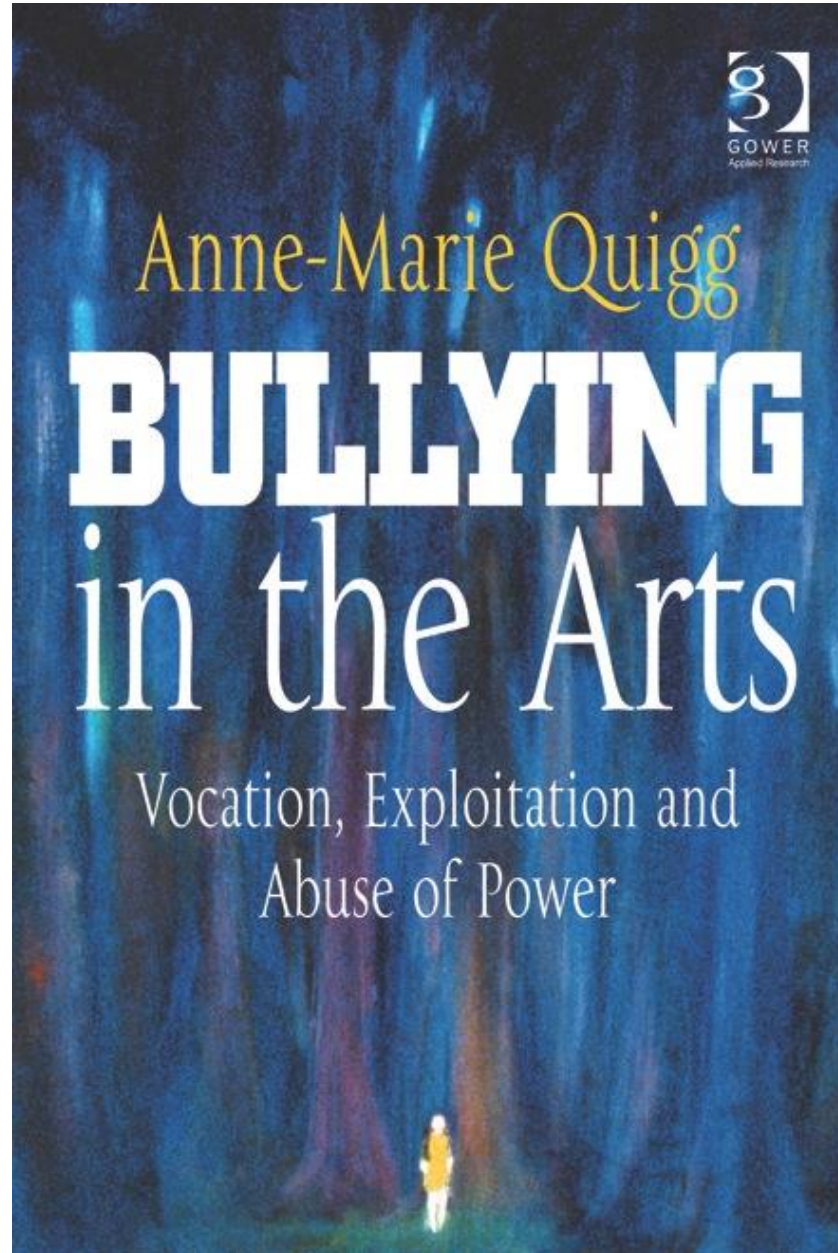




Anne-Marie Quigg

BULLYING in the Arts

Vocation, Exploitation and
Abuse of Power



MOBBING HARASSMENT BULLYING

Whatever you call it – it hurts.

Workplace bullies hurt everyone.

Bullies attack the hearts of brightest employees, eroding their self-esteem and dignity. They undermine the deep secrets they so dearly, and sometimes cowardly, and fear. They jeopardize their own lives, reputation, and put them at risk of falling. They attempt control to customers, a lot that with value to identify them. They are less consequences of mobbing a wrong way and last at all. It is it not to say, "Tough is the right".

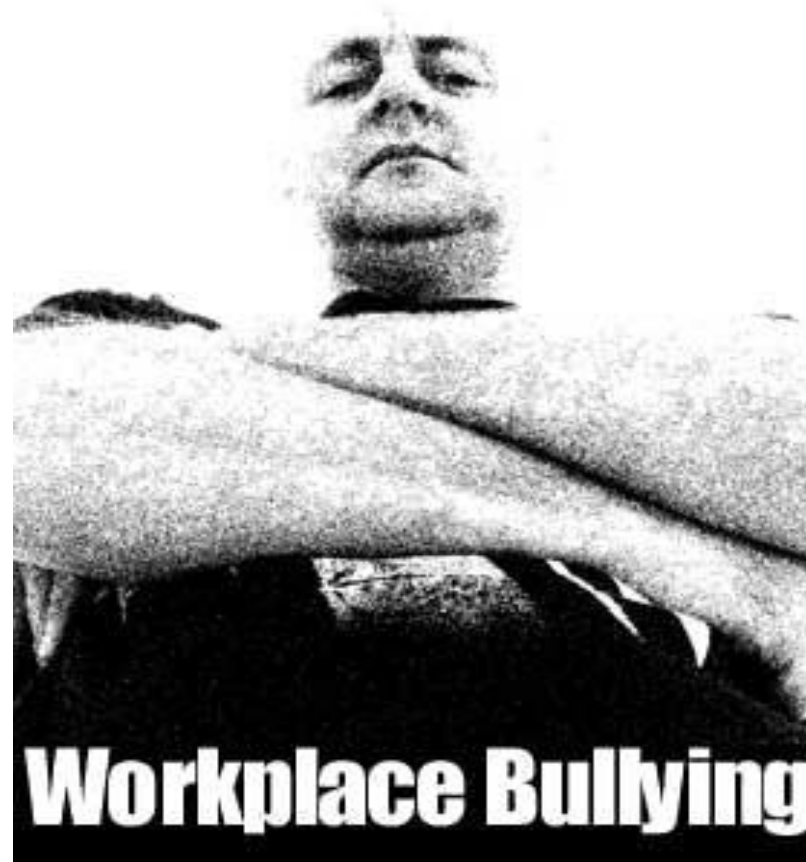


To learn more about mobbing and what you can do to protect yourself, your co-workers, or your business, visit <http://mobbingspot.com>

Vocation, **exploitation** and **abuse of power**

- Passion for the arts
- Total commitment
- High expectations
- Precarious nature of working in the arts
- Dependent on good reputation
- Low pay and long hours
- **Unreasonable demands**
- **Threats**
- **Psychological harassment**

What does a bully look like?



Covert bullying behaviour

- Spreading malicious rumours, gossip, or innuendo or making jokes that are 'obviously offensive' by spoken word or email.
- Excluding or isolating someone socially or belittling their opinions.
- Undermining or deliberately impeding someone's work.
- Removing areas of responsibilities without cause.
- Constantly changing work guidelines and giving impossible deadlines that will set up the individual to fail.
- Withholding necessary information or purposefully giving the wrong information.

Covert bullying behaviour

- Intruding on someone's privacy by pestering, spying or stalking.
- Assigning unreasonable duties or workloads that are unfavourable to one person (in a way that creates unnecessary pressure).
- Underwork – creating a feeling of uselessness.
- Unwarranted (or undeserved) repeated unjustified criticism or punishment.
- Deliberate blocking of applications for training, leave or promotion.
- Tampering with someone's personal belongings or work equipment.

Bullying effects

- Shock
- Anger
- Feelings of frustration and/or helplessness
- Increased sense of vulnerability
- Loss of confidence
- Physical symptoms such as:
 - Inability to sleep
 - Loss of appetite
- Psychosomatic symptoms such as:
 - Stomach pains
 - Headaches
- Panic or anxiety, especially about going to work
- Family tension and stress
- Inability to concentrate
- Low morale and productivity.

What enables bullying?

Bullying is sustained by abdication of responsibility

- denial
- counter-accusation
- pretence of victimhood

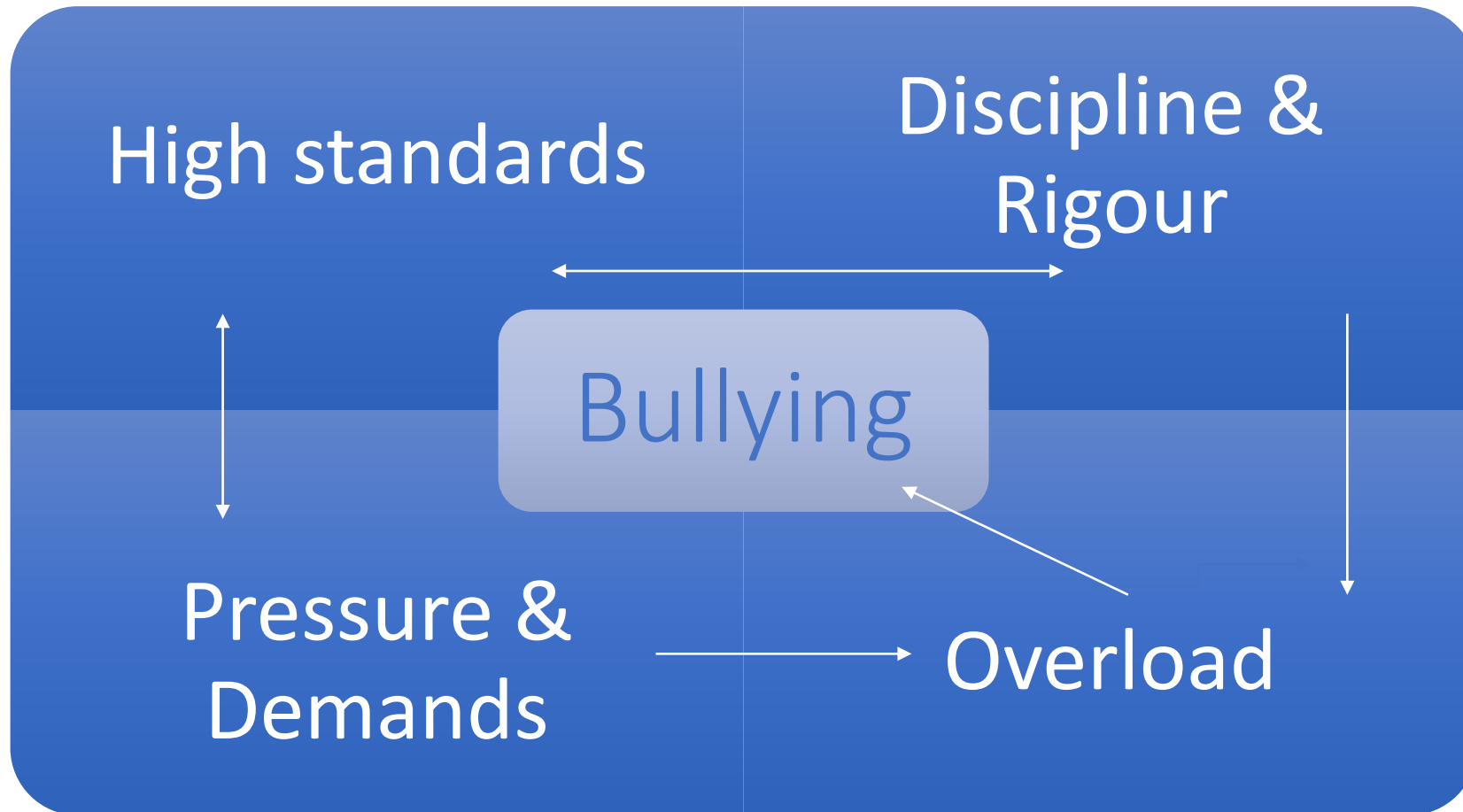
and perpetuated by a climate of

- fear or silence
- ignorance or indifference
- disbelief or deception.

Characterised by evasion of accountability, tolerance of bullying behaviour and inappropriate reward (for example, promotion) for the bully.

In creative organizations is the corporate culture still in thrall to the concept of artistic genius?

Where are the dividing lines?



Best practice in arts management

- clear definitions of bullying behaviour
- guidelines on acceptable conduct
- awareness training
- defined responsibilities for trades union/employee representatives and for managers
- a contact point for advice
- access to disciplinary procedures
- opportunities for employees to discuss bullying with management
- support for targets of bullying behaviour
- internal confidential counselling
- access to external counselling and mediation.

To truly beat bullying we need a holistic approach that ensures every one at every level is aware and engaged.