How can this be? The most likely reason is that business leaders simply do not recognize the economic consequences of these behaviors.

The aim of this paper is to increase awareness of the consequences of workplace bullying so that organizations begin to see the true costs of the problem. As the true costs are understood, businesses will have a greater motivation to finally address the issue, resulting in healthier and more productive workplaces for all.

### Defining the terms

There are a number of definitions of workplace bullying used by those doing research and writing on this topic. The common thread through all of them is a profound lack of respect, in word and deed, toward co-workers and subordinates. Bullying or abrasive behaviors aren't just those that are annoying or difficult to put up with over time; there is a consistent pattern of disrespect that is enabled by and emphasizes the power differential that stands between the boss and the co-worker or subordinate.

The 2011 Washington State Department of Labor and Statistics report, "Workplace Bullying and Disruptive Behavior," defines workplace bullying as the "repeated, unreasonable actions of individuals (or a group) directed towards an employee (or a group of employees), which are intended to intimidate, degrade, humiliate, or undermine; or which create a risk to the health or safety of the employee(s)."<sup>1</sup> They identify the power differential that exists by stating, "Workplace bullying often involves an abuse or misuse of power. Bullying behavior creates feelings of defenselessness and injustice in the target and undermines an individual's right to dignity at work."<sup>2</sup>

As an industry, healthcare has been far ahead of the curve in taking a stance on "disruptive" behavior. The definitions established by the American Medical Association (AMA) and the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) are much more than constructs for academic research. In fact, JCAHO has established leadership standards requiring hospitals to have "a code of conduct that defines acceptable and disruptive and inappropriate behaviors," and requires leaders to have "a process for managing disruptive and inappropriate behaviors" in order to receive accreditation for their organization.<sup>3</sup>

The primary driver behind the lead taken by healthcare on this issue is the fact that abrasive leadership by physicians or other healthcare workers can ultimately cost patient lives. A disruptive physician known for publicly chastising the nurse that dares to question a choice of medication or dosage can result in a life threatening

#### Abrasive Behaviors

- *Sarcasm*
- *Threats*
- *Over-control*
- *Over-reaction*
- *Intimidation*
- *Manipulation*
- *Bad-mouthing*
- *Humiliation*
- *Exclusion*
- *Isolation*
- *Abusive language*
- *Insults*
- *Ridicule*
- *Threats to physical safety*

event for a patient. In a report published in 2005 by the American College of Physician Executives (ACPE), more than 95% of the physician executives surveyed

*"Intimidating and disruptive behaviors include overt actions such as verbal outbursts and physical threats, as well as passive activities such as refusing to perform assigned tasks or quietly exhibiting uncooperative attitudes during routine activities. ... Such behaviors include reluctance or refusal to answer questions, return phone calls or pages; condescending language or voice intonation; and impatience with questions. Overt and passive behaviors undermine team effectiveness and can compromise the safety of patients."*

*The Joint Commission, 2009*

answered that they encountered "disturbing, disruptive, and potentially dangerous behaviors on a regular basis."<sup>4</sup> Fully a third of respondents indicated they observed these behaviors weekly or monthly. Most of the difficult interactions were with nurses, the remaining being with other physicians, administrators, or patients and their families.

### **So how common is it?**

Bullying at work is happening all around us, in the United States and in many other countries. A study done in the US in 2006

found that *nearly 15 million workers (13%) reported experiencing psychological aggression on a weekly basis*. Just over 40% reported experiencing abrasive behaviors in the year prior to the survey.<sup>5</sup>

A more recent survey conducted in 2010 found that 35% of those surveyed reported being bullied at work (currently or in the past). Another 15% reported witnessing bullying but not experiencing it, for a total of 50% of the workforce being subject to this problem of bullying bosses.<sup>6</sup>

A study published in 2000 on workplace bullying in the United Kingdom reported that, similar to the US, 50% of the working population had experienced bullying.<sup>7</sup> In 2011, a survey conducted by Unison, the UK's largest union, found that 60% of employees had either been bullied or witnessed bullying in the past six months.

Researchers in Germany estimate that between 1 and 1.5 million workers per day are the targets of workplace bullying. In Denmark, it is estimated that nearly 10% of employees have been bullied at work. The problem is significant enough that the Minister of Employment has identified the need for a special system to tackle it.<sup>8</sup>

The available research indicates that most bullying is done by the person with managerial authority toward a subordinate. More men than women exhibit bullying behaviors, and women

*"In the United States, workplace bullying has been found to be four times more prevalent than sexual harassment."*

**Ellen Pinkos Cobb  
The Isosceles Group**

are targeted more often than men (58% versus 42%). Female bullies target women far more than they do men (80%).<sup>9</sup>

### **The many costs of bullying bosses.**

Bosses that bully cost their organizations big dollars. Those costs show up in the loss of valued employees, lost productivity, decreased morale, poor performance due to stress, absenteeism and, on occasion, the loss of life. And this is just on the side of the employee! For employers, there are the costs of the time spent by managers and human resources dealing with reports of bullying, and in the most severe cases, the costs in time and money of dealing with lawsuits. These costs aren't easy to calculate but they do indeed affect the bottom line.

Many abrasive leaders are strong performers—they typically work very hard and (intentionally or unintentionally) bully others in order to keep those strong results coming. Their bottom line results ARE easy to measure, which is why the managers of these leaders have a strong disincentive to deal directly with the bullying boss. They don't want to lose the financial contribution abrasive leaders typically achieve even if there are employees in the organization that are suffering.

Also, as stated above, these managers often don't observe those bullying behaviors themselves, so find them much easier to dismiss than the employees on the receiving end of such behaviors. In addition, as it stands today in the US, there is very little an employee can do from a legal perspective to put an end such treatment.

Despite these factors, organizations should be looking at the costs of bullying behaviors because the costs are significant. Following is a discussion of the commonly identified costs of bullying and the most recent data available on the cost of each.

#### **Increased Turnover**

If we take a conservative estimate that 13% of US workers are currently experiencing bullying in the workplace, how many of these people leave their organizations because of it? According to a 2007 national study conducted by Zogby International for the Workplace Bullying Institute<sup>10</sup>, approximately 23% of the people in this group voluntarily leave their organizations because of the harassment. Another 14% are fired. Using the Bureau of Labor statistics for the number of people employed in the US in 2007 (146 million), this represents roughly 4.4 million people who voluntarily leave and another 2.7 million whose employment is terminated.

The cost of replacing these employees is usually much greater than what is typically measured. Most businesses have a fairly accurate idea of the direct costs of turnover: exit interviews, severance pay, higher unemployment taxes, temporary staffing, search and agency fees, drug testing, interviewing and selecting candidates, employment testing, training costs, etc. The **indirect transition costs** are rarely considered: lost productivity for the departing employee, lost productivity due to hiring temporary employees, coping with a vacancy, reduced quality, errors and waste as the new hire learns their role, lost revenue, lost customers, lost knowledge, etc.

**Who leaves first?**

*Among those employees experiencing bullying at the office, who are the first to leave your organization? Most likely, it's those people who will find it easier to get hired elsewhere. In other words, your best people will leave first because they don't have to put up with the bullying.*

Assuming we can get an accurate measurement of at least the direct costs, the typical burden of replacing an employee is estimated to be roughly 30-50% for entry level/hourly/non-skilled workers to 300% and more for specialists/engineers/executives<sup>11</sup>. Many authors on this topic quote a rate of 1.5 to 2.5 times salary<sup>12</sup>; for the sake of this analysis, we will use a conservative rate of 1.5 times annual salary. To get an approximate idea of the impact of bullying on the cost of attrition, consider the following:

ABC Widget Company size:	10,000 employees
Average cost of salaries in a year*:	\$500 million
Cost to replace:	1.5 times salary
Probable rate of bullying**:	13%
Number of employees likely affected (13%):	1,300
Probable number of these employees that leave/fired (37%):	481
Estimated annual cost of attrition***:	\$36.1 million

\* Calculated using a breakdown of employee numbers of 70/20/10% for non-managerial/managerial/executive respectively, and \$30/\$70/\$150K for annual salaries (based on Bureau of Labor statistics) respectively.

\*\* Based on the 2006 Washington State Bureau of Labor study of bullying, representing the likely percentage of employees currently experiencing bullying (note this does not include the number of people who are witnessing bullying, who, as will be shown below, have greater intentions of leaving the organization as a result of their experiences).

\*\*\* Calculated using the conservative assumption that those leaving will be represented in proportion to their numbers in the organization (70/20/10%) and the individual attrition rate of 1.5 times annual salary.

The estimated cost of attrition due to workplace bullying for a company with 10,000 employees, therefore, is approximately \$36.1 million dollars – a stunning cost that should get every manager paying attention to this issue. Even if a much smaller rate of turnover cost is utilized, for example the formula suggested by the Society of Human Resource Management (SHRM) of 25% of salary plus 25% of benefits, we still have an *annual cost of almost \$8 million*.<sup>13</sup>

Employees that witness bullying in their organizations are well aware of the injustices they see occurring, and respond in a variety of ways. Research is clear that, “merely working in a work unit with a considerable amount of bullying is linked to higher employee turnover intentions.”<sup>14</sup> This tendency is said to be due to something called “deontic justice” – the idea that witnesses to injustice will risk or sacrifice their own interests in order to punish transgressors (i.e., will take retaliatory measures at work or consider leaving the employer in order to avenge their coworker). Therefore, bullying in the workplace results in higher attrition, not only of those targeted but potentially the coworkers of targets as well.

When customers witness abrasive behaviors, it was found that 83% shared the incident with a friend or family member, 55% took a less favorable attitude toward the company, and 50% were less willing to use the company’s products or services.<sup>15</sup>

### ***Disruptive behaviors in healthcare and their impact on patient safety***

As stated above, the healthcare industry has been ahead of the curve in dealing with workplace bullying, which is virtually synonymous with the term more typically used in that industry of “disruptive behaviors.” This is because these behaviors can result in serious, negative outcomes for patients, including the ultimate cost of loss of life.

In a study conducted in 2008 by the Veterans Health Administration West Coast to assess the significance of disruptive behaviors, it was found that:

- 77% of respondents had witnessed disruptive behavior in physicians (88% of the nurses, 51% of the physicians)
- 65% reported witnessed disruptive behavior in nurses at their hospitals (73% of nurses, 48% of physicians)
- **67% agreed that disruptive behaviors were linked with adverse events**
- **71% agreed that these behaviors were linked with medical errors**
- **27% agreed that disruptive behaviors were linked with patient mortality**

These results give strong and unnerving evidence that “disruptive behaviors lead to potentially preventable adverse events, errors, compromises in safety and quality, and patient mortality.”<sup>16</sup>

But what’s the actual link between disruptive behaviors and patient safety? The Institute for Safe Medication Practices (ISMP) found in their study of 2,000 health professionals in 2003 that among the 7% who reported being involved in a medication error in the prior year, **intimidation was a key factor**. Forty percent of all respondents who had concerns about the safety of a medication “assumed that it was correct rather than interact with an intimidating prescriber. Even when the prescriber was questioned about safety, 49% of respondents felt pressured into dispensing a product or administering a medication despite their concerns... Almost half of respondents reported being the recipient of strong verbal abuse (48%) or threatening body language (43%) at least once during the past year.”<sup>17</sup>

So not only does bullying negatively impact the witnesses of such behaviors, but customers as well, and in the end, the company's reputation and goodwill.

### **Reduced Employee Engagement & Productivity**

At best, workplace bullying is merely a distraction. At its worst, it causes fear, humiliation, and distrust, all factors that are sure to destroy employee engagement and the individual's sense of well-being. The profusion of these workplace attitudes is completely opposite what has been shown in research to be linked to positive business outcomes: joy, interest, contentment, and yes, love.<sup>18</sup> When workplace bullying occurs, it clearly contributes to lower productivity, which leads to poor business outcomes.

Just how poor? This is exceedingly difficult to measure. What we do know, however, is that those companies with highly engaged employees outperform similar companies in their industries by almost 2.5 to 1.<sup>19</sup> In a 2008 study done by

*Low employee engagement is not always due to bullying in the workplace, but all bullying in the workplace leads to low employee engagement.*

consulting firm Towers Perrin, those companies with highly engaged employees increased their operating income by 19% over one year, while companies with low employee engagement levels showed declines of 32% in operating income. Those with highly engaged employees had an increase in earnings per share of almost 28% versus 11% among those with low employee engagement.<sup>20</sup> A study done in 2006 by the Hay Group of its own consultants found that productivity – measured in annual revenue per consultant – was 43% greater for those that were highly engaged in their work.<sup>21</sup>

Although each of these studies looked at employee engagement and not the effects of bullying, we can infer that because bullying will reduce engagement, it will therefore reduce productivity. In turn, workplace bullying will prevent companies from achieving the operational results that are possible with a fully engaged workforce.

### **Increased Stress & Related Negative Health Outcomes**

If you've ever witnessed or been on the receiving end of an abrasive leader's disrespectful behavior – from intentional isolation to cutting and humiliating comments in front of others, from a full-on verbal outburst with plenty of expletives thrown in to the threat of physical harm – you already know the stress of having to work day in and day out in this psychologically (and potentially physically) harmful environment. One doesn't need direct experience, however, to grasp how these behaviors can lead to anxiety, increased pessimism and cynicism, depression,



irritability, a tendency to isolate or withdraw, and an increased use of alcohol or drugs.

The bottom line cost of stress can be seen through its impact on a variety of measures – a decrease in employee engagement (described above), absenteeism, the cost of employee healthcare expenditures, and increased workers compensation claims.

In 2001, the Bureau of Labor and Statistics found that the median number of days away from work as a result of anxiety, stress, and related disorders was 25; the median for other causes of nonfatal injury and illness was 6<sup>22</sup>. These 25 days represent nearly 10% of an employee’s annual days of work, a huge cost to employers. If we use this figure and build upon our example of the ABC Widget Company (assuming 13% of employees are currently experiencing bullying), we can estimate the annual value of lost days of work due to the stress of workplace bullying to be approximately \$6.5 million dollars.

Anxiety and its effects can impact health in a number of ways, one of them being heart health. A recent study in Sweden found that people working under bosses who were “inconsiderate, opaque, uncommunicative and poor advocates” were approximately 60% more likely to experience life-threatening cardiac conditions.

Employees who worked under managers with good leadership skills were about 40% less likely to suffer coronary events.<sup>23</sup>

A study done in 1998 found that healthcare expenditures for employees with high levels of stress were 46% higher than those for employees who did not have high levels of stress. Further studies showed that employees with high stress have an annual pharmaceutical expenditure of \$56 higher than average, and annual healthcare expenditure that is almost \$710 higher than average.<sup>24</sup> While these figures represent the costs to the individual, they are ultimately rolled into the calculations that insurers use to determine how much to charge employers to offer health plans to their employees, thereby increasing costs for both employers and employees.

Employees with an inclination to manage stress with alcohol or other drugs can be expected to increase their use when witnessing or being the target of workplace bullying. According to the National Institute of Drug Abuse, these individuals cost their employers approximately twice as much in medical and workers compensation claims as those who are drug-free.<sup>25</sup>

### **Job Stress:**

*Estimated to cost businesses in the US more than \$300 billion a year in absenteeism, turnover, diminished productivity and medical, legal, and insurance costs.*

*Rosch, 2001*

## **Collateral Costs**

When workplace bullying issues arise, they often require significant amounts of valuable time from the manager of the bullying boss as well as Human Resources, time that could have been spent on other job tasks and objectives.

Staffing firm Accountemps hired an independent research firm in 2011 to measure how much time management was spending intervening in employee disputes. Based on the results of interviews with more than 1,000 senior managers at companies with more than 20 employees, Accountemps found that on average, 18% of a manager's time – more than seven hours a week or, viewed on an annual basis, nine weeks per year – was wasted in efforts to resolve personality conflicts. Not all of these disputes would fall under the category of workplace bullying, but it is still a needless and preventable drain on resources.

To get a firmer grasp of the cost implications for those who spend their time resolving these issues, let's assume that one case of workplace bullying required 8 hours of a manager's time, 16 hours of an HR manager's time, and 32 hours of the target's time over the course of a single year. If we assume that the manager is at the executive level making \$150,000/year, the HR manager is at the middle management level making \$70,000/year, and the target is at the non-management level making \$30,000/year, the approximate cost of this single case would be \$1,570. In an organization with 100 employees and a 13% rate of workplace bullying, the annual cost in lost productivity would be a little more than \$20,000. For a company with 10,000 employees, we're looking at a cost of \$2 million. Of course, not all employees that are experiencing workplace bullying will go to management or HR, but this estimate also doesn't include the other costs of decreased morale, stress, and lower productivity of all involved, including witnesses to the bullying.

## **Retaliation by the Target**

Little information is available on the costs of retaliatory actions against the employer by the target of workplace bullying. One study that has looked at this issue was conducted by workplace incivility researchers Christine Pearson and Christine Porath. They found that:

- 48% of workplace bullying targets intentionally decreased work effort
- 47% intentionally decreased time at work
- 38% intentionally decreased work quality

In addition to these deleterious effects, there were the following impacts related to reduced productivity and employee engagement:

- 63% lost time avoiding the offender
- 66% said their performance declined

- 80% lost work time worrying about the incident
- 78% said their commitment to the organization declined

The authors concluded that, “the effect of incivility on performance was even worse than we had anticipated... targets were suffering, organizations were losing people and profits, and managers who could do something about it didn’t have a clue what was going on.”

### Homicide & Suicide

Homicide as a form of retaliation seems to be rare, but does occur – as in the case of Arunya Rouch in 2010, who shot a coworker to death in Florida, reportedly because of being taunted and bullied at work.

Employees who experience intense workplace bullying are more likely to take their own lives rather than take the life of someone else. There are numerous reports of employees committing suicide as a response to being bullied at work, but precise numbers on the prevalence of this issue are not available at present.

#### Suicides due to workplace bullying in 2010...

- Canada: *Carl Dessureault , bus driver*
- England: *Margaret Gettings, nurse*
- Australia: *Stuart McGregor, cook*
- US: *Kevin Morrissey, University of Virginia magazine editor*
- US: *Omar Thornton, distributor*

### Legal Costs

Workplace bullying is not prohibited by law in the US. Harassment based on status as a “protected class” (see side bar) is illegal, and the federal laws that establish this protection have been of tremendous value in improving the working lives of the people in these classes. If the harassment that is occurring isn’t based on one or more of these classes, however, there is very little recourse possible for the employee. As a result, the legal costs associated with the problem of workplace bullying have been small enough that few companies seem to be paying serious attention to the issue.

#### Federal Protected Classes

- Race
- Color
- National origin
- Religion
- Gender
- Pregnancy
- Age (40+)
- Disability
- Citizenship
- Familial status
- Disability
- Veteran status
- Genetic information
- Sexual orientation

The potential for these costs, however, is growing; more than a dozen states in the US are considering legislation that would allow litigants to sue for harassment that causes physical or emotional harm, regardless of protected class status. Similar laws have been passed in several countries around the world (England, Ireland, Sweden, Australia, New Zealand, and Canada). Despite the lack of such a law in this country, some claims of

unlawful conduct have made it to the courts: for assault, retaliation, invasion of privacy, defamation of character, whistleblowing, and more. A few examples:

- In 1999, the Texas Supreme Court awarded three employees \$275,000 for the intentional infliction of emotional distress. According to court testimony, the employees complained that their supervisor, “constantly harassed and intimidated them... among other offensive acts, [the supervisor] repeatedly yelled, screamed, cursed, and even ‘charged’ at them.”<sup>26</sup>
- The Indiana Supreme Court in 2008 upheld a verdict of \$325,000 against a cardiovascular surgeon accused by a medical technician of intentionally inflicting emotional distress, tortious interference with employment, and assault.<sup>27</sup>
- The State of Minnesota awarded \$270,000 to a former employee of Dish Network in 2012 on a whistleblower defense – the jury accepted the argument that Dish Network had fired the employee as retaliation for informing HR of the threatening behaviors of one of its managers.<sup>28</sup>

While legal costs may not be of significant concern now, they very likely will be in the near future. Just as sexual harassment in the workplace moved from an accepted part of some work environments to now being the cause of major lawsuits and prevention efforts, so too, will workplace bullying.

## Summary

Workplace bullying is tremendously costly - to organizations that turn a blind eye, to individual employees who suffer this treatment directly or who witness it, to unknowing patients in hospitals whose health may be at risk, to families whose loved one suffers the toll of being bullied at work.

Now that we can see more clearly the startling financial impact, it is time for companies and other organizations to take action. What can they do? Here are a few ideas:

- Develop a conduct policy that defines bullying behaviors and establishes expectations for respect throughout the organization.
- Adopt a zero-tolerance position on workplace bullying – be willing to follow through on the policy and deliver consequences to abrasive managers.
- Provide training on what constitutes bullying at work, and what employees should do if they believe they are experiencing harassment.
- Provide one-on-one mentoring or external coaching to the person who has been identified as bullying coworkers.

While these changes may seem burdensome, they are no more difficult than the steps companies began taking almost three decades ago when our society decided it would no longer tolerate sexual harassment in the workplace.

Great strides have been made to make our workplaces physically safer. It is time to ensure they are psychologically safe as well.

Footnotes

- <sup>1</sup> SHARP (Safety & Health Assessment & Research for Prevention). *Workplace Bullying and Disruptive Behavior: What Everyone Needs to Know*. Washington State Department of Labor & Industries, 2011: Report #87-2-2011.
- <sup>2</sup> SHARP (Safety & Health Assessment & Research for Prevention). *Workplace Bullying and Disruptive Behavior: What Everyone Needs to Know*. Washington State Department of Labor & Industries, 2011: Report #87-2-2011.
- <sup>3</sup> Joint Commission on Accreditation of Healthcare Organizations, *Behaviors that Undermine a Culture of Safety*. JHACO, July 9, 2008.
- <sup>4</sup> Sagin, T. *Addressing Unprofessional Conduct: A Guide for Physician Leaders*. HG Healthcare Consultants, LLC, 2012.
- <sup>5</sup> SHARP (Safety & Health Assessment & Research for Prevention). *Workplace Bullying and Disruptive Behavior: What Everyone Needs to Know*. Washington State Department of Labor & Industries, 2011: Report #87-2-2011.
- <sup>6</sup> Workplace Bullying Institute. *Results of the 2010 and 2007 WBI U.S. Workplace Bullying Survey*. <http://www.workplacebullying.org/research/WBI-NatlSurvey2010.html>.
- <sup>7</sup> Sheehan, M. and Jordan, P. J. *The Antecedents and Implications of Workplace Bullying: A Bounded Emotionality Analysis*. Queensland, Australia: Griffith University School of Management.
- <sup>8</sup> Cobb, E.P. *Workplace Bullying: A Global Health and Safety Issue*. The Isosceles Group, Boston, MA. <http://ilera2012.wharton.upenn.edu/refereedpapers/cobbellen.pdf>.
- <sup>9</sup> Workplace Bullying Institute. *Results of the 2010 and 2007 WBI U.S. Workplace Bullying Survey*. <http://www.workplacebullying.org/research/WBI-NatlSurvey2010.html>.
- <sup>10</sup> Workplace Bullying Institute. *Results of the 2010 and 2007 WBI U.S. Workplace Bullying Survey*. <http://www.workplacebullying.org/research/WBI-NatlSurvey2010.html>.
- <sup>11</sup> Jacobsen, D. *The Ridiculously High Cost of Employee Turnover*. Globoforce, July 12, 2012. <http://www.globoforce.com/gfblog/2012/the-ridiculously-high-cost-of-employee-turnover>.
- <sup>12</sup> Porath, C. and Pearson, C. *The Cost of Bad Behavior*. New York: Penguin, 2009.
- <sup>13</sup> Shay, Don. *Turnover - One of Your Biggest Hidden Costs!* <http://www.donshay1.wordpress.com/2011/07/12/turnover-one-of-your-biggest-hidden-costs>.
- <sup>14</sup> Robinson, S.L., Houshmand, M., O'Reilly, J. and Wolff, A. *Escaping Bullying: The Simultaneous Impact of Individual and Unit-Level Bullying on Turnover Intentions*. University of British Columbia, Sauder School of Business. 2012.
- <sup>15</sup> Porath, C. and Pearson, C. *The Cost of Bad Behavior*. New York: Penguin, 2009.
- <sup>16</sup> Sagin, T. *Addressing Unprofessional Conduct: A Guide for Physician Leaders*. HG Healthcare Consultants, LLC, 2012.

- 17 Rosenstein, A. and O'Daniel, M. *A Survey of the Impact of Disruptive Behaviors and Communication Defects on Patient Safety*. Joint Commission Journal on Quality and Patient Safety, 2008: 34, 464-471.
- 18 Harter, J.K., Schmidt, F.L. and Keyes, C.L.M. *Well-Being in the Workplace and its Relationship to Business Outcomes; A Review of the Gallup Studies*. <http://www.media.gallup.com/documents/whitePaper—Well-BeingInTheWorkplace.pdf>.
- 19 American Psychological Association Practice Organization. *Fact Sheet By the Numbers*. American Psychological Association, Psychologically Healthy Workplace Program, 2010.
- 20 American Psychological Association Practice Organization. *Fact Sheet By the Numbers*. American Psychological Association, Psychologically Healthy Workplace Program, 2010.
- 21 Murlis, H. and Schubert, P. *Engage Employees and Boost Performance*. The Hay Group, 2001.
- 22 American Psychological Association Practice Organization. *Fact Sheet By the Numbers*. American Psychological Association, Psychologically Healthy Workplace Program, 2010.
- 23 Porath, C. and Pearson, C. *The Cost of Bad Behavior*. New York: Penguin, 2009.
- 24 Murthy, R. *Measuring the Effects of Employer-Controlled Factors on Health Care costs and Productivity, and Discussing More Efficient Methods of Lowering Health Care Costs*. National Workrights Institute. February, 2011. <http://www.workrights.us/wp-content/uploads/2011/02/NWI-Wellness.pdf>.
- 25 American Psychological Association Practice Organization. *Fact Sheet By the Numbers*. American Psychological Association, Psychologically Healthy Workplace Program, 2010.
- 26 Texas Supreme Court. *GTE Southwest, Incorporated v. Rhonda Bruce, Linda Davis, and Joyce Poelstra, Respondents*. Supreme Court of Texas, July, 1999. [http://scholar.google.com/scholar\\_case?case=18026365611832904102&hl=en&as\\_sdt=6&as\\_vis=1&oi=scholarr](http://scholar.google.com/scholar_case?case=18026365611832904102&hl=en&as_sdt=6&as_vis=1&oi=scholarr).
- 27 Liberman, V. *Mistreatment: No Organization Tolerates Bullying. So Why Do So Many Workers Continue to Feel Abused?* The Conference Review Board, Summer 2012. <http://tcbreview.com/summer-1012/mistreatment-workplace-bullying.html>.
- 28 Lussenhop, J. *Bad Bosses Beware: MN Whistleblower Takes on Issue of Workplace Bullying*. Minneapolis City Pages, May 16, 2012. <http://www.citypages.com/2012-05-16/news/bad-bosses-beware/3/>.

References

- Accountemps. *Keeping the Peace*. Accountemps Survey, Mar. 15, 2011. <http://accountemps.rhi.mediaroom.com/StaffConflict>.
- ACPE 2011 *Disruptive Physician Behavior survey*. American College of Physician Executives, 2011. [http://www.quantiamd.com/q-qcp/Disruptive\\_Physician\\_Behavior.pdf](http://www.quantiamd.com/q-qcp/Disruptive_Physician_Behavior.pdf).
- American Psychological Association Practice Organization. *Fact Sheet By the Numbers*. American Psychological Association, Psychologically Healthy Workplace Program, 2010.
- Blake, R. *Employee Retention: What Employee Turnover Really Costs Your Company*. WebProNews/Business. <http://www.webpronews.com/employee-retention-what-employee-turnover-really-costs-your-company-2006-07>.
- Boushey, H. and Glynn, S.J. *There are Significant Business Costs to Replacing Employees*. Center for American Progress, Nov. 16, 2012. <http://www.americanprogress.org/issues/labor/report/2012/11/16/44464/there-are-significant-business-costs-to-replacing-employees/>.
- Cobb, E.P. *Workplace Bullying: A Global Health and Safety Issue*. The Isosceles Group, Boston, MA. <http://ilera2012.wharton.upenn.edu/refereedpapers/cobbellen.pdf>.
- Cortina, L.M., Magley, V.J., Hunter Williams, J. and Day Langhout, R. *Incivility in the Workplace: Incidence and Impact*. *Journal of Occupational Health Psychology*, 2001: 6 (1), 64-80.
- CPS. *Turnover Tool Kit*. CPS Human Resources Services, Tool 1 - Calculating the Cost of Employee Turnover. <http://www.cps.ca.gov>.
- Crawshaw, L. *Coaching Abrasive Leaders: Using Action Research to Reduce Suffering and Increase Productivity in Organizations*. *The International Journal of Coaching in Organizations*, 2010: 29, 8(1), p. 58-77.
- Crawshaw, L. *Coaching Abrasive Executives: Exploring the Use of Empathy in Constructing Less Destructive Interpersonal Management Strategies*. Fielding Graduate University, 2005.
- Dube, A., Freeman, E. and Reich, M. *Employee Replacement Costs*. Center on Wage and Employment Dynamics, Institute for Research on Labor and Employment, University of California, Berkeley. IRLE Working Paper 201-10, March 4, 2010. <http://www.irle.berkeley.edu/workingpapers/201-10.pdf>.
- Harter, J.K., Schmidt, F.L. and Killham, E.A. *Employee Engagement, Satisfaction, and Business-Unit-Level Outcomes: A Meta-Analysis*. The Gallup Organization, July 2003. [http://www.nova.edu/ie/ice/forms/meta\\_analysis\\_july\\_2003.pdf](http://www.nova.edu/ie/ice/forms/meta_analysis_july_2003.pdf).
- Harter, J.K., Schmidt, F.L. and Keyes, C.L.M. *Well-Being in the Workplace and its Relationship to Business Outcomes; A Review of the Gallup Studies*. <http://www.media.gallup.com/documents/whitePaper—Well-BeingInTheWorkplace.pdf>.
- Houshmand, Jane, Robinson, Sandra and Wolff, Angela. *Escaping Bullying: The Simultaneous Impact of Individual and Unit-Level Bullying on Turnover Intentions*. The Tavistock Institute, *Journal of Human Relations*, 2012. 65:901. <http://hum.sagepub>.

- com/content/65/7/901.
- Jacobsen, D. *The Ridiculously High Cost of Employee Turnover*. Globoforce, July 12, 2012. <http://www.globoforce.com/gfblog/2012/the-ridiculously-high-cost-of-employee-turnover/>.
- Joint Commission on Accreditation of Healthcare Organizations, *Behaviors that Undermine a Culture of Safety*. JHACO, July 9, 2008.
- Johnson, C. *Bad Blood: Doctor-Nurse Behavior Problems Impact Patient Care*. The Physician Executive Journal of Medical Management, 2009: Nov-Dec, p. 6-11.
- Kaminski, M. and Kettering Sincox, A. *Workplace Bullying in Health Care: Peer-to-peer bullying of nurses*. East Lansing, Michigan: Michigan State University, 2012.
- Leape, L. and Fromson, J. *Problem Doctors: Is There a System-Level Solution?* American College of Physicians, *Annals of Internal Medicine*, 2006: 144, 107-115.
- Liberman, V. *Mistreatment: No Organization Tolerates Bullying. So Why Do So Many Workers Continue to Feel Abused?* The Conference Review Board, Summer 2012. <http://tcbreview.com/summer-1012/mistreatment-workplace-bullying.html>.
- Lussenhop, J. *Bad Bosses Beware: MN Whistleblower Takes on Issue of Workplace Bullying*. Minneapolis City Pages, May 16, 2012. <http://www.citypages.com/2012-05-16/news/bad-bosses-beware/3/>.
- McCulloch, B. *Dealing with Bullying Behaviors in the Workplace: What Works - A Practitioner's View*. Journal of the International Ombudsman Association, 2010: 3(2), p. 39-51.
- Molea, J. *When Behavior Disrupts the Physician-Healer*. Medscape General Medicine, 2006; 8(1): 87. <http://www.medscape.com/viewarticle/521971>.
- Murlis, H. And Schubert, P. *Engage Employees and Boost Performance*. The Hay Group, 2001.
- Murthy, R. *Measuring the Effects of Employer-Controlled Factors on Health Care costs and Productivity, and Discussing More Efficient Methods of Lowering Health Care Costs*. National Workrights Institute. February, 2011. <http://www.workrights.us/wp-content/uploads/2011/02/NWI-Wellness.pdf>.
- Namie, G. *Effectiveness of Bullied Target Resolution Strategies*. Workplace Bullying Institute Research Studies, <http://www.workplacebullying.org>, 2012.
- Petty, A. *Detoxing Your Team*. *Management Excellence*, 2009. <http://artpetty.com/tag/how-toxic-colleagues-corrode-performance>.
- Phillips, J.J., Edwards, L.A. and Lounsberry, C. *Coaching as a Talent Retention Solution: Does it Really Pay-Off?* ROI Institute and Bloom Consulting, Inc., 2009. <http://media.roiinstitute.net/pdf/CoachingWhitePaprt0709.pdf>.
- Porath, C. And Pearson, C. *The Cost of Bad Behavior*. New York: Penguin, 2009.
- Ibid. *How Toxic Colleagues Corrode Performance*. Harvard Business Review, April, 2009.
- Ibid. *The Price of Incivility*. Harvard Business Review, 2013. <http://hbr.org/2013/01/the-price-of-incivility/ar/pr>.
- Psychological Healthy Workplace Program. *Fact Sheet, By the Numbers*. American Psychological Association, 2010.



- <http://www.apa.org/practice/programs/workplace/phwp-fact-sheet.pdf>.
- Robinson, S.L., Houshmand, M., O'Reilly, J. and Wolff, A. *Escaping Bullying: The Simultaneous Impact of Individual and Unit-Level Bullying on Turnover Intentions*. University of British Columbia, Sauder School of Business. 2012.
- Rosenstein, A. and O'Daniel, M. *A Survey of the Impact of Disruptive Behaviors and Communication Defects on Patient Safety*. Joint Commission Journal on Quality and Patient Safety, 2008: 34, 464-471.
- Rosenstein, A. *Early Intervention Can Help Prevent Disruptive Behavior*. The Physician Executive Journal of Medical Management, 2009: Nov-Dec, p. 14-15.
- Ruyle, K.E. *Managing and Mitigating the Cost of Employee Turnover*. SHRM Webcast, July 17, 2012. [http://www.shrm.org/multimedia/webcasts/Documents/12ruyle\\_2.pdf](http://www.shrm.org/multimedia/webcasts/Documents/12ruyle_2.pdf).
- Sagin, T. *Addressing Unprofessional Conduct: A Guide for Physician Leaders*. HG Healthcare Consultants, LLC, 2012.
- Sebok, T. and Chavez Rudolph, M. *Cases Involving Allegations of Workplace Bullying: Threats to Ombuds Neutrality and Other Challenges*. Journal of the International Ombudsman Association, 2010: 3(2), p. 24-33.
- SHARP (Safety & Health Assessment & Research for Prevention). *Workplace Bullying and Disruptive Behavior: What Everyone Needs to Know*. Washington State Department of Labor & Industries, 2011: Report #87-2-2011.
- SHRM (Society for Human Resource Management). *SHRM Survey Findings: Workplace Bullying*. SHRM, February 28, 2012. <http://www.workplacebullying.org/multi/pdf/SHRM-2012.ppt>.
- Shay, Don. *Turnover - One of Your Biggest Hidden Costs!* <http://www.donshay1.wordpress.com/2011/07/12/turnover-one-of-your-biggest-hidden-costs>.
- Sheehan, M. and Jordan, P. J. *The Antecedents and Implications of Workplace Bullying: A Bounded Emotionality Analysis*. Queensland, Australia: Griffith University School of Management.
- Texas Supreme Court. *GTE Southwest, Incorporated v. Rhonda Brucer, Linda Davis, and Joyce Poelstra, Respondents*. Supreme Court of Texas, July, 1999. [http://scholar.google.com/scholar\\_case?case=18026365611832904102&hl=en&as\\_sdt=6&as\\_vis=1&oi=scholarr](http://scholar.google.com/scholar_case?case=18026365611832904102&hl=en&as_sdt=6&as_vis=1&oi=scholarr).
- West, A. *The Bully and the Bottom-Line*. HR Star Conference, 2010. <http://www.cpehr.com/hr-articles/workplace-bully-a-cost-to-your-organization.html>.
- Williams, R.B. *Does Employee Engagement Really Drive Productivity?* <http://www.psychologytoday.com/blog/wired-succeeds/201005/does-employee-engagement-really-drive-productivity>.
- Workplace Bullying Institute. *Results of the 2010 and 2007 WBI U.S. Workplace Bullying Survey*. <http://www.workplacebullying.org/research/WBI-NatlSurvey2010.html>.