



Destructive Behaviour@Work Place: Dealing with Mobbing, Suppression and Sexual Harassment

Info brochure for people in training & development,
communications and consulting

Destructive Behaviour@Work Place: Introduction.

Are you managing and working with diverse teams? Do you aim for high team performance without any disruptions and frictions? We can support you and your team to avoid destructive behaviour in the working environment.

Destructive behaviour, such as suppression, mobbing and sexual harassment, cause suffering and loss of human resources. They are methods used to control and limit the participation of a colleague. Anyone can be exposed or unknowingly expose others to destructive behaviour, although it is often attached to gender or some other difference.

Victims of these methods tend to feel shame, guilt and fear. They may feel insecure, insignificant and silly about one's work and opinions, and start questioning own competence, behaviour and the way of being. This way, the person is robbed of time and energy, when s/he tries to justify oneself, not to "provoke" and tries to "fit in". This causes ineffectiveness in life and at work, and halt in professional progress.

Organisations need to identify and combat destructive working patterns by asking: Have we observed this kind of behaviour at our work place? Has it even become a "normal" way of interacting in our teams? How can we change this?
This is what we will gently, yet effectively, show with our business theatre training.

Business theatre is a unique training method, with several benefits as compared to conventional trainings. We can:

- 1) visualise and play out different situations taking place at the work place
- 2) observe the roles that people take, but also the involved characters' inner conflicts, motivations, values and emotions by means of acting
- 3) express events and relations that are spatially and time-wise distant from one another
- 4) in a safe and constructive environment work out various options for a positive change
- 5) release emotions related to stressful situations (catharsis effect)
- 6) apply the concept to teams large and small (10-400 people)
- 7) decide the duration of the training from one hour to several days, depending on your needs.

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Background: Conditions, frequency and reactions.

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Conditions enabling destructive behaviour

There are several factors that make a good breeding ground for bad behaviour. Organisational culture may support discrimination or just fail to recognise the issue. Job insecurity, job dissatisfaction, bad relationships at the workplace, and high exposure to stressful situations may trigger and help to sustain the problem.¹

How often does it happen?

Surveys show that two thirds of employees have direct, personal experience of mobbing and one third have witnessed a colleague being mobbed.

Over 30% of employees experienced sexual harassment at the workplace and over 55% have observed such behaviour.²

What are the typical reactions?

Despite the damage on the victim's mental and physical wellbeing, surveys show that only a minority of employees protest against mobbing or sexual harassment. People tend to react passively, e.g. avoid the troublemaker or ignore the situation, out of fear of worsening the situation or losing their job. Such reactions will change the destructive or organisational culture.

¹The European Agency for Safety and Health at Work

² European Observatory for Working life: <http://www.eurofound.europa.eu/observatories/eurwork/articles/mobbing-and-sexual-harassment-at-the-workplace>

Background: Effects on employees and companies.

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Effects of mobbing on employees:

- Health problems: headaches, stomach disorders and abdominal pains
- Employees gradually stop believing in their capacity to solve even simple assignments
- Mental disorders, suicides

Effects on mobbing on companies:

- 37% of employees reduce their commitment to their employer
- 28% leave the job in an effort to avoid mobbing
- 22% decrease their performance at work
- 12% leave work as a direct result of mobbing

Source: Divincová, A. and Siváková, B. (2014) 'Mobbing at workplace and its impact on employee performance', Human Resources Management & Ergonomics VIII(2).

Our treatments follow four main phases.

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⌚ 60'

1) We construct an every day situations on stage with a destructive behaviour (examples slide 7).



⌚ 60'

2) Then participants together search for the optimal approach how to deal with the played-out situations.



⌚ 60'

3) We experiment with the different approaches suggested by the participants, as in a laboratory.



⌚ 60'

4) Finally participants transfer they experiences into new ways how to behave at their work place.

Sample situations of destructive behaviour.

In our training, we play out scenes which we create based on our research and discussion with you. Examples:

1. Making invisible

In a meeting a person is ignored or not responded to with a genuine interest: Attention is diverted from the person when s/he is speaking by a co-worker scraping the chair or coughing loud.

The person is not introduced and what s/he says is ignored.

2. Ridiculing

The person is made fun of when s/he tries to say something important. Instead of listening with an interest, a co-worker points out his/her "funny" accent.

In a team working situation the person's adulthood is questioned by belittling: "Oh honey, are you sure you can do it?"

3. Withholding information

An important decision is made in a setting where the person is not present, and s/he gets only a limited version of events. Thus her/his working becomes ineffective.

4. Imposing guilt and shame

The person is overloaded with work, but upon protesting is made to feel guilty and incompetent.

A female employee contradicts a colleague and gets a response: "Oh, it's *that* time of the month!"

The person ends up in a double bind, where any choice is made to sound wrong: Spend time with partner - no ambition, work late - no private life.

5. Verbal and physical sexual harassment

A co-worker makes inappropriate comments about the person's appearance, comes up with provocative jokes or makes unwanted physical advances.

There are many further scenes to be made of destructive behaviour, such as gossiping and isolation, giving meaningless work assignments...

Sources: Ås, B. Master Suppression Techniques. First published in 1978; European Observatory for Working life:

<http://www.eurofound.europa.eu/observatories/eurwork/articles/mobbing-and-sexual-harassment-at-the-workplace>

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We offer our service in four different formats.

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Two hour sensibilisation lectures on typical topics, Brown Bag events



One day tailor-made workshop



Conference workshops with more generic topics



Part of an academic program for educational institutions

VitaminT combines the worlds of business and theatre since 1998.

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Our combination of business experience, interactive theatre, practical teaching methods, and the multitalented team has made Vitamin T unique for over 18 years. We enable people in organisations to look at themselves in the mirror, to put themselves in other people's shoes, to develop creative pathways, and to try out these new approaches immediately. Through this, we facilitate seamless collaboration and high customer satisfaction. On the next pages you will get inputs on how we do it!

The team of 14 is led by Elisabeth Ostermann and Markus Berg. We have continually and systematically developed and formed our didactics and methodologies. We work with living pictures and experience-orientated exercises, which move you — mentally, emotionally and physically. We offer our support in German, Swiss-German, French and English. Our topic partners complement us and our holistic solutions.

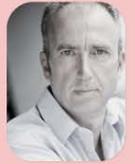
TrActors, Method- and Topic partners belong to our team.

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Die Methoden - Partner



Das TrActor -



Team



Die Gesellschafter



Die Themen - Partner



Die Weiterbildungs - Partner



Our Gender & Diversity Associate Dr. Ella Roininen.

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Ella is an independent educator and the Director of the International Management Institute at the Kalaidos University of Applied Sciences Switzerland. She teaches diversity management, gender equality and organisational culture in a number of institutions internationally.

Ella holds a Doctorate in Organisational Psychology from the University of St. Gallen (HSG) and has a broad education and experience in gender equality in working life.

Ella studied and worked in numerous countries: Finland, France, India, The Netherlands, Switzerland, UK and USA. She has experience from publishing, travel & hospitality, health care, event management, banking, retail, and the ICT sectors.

Before her current roles, Ella worked eight years at IBM Switzerland managing global teams.

Ella constantly aims to understand more about power and equality, researching, mentoring and developing innovative initiatives together with partners from the global business, academic and non-profit community.



This is our value proposition for you!

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We combine the best topic and learning expertise!

We are catalysts for quicker interactions!

We create images that say more than 1000 words!

We lovingly rock your trusted world!

We offer interaction instead of one-way presentations!

We take the taboo out of taboos!

We work with large groups of up to 500!

We give you back your sense of humour!

1300 business theatre projects in 200 organisations since 1998.

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ACCOR, ADAC, ADIG, Agaplesion, Alcatel, Allianz, Alloheim, Altana, AMB Generali, AMCOR, AOK, ARAMARK, Arrow ECS, Arthur D. Little, AUDI, AVNET, AXA Tech, AWK Schweiz

BAYER, Bayerische Justiz, BayernLB, Benteler, Bernd Remmers, BEHR, Berlin Chemie, Bio Rad, BMW, BNP Paribas, BOSCH, BOSCH REXROTH, BP, BW-Bank

Caritas, Chemion, Collège des Ingénieurs, Credit Swiss, ComTeam, Coplan, Creditplus Bank

D2 Mannesmann, DAB, Daimler, DEKRA, Deutsche Bahn, Deutsche Bank, Deutsche Leasing, Deutsche Post, Deutsche Telekom, DIS, Dräxlmaier, DZ Bank (International)

EBV, EADS, EnBW, E.ON, eos, energie360°, ESB, Executive Insight Schweiz

FIDUCIA, Fitness First, FMG, FRAPORT, Frankfurt School, Fraunhofer IAO, 50Hertz, fhnw

Gardena, GEA, gedas, GE Money Bank, GEMA, Genossenschaftsverband Bayern, Gillet

Haufe-Lexware, H.C.Starck, HDI Gerling, Helvetia, Hornbach, HSE 24, HSLU, HypoVereinsbank

IAP, IHK (diverse), INA Schäffler, Infinion, ING DiBa, Interoute, IZB Soft

Kabel Deutschland, KÄFER, KPMG

Lafarge, LHI Leasing, LH München, LBBW, LBS, Loxxess, LSG Sky Chefs, Lufthansa

Mastercard, MAN, Manor, McDonalds, Medela, Metafinanz, METTLER-TOLEDO, Migros, MWOffice

NASPA, Netzsch, Nordzucker, Nürnberger

Oracle, Organon, OMRON, Osram, Otto, offstandards

Pierburg, Philips, Porsche, PostAuto, Postbank, PWC, ProSiebenSat.1, Publicis, Partners Group

RBS, rbg, Rehau, REHM, Roche, RUAG, RWE

Sana, SBB, Schweizer Post, SCA, SDV, sd&m, 7(S), Siemens, diverse Sparkassen, -verbände, -akademien, Sirona, Softlab, Soldan, SOS, SWD, SWM, Steigenberger, StoraEnso, SüdLeasing, SwissRe, Swiss Stock Exchange, Symrise

ThomasCook, Thüringer Aufbaubank, ThyssenKrupp Services, Trenkwalder

Uhlmann, Unicredit Group

Vattenfall, VR-Banken, Versicherungskammer Bayern, Vodafone, voestalpine

WALA, Wacker, Wrigley

Zeiss, ZF Friedrichshafen, Zentrum Ideenmanagement, zhaw, Zurich

Get more information in 4 different sources.

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Join one of our next projects as a silent observer.