The Canadian Institute of Workplace Bullying Resources

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THE CANADIAN INSTITUTE OF WORKPLACE BULLYING RESOURCES

OVERVIEW

The Canadian Institute of Workplace Bullying Resources (CIWBR) is a triple award-winning (Government of Alberta, University of Alberta, Canadian Occupation Health & Safety) resource, in operation for 13 years. We offer a range of services that assist with internal and external processes in resolving, repairing, and healing from incidents of negative interpersonal interactions (e.g., abrasiveness, incivility, conflict, harassment, bullying, lateral violence, discrimination, racism, and lack of inclusivity). CIWBR offers services to corporate staff, and to groups or individual employees. We provide a combination of services (e.g., consultations, education, training, assessments, investigations, advocacy, speaking engagements, mentoring, facilitating discussions, specialized coaching, including a combined coach/counsellor model).

CIWBR offers services to complainants, witnesses, and respondents for prevention, intervention, restoration, repair, and recovery.

Complainants: Assessing and responding to concerns, fears, loss of trust or safety, and early signs of injuries and/or situations that require crisis intervention.

Witnesses: Otherwise known as bystanders who struggle with what they are seeing and hearing, and with coming forward to report it.

Respondents: Those who are alleged to be a risk of causing harm to another employee, and/or harm the work environment, and/or have already caused harm.

Whether cases have been substantiated, or not, something has occurred. We offer this specialized service for those who are impacted, including leaders, HR, and individual staff.

For Corporate Resources CIWBR offers services for leadership teams, front line supervisors to senior level leaders, and also staff. Our services are designed to provide the most current knowledge drawn from international research and practice, skills in addressing and managing disrespectful behaviour, and intervention methodologies, that are shown to be effective. Our years of experience, professional qualifications, worldwide network, and our in-depth expertise in this specialized area, is a unique and highly needed resource in Canada.

Our services are designed to meet the needs of leaders, employees, groups, combined groups, and individuals, at all levels, of the overall work environment. Whatever the concerns, we can assist you. Our involvement may include early prevention and/or intervention strategies, including education, case consults, assessments, crisis interventions, or long-term concern interventions. We offer a complaints triage model for leaders, and a triage model for our repair clinic. We ensure a safe and confidential process for all employees.

CIWBR offers all organizations, professions, and industries, specialized services to address negative, conflictual, and destructive employee behaviours and actions that give rise to psychological distress and harm to others. Our work offers a holistic, trauma informed perspective, which allows for deeper insights into the layered complexities, and subtle nuances, impacting employees and their work environments. This is key for revitalizing, repairing, and sustaining a psychologically healthy workplace culture. With our credentials, training, and hands on experiences, we can function as consultants, trainers, coaches, and therapists. With our network of vetted resources, we can recommend trauma informed investigators, legal services, mediators, and many other services needed with these types of complex cases.

CIWBR Training in Inuvik with Founder Linda Crockett

KEY SERVICES

- Assessments, consultations, coaching, mentoring
- Training, dialogue and collaboration for renewed culture of respect
- Training for Supervisors, Managers, Leaders, HR, OHS, Investigators and more
- Repair and Recovery Options

RESPECTFUL WORKPLACE RESOURCES

When negative interpersonal interactions such as disrespect, incivility, abrasiviness, harassment, bullying, racism, discrimination, and sexual harassment, occur in the workplace, employees often become distressed, losing their sense of safety at work, and perhaps develop significant psychological injury that results in changes in their behaviours, workplace relationships, and the overall workplace culture. Injuries that develop can range from mild to traumatic requiring a trauma-informed approach to restoration. In our experience, revitalizing a workplace after investigation and supported/unsupported incidents of workplace harassment and bullying, may require a phased team approach to healing and repair for individuals, teams, and institutions.

Each case is unique, therefore the process will be customized to each situation. For example: our recommended First Phase may consist of discussions with those who are tasked with managing situations, their specific situation, and the issues identified. We may recommend that a Second Phase could provide opportunity and support to all parties exposed to negative interactions to debrief experiences, learn skills, and to regulate emotions so that they can participate in the subsequent phases of revitalization such as training and culture renewal.

CIWBR offers resources designed to provide a supportive setting for those identified during either a workplace assessment or exploration, before or after an investigation, as the complainants, witnesses, or respondents, or others impacted by negative interaction such as harassment or bullying. We support debriefing their experiences, developing additional skills, finding methods to rebuild trust and safety, rebuild self-confidence and self-esteem, and for respondents to change any potential negative behaviours. For respondents, this may include recommendations for personal and professional development (e.g., courses in soft skills, leading with emotional intelligence, communication, mental health and/or physical health assessments, or anger management).

For those who have the responsibility to manage the ongoing relationships and workplace dynamics after negative interactions or incidents of harassment or bullying, we also provide a safe, confidential setting to debrief and discuss. The ongoing issues that generally arise as respondents remain at work, or return to work, complainants experience their reactions and witnesses, and others adjust to the new cultural expectations.

SUPPORTS FOR COMPLAINANTS, WITNESSES, AND OTHERS IMPACTED

The Canadian Institute believes that those impacted by negative interpersonal interactions, harassment, and bullying, require a sense of safety in their workplace, an understanding of their experiences, and a facilitated line of communication with the employer for which to identify concerns and psychological safety requirements. The primary goal in working with those experiencing distress stemming from such experiences at work is to provide a listening ear to understand their experiences: help them find a safe and respectful way forward in the workplace with those who have been involved in negative interactions; and if it is helpful and requested, dialogue with the employer about further supports required. These discussions help identify any harm that was done and how this might be repaired, as well as develop strategies for interacting with those who are causing distress.

In these sessions, the consultant may function as an advocate, educator, coach, counsellor, and support. We find that it is especially important that the person who conducts such discussions is external to the organization and has a counselling background with expertise in understanding respect in the workplace.

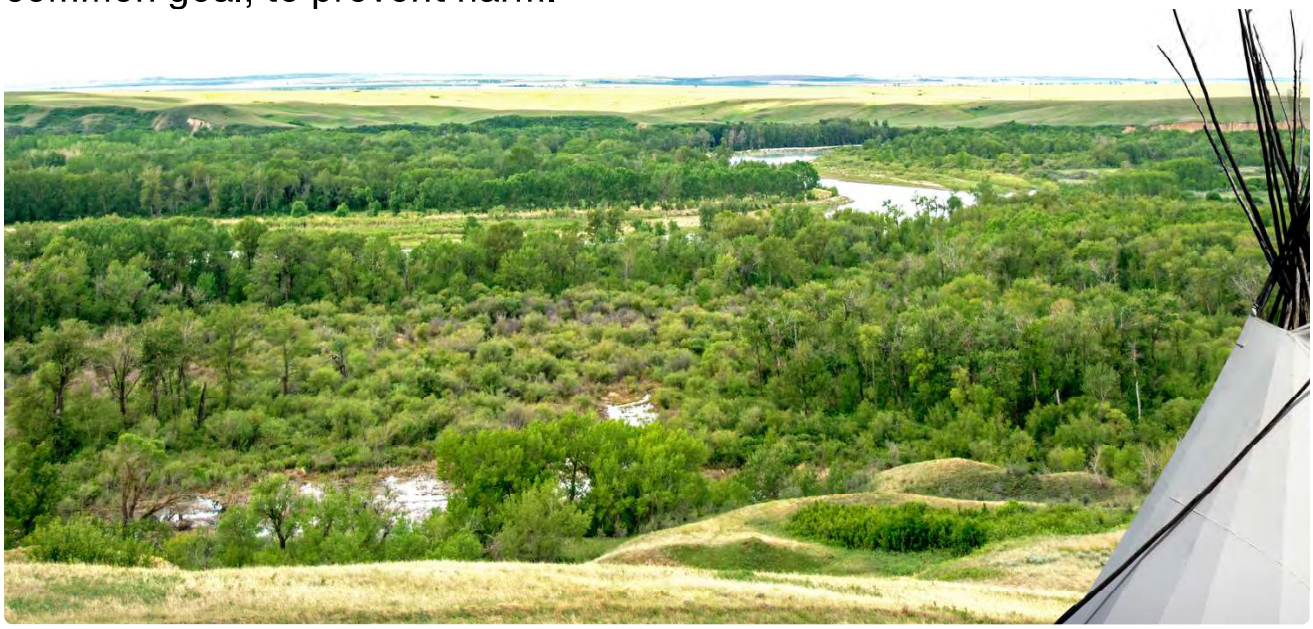
Sessions do not explore issues beyond those raised by participants, the focus though remains on support and understanding and moving forward. Confidentiality is maintained, and as such, no information will be shared with the employer or other parties unless the person provides written request and consent. The only exceptions to this are legal incidents where the safety of self or others is of concern or in the event there is a legal requirements.

SUPPORTS FOR COUNCIL, SENIOR PERSONNEL, AND LEADERS

Managing a department/unit where a group of individuals has been impacted by negative interactions, harassment, or bullying is an evolving, challenging and often emotional process for senior managers. When media has been involved and reputation is at stake, the process of revitalization requires careful consideration. Such consideration can become more effective when a senior leader can debrief emotions, reactions, and experiences with an expert in the field of harassment. This often results in greater insight into behavioural dynamics and solutions. It is also important to prevent burnout, as these processes occur over time and demand ongoing critical thinking and responses. Feedback from organizations dealing with serious incidents of negative interpersonal interactions, bullying, harassment, and violence have told us that having an opportunity to debrief over time was extremely helpful to their own management of the experiences, as well as managing the situation itself.

TRAINING, DIALOGUE AND COLLABORATION FOR A RENEWED CULTURE OF RESPECT

Each organization, institution, or community, case or cases, and situations are unique, as well as their processes and specific circumstances. We believe it is important to customize our training to meet your concerns, needs, and goals of prevention. If you are a for-profit, non-profit or charity, you and your staff will benefit from our trauma informed workshops which focus on prevention, interventions, and solutions. We all share one common goal, to prevent harm.



GOALS

While laws and policies detail the obligations of individuals and organizations, the prevalence of harassment remain high in the Canadian landscape. Policies and laws exist to discourage and intervene; however, Bastarache (2020) noted “Culture eats policy.” The overall goals of the training are to provide knowledge and practical skills to prevent and address the range of workplace harassment behaviors including: negative interactions, protected grounds, and psychological harassment.

Oveall, the following goals are identified:

- Develop awareness of what constitutes respect, harassment, psychological harassment, protected grounds harassment, incivility, and conflict, so it is not left up to personal interpretation.
- Understand the psychological and physical injuries that result from exposure to harassment. We explore the research on the effect of harassment has on the brain, emotions, and physical health, as well as evidence-based treatment approaches.
- Develop skills in intervention, response, and repair of harassment experiences.
- Outline options and channels of how to deal with issues, should they arise.
- Goal: top down, bottom up, and lateral -> kindness.

IN-PERSON TRAINING SESSION

Workplace and Community Conflicts, abrasiveness, incivility, harassment, psychological harassment, bullying, lateral violence, and mobbing: prevention, interventions, and repair or recovery options.

This is a trauma informed, holistic, in-depth approach to understanding what psychological harassment (bullying, lateral violence, and mobbing) is, and solutions for intervention. Note: the following agenda can be further customized.

Both Full / Half Day In-Person Training Options Are Available

TRAINING FOR LEADERSHIP AT ALL LEVELS

Those who have a responsibility for the work of others, also have the responsibility to prevent, identify, monitor, and repair negative interactions. Supervisors, managers, and leaders must have the knowledge of what constitutes workplace harassment and understand the impact. Therefore, they will receive similar training in Parts 1 and 2 with additional information on the impact of their actions. Parts 3 and 4 will address their roles in an informal and formal processes.

All leaders are trained with the same course outline. In addition, we include information related to leadership styles, responsibilities, struggles, challenges, trauma informed tools for managing difficult situations, and additional resources.

FORMAT OF TRAINING

The courses are designed to encompass a trauma informed half day (overview), or one-day in-depth training session that encourages discussion, self-reflection and can provide role play for skill development. They are designed and customized to reflect the core values of respect which are taught by example: honesty, integrity, professionalism, compassion, and accountability.

We cover: what is workplace psychological harassment, how is it defined, what is the impact on all parties and the environment, the risk factors, costs, prevalence, and what can you do about it. Our focus is on prevention, intervention, and repair or recovery options. All of our work is research based supplemented with anecdotal work including true stories.

Training may be delivered in person or virtually. Whichever format is chosen, the course may include surveys, evaluation forms and a companion guide, the contents of which will include the presentation, policies and procedures, additional reading and references, goal setting and journal self-monitoring and follow-up.

We provide confidential individual debriefing, support, and consultation follow-up post-training to manage reactions that may occur.

WORKPLACE BULLYING, LATERAL VIOLENCE WITHIN INDIGENOUS WORKPLACES, MUNICIPALITIES, AND COMMUNITIES

Linda Crockett and her colleagues have had the opportunity to work with many Indigenous workplaces and communities throughout Canada. The workplace bullying, lateral violence, and mobbing that can exist in within any Canadian population, age groups, communities, cultures, professions, and industries, can also exist in Indigenous workplaces and organizations. There are many added complex layers of past and present traumas due to colonialism and harmful policies like residential schools for Indigenous people. These complex layers can manifest in the workplace as unresolved staffing issues, resentments, jealousies, unresolved grief, isolating and shaming behaviours, discrimination, resulting in psychical and mental health challenges and shame.

It is important to understand everyone's unique experiences, talk about it, learn, share, teach, and develop self compassion. As we move into more self-compassion, our empathy for others will grow.

CIWBR provides a safe and confidential platform for storytelling. We invite all participants to share their wisdom, traditions, stories, and help everyone focus on growth and healing.

https://instituteofworkplacebullyingresources.ca/indigenous-communities/

ADDITIONAL EXAMPLES OF OUR TRAUMA INFORMED TRAINING IN SPECIALIZED AREAS

Trauma informed Training for First Responding Professionals: Leaders, HR, investigators, mediators, OHS, safety, Unions, and others. Learn how to prevent further injuries by understanding the complexities, subtle nuances, vulnerabilities, changing emotions, reactions, and responses, including early to crisis level signs of psychological injuries. How to best support cases with prevention, intervention and offer repair and recovery options.

- Assessment, Diagnosis, and Treatment for Psychological Injuries
- Training for helping, healing professions.
- **Trauma Informed Training for Workplace Coaches:** What is workplace bullying, what does it look like, and what do we do about it. Help your clients navigate systems, repair self-confidence, develop and enhance more communication skills and empower them to thrive
- **Preparing Teens Entering the Workplace:** Rights, resources, prevention, and intervention
- **Awareness and Prevention of Disablism Bullying:** Intellectual and/or physical disabilities
- **Domestic Violence Survivors Entering the Workplace:** Rights, resources, prevention, and intervention
- **Prevention and Intervention for Seniors Bullying:** Experienced by peers, family, or helping professionals

We have trained at NAIT, Grant MacEwan, University of Alberta, Mount Royal University, OHS, Mediators, Investigators, Oil and Gas, Construction, Human Resources, VRA, Teachers, Social Workers, Dental Offices, Unions, Pulp Mills, Retail, Safe Homes, Job Corp, Elder Facilities, Condo Boards, and many others across Canada. We will customize our training to meet your needs. Call for a consultation.

FACILITATOR'S QUALIFICATIONS TO PROVIDE SERVICE

FOUNDER: LINDA CROCKETT, MSW, BSW, RSW, SEP, CCPA
CONSULTANT, TRAINER, COACH, COUNSELLOR, AND ADVOCATE

Linda Crockett has been the founder of Workplace Bullying and Harassment Resources since 2010. She created is the first and only award-winning, full-service center in Canada, specific to psychological harassment. Linda provides workplace management services to employers and employees (individuals or groups), from all professions and industries.

Her services include consultations, assessments, training, speaking engagements, coaching, and specialized counselling. Specialized counselling for injured workers, witnesses who are struggling, and for those identified with disruptive behaviours. Linda has worked with hundreds of organizations (for-profit and non-profit), and thousands of individuals. She has also trained on this topic at the University of Calgary, Grant MacEwan University, NAIT. She is a long-term member of the International Association of Workplace Bullying and Harassment, and a published author. Linda is a coach and trauma therapist who also specializes in the areas of prevention, intervention, repair, and recovery.

FACILITATOR: MATTHEW DYCK
CULTURAL ADVISOR, TRAINER, COACH, INSTRUCTOR, AND CREATOR

Matthew Dyck is a Neurodivergent person with Cree/Metis, and mixed European ancestry. His diverse knowledge, life experience, and reputation has enabled him to be sought out by entities of federal, provincial, municipal governments, health services, and educational institutions in North America as well as internationally.

His services include coaching, speaking engagements, training, and workshop facilitation. Workshops offered: Cultivating Safe Spaces, Cultural Awareness, Mindfulness, Self-Inquiry, and Personal Protection & Safety.

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