

**Adult Recipients of Bullying Behaviour:
Effects and Coping Strategies
Volume II**

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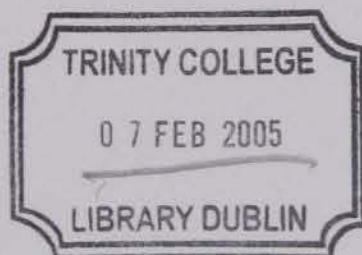
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Jean Margaret Lynch

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Appendix I

Tests and Measures

Career outline

Name:

Address:

Phone Number:

Date of Birth:

Place of Employment:

Date of joining organisation:

Job Title:

Date of commencement of alleged negative behaviours:

By whom?

Position of alleged aggressor:

Sick leave details:

Details of medication:

Details of counselling/psychiatric intervention:

Family circumstances:

Past psychological/psychiatric history:

Present work position:

Outline of career and problems at work: see separate sheet

National Survey of Bullying in the Workplace Questionnaire
(O'Moore, 1999)

Background Information

Date _____ 199__

1.	Please indicate your sex	1. Male 2. Female
2.	Your age	1. 20 or younger 2. between 21 and 30 3. between 31 and 40 4. between 41 and 50 5. between 51 and 60 6. 61 and older
3.	Marital Status	1. married/unmarried living with partner 2. single 3. steady relationship 4. widow/widower
a)	Do you live?	1. On your own 2. With others
4.	Number of employees in your organisation : Number of employees in your section/department :	1. 1 - 10 employees 2. 11 - 30 employees 3. 31 - 100 employees 4. over 100 employees 5. over 500 employees 6. over 1000 employees employees
5.	What is the ratio of men to women in the organisation?	1. mostly men (80%-100% men) 2. more men than women (60-80% men) 3. Equal number of men and women 4. More women than men (60-80% women) 5. Mostly women (80-100%)

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6.	What area do you work in?	<ol style="list-style-type: none"> 1. Farming, Fishing & Forestry 2. Electrical Trades 3. Engineering and Allied Trades 4. Textile, Clothing & Leather 5. Food, Drink & Tobacco Production 6. Chemical, Paper, Wood, Rubber Plastics & Printing 7. Other Manufacturing Occupation 8. Building & Construction 9. Managers & Executive 10. Communications, Warehouse & Transport 11. Clerical & Office 12. Sales Occupations 13. Business & Commerce Occupation 14. Computer Software Occupation 15. Scientific & Technical Occupation 16. Religious Occupation 17. Other Professional Occupation 18. Personal Services (<i>e.g. Tourism, Security, Catering etc.</i>) 19. Teaching/Education Profession 20. Central & Local Government 21. Garda Siochana 22. Armed Forces 23. Other gainful occupation (<i>e.g. gardeners, electrical mates, cleaners labourers, attendants etc.</i>)
6a	Is your job classified as?	<ol style="list-style-type: none"> 1. Professional 2. Managerial 3. White Collar 4. Blue Collar 5. Skilled 6. Unskilled
7.	What type of organisation is it ?	<ol style="list-style-type: none"> 1. Private Employer 2. Public Employer 3. Voluntary Organisation
8.	How long have you worked with this organisation ?	_____ years _____ months

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9.	Your job title :	_____
10.	How long have you held your present position ?	_____ years _____ months
11.	Do you work :	<ol style="list-style-type: none"> 1. Full time 2. 3/4 time 3. 1/2 time 4. less than 1/2 time
12.	Do you work ? <i>(Circle more than one if necessary)</i>	<ol style="list-style-type: none"> 1. Day-time 2. Evenings 3. Nights 4. Shifts
13.	Are you paid ?	<ol style="list-style-type: none"> 1. Fixed Rate 2. Hourly Rate 3. Fixed rate with bonus 4. Commission
14.	Is your present position in the organisation?	<ol style="list-style-type: none"> 1. Permanent 2. Contract Post 3. Temporary 4. On probation 5. Work experience
15.	Are you a member of a union?	<ol style="list-style-type: none"> 1. Yes 2. No 3. If Yes which Union _____
16.	Your formal education to date :	<ol style="list-style-type: none"> 1. Primary 2. Post-primary, junior cycle 3. Post-primary senior cycle 4. Third level 5. Other, please specify : _____

17.	Is your workplace in :	1. an urban area 2. a rural area
18.	Do you live in :	1. an urban area 2. a rural area
19.	In the last 5 years how many times have you changed your job?	_____times

Work Environment Conditions

20.	Most of the time, how would you describe the climate / atmosphere at work? <i>(Circle more than one if necessary)</i>	1. Friendly 2. Supportive 3. Business-like 4. Competitive 5. Hostile
21.	Most of the time, how would you describe staff relations at work? <i>(Circle more than one if necessary)</i>	1. Very good/positive 2. Variable 3. Formal 4. Difficult 5. Negative/critical
22.	How would you describe the style of management in your Organisation/ Company ?	1. Autocratic : <i>(leader determines all policies)</i> 2. Democratic : <i>(Policy determined by group discussion)</i> 3. Laissez-faire : <i>(Little leader direction unless questioned)</i>
23.	How would you describe the style of management in your Department/ Section?	1. Autocratic : <i>(leader determines all policies)</i> 2. Democratic : <i>(Policy determined by group discussion)</i> 3. Laissez-faire : <i>(Little leader direction unless questioned)</i>

24.	How good is your immediate supervisor at resolving conflicts at work?	1. Good 2. Variable 3. Poor
25.	Does your present position have a job description?	1. Yes 2. No
a)	If YES does your work fit your job description?	1. Yes 2. No
26.	Are you happy with the level of responsibility that you are given at work ?	1. Yes 2. No
27.	Do you feel you have sufficient say in the way you do your work ?	1. Yes 2. No
28.	Are you satisfied with the level of recognition you receive for your performance at work ?	1. Yes 2. No
29.	Are you satisfied with the organisational ability of your immediate supervisor?	1. Yes 2. No
30.	Are you satisfied with the promotional prospects of your job ?	1. Yes 2. No
31.	Is your work challenging?	1. Yes 2. No
32.	Do you find your work interesting?	1. Yes 2. No
33.	Do you get sufficient time to do your job properly ?	1. Yes 2. No

Definition of Bullying/Harassment in the Workplace

Bullying/harassment, in the workplace is where aggression is being used not in the service of the organisation, but where cruelty, viciousness, intimidation and the need to humiliate dominates a working relationship. Thus a person is bullied or harassed at work when he or she is repeatedly exposed to aggression, whether verbal psychological or physical. Isolated incidents of aggressive behaviour may be regarded as bullying but our definition emphasises repeated negative behaviour.

34.	Would you agree with this definition?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know
a)	If No, how would you define workplace bullying/harassment?	<hr/> <hr/> <hr/>
35.	Have you ever in any job witnessed workplace bullying? <i>(If you answer No please go to Q.38)</i>	<ol style="list-style-type: none"> 1. Yes 2. No
36.	What did you do when you witnessed the bullying?	<ol style="list-style-type: none"> 1. Nothing, it was none of my business 2. Nothing, but I felt I ought to help 3. I tried to help in some way
37.	Have you ever been witness to bullying that you feel was justified?	<ol style="list-style-type: none"> 1. Yes 2. No
38.	Have you ever been bullied at work in your <i>present</i> job?	<ol style="list-style-type: none"> 1. No, I have never been bullied at work 2. Yes, Once or twice 3. Yes, Often

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If you answered NO to Question 38, please answer Question 39. If you answered YES, please move onto 40.

<p>39.</p>	<p><u>If someone or a group were to bully you which of the following would you do?</u> (Circle more than one if necessary)</p>	<ol style="list-style-type: none"> 1. Do nothing. 2. Confront the bully 3. Consult the personnel officer (or equivalent) 4. See the Union rep. 5. Seek help from colleagues & make a collective complaint. 6. Seek help from an outside agency 7. Confide in a G.P. 8. Leave job. <p>Other please state :</p> <p>.....</p>
<p><i>Now please go to Question 43</i></p>		

<p>40.</p>	<p>How affected were you by the bullying?</p>	<ol style="list-style-type: none"> 1. Not affected 2. Somewhat affected 3. Seriously affected
<p>41.</p>	<p><u>In what way were you bullied?</u></p>	
<p>a)</p>	<p>My reputation was threatened by rumours, gossip or ridicule.</p>	<ol style="list-style-type: none"> 1. Yes 2. No
<p>b)</p>	<p>I was not let speak or express myself.</p>	<ol style="list-style-type: none"> 1. Yes 2. No
<p>c)</p>	<p>I was subjected to loud voiced criticisms & obscenities.</p>	<ol style="list-style-type: none"> 1. Yes 2. No
<p>d)</p>	<p>I was isolated and socially excluded.</p>	<ol style="list-style-type: none"> 1. Yes 2. No

e)	My work was made difficult because of constant overload, withholding of information, setting meaningless tasks or given no work.	1. Yes 2. No
f)	I was physically abused or threatened with physical abuse	1. Yes 2. No
g)	I was threatened with lack of promotion or dismissal.	1. Yes 2. No
h)	Other, please specify
42.	Did the bullying stop?	1. Yes 2. No
a)	If you made the bullying stop, how did you do it? <i>(Circle more than one if necessary)</i>	1. I did nothing to stop it 2. I confronted the bully 3. I complained to the bully's boss 4. I consulted the personnel officer or equivalent. 5. I saw my union rep. 6. I sought support from my colleagues & made a collective complaint. 7. I sought help from an outside agency. 8. Other, please state
43.	Have you been bullied at work during the last 12 months ? <i>(Please answer even if you have been in your job for less than this time)</i>	1. No, I haven't been bullied at work 2. Yes, once or twice 3. Yes, Often
<p><i>If you answered NO please go straight to Question 47.</i></p> <p><i>If you answered YES, please continue with the next question.</i></p>		

43. a)	How long has the bullying / harassment been going on for ?	_____ week/s _____ month/s _____ year/s
b)	How many people bully you ?	_____ number of men _____ number of women
c)	Who is bullying you ? <i>(Please circle as many as appropriate)</i>	1. Person(s) senior to me 2. Person(s) at same level to me 3. Person(s) subordinate to me 4. Client(s), customer(s), student(s)
d)	Have you told anyone that you were bullied?	1. No I have not told anyone 2. Yes, I have told my friends 3. Yes, I have told my colleagues 4. Yes, I have told my family 5. Yes, I have told my doctor 6. Yes, I have told my Union (specify rank)
e)	Did the bullying coincide with any of the following : <i>(Circle more than one if necessary)</i>	1. A change in the nature of your job e.g promotion 2. Change in your boss/manager 3. Change in senior line manager 4. Funding cuts to your department 5. Staff cutbacks 6. Change in the way your organisation operated (e.g. privatisation, merger etc.) 7. Other, please specify
f)	Has the bullying affected your physical health?	1. Yes 2. No
g)	Have you had to seek medical treatment as a result of bullying?	1. Yes 2. No

h)	Has the bullying affected your mental health?	1. Yes 2. No
i)	Have you had to receive psychiatric treatment as a result of bullying?	1. Yes 2. No
j)	Have you had to take any medication as a result of bullying?	1. Yes 2. No If 'Yes' please state type _____
k)	Has the bullying affected your performance at work?	1. Yes 2. No 3. I Don't Know
44.	Has the bullying to which you have been subjected caused you to stay away from work?	1. Yes 2. No
a)	Approximately how many times have you been out on sick leave as a result of bullying?times
b)	How many days have you been absent altogether from bullying?days
45.	Has the bullying adversely affected the relationship with your family ?	1. Yes 2. No

Please tell us about this if you want to :

.....

.....

.....

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45 a.	Have you sought legal advice?	1. Yes 2. No
46.	There are many reason why a person is bullied. Can you think of any reasons why you are being bullied ?	
47.	Have you seen others being bullied in your present job during the past 12 months ? <i>(Please answer even if you have been in your job less than this time.)</i>	1. Yes 2. No If, YES , how many _____ <i>(please give your answer in figures)</i>
48.	If this is not your first job have you been bullied in any <i>previous</i> employment ?	1. Yes 2. No
<i>If you answered NO to Question48, please go to Question 49 If you answer YES, please continue with the questions below</i>		
a)	How long ago was it since you were bullied ?	_____ years _____ months
b)	Did you leave your job as a result of bullying ?	1. Yes 2. No
c)	If 'yes' was your departure voluntary?	1. Yes 2. No
d)	If you made the bullying stop, how did you do it ?

49.	We know that many children are involved in bullying at school. Were you ever bullied at school? <i>(Tick the relevant boxes)</i>		<u>Primary</u>	<u>Post-primary</u>
		No	<input type="checkbox"/>	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	<input type="checkbox"/>
50.	Were you ever part of a group who bullied someone at school?		<u>Primary</u>	<u>Post-primary</u>
		No	<input type="checkbox"/>	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	<input type="checkbox"/>
51.	Did you ever, on your own, bully another person at school?		<u>Primary</u>	<u>Post-primary</u>
		No	<input type="checkbox"/>	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	<input type="checkbox"/>
52.	<i>Below are various reasons people give for bullying others at work. Please indicate whether you agree or disagree with these by ticking the appropriate boxes.</i>			
	<u>Reason</u>	<u>Agree</u>	<u>Disagree</u>	
	a) For fun	<input type="checkbox"/>	<input type="checkbox"/>	
	b) Stress at work	<input type="checkbox"/>	<input type="checkbox"/>	
	c) Excessive workloads	<input type="checkbox"/>	<input type="checkbox"/>	
	d) Job insecurity or uncertainty	<input type="checkbox"/>	<input type="checkbox"/>	
	e) Poor management style	<input type="checkbox"/>	<input type="checkbox"/>	
	f) Few opportunities for promotion	<input type="checkbox"/>	<input type="checkbox"/>	
	g) To get even	<input type="checkbox"/>	<input type="checkbox"/>	
	h) Lazy workers	<input type="checkbox"/>	<input type="checkbox"/>	
	i) Pressure to meet deadlines	<input type="checkbox"/>	<input type="checkbox"/>	

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<u>Reason</u>		<u>Agree</u>	<u>Disagree</u>
j) Because others are doing it		<input type="checkbox"/>	<input type="checkbox"/>
k) 'Tough' personality of bully		<input type="checkbox"/>	<input type="checkbox"/>
l) Absence of anti-bullying policy		<input type="checkbox"/>	<input type="checkbox"/>
m) Jealousy/envy of the victim		<input type="checkbox"/>	<input type="checkbox"/>
n) To get rid of you/force resignation		<input type="checkbox"/>	<input type="checkbox"/>
o) Other, please specify		<input type="checkbox"/>	<input type="checkbox"/>
.....			
.....			
53.	Have you ever taken part in bullying someone at work ?	1. I have never bullied anyone at work 2. Yes, once or twice 3. Yes, more than once or twice	
54.	How often in the last twelve months have you been part of a group that bullied someone at work?	1. I haven't been part of any group 2. It has happened, once or twice 3. It has happened more than once or twice	
55.	How often have you, on your own, bullied another person at work in the last twelve months ?	1. I haven't, on my own, bullied anyone 2. It has happened once or twice 4. It has happened more than once or twice	
56.	<i>During the last twelve months, how often have you been exposed to the following negative acts in the workplace ? (tick the relevant boxes)</i>		
		Once or Twice	More than once or twice
		Never	
a.	The withholding of information so that your work gets difficult	<input type="checkbox"/>	<input type="checkbox"/>
b.	Severe criticism	<input type="checkbox"/>	<input type="checkbox"/>

	Once or Twice	More than once or twice	Never
c. Humiliation by being shouted at	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Set unrealistic work targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Sexual harassment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Spreading malicious rumours, falsehoods to discredit you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Excessive monitoring of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Physical abuse or threats of physical abuse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Ordered to work below your level of competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Hurtful teasing, taunting, mocking ridicule - especially in front of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Being deprived of responsibility or work tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. The use of foul, obscene or offensive language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Being contacted at home, week-ends, holidays, sick leave with 'urgent' work or unreasonable demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Been given deliberately ambiguous instructions, then blaming you for failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Social exclusion, cold-shouldering snubbing, sending to Coventry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Intimidation, threats of disciplinary action, blocking promotion or pay increments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Encouraging other staff to disregard your views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Once or Twice	More than once or twice	Never
r. Neglect of your opinions or views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. False claims of under-performance which do not square with the facts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. Silence or hostility as a response to your attempts at conversations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u. Devaluing of your work and efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v. Undue pressure to vote in a certain way in meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
w. Interference or disappearance of personal items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
x. Difficulty with requests for sick leave, compassionate leave, change of shifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
y. Any form of dirty tricks campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

z. You may if you wish give examples of any of the above tactics. If you need more space use what is at the end of the questionnaire or attach an extra sheet.

57.	Have you ever received abusive emails or internal electronic communiqués?	<ol style="list-style-type: none"> 1. Yes 2. No
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If you have not experienced any of these negative acts please move to Question 64.

58.	<p>Have you ever experienced any of the following <i>physiological</i> symptoms as a result of these negative acts ? (Check as many as appropriate)</p>	<ol style="list-style-type: none"> 1. headaches/migraine 2. sweating/shaking 3. palpitations 4. feeling/being sick 5. stomach and bowel problems 6. raised blood pressure 7. disturbed sleep 8. loss of energy 9. loss of appetite 10. Other, please specify
59.	<p>Have you ever experienced any of the following <i>psychological</i> effects as a result of these negative acts ? (Check as many as appropriate)</p>	<ol style="list-style-type: none"> 1. anger 2. anxiety, worry, fear 3. panic attacks 4. depression 5. loss of confidence and self-esteem 6. tearfulness 7. loss of concentration 8. forgetfulness 9. lack of motivation 10. thoughts of suicide 11. feeling isolated 12. feeling helpless 13. other, please specify
60.	<p>Has your behaviour changed in any of the following ways as a result of these negative acts? (Check as many as appropriate)</p>	<ol style="list-style-type: none"> 1. becoming aggressive 2. becoming irritable 3. becoming revengeful 4. becoming withdrawn 5. greater use of tobacco, alcohol drugs 6. obsessive dwelling on the aggressor 7. becoming hypersensitive to criticism 8. becoming totally emotionally drained 9. other, please specify

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61.	<p>Have you done any of the following as a result of being victimised in the last 12 months and what was the result? (Circle the appropriate number(s) after ticking the relevant box)</p>	
	<p style="text-align: center;"><u>ACTION</u></p> <p>a) Confronted the 'bully' NO <input type="checkbox"/> YES <input type="checkbox"/> <i>If yes what was the result?</i></p> <p>b) Complained to the bully's boss NO <input type="checkbox"/> YES <input type="checkbox"/> <i>If yes what was the result?</i></p> <p>c) Consulted the Personnel Officer or equivalent NO <input type="checkbox"/> YES <input type="checkbox"/> <i>If yes what was the result?</i></p> <p>d) Spoke with the Union representative NO <input type="checkbox"/> YES <input type="checkbox"/> <i>If yes what was the result?</i></p>	<p style="text-align: center;"><u>EFFECT OF ACTION</u></p> <p>1. No positive outcome 2. I was labelled a troublemaker 3. I was offered a move 4. The bullying got worse 5. The bullying decreased 6. The bullying stopped 7. I was threatened with dismissal 8. I was dismissed 9. Other, please specify</p> <p>1. No positive outcome 2. I was labelled a troublemaker 3. I was offered a move 4. The bullying got worse 5. The bullying decreased 6. The bullying stopped 7. Disciplinary action was taken against the bully 8. I was threatened with dismissal 9. I was dismissed 10. Allegations overruled 11. Other, please specify</p> <p>1. No positive outcome 2. I was labelled a troublemaker 3. I was offered a move 4. The bullying got worse 5. The bullying decreased 6. The bullying stopped 7. Disciplinary action was taken against the bully 8. I was threatened with dismissal 9. I was dismissed 10. Allegations overruled 11. Other, please specify</p> <p>1. No positive outcome 2. I was labelled a troublemaker 3. I was offered a move 4. The bullying got worse 5. The bullying decreased 6. The bullying stopped 7. Disciplinary action was taken against the bully 8. I was threatened with dismissal 9. I was dismissed 10. Allegations overruled 11. Other, please specify</p>

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	<u>ACTION</u>	<u>Effect of Action</u>
61 e)	Made a group complaint NO <input type="checkbox"/> YES <input type="checkbox"/> <i>If yes what was the result?</i>	<ol style="list-style-type: none"> 1. No positive outcome 2. I was labelled a troublemaker 3. I was offered a move 4. The bullying got worse 5. The bullying decreased 6. The bullying stopped 7. Disciplinary action was taken against the bully 8. I was threatened with dismissal 9. I was dismissed 10. Allegations overruled 11. Other, please specify
62.	Are you considering leaving your job as a result of the bullying ?	<ol style="list-style-type: none"> 1. Yes 2. No
63.	Are you planning to stay in the job and do nothing ?	<ol style="list-style-type: none"> 1. Yes 2. No
64.	How many good friends or colleagues do you have at work whom you can confide in and gain support and help from ?	<ol style="list-style-type: none"> 1. None 2. 1 good friend 3. 2-3 good friends 4. 4-5 good friends 5. more than 5 good friends
65.	Are the occupational health and safety requirements met in your workplace?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know
66.	Does your workplace have a policy in relation to bullying / harassment at work ? If Yes is it effective?	<ol style="list-style-type: none"> 1. Yes 2. No 3. I don't know <ol style="list-style-type: none"> 1. Yes 2. No
67.	Do you think legislation should be introduced to make bullying/ harassment an offence in the workplace as is the case for sexual/racial harassment ?	<ol style="list-style-type: none"> 1. Yes 2. No

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PRESSURE MANAGEMENT INDICATOR QUESTIONNAIRE

DEMOGRAPHIC DETAILS

Before starting the Indicator, please fill in the details below. Some of these details may not apply to you but please complete as many of the questions as possible.

Forename: _____ Surname: _____

Gender: (Please tick the appropriate box) Male Female

Date of Birth: (dd/mm/yyyy)

Job Title: _____ Organisation: _____

Staff or Employee Number: _____

Grade: _____ Location: _____

Work Arrangement: Full-time Part-time Contract

Job Classification: Manual/Skilled Clerical/Admin/Other
 Middle Management/Technical Senior Management/Professional

How many hours are you supposed to work in a typical week? _____

How many hours do you actually work in a typical week? _____

If you do work extra hours, what is your reason?
 Through choice Expected to To get the job done Don't work extra hours

How long have you worked for your organisation (to the nearest year): _____

Has any major event happened to you in the last 3 months which has had a bad effect on you, e.g. death of close relative, redundancy of partner? Yes No

At the moment, would you say you are in good health? Yes No

Have you had any major illness in the last 3 months? Yes No

Are you subject to any ongoing negative pressures which started more than 3 months ago and are still having an impact? Yes No

Do you manage an ideal exercise programme (e.g. 15-20 minutes vigorous exercise 3 times per week)?
 Always Usually Sometimes Occasionally Never

Do you smoke? Yes No
 If so, how many of each per day: Cigarettes Cigars

Do you drink? Yes No

If so, how many units of alcohol do you drink in an average week?
 (NB: half a pint of beer/lager, a glass of wine, a single measure of spirits are each one unit)

How many days of sick leave have you taken in the last three months? _____

How many of these sick days did you take because you yourself were sick, as opposed to other reasons such as a family member being sick? _____

Please note the following when completing the rest of the questionnaire:

- Base your answers on how you have felt during the last three months.
- Please ensure that you answer **every** question.
- Please **circle** the appropriate number on the scale of 1-6. For example (5). Please **do not** tick, underline or cross through your choice.
- Please answer the questions as they actually apply to you in your job. Do not answer theoretically. For example, in the 'Sources of Pressure' section, if a question asks about pressure from managing your staff and you do not have anyone working for you, you should answer (1), i.e. no pressure. **Do not** answer on the basis of how much pressure you would **expect** to feel if you had to manage staff.
- Be accurate and honest. If you make a mistake, cross it out and circle your new answer.

THESE GENERAL QUESTIONS HELP US TO UNDERSTAND MORE ABOUT YOU AND YOUR ORGANISATION.

Please answer by circling the number which best represents your answer on the scale shown.

	1 Very strongly disagree	2 Strongly disagree	3 Disagree	4 Agree	5 Strongly agree	6 Very strongly agree
1. I often have too much to do in too little time.	1	2	3	4	5	6
2. My job improves my quality of life.	1	2	3	4	5	6
3. Reorganisation places strain on staff for little or no benefit.	1	2	3	4	5	6
4. I really enjoy my work.	1	2	3	4	5	6
5. I worry about the future of my job.	1	2	3	4	5	6
6. I usually leave work on time.	1	2	3	4	5	6
7. I am strongly committed to the organisation I work for.	1	2	3	4	5	6
8. There is too much change within my organisation.	1	2	3	4	5	6
9. I have a great deal of control over my work.	1	2	3	4	5	6
10. The people I work for find it easier to blame than to praise.	1	2	3	4	5	6
11. I enjoy my job now more than I did when I first joined.	1	2	3	4	5	6
12. The people I work with frequently discuss changing their jobs.	1	2	3	4	5	6
13. I am worried about the effects of 'change' programmes.	1	2	3	4	5	6
14. I feel comfortable asking my co-workers for their help.	1	2	3	4	5	6
15. Unrealistic deadlines for the completion of work are a regular occurrence.	1	2	3	4	5	6
16. I enjoy change.	1	2	3	4	5	6
17. The work I do is appreciated.	1	2	3	4	5	6
18. Reorganisation is good for morale.	1	2	3	4	5	6
19. There is a general lack of stability within the organisation.	1	2	3	4	5	6
20. My manager usually tells me when I have done a good job.	1	2	3	4	5	6
21. I get little support from my co-workers.	1	2	3	4	5	6
22. My manager doesn't understand what I actually do.	1	2	3	4	5	6
23. People offer to help me without having to be asked.	1	2	3	4	5	6
24. I often feel undervalued.	1	2	3	4	5	6
25. It is easy to get help from my colleagues.	1	2	3	4	5	6
26. I only get told how I am doing when things go wrong.	1	2	3	4	5	6

Please use the scale below to answer each question by circling the relevant number:

	1 Very much dissatisfaction	2 Much dissatisfaction	3 Some dissatisfaction	4 Some satisfaction	5 Much satisfaction	6 Very much satisfaction
1. Communication and the way information flows around your organisation.	1	2	3	4	5	6
2. The actual job itself.	1	2	3	4	5	6
3. The degree to which you feel 'motivated' by your job.	1	2	3	4	5	6
4. The style of supervision that your superiors use.	1	2	3	4	5	6
5. The way changes and innovations are implemented.	1	2	3	4	5	6
6. The kind of work or tasks you are required to perform.	1	2	3	4	5	6
7. The degree to which you feel that you can personally develop or grow in your job.	1	2	3	4	5	6
8. The way in which conflicts are resolved in your organisation.	1	2	3	4	5	6
9. The degree to which your job taps the range of skills which you feel you possess.	1	2	3	4	5	6
10. The psychological 'feel' or climate that dominates your organisation.	1	2	3	4	5	6
11. The design or shape of your organisation's structure.	1	2	3	4	5	6
12. The degree to which you feel extended in your job.	1	2	3	4	5	6

THIS SECTION FOCUSES ON FEELINGS AND BEHAVIOUR AND HOW THESE ARE AFFECTED BY THE PRESSURE YOU PERCEIVE IN YOUR JOB.

Please use the scale to answer each question by circling the relevant number. Consider the questions with reference to how you have felt over the last three months.

1. Would you say that you tended to be a rather over conscientious person who worries about mistakes or actions that you may have taken in the past, such as decisions?	Very untrue	1	2	3	4	5	6	Very true
2. During an ordinary working day, are there times when you feel unsettled and upset though the reasons for this might not always be clearly obvious?	Never	1	2	3	4	5	6	Often
3. When the pressure starts to mount at work, can you find a sufficient store or reserve of energy which you can call on when needed to spur you on into action?	Not much energy	1	2	3	4	5	6	Lots of energy
4. Are there times at work when you feel so exasperated that you sit back and think to yourself that 'life is all really just too much effort'?	Never	1	2	3	4	5	6	Often
5. As you do your job, have you noticed yourself questioning your own ability and judgement and a decrease in your overall self confidence?	Noticeable decrease	1	2	3	4	5	6	No noticeable decrease
6. If colleagues and friends behave in an aloof way towards you, do you tend to worry about what you may have done to offend them as opposed to just dismissing it?	Definitely do not worry	1	2	3	4	5	6	Definitely worry
7. If the tasks you have implemented, or jobs you are doing start to go wrong do you sometimes feel a lack of confidence, and panicky, as though events were getting out of control?	Never	1	2	3	4	5	6	Often

Continued on the next page

8. ... you have properly identified and efficiently tackled your work or domestic problems recently?	Have not 'faced up' properly			Have 'faced up' properly		
	1	2	3	4	5	6
9. Concerning work and life in general, would you describe yourself as someone who is bothered by their troubles or a 'worrier'?	Definitely no			Definitely yes		
	1	2	3	4	5	6
10. As time goes by, do you find yourself experiencing fairly long periods in which you feel rather miserable or melancholy for reasons that you simply cannot 'put your finger on'?	Never			Often		
	1	2	3	4	5	6
11. Would you say you had a positive frame of mind in which you feel capable of overcoming your present or any future difficulties and problems you might face such as resolving dilemmas or making difficult decisions?	Definitely no			Definitely yes		
	1	2	3	4	5	6
12. Are there times at work when the things you have got to deal with simply become too much and you feel so overtaxed that you think you are 'cracking up'?	Definitely no			Definitely yes		
	1	2	3	4	5	6

THIS SECTION IS ABOUT YOUR PHYSICAL HEALTH.

Please answer these questions thinking about how often you have felt these symptoms over the last three months.

1 Never	2 Very infrequently	3 Infrequently	4 Sometimes	5 Frequently	6 Very frequently
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1. Feeling unaccountably tired or exhausted.	1	2	3	4	5	6
2. Tendency to eat, drink, or smoke more than usual.	1	2	3	4	5	6
3. Shortness of breath or feeling dizzy.	1	2	3	4	5	6
4. Muscles trembling (e.g. eye twitch).	1	2	3	4	5	6
5. Pricking sensations or twinges in parts of your body.	1	2	3	4	5	6
6. Feeling as though you do not want to get up in the morning.	1	2	3	4	5	6
7. Lack of energy.	1	2	3	4	5	6
8. Difficulty in sleeping.	1	2	3	4	5	6
9. Headaches.	1	2	3	4	5	6

In this section please record the extent to which you agree or disagree with statements about yourself and your behaviour.

	1 Very strongly disagree	2 Strongly disagree	3 Disagree	4 Agree	5 Strongly agree	6 Very strongly agree
1. Because I am satisfied with life I am not an especially ambitious person who has a need to succeed or progress in their career.	1	2	3	4	5	6
2. I get anxious if I think I am going to be late for an appointment.	1	2	3	4	5	6
3. I am more conscious of time than most people.	1	2	3	4	5	6
4. My impatience with slowness means, for example, that when talking with other people, my mind tends to race ahead and I anticipate what the other person is going to say.	1	2	3	4	5	6
5. I am not especially achievement-oriented.	1	2	3	4	5	6
6. I get annoyed when things do not happen quickly enough.	1	2	3	4	5	6
7. I am a fairly easy going individual, who takes life as it comes and who is not especially 'action oriented'.	1	2	3	4	5	6
8. I find waiting in queues very frustrating.	1	2	3	4	5	6
9. I get angry when I can not get things done on time.	1	2	3	4	5	6
10. I am not an especially achievement-oriented person who continually behaves in a competitive way or who has a need to win or excel in whatever I do.	1	2	3	4	5	6
11. I get angry when people keep me waiting.	1	2	3	4	5	6
12. I am a competitive person.	1	2	3	4	5	6
13. I get impatient with other people.	1	2	3	4	5	6
14. I have a heightened pace of living in that I do things quickly such as eating, talking, walking and so on.	1	2	3	4	5	6
15. I am a very impatient sort of person who finds waiting around difficult, especially for other people.	1	2	3	4	5	6

THE DEGREE TO WHICH YOU FEEL YOU CAN OR CANNOT INFLUENCE SITUATIONS IS ALSO IMPORTANT.

HOW YOU INTERPRET EVENTS AROUND YOU

Please indicate the extent to which you agree or disagree with the following statements.

	1 Very strongly disagree	2 Strongly disagree	3 Disagree	4 Agree	5 Strongly agree	6 Very strongly agree
1. Assessments of performance do not reflect the way and how hard individuals work.	1	2	3	4	5	6
2. Even though some people try to control company events by taking part in social affairs or office politics, most of us are subject to influences we can neither comprehend nor control.	1	2	3	4	5	6
3. Management can be unfair when appraising subordinates since their performance is often influenced by accidental events.	1	2	3	4	5	6
4. The things that happen to people are more under their control than a function of luck or chance.	1	2	3	4	5	6
5. Most of us are subject to events we cannot influence or control.	1	2	3	4	5	6
6. I have little influence over what happens to me at work.	1	2	3	4	5	6
7. I have a lot of discretion in my work.	1	2	3	4	5	6
8. I enjoy the freedom to manage my own work.	1	2	3	4	5	6
9. I feel uncomfortable when I'm not sure what I have to do.	1	2	3	4	5	6
10. I find it easy to achieve what I want.	1	2	3	4	5	6
11. I feel I need to be in control.	1	2	3	4	5	6
12. I like to be told what to do.	1	2	3	4	5	6
13. I think that my job gives me a lot of influence.	1	2	3	4	5	6
14. I like other people to organise my life for me.	1	2	3	4	5	6
15. People can change their circumstances.	1	2	3	4	5	6

ALMOST ANYTHING CAN BE A SOURCE OF PRESSURE AND PEOPLE PERCEIVE THINGS DIFFERENTLY.

SOURCES OF PRESSURE IN YOUR JOB

The following items are all potential sources of pressure. Please rate them according to the amount of pressure you think they have placed on you during the last 3 months. Answer the questions as they actually apply to you in your job. If they do not apply to you do not make up the answers. For example, if a question asks about pressure from managing your staff and you do not manage any staff, you should answer (1), i.e. no pressure.

	1 Very definitely is not a source	2 Definitely is not a source	3 Generally is not a source	4 Generally is a source	5 Definitely is a source	6 Very definitely is a source
1. Managing or supervising the work of other people.	1	2	3	4	5	6
2. Taking my work home.	1	2	3	4	5	6
3. Underpromotion - working at a level below my level of ability.	1	2	3	4	5	6
4. Inadequate guidance and backup from superiors.	1	2	3	4	5	6

Continued on the next page

	1 Very definitely is not a source	2 Definitely is not a source	3 Generally is not a source	4 Generally is a source	5 Definitely is a source	6 Very definitely is a source
5. Lack of consultation and communication.	1	2	3	4	5	6
6. Not being able to 'switch off' at home.	1	2	3	4	5	6
7. Keeping up with new techniques, ideas, technology or innovations.	1	2	3	4	5	6
8. Inadequate or poor quality of training/management development.	1	2	3	4	5	6
9. Attending meetings.	1	2	3	4	5	6
10. Lack of social support by people at work.	1	2	3	4	5	6
11. My partner's attitude towards my job and career.	1	2	3	4	5	6
12. Having to work very long hours.	1	2	3	4	5	6
13. Conflicting job tasks and demands in the role I play.	1	2	3	4	5	6
14. Discrimination and favouritism.	1	2	3	4	5	6
15. Feeling isolated.	1	2	3	4	5	6
16. A lack of encouragement from superiors.	1	2	3	4	5	6
17. Demands my work makes on my relationship with my partner/children.	1	2	3	4	5	6
18. Being undervalued.	1	2	3	4	5	6
19. Having to take risks.	1	2	3	4	5	6
20. Inadequate feedback about my own performance.	1	2	3	4	5	6
21. Business travel.	1	2	3	4	5	6
22. Simply being seen as a 'boss'.	1	2	3	4	5	6
23. Unclear promotion prospects	1	2	3	4	5	6
24. Absence of emotional support from others outside work.	1	2	3	4	5	6
25. Demands that work makes on my private/social life.	1	2	3	4	5	6
26. Changes in the way you are asked to do your job.	1	2	3	4	5	6
27. Simply being 'visible' or 'available'.	1	2	3	4	5	6
28. Lack of practical support from others outside work.	1	2	3	4	5	6
29. Factors not under your direct control.	1	2	3	4	5	6
30. Home life with a partner who is also pursuing a career.	1	2	3	4	5	6
31. Dealing with ambiguous or 'delicate' situations.	1	2	3	4	5	6
32. Having to adopt a negative role (such as sacking someone).	1	2	3	4	5	6
33. An absence of any potential career advancement.	1	2	3	4	5	6
34. Morale and organisational climate.	1	2	3	4	5	6
35. Making important decisions.	1	2	3	4	5	6
36. Implications of the mistakes you make.	1	2	3	4	5	6
37. Opportunities for personal development.	1	2	3	4	5	6

Continued on the next page

	1 Very definitely is not a source	2 Definitely is not a source	3 Generally is not a source	4 Generally is a source	5 Definitely is a source	6 Very definitely is a source
38. Absence of stability or dependability in home life.						
39. Pursuing a career at the expense of home life.						
40. Characteristics of the organisation's structure and design.						

WHILST THERE ARE VARIATIONS IN THE WAYS INDIVIDUALS REACT TO SOURCES OF PRESSURE, GENERALLY SPEAKING WE ALL MAKE SOME ATTEMPT AT COPING WITH THESE DIFFICULTIES - CONSCIOUSLY OR SUBCONSCIOUSLY.

This final section lists several ways of coping. Please answer these questions by thinking about how you have dealt with issues or events that have been a source of pressure to you during the last three months.

	1 Never used by me	2 Seldom used by me	3 On balance not used by me	4 On balance used by me	5 Extensively used by me	6 Very extensively used by me
1. Resort to hobbies and pastimes.						
2. Try to deal with the situation objectively in an unemotional way.						
3. Effective time management.						
4. Talk to understanding friends.						
5. Plan ahead.						
6. Expand interests and activities outside work.						
7. Use selective attention (concentrating on specific problems).						
8. Set priorities and deal with problems accordingly.						
9. Try to 'stand aside' and think through the situation.						
10. Seek as much social support as possible.						
11. Don't let things get to me.						
12. Keep calm under pressure.						
13. Keep home and work separate.						
14. Find time to relax.						
15. Enjoy life outside of work.						
16. Try to reduce my workload.						
17. Share my concerns with other people.						

Thank you for completing this questionnaire.

Please check that you have answered all the questions, filled in your personal details and that all your responses are clearly indicated.

General Health Questionnaire (GHQ)
Goldberg and Williams (1988)

We should like to know if you have had any medical complaints and how your health has been in general over the past few weeks. Please answer all the questions in this section by circling the answer which you think most nearly applies to you. We want to know about present and recent complaints not those that you had in the past.

Have you recently:

1	-	been feeling perfectly well and in good health?	Better than usual	Same as usual	Worse than usual	Much worse than usual
2	-	been feeling in need of a "pick-me-up"?	Not at all	No more than usual	Rather more than usual	Much more than usual
3	-	been feeling run down and out of sorts	Not at all	No more than usual	Rather more than usual	Much more than usual
4	-	felt that you are ill?	Not at all	No more than usual	Rather more than usual	Much more than usual
5	-	been getting headaches?	Not at all	No more than usual	Rather more than usual	Much more than usual
6	-	been getting a feeling of tightness or pressure in your head?	Not at all	No more than usual	Rather more than usual	Much more than usual
7	-	been having hot or cold spells?	Not at all	No more than usual	Rather more than usual	Much more than usual
8	-	lost much sleep over worry?	Not at all	No more than usual	Rather more than usual	Much more than usual
9	-	had difficulty in staying asleep?	Not at all	No more than usual	Rather more than usual	Much more than usual
10	-	felt constantly under strain?	Not at all	No more than usual	Rather more than usual	Much more than usual
11	-	been getting edgy and bad tempered?	Not at all	No more than usual	Rather more than usual	Much more than usual

12		been getting scared or panicky for no good reason?	Not at all	No more than usual	Rather more than usual	Much more than usual
13	-	found everything getting on top of you?	Not at all	No more than usual	Rather more than usual	Much more than usual
14	-	been feeling nervous and strung up all the time?	Not at all	No more than usual	Rather more than usual	Much more than usual
15	-	been managing to keep yourself busy and occupied?	More so than usual	Same as usual	Rather less than usual	Much less than usual
16	-	been taking longer over the things you do?	Quicker than usual	Same as usual	Longer than usual	Much longer than usual
17	-	felt on the whole that you were doing things well?	Better than usual	About the same	Less well than usual	Much less well
18	-	been satisfied with the way you have been carrying out tasks?	More satisfied	About same as usual	Less satisfied than usual	Much less satisfied
19	-	felt that you are playing a useful part in your activities?	More so than usual	Same as usual	Less useful than usual	Much less useful
20	-	felt capable of making decisions?	More so than usual	Same as usual	Less so than usual	Much less capable
21	-	been able to enjoy your normal day-to-day activities?	More so than usual	Same as usual	Less so than usual	Much less than usual
22	-	been thinking of yourself as a worthless person?	Not at all	No more than usual	Rather more than usual	Much more than usual
23	-	felt that life is entirely hopeless?	Not at all	No more than usual	Rather more than usual	Much more than usual

24	-	felt that life isn't worth living?	Not at all	No more than usual	Rather more than usual	Much more than usual
25	-	thought of the possibility that you might take your life?	Definitely not	I don't think so	Has crossed my mind	Definitely have
26	-	found at times you couldn't do anything because your nerves were too bad?	Not at all	No more than usual	Rather more than usual	Much more than usual
27	-	found yourself wishing you were dead and away from it all?	Not at all	No more than usual	Rather more than usual	Much more than usual
28	-	found that the idea of taking your own life kept coming into your mind?	Definitely not	I don't think so	Has crossed my mind	Definitely has

State - Trait Anxiety Inventory (STAI)
Speilberger, Gorsuch and Lushene (1970)

A number of statements which people have used to describe themselves are given below. Read each statement and then circle the appropriate number to indicate how you have been feeling recently i.e. **over the last seven days**. Do not spend too much time on any one statement but give the answer that seems to describe your present feelings the best.

1 = Not at all, 2 = somewhat, 3 = Moderately so, 4 = Very much so.

- | | | | | |
|---|---|---|---|---|
| 1. <u>I feel calm</u> | 1 | 2 | 3 | 4 |
| 2. <u>I feel secure</u> | 1 | 2 | 3 | 4 |
| 3. <u>I am tense</u> | 1 | 2 | 3 | 4 |
| 4. <u>I feel strained</u> | 1 | 2 | 3 | 4 |
| 5. <u>I feel at ease</u> | 1 | 2 | 3 | 4 |
| 6. <u>I feel upset</u> | 1 | 2 | 3 | 4 |
| 7. <u>I am presently worrying over possible misfortunes</u> | 1 | 2 | 3 | 4 |
| 8. <u>I feel satisfied</u> | 1 | 2 | 3 | 4 |
| 9. <u>I feel frightened</u> | 1 | 2 | 3 | 4 |
| 10. <u>I feel comfortable</u> | 1 | 2 | 3 | 4 |
| 11. <u>I feel self-confident</u> | 1 | 2 | 3 | 4 |
| 12. <u>I feel nervous</u> | 1 | 2 | 3 | 4 |
| 13. <u>I am jittery</u> | 1 | 2 | 3 | 4 |
| 14. <u>I feel indecisive</u> | 1 | 2 | 3 | 4 |
| 15. <u>I am relaxed</u> | 1 | 2 | 3 | 4 |
| 16. <u>I feel content</u> | 1 | 2 | 3 | 4 |
| 17. <u>I am worried</u> | 1 | 2 | 3 | 4 |
| 18. <u>I feel confused</u> | 1 | 2 | 3 | 4 |
| 19. <u>I feel steady</u> | 1 | 2 | 3 | 4 |
| 20. <u>I feel pleasant</u> | 1 | 2 | 3 | 4 |

In the next section, please circle the number to indicate how you **generally** feel. Try to answer how you felt before the bullying started or if you have had a stress-free period recently.

1 = Not at all, 2 = somewhat, 3 = Moderately so, 4 = Very much so.

21. I feel pleasant	1	2	3	4
22. I feel nervous and restless	1	2	3	4
23. I feel satisfied with myself	1	2	3	4
24. I wish I could be as happy as others seem to be	1	2	3	4
25. I feel like a failure	1	2	3	4
26. I feel rested	1	2	3	4
27. I am "calm, cool, and collected"	1	2	3	4
28. I feel that difficulties are piling up so that I cannot overcome them	1	2	3	4
29. I worry too much over something that really doesn't matter	1	2	3	4
30. I am happy	1	2	3	4
31. I have disturbing thoughts	1	2	3	4
32. I lack self-confidence	1	2	3	4
33. I feel secure	1	2	3	4
34. I make decisions easily	1	2	3	4
35. I feel inadequate	1	2	3	4
36. I am content	1	2	3	4
37. Some important thought runs through my mind and bothers me	1	2	3	4
38. I take disappointments so keenly that I can't put them out of my mind	1	2	3	4
39. I am a steady person	1	2	3	4
40. I get in a state of tension or turmoil as I think over my recent concerns and interests	1	2	3	4

State - Trait Anger Expression Inventory (STAXI)
Speilberger and Rickman (1991)

This section of the questionnaire is divided into three parts. Each part contains a number of statements that people use to describe their feelings and behaviour. Please note that each part has different instructions. Carefully read the instructions for each part before circling the numbers.

Part 1. How I feel **right now** about the bullying behaviour directed towards you.

1 = not at all, 2 = somewhat, 3 = moderately so, 4 = very much so.

- | | | | | |
|---|---|---|---|---|
| 1. <u>I am furious,</u> | 1 | 2 | 3 | 4 |
| 2. <u>I feel irritated,</u> | 1 | 2 | 3 | 4 |
| 3. <u>I feel angry,</u> | 1 | 2 | 3 | 4 |
| 4. <u>I feel like yelling at someone,</u> | 1 | 2 | 3 | 4 |
| 5. <u>I feel like breaking things,</u> | 1 | 2 | 3 | 4 |
| 6. <u>I am mad,</u> | 1 | 2 | 3 | 4 |
| 7. <u>I feel like banging on the table,</u> | 1 | 2 | 3 | 4 |
| 8. <u>I feel like hitting someone,</u> | 1 | 2 | 3 | 4 |
| 9. <u>I am burning up,</u> | 1 | 2 | 3 | 4 |
| 10. <u>I feel like swearing.</u> | 1 | 2 | 3 | 4 |

Part 2. How I **generally feel**. Try to answer how you felt before the bullying started.

1 = almost never, 2 = sometimes, 3 = often, 4 = almost always.

- | | | | | |
|---|---|---|---|---|
| 11. <u>I am quick tempered,</u> | 1 | 2 | 3 | 4 |
| 12. <u>I have a fiery temper,</u> | 1 | 2 | 3 | 4 |
| 13. <u>I am a hotheaded person,</u> | 1 | 2 | 3 | 4 |
| 14. <u>I get angry when I'm slowed down by others' mistakes,</u> | 1 | 2 | 3 | 4 |
| 15. <u>I feel annoyed when I'm not given recognition for doing good work,</u> | 1 | 2 | 3 | 4 |
| 16. <u>I fly off the handle,</u> | 1 | 2 | 3 | 4 |
| 17. <u>When I get mad I say nasty things,</u> | 1 | 2 | 3 | 4 |
| 18. <u>It makes me furious when I am criticised in front of others,</u> | 1 | 2 | 3 | 4 |

19. When I get frustrated I feel like hitting someone, 1 2 3 4
20. I feel infuriated when I do a good job and get a poor evaluation. 1 2 3 4

Part 3. **When angry or furious (on any occasion)**

1 = almost never, 2 = sometimes, 3 = often, 4 = almost always.

21. I control my temper, 1 2 3 4
22. I express my anger, 1 2 3 4
23. I keep things in, 1 2 3 4
24. I am patient with others, 1 2 3 4
25. I pout or sulk, 1 2 3 4
26. I withdraw from people, 1 2 3 4
27. I make sarcastic remarks to others, 1 2 3 4
28. I keep my cool, 1 2 3 4
29. I do things like slam doors, 1 2 3 4
30. I boil inside but I don't show it, 1 2 3 4
31. I control my behaviour, 1 2 3 4
32. I argue with others, 1 2 3 4
33. I tend to harbour grudges that I don't tell anyone about, 1 2 3 4
34. I strike out at whatever infuriates me, 1 2 3 4
35. I can stop myself from losing my temper, 1 2 3 4
36. I am secretly quite critical of others, 1 2 3 4
37. I am angrier than I am willing to admit, 1 2 3 4
38. I calm down faster than most other people, 1 2 3 4
39. I say nasty things, 1 2 3 4
40. I try to be tolerant and understanding, 1 2 3 4
41. I'm irritated a great deal more than people are aware of, 1 2 3 4
42. I lose my temper, 1 2 3 4
43. if someone annoys me, I'm apt to tell him or her how I feel, 1 2 3 4
44. I control my angry feelings. 1 2 3 4

Impact of Event Scale (IES)
Horowitz, Wilner and Alverez (1979)

Below is a list of comments made by people after stressful life events. Please check each item, indicating how frequently these comments were true for you **during the past seven days**. If they did not occur during that time, please circle number 1. Otherwise circle the appropriate number.

1 = Not at all, 2 = Rarely, 3 = Sometimes, 4 = Often

- | | | | | |
|---|---|---|---|---|
| 1. <u>I thought about the bullying when I didn't mean to</u> | 1 | 2 | 3 | 4 |
| 2. <u>I avoided letting myself get upset when I thought about it or was reminded of it</u> | 1 | 2 | 3 | 4 |
| 3. <u>I tried to remove it from my memory</u> | 1 | 2 | 3 | 4 |
| 4. <u>I had trouble falling asleep or staying asleep, because of pictures or thoughts about bullying that came into my mind</u> | 1 | 2 | 3 | 4 |
| 5. <u>I had waves of strong feeling about it</u> | 1 | 2 | 3 | 4 |
| 6. <u>I had dreams about it</u> | 1 | 2 | 3 | 4 |
| 7. <u>I stayed away from reminders of the bullying</u> | 1 | 2 | 3 | 4 |
| 8. <u>I felt as if it hadn't happened or it wasn't real</u> | 1 | 2 | 3 | 4 |
| 9. <u>I tried not to talk about it</u> | 1 | 2 | 3 | 4 |
| 10. <u>Pictures about it came into my mind</u> | 1 | 2 | 3 | 4 |
| 11. <u>Other things kept making me think about it</u> | 1 | 2 | 3 | 4 |
| 12. <u>I was aware that I still had a lot of feeling about it, but I didn't deal with them</u> | 1 | 2 | 3 | 4 |
| 13. <u>I tried not to think about it</u> | 1 | 2 | 3 | 4 |
| 14. <u>Any reminder brought back feelings about it</u> | 1 | 2 | 3 | 4 |
| 15. <u>My feelings about it were numb</u> | 1 | 2 | 3 | 4 |

Self-Esteem Scale

Rosenberg (1965)

Below is a list of statements dealing with your feelings about yourself at the present time. Please circle the number that applies.

1 = strongly agree, 2 = agree, 3 = disagree, 4 = strongly disagree.

- | | | | | |
|--|----------|----------|----------|----------|
| 1. <u>On the whole I am satisfied with myself</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 2. <u>At times I think that I am no good at all</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 3. <u>I feel that I have a number of good qualities</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 4. <u>I am able to do things as well as most other people</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 5. <u>I feel I do not have much to be proud of</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 6. <u>I certainly feel useless at times</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 7. <u>I feel that I am a person of worth, at least on an equal plane with others</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 8. <u>I wish I could have more respect for myself</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 9. <u>All in all, I'm inclined to feel that I am a failure</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 10. <u>I take a positive attitude to myself</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |

COPE Inventory
Carver, Scheier and Weintraub (1989)

This questionnaire asks you to indicate what you **feel and do**, when you experience stressful events. Obviously, different events bring out somewhat different responses, but think about what you **do** when you are under a lot of stress. Respond to each of the following items by circling one number from the choices. **There are no right or wrong answers so choose the most accurate for you – not what you think most people would do or say.**

1 = I don't usually do this at all, 2 = I usually do this a bit

3 = I usually do this a medium amount, 4 = I usually do this a lot

- | | | | | |
|--|---|---|---|---|
| 1. <u>I try to grow as a person as a result of the experience</u> | 1 | 2 | 3 | 4 |
| 2. <u>I turn to work or other substitute activities to take my mind off things</u> | 1 | 2 | 3 | 4 |
| 3. <u>I get upset and let my emotions out</u> | 1 | 2 | 3 | 4 |
| 4. <u>I try to get advice from someone about what to do</u> | 1 | 2 | 3 | 4 |
| 5. <u>I concentrate my efforts on doing something about it</u> | 1 | 2 | 3 | 4 |
| 6. <u>I say to myself "this isn't real"</u> | 1 | 2 | 3 | 4 |
| 7. <u>I put my trust in God</u> | 1 | 2 | 3 | 4 |
| 8. <u>I laugh about the situation</u> | 1 | 2 | 3 | 4 |
| 9. <u>I admit to myself that I can't deal with it, and quit trying</u> | 1 | 2 | 3 | 4 |
| 10. <u>I restrain myself from doing anything too quickly</u> | 1 | 2 | 3 | 4 |
| 11. <u>I discuss my feelings with someone</u> | 1 | 2 | 3 | 4 |
| 12. <u>I use alcohol or drugs to make myself feel better</u> | 1 | 2 | 3 | 4 |
| 13. <u>I get used to the idea that it happened</u> | 1 | 2 | 3 | 4 |
| 14. <u>I talk to someone to find out more about the situation</u> | 1 | 2 | 3 | 4 |
| 15. <u>I keep myself from getting distracted by other thoughts or activities</u> | 1 | 2 | 3 | 4 |
| 16. <u>I daydream about things other than this</u> | 1 | 2 | 3 | 4 |
| 17. <u>I get upset and am really aware of it</u> | 1 | 2 | 3 | 4 |
| 18. <u>I seek God's help</u> | 1 | 2 | 3 | 4 |
| 19. <u>I make a plan of action</u> | 1 | 2 | 3 | 4 |

1 = I don't usually do this at all, 2 = I usually do this a bit

3 = I usually do this a medium amount, 4 = I usually do this a lot

- | | | | | |
|---|---|---|---|---|
| 20. <u>I make jokes about it</u> | 1 | 2 | 3 | 4 |
| 21. <u>I accept that this has happened and that it can't be changed</u> | 1 | 2 | 3 | 4 |
| 22. <u>I hold off doing anything about it until the situation permits</u> | 1 | 2 | 3 | 4 |
| 23. <u>I try to get emotional support from friends or relatives</u> | 1 | 2 | 3 | 4 |
| 24. <u>I just give up trying to reach my goal</u> | 1 | 2 | 3 | 4 |
| 25. <u>I take additional action to try to get rid of the problem</u> | 1 | 2 | 3 | 4 |
| 26. <u>I try to lose myself for a while by drinking alcohol or taking drugs</u> | 1 | 2 | 3 | 4 |
| 27. <u>I refuse to believe that it has happened</u> | 1 | 2 | 3 | 4 |
| 28. <u>I let my feelings out</u> | 1 | 2 | 3 | 4 |
| 29. <u>I try to see it in a different light, to make it more positive</u> | 1 | 2 | 3 | 4 |
| 30. <u>I talk to someone who could do something concrete about the problem.</u> | 1 | 2 | 3 | 4 |
| 31. <u>I sleep more than usual</u> | 1 | 2 | 3 | 4 |
| 32. <u>I try to come up with a strategy about what to do</u> | 1 | 2 | 3 | 4 |
| 33. <u>I focus on dealing with this problem, and if necessary let other things</u>
<u>slide a little</u> | 1 | 2 | 3 | 4 |
| 34. <u>I get sympathy and understanding from someone</u> | 1 | 2 | 3 | 4 |
| 35. <u>I drink alcohol or take drugs, in order to think about it less</u> | 1 | 2 | 3 | 4 |
| 36. <u>I joke around about it</u> | 1 | 2 | 3 | 4 |
| 37. <u>I give up the attempt to get what I want</u> | 1 | 2 | 3 | 4 |
| 38. <u>I look for something good in what is happening</u> | 1 | 2 | 3 | 4 |
| 39. <u>I think about how I might best handle the problem</u> | 1 | 2 | 3 | 4 |
| 40. <u>I pretend that it hasn't really happened</u> | 1 | 2 | 3 | 4 |
| 41. <u>I make sure not to make matters worse by acting too soon</u> | 1 | 2 | 3 | 4 |
| 42. <u>I try hard to prevent other things from interfering with my efforts to</u>
<u>deal with this</u> | 1 | 2 | 3 | 4 |
| 43. <u>I go to the cinema or watch television to think about it less</u> | 1 | 2 | 3 | 4 |
| 44. <u>I accept the reality of the fact that it happened</u> | 1 | 2 | 3 | 4 |
| 45. <u>I ask people who have had similar experiences what they did</u> | 1 | 2 | 3 | 4 |
| 46. <u>I feel a lot of emotional distress and find myself expressing those</u>
<u>feelings a lot</u> | 1 | 2 | 3 | 4 |

1 = I don't usually do this at all, 2 = I usually do this a bit .

3 = I usually do this a medium amount, 4 = I usually do this a lot .

47. I take direct action to get around the problem	1	2	3	4
48. I try to find comfort in my religion	1	2	3	4
49. I force myself to wait for the right time to do something	1	2	3	4
50. I make fun of the situation	1	2	3	4
51. I reduce the amount of effort I'm putting in to solve the problem	1	2	3	4
52. I talk to someone about how I feel	1	2	3	4
53. I use alcohol or drugs to help me get through it	1	2	3	4
54. I learn to live with it	1	2	3	4
55. I put aside other activities in order to concentrate on this	1	2	3	4
56. I think hard about what steps to take	1	2	3	4
57. I act as though it hasn't even happened	1	2	3	4
58. I do what has to be done, one step at a time	1	2	3	4
59. I learn something from the experience	1	2	3	4
60. I pray more than usual	1	2	3	4

The dispositional version is reproduced. In the situational version, the questions relate to a specific situation. For example Q1 is "I tried to grow as a person as a result of this experience".

NEO-PI-R
Costa and McCrae (1992)

This set of questions will tell us something about the type of person you are. Read each statement carefully and circle the number that best represents your opinion. Please respond accurately and honestly and give answers that describe the person you are and not the person you would like to be.

1 = the statement is definitely false,
 2 = the statement is mostly false,
 3 = you are neutral on the statement, you cannot decide, or the statement is about equally true and false,
 4 = the statement is mostly true, and
 5 = the statement is definitely true.

- | | |
|---|------------------|
| 1. <u>I am not a worrier</u> | <u>1 2 3 4 5</u> |
| 2. <u>I like to have a lot of people around me</u> | <u>1 2 3 4 5</u> |
| 3. <u>I don't like to waste my time daydreaming</u> | <u>1 2 3 4 5</u> |
| 4. <u>I try to be courteous to everyone I meet</u> | <u>1 2 3 4 5</u> |
| 5. <u>I keep my belongings clean and neat</u> | <u>1 2 3 4 5</u> |
| 6. <u>I often feel inferior to others</u> | <u>1 2 3 4 5</u> |
| 7. <u>I laugh easily</u> | <u>1 2 3 4 5</u> |
| 8. <u>Once I find the right way to do something, I stick to it</u> | <u>1 2 3 4 5</u> |
| 9. <u>I often get into arguments with my family and co-workers</u> | <u>1 2 3 4 5</u> |
| 10. <u>I'm pretty good about pacing myself so as to get things done on time</u> | <u>1 2 3 4 5</u> |
| 11. <u>When I'm under a great deal of stress, sometimes I feel like I'm going</u>
<u>to pieces</u> | <u>1 2 3 4 5</u> |
| 12. <u>I don't consider myself especially "light-hearted"</u> | <u>1 2 3 4 5</u> |
| 13. <u>I am intrigued by the patterns I find in art and nature</u> | <u>1 2 3 4 5</u> |
| 14. <u>Some people think that I am selfish and egotistical</u> | <u>1 2 3 4 5</u> |
| 15. <u>I am not a very methodical person</u> | <u>1 2 3 4 5</u> |
| 16. <u>I rarely feel lonely or blue</u> | <u>1 2 3 4 5</u> |
| 17. <u>I really enjoy talking to people</u> | <u>1 2 3 4 5</u> |
| 18. <u>I believe letting students hear controversial speakers can only</u>
<u>confuse and mislead them</u> | <u>1 2 3 4 5</u> |

1 = the statement is definitely false,

2 = the statement is mostly false,

3 = you are neutral on the statement, you cannot decide, or the statement is about equally true and false,

4 = the statement is mostly true, and

5 = the statement is definitely true.

- | | | | | | |
|--|---|---|---|---|---|
| 19. <u>I would rather cooperate with others than compete with them</u> | 1 | 2 | 3 | 4 | 5 |
| 20. <u>I try to perform all the tasks assigned to me conscientiously</u> | 1 | 2 | 3 | 4 | 5 |
| 21. <u>I often feel tense and jittery</u> | 1 | 2 | 3 | 4 | 5 |
| 22. <u>I like to be where the action is</u> | 1 | 2 | 3 | 4 | 5 |
| 23. <u>Poetry has little or no effect on me</u> | 1 | 2 | 3 | 4 | 5 |
| 24. <u>I tend to be cynical and sceptical of others' intentions</u> | 1 | 2 | 3 | 4 | 5 |
| 25. <u>I have a clear set of goals and work toward them in an orderly fashion</u> | 1 | 2 | 3 | 4 | 5 |
| 26. <u>Sometimes I feel completely worthless</u> | 1 | 2 | 3 | 4 | 5 |
| 27. <u>I usually prefer to do things alone</u> | 1 | 2 | 3 | 4 | 5 |
| 28. <u>I often try new and foreign foods</u> | 1 | 2 | 3 | 4 | 5 |
| 29. <u>I believe that most people will take advantage of you if you let them</u> | 1 | 2 | 3 | 4 | 5 |
| 30. <u>I waste a lot of time before settling down to work</u> | 1 | 2 | 3 | 4 | 5 |
| 31. <u>I rarely feel fearful or anxious</u> | 1 | 2 | 3 | 4 | 5 |
| 32. <u>I often feel as if I'm bursting with energy</u> | 1 | 2 | 3 | 4 | 5 |
| 33. <u>I seldom notice the moods or feelings that different environments</u>
<u>produce</u> | 1 | 2 | 3 | 4 | 5 |
| 34. <u>Most people I know like me</u> | 1 | 2 | 3 | 4 | 5 |
| 35. <u>I work hard to accomplish my goals</u> | 1 | 2 | 3 | 4 | 5 |
| 36. <u>I often get angry at the way people treat me</u> | 1 | 2 | 3 | 4 | 5 |
| 37. <u>I am a cheerful, high-spirited person</u> | 1 | 2 | 3 | 4 | 5 |
| 38. <u>I believe we should look to our religious authorities for decisions on</u>
<u>moral issues</u> | 1 | 2 | 3 | 4 | 5 |
| 39. <u>Some people think of me as cold and calculating</u> | 1 | 2 | 3 | 4 | 5 |
| 40. <u>When I make a commitment, I can always be counted on to follow</u>
<u>through</u> | 1 | 2 | 3 | 4 | 5 |
| 41. <u>Too often, when things go wrong, I get discouraged and feel like</u>
<u>giving up</u> | 1 | 2 | 3 | 4 | 5 |

1 = the statement is definitely false,

2 = the statement is mostly false,

3 = you are neutral on the statement, you cannot decide, or the statement is about equally true and false,

4 = the statement is mostly true, and

5 = the statement is definitely true.

- | | |
|---|------------------|
| 42. <u>I am not a cheerful optimist</u> | <u>1 2 3 4 5</u> |
| 43. <u>Sometimes when I am reading poetry or looking at a work of art,</u>
<u>I feel a chill or wave of excitement</u> | <u>1 2 3 4 5</u> |
| 44. <u>I'm hard-headed and tough minded in my attitudes</u> | <u>1 2 3 4 5</u> |
| 45. <u>Sometimes I'm not as dependable or reliable as I should be</u> | <u>1 2 3 4 5</u> |
| 46. <u>I am seldom sad or depressed</u> | <u>1 2 3 4 5</u> |
| 47. <u>My life is fast paced</u> | <u>1 2 3 4 5</u> |
| 48. <u>I have little interest in speculating on the nature of the universe or the</u>
<u>human condition</u> | <u>1 2 3 4 5</u> |
| 49. <u>I generally try to be thoughtful and considerate</u> | <u>1 2 3 4 5</u> |
| 50. <u>I am a productive person who always gets the job done</u> | <u>1 2 3 4 5</u> |
| 51. <u>I often feel helpless and want someone else to solve my problems</u> | <u>1 2 3 4 5</u> |
| 52. <u>I am a very active person</u> | <u>1 2 3 4 5</u> |
| 53. <u>I have a lot of intellectual curiosity</u> | <u>1 2 3 4 5</u> |
| 54. <u>If I don't like people I let them know</u> | <u>1 2 3 4 5</u> |
| 55. <u>I never seem to be able to get organised</u> | <u>1 2 3 4 5</u> |
| 56. <u>At times I have been so ashamed I just want to hide</u> | <u>1 2 3 4 5</u> |
| 57. <u>I would rather go my own way than be a leader of others</u> | <u>1 2 3 4 5</u> |
| 58. <u>I often enjoy playing with theories or abstract ideas</u> | <u>1 2 3 4 5</u> |
| 59. <u>If necessary, I am willing to manipulate people to get what I want</u> | <u>1 2 3 4 5</u> |
| 60. <u>I strive for excellence in everything I do</u> | <u>1 2 3 4 5</u> |

Appendix II

Quantitative data - assessment scores

Appendix II: Quantitative data

Raw data - bullied group

id	age	gender	Jl	JO	OS	OC	PW	PR	PC	PO	PP	PM	PH	PD	stanx	tranx	ptsdi
1	40	m	17	7	18	12	21	40	12	17	9	8	8	12	43	26	6
2	40	f	26	6	21	23	31	48	24	19	19	4	6	14	79	20	7
3	30	f	12	10	14	12	23	36	6	16	14	6	19	16	76	28	6
4	50	m	21	15	21	19	28	38	14	16	16	15	14	10	75	39	7
5	40	f	6	6	17	5	31	47	24	21	11	9	10	21	79	21	5
6	50	m	13	13	14	11	34	33	12	13	19	5	6	16	70	70	6
7	50	m	7	6	12	17	32	48	16	21	12	7	10	16	80	24	7
8	40	f	19	6	20	19	11	48	11	19	8	4	8	6	42	31	5
9	40	f	20	6	18	20	29	48	20	19	7	6	19	12	60	29	7
10	30	m	22	14	19	22	19	34	11	18	10	9	17	8	70	24	5
11	40	m	20	9	10	24	21	43	6	17	16	9	10	13	75	46	7
12	40	f	10	6	20	10	30	36	19	24	16	4	6	15	80	20	6
13	40	f	16	14	20	23	26	45	18	19	10	13	15	13	65	21	6
14	50	f	12	6	10	25	30	48	24	19	10	14	6	17	75	21	7
15	50	m	28	12	11	21	24	40	12	18	18	7	19	9	65	39	6
16	50	f	28	6	8	10	18	35	11	20	10	9	6	14	67	22	6
17	30	f	6	9	15	5	25	46	18	18	16	6	10	17	68	30	7
18	40	f	10	10	25	10	15	34	19	14	8	6	6	8	74	25	6
19	40	m	22	16	20	19	22	29	15	14	13	14	21	12	62	20	7
20	30	m	7	7	5	15	36	47	23	23	18	9	15	17	78	21	6
21	40	m	15	7	13	17	31	36	14	19	12	5	19	16	52	39	7
22	40	m	19	9	13	13	28	45	12	22	17	13	17	21	79	28	7
23	60	m	23	10	10	17	18	34	9	17	14	6	11	11	69	30	6
24	40	f	7	9	18	10	14	34	20	18	14	4	10	11	47	37	5
25	40	m	24	6	12	19	29	45	17	21	17	17	19	17	54	54	7
26	50	m	6	6	6	10	26	48	24	24	21	13	8	14	55	32	6
27	40	f	8	6	8	7	27	48	16	23	14	15	15	19	78	20	5
28	40	f	19	20	22	16	32	43	14	17	20	17	24	17	66	42	4
29	40	m	13	7	14	11	15	31	17	18	13	17	6	5	39	36	2
30	50	f	5	9	13	22	24	43	17	15	18	12	16	13	80	20	6

Raw data - bullied group

ptsda	ghqtot	ghqsomr	ghqanx	ghqsd	ghqdep	stang	trang	SE	AC	Plan	SISS	SESS	SCA	Rel	PR	RC	Acc	VE
7	15	3	3	6	3	99	47	10	14	16	16	16	10	4	12	11	12	16
8	25	7	7	6	5	99	9	17	16	16	16	16	13	16	16	16	16	15
8	19	5	6	6	2	60	39	28	9	9	9	9	9	4	11	9	7	10
8	28	7	7	7	7	99	19	34	11	11	11	10	9	9	8	7	8	13
7	22	7	7	7	1	99	46	22	10	4	7	7	16	9	6	10	7	9
8	21	4	7	7	3	99	91	24	8	13	6	9	10	13	6	14	8	9
8	28	7	7	7	7	99	19	23	14	16	16	15	14	4	13	13	13	14
5	0	0	0	0	0	86	33	18	16	16	16	14	10	4	15	10	15	13
8	27	6	7	7	7	96	55	35	16	16	13	16	12	4	10	5	11	9
8	23	6	7	4	6	99	11	23	16	13	9	5	9	4	5	7	4	11
8	25	6	6	7	6	97	29	21	16	16	14	16	13	16	16	14	6	6
7	13	3	5	3	2	93	9	25	16	16	13	6	13	12	9	13	10	7
8	12	5	6	1	0	98	5	14	16	16	16	16	13	13	13	13	13	15
7	17	7	6	3	1	97	89	16	15	13	10	16	5	16	13	16	16	11
8	21	6	7	7	1	99	19	15	15	11	14	13	11	14	12	9	11	10
6	18	6	5	7	0	96	81	22	16	16	11	16	12	15	10	8	8	16
8	26	5	7	7	7	96	25	27	16	15	13	12	13	12	8	10	7	9
3	13	2	7	3	1	98	1	18	16	16	16	16	14	16	5	16	16	16
8	17	4	6	6	1	99	55	23	16	16	12	9	15	12	11	9	13	13
7	28	7	7	7	7	99	19	36	10	9	7	7	10	16	13	8	8	11
8	9	1	4	4	0	98	29	27	12	12	8	12	8	8	9	9	10	10
7	28	7	7	7	7	99	19	28	16	16	15	16	14	4	16	4	16	14
8	9	2	5	2	0	99	29	14	16	16	16	14	13	14	11	12	12	11
7	4	0	3	1	0	95	25	15	16	15	13	16	11	13	9	12	12	15
8	11	5	4	1	1	98	38	25	14	12	14	10	13	14	9	14	14	12
8	15	3	5	7	0	97	29	17	16	16	16	16	16	8	10	13	9	15
8	22	6	7	6	3	96	75	28	16	15	16	16	7	14	8	16	16	16
6	22	6	7	6	3	95	33	25	13	11	10	11	10	6	12	11	11	12
1	5	0	1	2	2	97	38	29	16	15	14	12	7	5	5	16	16	8
7	20	4	7	6	3	96	25	32	12	12	12	9	11	10	7	13	13	14

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Raw data - bullied group

Den	MD	BD	A/D	Hum	adap	leadap	maladaḡ	probcop	emocop	avoidcop	cogcop	N	E	O	A	C
7	7	4	4	9	70	41	35	12.75	16	5.5	12	11	32	33	39	40
10	10	7	9	9	80	61	42	15.25	15.67	9	16	29	34	33	40	40
10	13	4	8	8	45	31	37	9	9.33	8.75	9	28	24	34	35	23
10	8	8	8	10	49	35	39	9.5	11.3	8.5	8	26	34	32	33	39
10	7	16	16	4	34	42	33	10	7.67	12.25	6.5	35	23	17	37	42
5	13	5	4	4	41	46	32	11.25	8	8.75	7	25	18	13	32	41
11	12	6	9	16	72	9	43	14.25	15	9.5	13	13	39	35	41	47
6	11	4	4	4	78	38	34	13	14.3	6.25	15	24	21	25	38	39
7	10	4	4	7	66	37	30	12.25	12.7	6.25	10.5	11	41	33	39	42
4	6	4	4	4	47	25	25	11.25	8.3	4.5	4.5	20	25	29	37	47
7	10	4	4	8	76	61	27	15.25	12	6.25	15	7	29	33	42	21
12	8	5	4	4	64	45	32	14.5	8.7	7.25	9.5	24	28	26	36	45
11	8	4	4	4	77	55	38	14.5	15.7	8.75	14.5	8	34	32	39	41
7	6	4	9	4	67	53	28	12.25	12.3	6.5	14.5	20	36	36	39	27
9	10	7	12	9	63	47	36	11.5	12.3	9	11.5	19	31	27	31	32
6	15	9	4	4	61	58	46	14.75	14.3	8.5	9	13	29	34	42	40
5	10	5	4	4	59	47	29	13.5	11.3	6	7.5	24	31	39	39	44
4	8	9	4	4	80	51	37	12.75	16	6.25	16	9	32	42	39	39
8	11	4	12	11	65	47	36	14.5	11.3	8.75	10.5	15	24	26	33	38
11	7	5	4	4	44	46	34	10.5	8.3	6.5	9	28	29	26	44	48
6	8	6	8	4	51	37	30	10.25	10	7	9.5	26	26	29	41	33
5	8	4	4	6	79	38	31	12.5	15	5.25	16	38	33	34	40	43
10	9	6	12	4	69	52	36	14	13.7	9.25	10.5	28	31	26	37	40
4	9	4	7	5	72	49	32	12.75	14.7	6	14	12	29	38	41	42
6	11	8	8	4	63	46	37	12	12	8.25	11.5	32	9	20	34	31
7	13	4	4	10	67	53	39	15.25	15.7	7	9.5	17	32	23	37	41
5	12	6	4	7	78	45	39	11.5	16	6.75	15.5	19	23	42	33	42
4	7	6	7	4	55	39	29	11.5	11	6	10.5	44	26	23	39	38
4	9	4	4	4	70	29	25	10.75	11.3	5.25	12.5	21	14	23	24	44
12	10	10	8	4	56	39	46	11	11.7	10	10	26	34	24	38	36

Raw data - control group

id	Jl	JO	OS	OC	PW	PR	PC	PO	PP	PM	PH	PD	SE	AC	Plan	SISS	SESS	SCA	Rel	PR
31	24	22	16	17	24	24	11	12	12	8	19	10	23	10	12	5	4	11	8	11
32	19	16	15	16	17	40	18	15	14	8	9	11	22	8	8	8	7	8	4	10
33	34	32	23	27	10	11	6	6	9	8	8	8	10	14	14	14	16	11	4	12
34	24	24	21	19	18	20	10	13	15	14	15	11	15	11	13	10	8	11	8	13
35	16	19	18	17	7	26	12	10	4	7	12	10	13	12	12	12	12	4	4	9
36	28	20	11	25	27	40	17	14	21	17	25	16	13	12	14	12	8	13	14	14
37	18	13	21	14	25	37	17	17	9	12	24	10	16	14	13	12	16	10	4	14
38	10	6	19	14	12	42	15	19	17	12	22	12	12	13	13	12	15	10	5	14
39	26	25	23	21	14	22	12	14	18	17	8	13	24	6	10	13	13	7	8	9
40	36	20	15	29	29	35	19	13	18	12	32	21	20	14	13	13	16	12	16	11
41	24	22	17	23	27	34	18	19	17	16	25	14	18	11	13	10	7	8	5	14
42	25	18	21	18	11	21	11	10	9	7	7	10	15	11	12	10	9	11	6	11
43	29	24	20	20	7	24	7	9	10	8	11	7	21	15	14	16	15	9	4	9
44	29	25	21	24	12	16	9	11	12	4	9	9	20	16	16	16	15	13	8	10
45	33	29	18	21	16	20	14	10	12	12	13	12	10	16	15	15	16	11	10	15
46	24	22	29	21	15	14	6	15	9	9	6	11	14	14	15	11	7	5	14	14
47	22	17	22	20	13	23	14	12	15	8	7	8	21	8	11	13	13	9	4	11
48	29	27	20	20	6	11	5	10	11	8	6	6	11	11	10	9	5	7	4	10
49	27	21	15	21	16	13	6	14	21	14	10	13	15	12	14	15	16	10	4	7
50	26	20	22	16	21	28	17	13	13	8	14	13	16	12	12	11	6	12	8	12
51	25	23	17	23	23	20	14	14	13	11	20	15	21	11	13	11	12	13	9	8
52	22	19	19	19	13	24	12	11	13	5	15	10	18	14	15	16	16	11	13	13
53	31	29	24	24	27	35	16	14	16	16	23	13	18	12	12	15	15	11	4	14
54	22	21	19	22	9	19	14	10	10	5	10	12	21	14	14	10	6	11	12	13
55	30	28	19	22	24	40	18	17	17	17	21	16	16	9	11	10	11	7	9	9
56	30	28	20	22	23	24	11	18	15	11	20	15	20	12	12	12	9	4	12	12
57	20	22	20	22	12	17	15	12	10	5	9	9	20	9	15	15	15	12	4	11
58	30	31	18	22	24	15	5	10	12	8	9	10	27	6	8	5	4	4	4	5
59	28	13	19	23	18	33	16	13	11	8	28	10	14	16	16	14	5	7	7	13
60	28	13	19	23	18	33	16	13	11	8	28	10	14	16	16	14	5	7	7	13

Raw data - control group

RC	Acc	VE	Den	MD	BD	A/D	Hum	adap	leadap	maladap	probpcop	emocop	avoidcop	cogcop	N	E	O	A	C
10	10	6	5	10	4	4	10	49	33	25	10.75	5	5.75	10.5	32	27	39	33	32
11	13	11	8	7	8	4	9	47	30	34	9.25	8.67	6.75	11.5	24	20	19	27	24
11	12	10	4	8	4	8	12	66	42	26	12.25	13.33	6	12	16	34	44	45	43
10	13	6	4	7	4	4	8	60	37	21	11.25	8.67	4.75	13	21	27	34	32	31
9	6	9	4	7	4	4	4	51	29	24	9.25	11	4.75	7.5	11	34	21	24	43
11	7	11	5	7	5	4	9	59	46	25	12.5	10.33	5.25	10.5	32	35	28	31	45
10	9	10	4	8	5	5	11	62	40	27	11.75	12.67	7	11.5	15	33	31	29	35
10	10	10	4	7	4	4	4	62	40	25	11.5	12.33	4.75	12	15	30	42	42	38
10	13	8	4	8	8	4	10	51	38	28	8.25	11.33	6	11	23	24	32	32	21
10	16	12	9	7	9	9	4	67	54	37	12.25	13.67	8.5	13.5	24	34	28	24	27
7	9	8	4	8	4	9	13	57	27	24	9.75	8.33	5.75	11.5	31	26	30	30	31
10	13	8	7	9	8	4	8	57	36	32	11	9	5.75	12	9	23	39	30	30
16	16	4	7	13	9	4	16	70	44	33	13.5	11.67	8.25	12.5	22	16	21	33	38
14	14	8	4	8	5	6	5	72	50	25	14.75	13	5.75	12	19	27	21	23	33
5	12	14	4	6	7	4	6	73	42	31	11.75	15	5.25	13.5	13	42	25	34	37
12	14	5	4	8	4	4	8	68	36	21	13.25	7.67	5	14	13	32	33	34	34
10	9	11	12	13	5	4	7	52	36	41	9.5	12.67	8.5	10	23	33	34	38	38
7	11	4	14	8	4	4	13	51	23	20	8.75	6	5	10.5	11	30	29	33	37
10	9	12	4	7	4	4	9	57	40	27	11.5	14.33	4.75	8	15	19	26	38	38
9	12	8	4	9	6	4	12	59	35	27	11.25	8.67	5.75	12	17	28	25	36	36
11	8	8	8	8	7	5	6	51	45	31	12	11	7	8	18	29	27	29	29
12	12	16	9	8	6	8	6	70	52	39	13	10.67	7.75	12.5	24	40	27	36	38
11	12	15	5	11	8	8	8	65	41	39	11.5	13.67	8	13	21	32	27	36	36
13	11	7	4	9	5	4	4	62	42	25	13	8	5.5	12	30	29	36	32	32
9	9	4	11	10	14	12	9	48	38	39	10	8.67	11.75	9	14	25	31	28	28
10	7	5	4	5	4	4	4	55	32	18	10.75	7.67	4.25	9.5	10	27	27	40	40
13	8	7	5	5	6	8	4	59	45	23	12.25	11.33	6	9.5	23	35	29	33	33
9	8	9	8	10	7	16	10	32	23	34	7	6	10.25	6.5	40	37	24	22	22
12	16	7	7	8	4	9	5	75	37	26	14.25	6.33	7	14.5	17	36	28	46	46
12	16	7	7	8	4	9	5	75	37	26	13.25	8	8	13.5	17	36	28	46	46

Appendix III

Qualitative data

Case studies

Case 1

Date of interview: 16th April 2002.

Occupational group / Economic sector: Manager / Public Administration

Gender / Age: Male / 40's

Presentation:

From the information given, I concluded that this person was a man of integrity and high moral principles. During interview he appeared to be nervous and rubbed his mouth with the back of his hand at regular intervals. He commented that he feels that he is extremely conscientious and expressed his embarrassment in having to admit to being bullied and victimised. He had observed, what he perceived to be, mal-practice in his place of work and felt strongly that this should not be allowed.

He is married with three children and claims that his family has suffered due to his treatment at work as he has become irritable and lacks patience with his children. He feels that he has been unsympathetic to their needs and self-engrossed due to his work situation.

Outline of career with respect to bullying behaviours:

He reported that he joined his place of employment in May 1989 transferring from a Department where, he reported, he had a high reputation. Although he commented that there had always been incidents of negative behaviours since his transfer, these behaviours towards him, from other employees of the Department, became more concentrated during the last two to three years. He maintained that this increase resulted from a query that he made concerning, what he considered to be, irregular practices in finance procedures. Furthermore he maintains that his refusal to comply with instructions from his superiors with regard to these practices led to a concentration of negative behaviours.

He reported that there were always difficulties with leave with regard to flexi time, annual leave carry over, and compassionate leave. He also commented that he was blamed for the difficulties he was experiencing and comments were passed, to his work colleagues, that he was the problem.

He described the atmosphere in his place of work as intimidating and, in his opinion, subservience was required. This led to his being hyper-vigilant in work and the strain of working in such conditions caused him stress resulting in a ten week period of sick leave in February, March, and April 2000 due to work related stress.

He commented that when the head of the organisation is involved, there is no other remedial course available other than the legal route.

He reported that there has been no other significant trauma in his life and he has no history of psychological illness.

Negative behaviours:

a, b, d, i, j, k, l, m, n, o, p, q, r, s, t, u, w, x

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, feeling/being sick, stomach and bowel problems, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, thoughts of suicide, feeling isolated, and feeling helpless.

Behavioural changes: becoming irritable, revengeful, withdrawn, increasing his use of tobacco, alcohol, drugs, obsessive dwelling on the aggressor, becoming hypersensitive to criticism and totally emotionally drained.

Outcome:

He is still employed in the same organisation, with frequent sick leave, as he pursues justice through the legal route.

Case 2

Date of interview: 18th October 2002.

Occupational group / Economic sector: Manager / Financial - Business sector

Gender / Age: Female / 40's

Presentation:

This person presented as outgoing, competent, articulate and sociable. She had been successful in her career and had no difficulties at work until the appointment of her new manager, who was the son of her previous manager (and owner of the small company). She concluded that this person wanted to get rid of her by making her life difficult.

Outline of career with respect to bullying behaviours:

Her problems in the workplace began with the appointment of her new line-manager. From the time he started, she claims that he made life very hard for her. She claimed that she was excluded from some meetings that she would usually attend and that he would scream and roar at her at meetings she did attend. She also stated that he would be rude in response to questions she asked but she felt that the situation would improve as he settled into his job. She reported other incidences while working with the company including the taking of faxes that were sent to her without telling her resulting in making her work more difficult.

Due to the stress caused by these negative experiences and her excessive workload, she noted that her health began to deteriorate. She also stated that she tried to explain to her line-manager that her health was deteriorating due to these problems and he responded by saying "if you don't like it, you know what you can do". Conditions deteriorated until she had to take sick leave. She returned for a period but under her doctor's instruction she took a second period of sick leave. She reported that when she was out of work her line-manager informed other personnel that, on her return, she would no longer have the same responsibilities. These had not been discussed with her.

These negative experiences greatly affected this person and her family. She began to dread going to work everyday. She commented that she coped by being prepared for

the worst. She always expected a bad day when but felt that now she was coping. She was prescribed sleeping tablets and tranquillisers in order to help her come to terms with the negative experiences to which she was subjected.

Negative behaviours:

a, b, c, d, f, g, j, k, l, m, o, p, q, r, s, t, u, v, w

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick and stomach and bowel problems. She had disturbed sleep and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear and panic attacks. She became depressed, less motivated, forgetful and tearful as well as losing confidence and self-esteem and concentration. She had thoughts of suicide, and felt isolated and helpless.

Behavioural changes: becoming irritable, revengeful, withdrawn, greater use of tobacco, alcohol, and prescribed drugs, obsessively dwelling on the aggressor, becoming hypersensitive to criticism, and totally emotionally drained.

Outcome: She settled her claim on the day her case was to be heard (June 2003). She was satisfied with the outcome and intends to rebuild her life with a new career.

Case 3

Date of interview: 15th August 2002.

Occupational group / Economic sector: Manager / Financial - Business sector

Gender / Age: Female / 30's

Presentation:

This person had had an excellent career before the bullying behaviours began. She lived in a small town and was well known in the business community. For this reason any failure in her job was likely to be public and exacerbated the effects of

bullying. She was particularly ambitious and had started an MBA course to further her career. She presented as articulate, intelligent and sociable.

Outline of career with respect to bullying behaviours:

She began working in her job, as Chief Executive, about 8-9 years ago. The Board, who she reported to, changes every year and she alleges that the bullying behaviours began when the presidency changed hands almost two years ago. Normal practice at the beginning of the year involved the CE and the President discussing an agenda to work out a strategy to help them achieve their goals for the year. She described this meeting as quite successful. After this, a meeting was arranged with senior people in the community, which she normally attended with the incoming president. However, on this occasion, she received a phone call from the president the day before the meeting informing her that he did not want her to attend. She responded, both orally and in writing, that he was preventing her from doing her job. She commented that she understood that other Board members told the president to allow her to attend the meetings but he “would not budge”. She claimed that she was also excluded from other meetings, to such an extent that she never met with the senior people in the community that year. She reported other occasions when she was excluded from meetings and felt demeaned by the president’s behaviour.

Although the person in question is no longer the president, he is still on the finance committee and frequently questions the projects that she undertakes. The committee has met without her and drawn up several scenarios, all of which remove her from her position in some shape or form.

She stated that she has been severely affected by these negative behaviours. She frequently experiences shaking, having a dry mouth and being barely able to talk. She also feels that she does not have the confidence to go and get another job. She had been studying for an MBA but was unable to finish as she cannot focus and finds herself doubting her own ability.

Negative behaviours:

a, b, c, d, f, g, i, j, k, p, r, s, u, y

Effects:

Physiological symptoms: headaches/migraine, feeling/being sick, disturbed sleep, and loss of energy.

Psychological symptoms: anxiety, worry, fear, loss of confidence and self-esteem, loss of concentration, forgetfulness, lack of motivation, feeling helpless, feelings of failure and losing control.

Behavioural changes: becoming irritable, obsessively dwelling on the aggressor, becoming hypersensitive to criticism, and totally emotionally drained. She withdrew from the people around her to such an extent that she totally avoided contact. She also described becoming more suspicious of people and their intentions as well as being increasingly apologetic. She began comfort eating during the time that she was being bullied.

Outcome: She is unemployed and still deciding whether or not to proceed with her case.

Case 4

This person was assessed twice. The initial assessment occurred when his legal team were putting his case together. They requested a further assessment nineteen months later and two weeks prior to his case at the High Court.

Occupational group / Economic sector: Professional / Financial - Business sector

Gender / Age: Male / 50's

First Assessment Date of interview: 17th October 2001.

Presentation:

He was obviously nervous and intent on creating a good impression. It was important to him that I believed that he was not responsible for the behaviours towards him. He had coped with his situation at work by feeling that if he worked harder the bullying would cease and, once he realised that there was nothing he could do to prevent

the bullying, he felt a fool for not leaving the job. During his subjection to negative behaviours, he blamed himself thus contributing to a lack of confidence and self-worth.

He maintained that there was a racial element as his aggressors, who were American, frequently passed derogatory remarks about the Irish people. He also considered that his life-style (he had a long relationship with a woman - they had no children) could have been a cause of his treatment. He concluded that his health and career have gone forever.

Outline of career with respect to bullying behaviours:

He informed me that he was head hunted in 1982 by the company to work in Personnel and Training and was subsequently promoted to Managing Director in 1991 at a time when the European division was in serious financial difficulties. He maintained that under his directorship the company reversed a loss of £1M in 1991 to a profit of £1.5M in 1996; an indication of the commitment and effort put in by him. However, he felt that throughout this period he was under tremendous pressure with the threat that if he could not affect a turn round in the company's profits the operation in Ireland would close. A series of executive decisions, concerning the US operations, led to pressure being applied to him to relocate to the US.

In April 1997 he accompanied his line-manager from the US, who was at that time President and Chief Operations Officer of the Corporation, on a trip to Europe. On the first night he became ill resulting in hospitalisation with two operations followed by a week in the intensive care unit. He maintains that his travelling companion must have been aware of the distress the illness would cause to him and yet left him alone in a foreign country, feeling abandoned. In June 1997 he returned to work but in November 1997 he was again admitted to hospital, this time in Ireland. A bad reaction to this operation lengthened his stay in hospital and it was January 1998 before he was fit to return to work. He maintains that his line-manager instructed him to take his lap-top computer into hospital and work from there. A series of e-mails were sent during this time.

He showed me a selection of these e-mails. A general observation is that the e-mails were sarcastic, highly critical, insulting, vicious and contained extremely obscene

and, what is generally considered to be, offensive language. They were also contradictory. It was also evident that the e-mails were numerous and had been received by him at a time when he was hospitalised and on holiday. He informed me that, on occasions, the sight of these e-mails has caused him to vomit.

He maintains that from April 1997 his line-manager, following his illness and refusal to move to the US, became openly abusive towards him until, in January 1998 he saw him as "an out and out thug". From January 1998 to January 1999 he suffered this abusive relationship which continued despite an appeal to the owner, Chairman and Chief Executive Officer, of the company and the line-manager's superior in mid 1998, to stop the negative behaviour.

In August/September 1998, he was advised by his Psychiatrist, that he needed a break and asked his line-manager for his approval to take holidays due to him since he felt that he was at a low ebb. When he did take holidays in October 1998 he was again advised by the line manager to take his lap-top computer with him and during his holidays received 150-200 e-mails the contents of which, for example, involved rearranging projects and some of them demanding replies.

When his line-manager retired in January 1999, there was no improvement in his work situation since, he maintains his interaction with his new superior, the owner of the company, was in essence no different. He has not worked since July 1999 due to stress related illness.

Negative behaviours:

a, b, d, e, f, g, i, j, k, l, m, n, p, q, r, s, t, x

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick, stomach and bowel problems, raised blood pressure, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated, and feeling helpless.

Behavioural changes: becoming irritable, withdrawn and totally emotionally drained. He is obsessively dwelling on his aggressors and there is a greater use of tobacco, alcohol, and drugs.

Second assessment Date of interview: 29th May 2003.

Initially he appeared to be in particularly good spirits. His case was to be heard in two weeks time and he appeared to be excited yet apprehensive. However, as the two hour interview progressed it became obvious that the apparent excitement was agitation due to tremendous fear that he would lose more than he had already lost. He was concerned that, although he knew that he had a strong case, with witnesses prepared to come forward, he could lose on a technicality. As he had been living on social welfare, (he had been fired in April 2002) his finances were seriously depleted and he felt that he could lose whatever assets he still owned.

He reported that he was devastated by being fired as he felt that it was conceivable (but appreciated that it was unrealistic) that he may return to work with his employers at some time in the future.

During the last two to three weeks, when he has been preparing for the case, he claimed that he has been stressed and in "a black hole of depression". He informed me that he was on strong medication for depression and anxiety and these were having the effect of not being able to keep his concentration. He described his present psychological state as "unreal, slowed down, and ineffective". He feels that his life is wrecked and that his previous good health has gone leaving him "mentally unhealthy". He is seeing his psychiatrist on a regular basis.

He admitted that additional fear and anxiety has been brought on by the case itself and the knowledge that he will have to relive the situation in court. He is particularly concerned with regard to publicity that may affect any remaining professional standing. However, he now has the insight to understand that he needs closure on his experiences and that, at this stage, he has to proceed through the legal channel.

He explained that as part of his rehabilitation, he had attempted to work for with a colleague of his, in Sligo. He reported that he had to struggle with work that, in the past, was well within his capability and found that he could not concentrate. He was unable to

continue leading him to feel great embarrassment. This added to him concluding that he has lost his career with resultant monetary concerns with regard to his inability to work again at his previous level, life insurance, and pension rights.

Effects

Remarkably, there had been no significant change in his psychological health despite treatment and distancing himself from his aggressors. Although it is evident that the case itself must have contributed to his present psychological health, he commented that there were few periods over the past 18 months when he had been able to put the issue out of his mind and enjoy life.

Outcome: This person took his employers to the High Court. Unfortunately information came to light during the case, that he had been in constant contact with his aggressor after the aggressor had been removed. The Courts made a huge issue out of this and, on the advice of his legal team he settled before judgement could be made. He was then not in a position to continue working with them and is presently out of work.

Case 5

Date of interview: 6th February 2002.

Occupational group / Economic sector: Manager / Wholesale-retail

Gender / Age: Female / 40's

Presentation:

She presented herself as polite and articulate although she was distressed and tearful at times during interview. She was very agitated and informed me at the end of the interview that she had decided that if she could convince me that she had been bullied that she felt confident to proceed with her case. She was smartly dressed and well-groomed. She had difficulties in progressing with her experiences in a logical manner and had a tendency to dwell on a few aspects that had obviously caused her great distress but did not appear, at first, to be severe examples of bullying behaviour. In general these

incidents involved changes in her working practices and taking direct instructions from her manager.

Outline of career with respect to bullying behaviours:

At the time of the assessment she had been employed for 28 years and transferred, in the same position but different location, in April 1997. She maintains that her manager subjected her to negative behaviours, one week after she started work in the new location and this continued until April 1999 when her manager was transferred.

Around this time her father died and she took leave. Her manager stopped her salary and she had to go through the legal system to have this restored. This was followed by difficulties with her annual review and pay increases. She also had problems with annual leave. On one occasion her manager slammed open the door to her office and, in reference to decision she had correctly made in work, shouted at her "if you ever try that again, I'll ruin you". On other occasions he would walk threateningly towards her shouting and cursing.

She felt discriminated against when her manager attempted to change her working hours to be in line with the rest of the staff since she had worked her present hours for approximately ten years. Pressure was also put on her to work different rosters, which, she maintained, were unnecessary in carrying out her duties. She felt particularly aggrieved as she had worked for the company for 28 years.

She put in an official complaint in August 1998 followed by another complaint two weeks later. The Company's lack of response to these complaints and their actions with regard to reviews and payments, over a period of time, has exacerbated any negative effects brought on by negative behaviours. She claimed that she felt she was made to feel inadequate and paranoid, and that she has been victimised and discriminated against.

Negative behaviours:

a, b, c, d, f, g, h, i, j, k, l, m, n, o, p, q, r, s, t, u, v, w

Effects

Physiological symptoms: psoriasis, headaches/migraine, sweating shaking, palpitations, feeling/being sick, stomach and bowel problems, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, feeling isolated, and feeling helpless.

Behavioural changes: becoming irritable, revengeful, withdrawn, greater use of tobacco, alcohol, prescribed drugs, obsessive dwelling on the aggressor, becoming hypersensitive to criticism, and totally emotionally drained.

Outcome:

The case was settled on the second day in court. She was not satisfied with this outcome as she had been working (admittedly in difficult conditions) and receiving a salary. The settlement was not generous considering that she was now out of work. I understand that for a time she became extremely withdrawn and abused alcohol in attempts to forget her dilemma. However, after a year she bought a taxi licence and enjoys driving and meeting people.

Case 6

Date of interview: 1st March 2001.

Occupational group / Economic sector: Professional / Financial - Business sector

Gender / Age: Male / 50's

Presentation:

The request for the assessment came from this person's GP and he was uncertain as to whether he would proceed with a case against his employer. He presented as a very intent and serious person who could not understand what had happened to him. He appreciated that he was under pressure at work but did not realise for many months that he was bullied. Even when it did cross his mind that this could be happening, he denied it

His GP reported that he had a history of depression, anxiety, insomnia, stress, and lack of confidence prior to a promotion.

Outline of career with respect to bullying behaviours

This person had worked with his employers for 31 years, in various locations, with 24 years in sales and 1 year in his present position of a Manager. He informed me that he had always maintained good working relationships with his colleagues, was loyal to the company, and had held them in high regard.

In September 1999 a new manager started with the company. He maintained that initially there were no apparent difficulties for him but at a meeting in January 2000 he perceived that his new manager could be unreasonable and judged that his position in the company was in danger and that life at work was going to be difficult.

He was threatened with disciplinary action on three occasions. He recounted that, from this time until he went on sick leave in May 2000, there were numerous attempts by his manager to undermine him although the manager professed to support him.

An incident occurred on 8th May 2001 when he had an "uneasy sense of foreboding and a need to escape". By mid afternoon he felt intense fear and panic and had to leave for home. His wife was particularly concerned about his condition.

Negative behaviours:

a, b, c, d, j, p, q, s, t, u

Effects:

Physiological symptoms: sweating/shaking, feeling/being sick, stomach and bowel problems, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, loss of confidence and self-esteem, tearfulness, loss of concentration, lack of motivation, feeling isolated, and feeling helpless.

Behavioural changes: becoming aggressive, irritable, withdrawn, and obsessively dwelling on the aggressor. He became hypersensitive to criticism, and totally

emotionally drained. Any contact with work colleagues brings on feelings of severe fatigue.

Outcome: The managing director of the company appreciated what this person had been through and fully supported him in his application for Income Continuity Plan insurance. This has resulted, in effect, in early retirement this person is out of the negative environment and is in a position to lead a productive life in another area. At the present time he has taken over house duties as his wife fulfils her ambitions in her career.

Case 7

First Assessment

Date of interviews: 27th and 30th June, 4th July 2000. (Total of approximately 5 hrs).

Occupational group / Economic sector: Professional / "Other"

Gender / Age: Male / 50's

This person was assessed twice. There was no referral and both assessments were carried out at his request. He was attempting to fight his own case and use the first assessment to let his employers see the effects of bullying, in the hope that the behaviours would stop. Two and a half years later, when there was no change in the attitude of his aggressors, he requested a second assessment to obtain an early retirement package.

Presentation:

This person's parents are Irish but he was reared in England. He was agitated throughout the interview and appeared to be keen on how he presented himself. He commented that initially he attempted to understand why his aggressors behaved towards him with such apparent hatred and concluded that it may have been his English accent, or because of his small stature (he was about five feet tall and of slim build). After a time he realised that other people were in the same position as him and that bullying behaviours was the norm in his place of work.

He reported that he has been able to cope with stressful situations in the past in both his private and working life and therefore feels that any evidence of stress must be due to the negative behaviour that he was experiencing at work.

His situation at work made his wife very anxious about both her husband and their financial circumstances. She has greatly encouraged him to let his emotions out and talk. His children have been affected: his daughter has become more anxious, and his son had a period of bad dreams. They wrote him notes and told him not to let the "work bugs" bite. He feels very strongly that his children will not suffer through the behaviour of staff members at his place of work. In fact his biggest concern is the effect that this is having, and may have in the future, on his children. His wife is extremely supportive of him and appreciates that this is only the beginning.

Outline of career with respect to bullying behaviours

He returned to this country from England in 1994 and took up a position as Training and Information Officer on 1st October, 1995. Although he criticised the initial lack of induction he felt that he had a successful career with his employer and has carried out his work competently. Over the five years there were periods when he felt under pressure and realised that there were problems for him but he did not put this down to "bullying" at the time. However, he was aware that his manager was power hungry. Incidences of negative behaviour included his appointment not being made permanent for a period of two years; there was an unfair criticism from one of his superiors that he should be more proactive; and in the summer of 1998 he was called into his manager's office to be told that other employees were dissatisfied and that he should consider his position and resign. This resulted in his being given projects and being on trial for three months during which he was able to prove his abilities to the satisfaction of other staff members. He received no further complaints regarding his work.

On 23rd May 2000, the situation worsened and he was physically attacked by his manager. Although at the time of the assault another staff member must have heard raised voices, he now stated that the voices were "slightly" raised and refused to take sides. The manager dismissed the affair by waving in a dismissive manner towards him saying that this was a "bummer of a case".

On 19th June 2000, he was called to his manager's office, at 10.30, to discuss his work. He had in fact been instructed by his union representative not to be alone with his manager but was persuaded to attend the meeting. On entering the office he left the door open and the manager got up to close it. Two other people came in to the office positioning themselves either side of manager and across the desk from him. The manager informed him that they were there to discuss his work progress. He stated that he had been instructed not to discuss this with anyone unless he had his union representative present. They spent about ten minutes arguing with this person "begging" them not to pursue the matter. Eventually the manager backed off. He left the office and went downstairs where he subsequently collapsed and had a panic attack. He was found by two women who took care of him and were quite shocked by his condition. They subsequently wrote to the Union and both signed the note. He later phoned the Union and asked for instructions; they told him to pull himself together and "act professionally". At the time of the assessment he was out of work on the instructions of his doctor.

Negative behaviours:

a, b, c, d, e, f, g, h, i, j, k, l, m, n, o, p, q, r, s, t, u, w, x

Effects

Physiological: headaches, sweating/shaking, feeling/being sick, stomach problems, disturbed sleep, loss of energy, and loss of appetite.

Psychological effects: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated, and feeling helpless.

Behaviour changes: becoming irritable, revengeful, and withdrawn, greater use of tobacco and alcohol, obsessive dwelling on the aggressor, becoming hypersensitive to criticism, becoming emotionally drained.

Second assessment

Date of interviews: 30th September 2002 and 7th October 2002.

Presentation:

On this occasion he presented as quite distressed. He explained that there had been ups and downs in his relationship with his employers since his return to work after a period of three months sick leave. However, more recently rumours had begun to circulate and his performance was questioned. He was again on long term sick leave. He reported feeling like a complete failure, both on a personal and professional basis, and a complete loss of confidence. He realised that he had become obsessive about his circumstances. Of great concern was that he has considered suicide and this provoked him into taking action. His family were also badly affected. He had had enough and was negotiating an early retirement package.

Effects

In addition to the previously reported physiological symptoms, this person was now suffering from palpitations and had begun to grind his teeth, which had led to dental problems.

There were no additional psychological symptoms or behavioural changes

Outcome

This person was successful in obtaining early retirement through ill-health.

Case 8

Date of interview: 8th August 2001

Occupational group / Economic sector: Clerical / Education

Gender / Age: Female / 40's

Presentation:

I had spoken to this person approximately three months prior to the assessment. On this occasion she would only give her first name and would not give her place of

employment. She attended the interview with her husband and relied on him to relate what had happened to her. He explained that they were afraid of any consequences of this information becoming public. They were assured of the confidentiality of the service. Different options open to them were discussed and it was some months before they decided that the negative behaviours constituted bullying and that they would consult a solicitor to start legal proceedings.

During the assessment it became apparent that although this person had a normal lifestyle (she was happily married with one child) she had very high standards and strong feelings on certain issues. For example, her child was successfully educated at a school with slightly unconventional methods. She was very much against commercialism and disliked Christmas for this reason. She also felt that she, and everybody else, had a right to their opinion. However, she was a particularly warm, caring and generous person.

She was involved in a car crash in 1995 and this had a huge effect on her at the time. However she reported that she now feels fully recovered from this and is able to drive long distances on her own. Although this may have contributed to the impact of the negative experiences, it is unlikely that the effect of the car crash is contributing to her present state of mental health.

Outline of career with respect to bullying behaviours:

She had worked in another department with her employers for a number of years when she successfully applied for her present position in August 1992. Although she had looked forward to her new department, she soon realised that the work ethic was not her own standard, and that there was an element of bad practice. Although she let her feelings be known she did not make an issue and "kept her head down".

Towards the end of 1995 another woman joined the department and every effort was made to welcome her. This person was married to a man with a high position in the town and it was apparent that she felt in a superior social position. She adopted the norms of the department, thus isolating my client. It was obvious that the working relationship was belittling and that by mid to late 1996 she was being excluded and bullied. This led to her opting out of social contact. She informed her supervisor with the hope that he would take action to improve the situation but his reaction was to say

that he did not want to be involved and that they should sort it out between themselves. She made a formal complaint to her employers in August 1998 yet she only received notice of an investigation of her complaint in January 2001. Suffering from anxiety and depression she went out on extended sick leave from 29th January 1998. On the advice of her solicitor she resigned in March 2001 and pursued a case of constructive dismissal.

Negative behaviours:

a, b, c, f, k, l, n, o, q, r, s, t, u, x

Effects

Physiological symptoms: headaches/migraine, sweating/shaking, palpitations, feeling/being sick, stomach and bowel problems, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anxiety, worry, fear, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, feeling isolated, and feelings of insecurity and helplessness, guilty and confused.

Behavioural changes: becoming irritable, withdrawn, becoming hypersensitive to criticism and totally emotionally drained.

Outcome:

She sued her employer for constructive dismissal and through a series of events (her counsel became pregnant and she had to instruct another counsel, one of the Tribunal members was ill for a long period, and she was affected by the summer recess causing delay) the case took over a year to complete. The chairman of the Tribunal was reluctant to hear the case as there was also a claim in the High Court for damages due to psychological stress. Ultimately the High Court case had to be dropped to enable the Tribunal to proceed. She lost her case. The Tribunal ruled that there had been no bullying and that the Post Traumatic Stress from which she was suffering was due to the car crash.

She was understandable very disappointed but concluded that she had to take the case to show that she had been bullied and that she had not run away.

Case 9

Date of interview: 23rd May 2001.

Occupational group / Economic sector: Senior Manager / Private Company

Gender / Age: Female / 40's

Presentation:

This person presented as a competent and articulate woman who stated that she had been successful in her career. However, there were indications of distress. She maintained during interview that prior to 1995, work had been enjoyable and she felt confident and comfortable with any responsibilities assigned to her.

Outline of career with respect to bullying behaviours:

This person started her employment in October 1990 as Senior Production Manager. She subsequently accepted an offer as Managing Director of the company in Ireland, and commenced these duties in December 1993. Reporting to the Regional Vice President in America, she enjoyed a successful and constructive relationship with the company until early 1995 when the existing Management team were relieved of their duties. A new Management team was installed in late 1995 and the Irish operation subsequently being assigned to a new manager in the US at the beginning of 1996.

She maintains that from early 1996 the tone of the relationship between herself and her manager was one of repeated aggression, unreasonable demands, and humiliation. She felt that he was an animal out for the kill and had evil intent. She was frequently humiliated during conference calls. In addition she maintained that she was frequently contacted at home by telephone, late into the evening and was deliberately brought back from annual leave. She blamed herself for her predicament and felt that if she worked harder the negative behaviours would cease. However, this was not the case and the bullying continued resulting in her GP recommending her, in August 1997, to take a total rest for an initial period of 8 weeks. This period was later extended.

During this time various options to end her involvement with her employer were offered but were ultimately withdrawn as the company maintained that they wanted her to return to work. However, when attempting to discuss this situation with personnel and

other members of Senior Management, she stated that some of her phone calls were not returned causing further anxiety and distress.

In September 1998, she maintained that she was informed that her manager had been moved within the company but further contacts with her employer, were unsatisfactory and exacerbated any detrimental effects on her mental and physical health caused by her manager's behaviour.

Negative behaviours:

a, b, c, d, g, h, i, j, k, l, m, n, p, q, r, s, t, u, v

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick, stomach and bowel problems, raised blood pressure, disturbed sleep, loss of energy and appetite, weight loss, M.E., and facial paralysis.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, obsessive compulsive disorder, mood swings, thoughts of suicide, feeling isolated, and feeling helpless.

Behavioural symptoms: becoming irritable, withdrawn, greater use of tobacco, alcohol, prescribed drugs, obsessive dwelling on the aggressor, becoming hypersensitive to criticism, and totally emotionally drained.

Outcome:

This person's case was settled outside Court and she was content with the amount offered. She was already on disability allowance and is considering a complete career change that is less high powered. She feels that she cannot work for anybody else as her trust has gone.

Case 10

Date of interview: 31st January 2002.

Occupational group / Economic sector: Manager / Financial services

Gender / Age: Male / 30's

Presentation:

He presented as polite and articulate although he was distressed and cried at times during interview. This person's wife had been employed by the same company and claimed to have been bullied by them. She was also taking a case. Since they had both been forced to leave their employment there was a huge personal financial problem for them. They had moved house and came to Ireland from the UK and felt that they had lost every thing

Outline of career with respect to bullying behaviours:

He joined his employers in June 1989 and they were taken over by another company in 1998. Although initially he felt there was no obvious effect on his working life, he began to realise that the culture of the organisation had changed. It appeared to him that there was an attempt to systematically get rid of the management team. Early in 2000, he was promoted to Business Development Manager. By October of that year his relationship with the Company had deteriorated to such an extent that he felt ignored and excluded by the Area District Manager, with no support from the Company. This was followed by threats of disciplinary action and demands that he worked almost four hours drive away from his home, performing general office duties. He complained to the head of Human Resource department on 27th October 2000 but the matter was not resolved and that negative behaviours towards him continued until he resigned in March 2001.

He maintained that the financial insecurity and tension within his household has effected their three children and he has noticed behavioural changes in them.

Negative behaviours:

a, b, d, f, i, j, k, m, o, p, q, r, s, t, u, x

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick, stomach and bowel problems, raised blood pressure, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated, and feeling helpless. He stated that he found that he was tearful for no apparent reason on occasions and found this disturbing.

Behaviour symptoms: becoming aggressive, withdrawn, obsessively dwelling on the aggressor, becoming hypersensitive to criticism and totally emotionally drained.

Outcome:

Both this person and his wife had to take other employment to meet their financial demands but their salaries took a significant cut. They have still not decided whether or not to proceed with their case as the ex-employers were being extremely unco-operative and the added tension was making them both less able to cope.

Case 11

Date of interview: 10th July 2001.

Occupational group / Economic sector: Professional / Education

Gender / Age: Male / 40's

Presentation:

This person contacted the Centre as he was particularly frustrated with any attempts he had made to deal alone with his problems at work. He was a deeply spiritual person and claimed to have high moral integrity and that his treatment was extremely offensive as it demeaned him as a human being. He reported that his wife was suffering from a long term debilitating illness and that he had three young children. This meant that he was dependent on his job. He stated that he did not want to leave his present

employers, although this was a real option, as he had many friends there and in any case it would be against his principles to give in to aggression.

Although he claimed to be a pacifist, there was evidence of tremendous anger as he spoke of injustice and he admitted to throwing a chair at another member of staff in temper. He also described himself as argumentative and saw no wrong in this behaviour. Nevertheless, he maintained that he had been discriminated against and victimised for his strong beliefs.

Outline of career with respect to bullying behaviours:

This person had been in his present employment for 15 years when he found that he was given work for which he was unqualified and untrained. He found the workload excessive as he was given additional classes, but he claimed that he was able to manage. However, he was also being excluded by other staff members. He commented that once the bullying had started it was like a leech and whatever he did he couldn't shake it off. The more he fought, the worst it became. Eventually he invoked the grievance procedure to highlight and correct his alleged abuse. He maintained that this was the beginning of further abuse from both his employers and the Union.

Due to work related stress, he took sick leave. His employers reacted by instructing him to attend three different psychiatrists, who determined that he possibly needed anger management counselling but was otherwise normal. His employers sent him to a fourth psychiatrist who declared him to be violent and paranoid. He commented that it was likely that, at this stage, he was displaying symptoms of paranoia but now realised that this was his "label" and he would find it impossible to change his employer as any reference would include these comments.

Negative behaviours:

a, b, d, g, j, k, m, n, o, p, r, s, t, u, x

Effects:

Physiological symptoms: headaches / migraine, feeling / being sick, stomach / bowel problems, disturbed sleep, loss of energy, loss of appetite.

Psychological symptoms: anger, anxiety, worry, fear, depression, loss of confidence and self-esteem, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated and helpless.

Behavioural symptoms: obsessively dwelling on the aggressor.

At one period his wife left him and took the children but subsequently returned as she was not in a position to support herself and the children.

Outcome:

This person is out of work and has become a strong campaigner for the rights of those in his profession who have been bullied in their place of work. His present behaviour is extremely aggressive and he is very demanding. He feels that he will never work again and that he has been permanently damaged by his experiences.

Case 12

Date of interview: 27th January 2003.

Occupational group / Economic sector: Clerical / Public Administration

Gender / Age: Female / 40's

Presentation:

She presented as a very genuine and sociable woman. She reported that she had moved to the west of Ireland for family reasons and this had been a great upheaval for all concerned. This led to more guilt when the job had not worked out. She commented that she has a high sense of justice and is hard working, giving a good day's work for a good day's pay.

Outline of career with respect to bullying behaviours:

This person joined her present employers in 1989 and maintained that as soon as she joined, she realised that there was an air of friction and victimisation. In or around Christmas of that year, she reported seeing two other staff members demonise another colleague and, when she voiced her objections, she was reminded that her "choice of

friends" would be her problem. On another occasion, when she gave her opinion in regards to travellers, the manager shouted at her saying that "tinkers are only animals....not human beings".

In 1991/1992, a colleague transferred from the office and she became the target of further harassment due, she believed, to the fact that she had helped this colleague during lunch breaks. However, she was told by another staff member that there were plans to "knock the corners off her" within hours of her joining the department.

Further incidents occurred when she was moved from one area to another where she was working closely with her alleged aggressor. The alleged aggressor was "hostile and she openly resented my presence and with time, she became obsessed with my every word and movement". The alleged aggressor behaved in a loud aggressive manner, while she threw the daily translists on her desk after demonstrating the way she wanted it folded in future. She was instructed not to open a window and to keep all the doors closed, if she knew what was good for her, despite the fact that the heat in the office was unbearable at times.

She decided to make a complaint to her manager, whose reply was that such personality clashes were unavoidable. She also spoke with her union representative who told her that the usual outcome to bullying situations was for the complainant to be transferred. She told the manager that she had been in contact with the union and, as a result, was called into an unexpected meeting with the manager and her alleged aggressor. She was asked to give examples of her complaints and, while the alleged aggressor admitted to the behaviours, she stated that she was being "firm" as opposed to "aggressive". The manager refused to get involved. Following this, she reported that her alleged aggressor's attitude deteriorated.

In or around this time, she experienced public derogatory remarks concerning her competence as a parent, containing comments that she was introducing a homosexual into her child's life, criticising the manner in which she reared her child, comparing her to the other mothers in the office, and instructing her not to discuss her child in the office as she was making a fool of herself.

In or around 1997, she was diagnosed with pneumonia and pleurisy. She was exhausted, had difficulty breathing and was experiencing excruciating back pain. She

stated that she avoided looking for annual or sick leave due to hassle that it would cause. Upon returning to work, she was subjected to numerous negative remarks in regards to her appearance and began eating her lunch either alone or working through her breaks. Any attempt at conversation was misinterpreted or taken out of context, or attracted remarks from others such as you are “talking through your arse” and that she “didn’t know what the fuck I was on about”. These behaviours continued up until 1999 and were consistently ignored when reported to management. Finally, in or around December 1999, she was physically and mentally unable to go to work and was advised by her GP to distance herself from these unnecessary stressors. She has not returned to work since. She was diagnosed with depression and prescribed anti-depressants. She has also attended psychotherapy due to the negative behaviours to which she was subjected over a considerable period of time.

She stated that she never realised what was happening until it had gone too far. She had moved to this job for family reasons but feels now that it was the biggest mistake she ever made. Currently, she feels as though she is in a glass elevator and her family are outside the elevator. She reported that there is a barrier in her way and she feels removed from the people she loves. She also fears that, as her mother is ill, she will be unable to be with her in the way she wants to be as she is not herself as a result of these behaviours. She stated that she is not angry with her aggressors anymore; she just feels a “terrible weight of sadness” due to the waste of time, energy and years.

Negative behaviours:

a, c, g, h, i, j, k, l, o, p, q, r, t, w, x

Effects:

Physiological symptoms: sweating/shaking, palpitations, stomach and bowel problems, disturbed sleep, and loss of energy and appetite.

Psychological symptoms: anger, anxiety, worry, and fear. She experienced depression, loss of confidence and self-esteem, tearfulness, loss of concentration, lack of motivation, thoughts of suicide, feeling isolated, and feeling helpless. She reported feeling very guilty as a result of these negative behaviours.

Behavioural changes: becoming irritable and withdrawn. She began using greater amounts of prescribed drugs, obsessively dwelling on her aggressors, and becoming totally emotionally drained.

Out come:

This person is on permanent sick leave and is waiting for a date to be set for her case.

Case 13

Date of interview: 27th September 2002.

Occupational group / Economic sector: Clerical/Public Admin. (Uniform services)

Gender / Age: Female / 40's

Presentation:

She presented as an extremely pleasant, sociable and coherent woman who has been greatly affected by her negative experiences. She stated that she never used to get out of bed in the morning and ask herself "who can I trust today", but she does now. She is also attending ongoing counselling in order to help her cope with the negative experiences to which she has been subjected.

Outline of career with respect to bullying behaviours:

This person joined her present employers in 1984 but it was not until 2000 when everything came to a head. The atmosphere in the office was extremely hostile and interactions were very negative but all staff were experiencing this bad working atmosphere. She believed that she started to be personally singled out when she gained a promotion that was being sought by another member of staff. She described him as sarcastic with a tendency to "run people into the ground". He was also inclined to talk about staff members in front of civilian staff and she drew attention to this by reporting it. She was aware that her alleged aggressor was very unhappy about this.

She reported that she was unable to ask her alleged aggressor for anything. She described situations of "all picture, no sound", where he would walk by and ignore her. If

she called him on the phone, he behaved “like a pig”. He withheld information from her and interfered with some personal items. She reported this negative behaviour to the Superintendent, who retired shortly afterwards. She commented that the unbridled predatory behaviour of **** was institutional abuse.

His behaviour became so bad that she felt the need to walk out of work on the 7th December 2000. She stated that she was still being ignored or getting abuse and being “unable to cut the atmosphere with a chain-saw as you wouldn’t be able to get through it”. She said that she needed time to “lick her wounds” and stayed out on sick leave until the 4th of March 2001. When she returned, she claimed that the situation worsened and that his attitude was to get rid of her. She went out on parental leave on the 18th of June 2001 until the 1st of September 2001.

In January 2002, she claimed that the situation was beginning to build again and that he was becoming more aggressive, intimidating and trying to control her. He was extremely pleasant and polite to the rest of the staff in the office but could only manage to grunt at her. This behaviour caused a rift between her and the other staff members. She went out on sick leave on June 17th 2002 and remains out of work.

Negative behaviours:

a, b, c, d, g, i, j, k, l, o, p, r, s, t, u, w, x

Effects:

Physiological symptoms: headaches/migraine, disturbed sleep and loss of energy. Despite being out of the work situation at present, she is still experiencing these same physiological symptoms as well as muscular stiffness.

Psychological symptoms: anger, anxiety, worry, fear and tearfulness. Although at the time of her assessment, she was still suffering with these psychological symptoms since going out on sick leave, she has also experienced a loss of confidence and self-esteem, loss of concentration, forgetfulness and a lack of motivation.

Behavioural symptoms: becoming irritable, revengeful and withdrawn. She has also started using greater amounts of tobacco and feels totally emotionally drained.

Outcome:

She is still out of work and waiting for her case to be heard.

Case 14

Date of interview: 2nd July 2001.

Occupational group / Economic sector: Professional / Religious order

Gender / Age: Female / 50's

Presentation:

This person presented as a very pleasant person. However, it was obvious in interview that she was disorganised and admitted that she was very untidy and particularly bad with paperwork. She wondered at one time whether this had contributed to her being victimised but as she had been in the position for so long she concluded that they had managed to put up with her without criticism and that there must have been other reasons for their treatment of her. She has strong religious beliefs which she felt increased her distress when she was treated in such a manner by people who should have deserved her deep respect. She maintained that through concern that these behaviours may occur again, she is pushing herself to the limit for perfection in her present work.

Outline of career with respect to bullying behaviours:

This person had worked with a Religious Order for forty years on a voluntary basis with a small amount of money given to her each month to cover expenses. For 35 years her relationships within her environment were positive. However, for the last 5-6 years, relationships had become difficult in a hostile environment. Some of the people with whom she worked, with the support of the Order, began to make life difficult for her.

She related an example of behaviour to which she was subjected which, she maintains, caused her to feel humiliated. Her "pay envelope" was handed to her in public and on a particular occasion, this was thrown at her by a member of the Order.

She is taking medication for both high blood pressure and depression which, she maintains, result from her treatment by the people she worked with and the inability of the Order to deal with the matter in a satisfactory manner.

Negative behaviours:

a, b, c, f, i, k, m, o, p, q, r, s, t, u, w, x

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick, stomach and bowel problems, raised blood pressure, disturbed sleep (including continuous nightmares), and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, feeling isolated, and feeling helpless.

Behavioural symptoms: becoming, irritable, somewhat revengeful, withdrawn, greater use of tobacco, alcohol, drugs, obsessive dwelling on the aggressor, becoming hypersensitive to criticism, and totally emotionally drained.

Outcome:

This person was able to work in a similar position but for different people. She attempted to take a case against the Order but was unable to find a solicitor who was prepared to act for her. She concluded that it may have been a difficult case as her work was unpaid. It is also possible that a decision could have been made by the legal people she contacted, that she would make a bad witness.

Case 15

Date of interview: 12th October 2001.

Occupational group / Economic sector: Manager / Technical Sales

Gender / Age: Male / 50's

Presentation:

This person presented as courteous, articulate and forthright although he was extremely distressed and was tearful through much of the interview. He explained that he was accusing his brother of bullying and was reluctant to do this as it was going to cause a split in the family. His son also worked for the Company, and was likely to continue working there, and this action would cause a rift between them. He maintained that his brother tried to destroy him mentally.

Outline of career with respect to bullying behaviours:

In November 1972 he was approached by his brother with regard to joining a business venture with a third party. In 1979 he became the Sales Director for the company. During his first year he received a verbal bashing from his brother and this, he realised with hindsight, was to be the tone of their relationship until they parted in 1998. In 1984, a company from Holland, bought into the Company but this did not affect change in his relationship with his brother. Later the brother's three sons joined the company and their subsequent promotion coincided with an increase in the negative behaviours that he was experiencing at this time.

By April 1998 he realised that his health was affected by the strain at work and he visited his doctor who diagnosed work related stress and recommended that he remove himself from the stressor. On 5th May 1998 he telephoned his brother to discuss the stressful situation at work and was told to "get your resignation in now and return the car". On 19th May 1998 he resigned.

Attempts by him to rebuild his career and build up his own business were thwarted by his brother through interference with prospective suppliers. By January 1999 he maintained that the stress caused by his brother and others working on the brother's

behalf, increased to such an extent that he realised that he needed to take action to address his situation.

Negative behaviours:

a, b, c, d, f, g, o, r, s,

Effects:

Physiological symptoms: sweating shaking, feeling/being sick, stomach and bowel problems, and disturbed sleep.

Psychological symptoms: anger, anxiety, worry, fear, depression, loss of confidence and self-esteem, tearfulness, feeling isolated, and feeling helpless.

Behavioural symptoms: becoming aggressive and irritable, he experienced greater use of tobacco, alcohol, drugs, and he became hypersensitive to criticism, and totally emotionally drained.

Outcome:

He took his brother to the High Court and the case was settled on the steps. The family were divided and there is no communication from his son. With difficulty he has rebuilt his own business but with a drastic drop in salary.

Case 16

Date of interview: 24th May 2001.

Occupational group / Economic sector: Professional / Education

Gender / Age: Female / 50's

Presentation:

I met this person on two occasions. The purpose of the first meeting was as support for her as she was attempting to make a decision in regard to actions that could be taken to prevent her bullying experiences in her place of work. On the first occasion she presented as courteous, articulate although she appeared to be stressed. She

explained that at the present time her level of anxiety was lower than it had been in the past when she had felt particularly distressed and suicidal although, because of others being dependent on her, she assured me that she would never actually take her life. She maintained that the counselling she is receiving has contributed to this improvement. She was not assessed on this occasion. However, when I met her on 24th May 2001 for an assessment, she had recently been taken to hospital with chest pains and her level of stress was more obvious. She returned to work after a period but eventually had to take long term sick leave due to work related stress.

She described herself as a person with a high sense of justice and admitted to being angry when this was offended. However, she remarked that she controlled her anger

She felt so strongly for others in her situation that she began a help-line for others in her profession who claimed to have been bullied at work. She commented that as she could not help herself, she could at least be a support for others and that this would be a way of building on her experiences.

She reported that she had been through distressing periods in her life but nothing had caused the distress that was brought on by being a recipient of bullying behaviours. Her father had died when she was four years old which led to poverty as a child, her mother's death had been traumatic, and her marriage had broken up resulting in her being a single parent.

Outline of career with respect to bullying behaviours:

She has been a remedial teacher since 1975 and at her present place of employment since 1981. She has been Vice Principal of the school since 1985 and her position at the time of interview was Deputy Principal. She informed me that she has felt bullied by other employees at the school for a period of sixteen years.

She reported that she had been subjected to isolation by the Principal of the school who had maligned her to the Board to the extent that she was also isolated by them. This was beginning to effect her needs in serving her pupils who she felt were also suffering. It was for their sake that she began to "fight her corner".

Matters came to a head when it was necessary for the lighting in her classroom to be changed from fluorescent lighting as it was affecting her eyesight. She offered to pay for this herself but the new lighting never materialised. Following this she received an extremely bad appraisal and was not given her due pay increment. She maintained that correspondence concerning the lighting issue passed judgement on her character and that these comments were a hindrance to any future career prospects.

Other negative behaviours included the Principal being over critical of her work and her behaviour to the extent that she was totally confused and hyper-vigilant. She was given demeaning duties, such as doing constant yard duty, and criticised in front of parents. She was also told that parents had complained about her attitude towards the children but when she attempted to look into this allegation the parent denied all knowledge.

Her attempts to seek justice were driven by a need to clear her professional record although she knows that she will never work as a teacher again.

Negative behaviours:

a, b, d, f, g, i, k, m, n, p, q, r, s, u

Effects

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick, stomach and bowel problems, disturbed sleep, back and neck pain, chest pains, and loss of energy or appetite. She reported that she had no energy and felt as if she were "sick".

Psychological symptoms: anger, anxiety, worry, fear, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, feeling isolated, and feeling helpless.

Behavioural symptoms: becoming irritable, withdrawn, obsessively dwelling on the aggressors, feeling exhausted and totally emotionally drained.

Outcome:

After much soul searching and further abuse by her employers, where they ignored her attempts at resolution, this person decided not to pursue her case through the legal system. Eventually she was able to obtain early retirement through stress related ill-health which her employers suggested was her inability to do her job well. As she is a single parent she felt obliged to accept this option but concluded that it was further harassment.

Case 17

Date of interview: December 2002.

Occupational group / Economic sector: Manager / Retail

Gender / Age: Female / 30's

Presentation:

This person visited the Centre in desperation following an episode when she had been in her car in a multi-storey car park and contemplated driving off the roof. Her reasoning behind not taking her own life was that her aggressors had taken so much from her that she did not intend them to get away with, as she described "killing me". She was going to become proactive. She was out of work due to work related stress at the time.

She reported that she initially blamed herself and because she was so stupid. Once she realised that it was not her fault it did not make her feel any better but more angry. She frequently commented that she did nothing wrong as if she was trying to convince herself of this.

Throughout the interview this person was extremely distressed with constant wringing of her hands and crying. She visited the Centre many times and once she had built up trust she was able to reveal that her childhood had been particularly difficult but she had overcome this through the years with counselling and psychiatric intervention. However, she maintained that her experience of being bullied had resulted in much more serious effects. She commented that she felt as if her brain was going to burst - the pain is so bad that she could not get up in the morning.

Outline of career with respect to bullying behaviours:

This person had worked for the company for a period of 11 years eventually becoming a department manager. Her career had been progressive and successful until she was appointed manager of a clothing department. She maintained that she was given no training and was expected to learn on the job. She attempted to do this and felt that she was gaining experience. However, there was an atmosphere of bullying in the department and her two of her predecessors had been forced out of the job though, they contended, bullying behaviours towards them.

She reported that four people who were senior to her made her life extremely difficult with constant complaints about the quality of her work, mistakes in stock numbers, and contradictory instructions. The stress of constant shouting and humiliation, especially in front of her subordinates and customers, led her to become hyper-vigilant as she began to dread their presence.

The fact that there were four of them resulted in total confusion as she would deal with one and within a few minutes the next person was attacking her. Eventually she complained to her manager but this made the situation worse.

She was loathe to seek legal advice and decided that she would consult her Union representative and request a fair hearing from her employers. She was fully committed to them and felt that she would get a fair hearing. She loved her job and wished to continue working without the hassle from her alleged aggressors.

I accompanied her to visit her Union representative and we both found that he was very willing to assist but had little experience of bullying. She was still keen to use his help in approaching her employer and decided that she would help him to help her. Ultimately, she put together an excellent submission and approached the H.R. manager with her Union representative.

After a period of approximately 6 months the H.R. department decided that they would look into the matter and she was called in for a meeting in the presence of her Union representative and another person from H.R. During this interview she was asked very personal questions with regard to her childhood and it was apparent to her that there was an attempt to use her previous difficulties as an excuse for her present state of

distress. She had spent some years in a convent believing that she had a vocation and was questioned as to whether she had been abused by the nuns - she had not. Approximately two thirds of the interview was spent looking for reasons, other than her experiences at work, which could explain her present state of distress. However, she reported that she was able to stand up to the questioning and state her case well. At the end of the interview, the H.R. manager stated that he had asked the people concerned to account for their behaviour and the four people concerned had all denied any harassment. He accepted their word and as far as he was concerned the matter was closed.

After numerous contacts through the Union representative, she was ultimately offered a substantial settlement and rather than pursue her case through the legal route, she accepted their offer.

Negative behaviours:

a, b, c, d, f, g, k, n, o, p, q, r, s, t, u, v, x

Effects:

Physiological: headaches/migraine, sweating shaking, palpitations, feeling sick, disturbed sleep, loss of energy.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence, loss of self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated.

Behavioural symptoms: becoming irritable, becoming withdrawn, becoming hypersensitive to criticism, becoming totally emotionally drained.

Outcome

This person accepted the offer made by her employers but took a further two years to recover. Initially, as she had no longer any trust in people, she took a job cleaning newly built houses where she could work on her own. This led her to cleaning other houses and she began to be able to work with others. Eventually she was able to re-enter the work force at a level commensurate with her abilities and describes herself as "happy".

Case 18

Date of interview: 19th September 2001.

Occupational group / Economic sector: Professional / Public Health

Gender / Age: Female / 40's

Presentation:

This person was very anxious during the interview as her case was imminent and she was unsure as to her present state of psychological health. She was separated and the sole earner in the family. She had three young children to support. At the time of interview she was working, with a different employer from where she had suffered, but was working alone as she was afraid to work with anyone else in case the same behaviours re-occurred. This lack of trust in others has spread into her private life. She blamed herself and felt that she must have done something wrong to annoy her aggressors.

Outline of career with respect to bullying behaviours:

This person had a very successful career and outlined her progression from a junior radiographer to her present position with her present employers. She had attended courses outside her career (for example, a computer course) so that her basic skills were complimented giving her versatility.

She was employed between December 1999 and January 2001 in a senior position when she reluctantly resigned, feeling that she could no longer function in that work environment. She maintained that during this period she was frequently isolated by other staff members, information was withheld and these, together with other negative behaviours, contributed to making her job impossible and her concluding that she was bullied. During interview she stated that she had a disastrous working relationship with one person in particular and that effects of this were exacerbated by other employees and lack of action by her employers. She stated that a senior member of the organisation had been made aware of her concerns over her relationship with her alleged aggressor and minimised the problem. The effects of a verbal attack, in January 2001, by the senior

member of the organisation was the final action that left her unable to continue working and she resigned.

Negative behaviours:

a, b, d, f, g, i, k, o, p, q, r, s, t, u,

Effects:

Physiological symptoms: headaches/migraine, sweating/shaking, palpitations, stomach and bowel problems, disturbed sleep, and loss of energy and appetite.

Psychological symptoms: anger, anxiety, worry, fear, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, feeling isolated, and feeling helpless.

Behavioural symptoms: obsessively dwelling on the aggressor, and becoming totally emotionally drained.

Outcome:

This person took a case of destructive dismissal against her former employers. The case was settled the day before and a reasonable settlement, in her opinion, was offered and accepted. She was beginning to regain her trust in people and had every hope that her career would not be affected too seriously in the long term.

Case 19

Date of interview: 3rd October 2002.

Occupational group / Economic sector: Skilled worker / Construction industry

Gender / Age: Male / 40's

Presentation:

This person presented as a man of high principles who had very strong beliefs in the rights of workers. He maintained that this was the reason he was selected for being a recipient of bullying behaviours. He contended that he had no problems with his fellow

workers and that he was being bullied by his Union who instructed its members not to work with him.

Outline of career with respect to bullying behaviours:

He had been a member of the Union for approximately 16-17 years and claims that he had no problems until a new regional organiser was brought into the union and new rules were introduced, by the union, requiring all members to reapply. When he reapplied to the union he was refused new membership resulting in his being able to get work. When he was eventually employed, he reported that a union official came onto the site and told the workers that if they did not stop working with him, he would take their union cards or have them fined. As a result of this, he was forced to leave the site and go on social welfare. This sequence of events happened on numerous occasions – he claimed that he continually received employment but was forced to leave due to threats from the union officials.

Due to the frustration of not being able to hold down a job, he reported that he protested outside of the regional organiser's house. The organiser came out of his house and asked him to leave, but he refused. He maintained that the regional organiser then knocked him down with his car; he believes was done purposefully. The Guards were called and the regional organiser told them that he was unstable and a threat to his family. As a result, he was brought to the Garda Station but later released. Following this, the union rang him and allowed him back into the union but only issued a probationary union card. An injunction was taken against him ordering him to stay away from the regional organiser. He commented that he was allowed back into the union to make it possible for the injunction to be ordered.

He also claimed that the union reported to the local paper stating that he was not allowed to make contact with any union members due to the injunction and that it was illegal to work with him.

He started another job but the same problems occurred again. Each time, problems arose from the union and he was ordered off the site. He has tried writing to politicians in order to resolve this situation, but to no avail. He also reported to the HSA,

who wrote to his Union but they wrote back to him and ordered him to stop writing to the HSA.

As a result of these problems, he has suffered financially and has visited his GP. Following being knocked down, he has had ongoing problems with his hip and was prescribed painkillers. He finds this situation extremely stressful and stated that “if I am not talking about it, I’m thinking about it”. He reported being extremely angry and lashing out at his children, which is putting a strain on his family relationships. At the time of the assessment he was receiving ongoing counselling in order to help him cope with the strain this situation is putting on him.

Negative behaviours:

a, b, c, f, g, h, i, j, l, m, o, p, q, r, t

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick and raised blood pressure. He also suffered from disturbed sleep and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear and panic attacks. He reported becoming depressed, losing confidence, being tearful and losing his concentration. He became forgetful, lost his motivation, and felt isolated and helpless.

Behavioural symptoms: becoming aggressive, irritable, revengeful and withdrawn. He began using greater amounts of tobacco, alcohol and prescribed drugs as well as obsessively dwelling on his aggressor and being totally emotionally drained.

Outcome:

He is still waiting for his case to come before the Courts but is managing to get some work.

Case 20

Date of interview: 22nd June 2001.

Occupational group / Economic sector: Sales Representative/Manufacturing Company

Gender / Age: Male / 30's

Presentation:

This person was extremely upset by his experiences and cried through much of the interview. He lived with his parents and appeared to have been sheltered by them. However, he suffered from a progressive debilitating illness and their protection of him seemed valid. He was diagnosed as having Multiple Sclerosis in January 1996, which limits his performance at work to some extent in that he is unable to lift heavy objects. However, he maintained that he would still be able to carry out his duties as a Sales Representative, if allowed to continue without harassment and given the normal support offered to personnel in the company.

He stated that he was tired and withdrawn at home, beyond the effects of MS, and maintains that this results from his treatment by his manager during his working period at the company and management's inability to deal with his difficulties. Moreover, to avoid causing his parents distress, he felt that he had to hide his unemployment from them and spent his day sitting alone in his car until he was able to start a computer course in October 2000.

Outline of career with respect to bullying behaviours:

He commenced work as a Sales Representative with his employers in July 1992 initially in Galway but he subsequently moved to Cork in January 1996. Soon after this move, his Sales Manager began to make unreasonable demands on him with regards to expectations. In attempts to appease his manager he frequently worked 60-65 hours a week, without the merchandising assistant normally allotted to Sales Representatives in the company. During interview, he stated that he frequently made 80-100 calls a week, including filling shelves, when other representatives made 30-60 calls.

He reported that his manager behaved in an unreasonable manner on occasions. For example, his manager would ring and say "ring me in an hour I've something to say

to you". He would ring in an hour and get no reply. He'd ring again and again and then stop. After 10 minutes he'd ring and scream at him for not phoning him. He reported that his manager's behaviour "did my head in".

When he did complain to his manager he was threatened with the comment "go home and think about your future in the company and I will do the same".

Since April 1999 he has been off work due, he contended, to the treatment received from his Sales Manager. I understood from him that other employees in the same company had been treated in a similar manner by the same manager. This manager had recently left the company for a position elsewhere.

Although still paid by the company he had recently been informed, May 2001, by the personnel department that there was no longer a position for him with the company.

Negative behaviours:

a, b, c, d, g, j, k, l, m, n, o, p, q, s, t, u, x

Effects:

Physiological symptoms: headaches/migraine, sweating/shaking, feeling/being sick, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated, and feeling helpless.

Behavioural symptoms irritable, withdrawn, obsessively dwelling on the aggressor, and becoming totally emotionally drained.

Outcome:

I lost contact with this person.

Case 21

Date of interview: 12th October 2001.

Occupational group / Economic sector: Manual / Government services

Gender / Age: Male / 40's

Presentation:

This person was distressed and tearful frequently during the interview. He appeared to be a very gentle person and keen to please. From comments made during interview, it appeared that he would do anything for peace and quiet and he commented that this may have contributed to his being selected for abusive behaviour.

He commented on effects of the negative behaviours by other employees on the relationship with his family. He maintains that he became intolerant towards his children and was verbally abusive towards them and his wife. Due to his long hours at work there were occasions when he did not see his children for a week or so. This caused him further distress. His relationship with his wife suffered for a time but, he reported, they have now sorted things out and she is very supportive of him during this difficult period.

He reported that he felt very angry, especially as his family had been affected. He had not received any counselling or medication.

Outline of career with respect to bullying behaviours:

He started work with his employers in March 1993 in a temporary position. He was made a permanent employee in 1997 and remained until June 2000 when he resigned. When asked to describe the working environment, he stated that, in his opinion, bullying was accepted as the norm at his place of employment and he felt that other employees didn't know that they were being bullied. He concluded that they were fearful of repercussions if they stood up for themselves.

When asked to recount some behaviours towards himself in his place of employment he reported that on occasions he was not allowed to take breaks for meals and he worked long hours (up to 45 per week) only to find that he would not be paid in full for overtime. He also stated that he could rarely take family holidays during the school holiday period for approximately 5-6 years during his employment in the

temporary position. In the summer of 2000 he informed his superiors that he intended to take holidays so that he could spend time with his family. It was the decision by his manager to refuse him a holiday break in June that caused him so much distress that he finally felt unable to continue to work in such a negative environment and he resigned.

Negative behaviours:

b, d, g, j, l, m, o, p, q, r, s, t, u, x

Effects:

Physiological symptoms: headaches, sweating/shaking, palpitations, feeling sick, stomach and bowel problems, raised blood pressure, and disturbed sleep.

Psychological symptoms: anger, anxiety, worry, fear, depression, loss of confidence and self-esteem, tearfulness, lack of motivation, and feeling helpless.

Behavioural symptoms: becoming aggressive, irritable, becoming hypersensitive to criticism, and totally emotionally drained. He also stated that he attributes an increase in alcohol use to his experiences in his place of employment.

Outcome:

He now is employed elsewhere and feels that his legal team are dragging their heels and that he will probably forget the case and get on with his life.

Case 22

Date of interview: 11th March 2002

Occupational group / Economic sector: Professional / Construction Industry

Gender / Age: Male / 40's

Presentation:

He presented as a gentle and sensitive person who had worked hard all his life and was loyal to his employers. He commented that his loyalty and length of service made him feel particularly betrayed as he had always been treated well in the past. The

company had been managed by the owner and it was when his sons took over the management that the bullying behaviours began. He felt that they were not skilled in management techniques and were envious of his relationship with their father.

During interview it emerged that he had received treatment for alcoholism in January 1998 but that he has not been affected by this condition from that time until December 2001 when tension induced by his work situation caused him to take alcohol on one occasion.

Outline of career with respect to bullying behaviours:

This person started work with his employers at the age of eighteen as an Accounts Clerk. By February 1995 he had progressed to the position of Financial Controller. However by November 1995 he realised that he was being abused, intimidated and bullied by the Managing Director, and wanted to leave their employment. I understand that the previous Managing Director (and owner of the company) was informed of the situation and a meeting was held, in November 1995, which resulted in a temporary change in the present Managing Director's attitude. This led to him reconsidering his position and he remained in the company. He informed me that he had tolerated the negative working conditions for so long out of loyalty to the previous Managing Director and his wife despite the unreasonable demands which, he maintains, were made on him.

Additional pressure also resulted from the suspect financial practices, put in place by the new management, and the strain imposed by the relationship between the son and his parents.

Negative behaviours:

a, b, c, d, f, g, h, j, l, m, n, p, q, r, s, t, u, v, x

Effects:

Physiological symptoms: headaches, sweating/shaking, palpitations, feeling/being sick, stomach and bowel problems, disturbed sleep, loss of energy and appetite, tingling in arms and legs, and breathlessness when in the presence of his aggressor.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, feeling of sadness, tearfulness, loss of concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated and helpless, and feeling a sense of doom first thing in the morning.

Behavioural symptoms: becoming irritable, revengeful, withdrawn, greater use of tobacco, obsessively dwelling on the aggressor, becoming hypersensitive to criticism, and becoming totally emotionally drained. He also commented that he is generally not in good form and has lost his sense of humour.

Outcome:

He was prepared to take his employers to Court but they settled before the day. He was very satisfied with the amount he received and intended to make a career change into a more caring occupation.

Case 23

Date of interview: 2nd February 2002 2002.

Occupational group / Economic sector: Senior Manager / Health Board

Gender / Age: Male / 60's

Presentation:

This person showed signs of stress as he broke down and cried frequently during the interview. He expressed his shame at not being able to contain his emotions and commented that he felt that he was not coping as he cried for no apparent reason during the day.

He had recently been elected a public representative on his local County Council and felt that this led to an increase in harassment by his aggressor who was envious of this new role.

Outline of career with respect to bullying behaviours:

This person had held his present position with the Health Board for 27 years. He reported that he worked for two superintendents in the past without any problems and that his present predicament at work started when a new person (a woman) became acting Supervisor. This was approximately four years ago. He commented that she appeared to him to have her own agenda and wanted to "put her own stamp" on the department. This involved altering his contract. He described his working relationship with her as one of general harassment and nit-picking. He realised that she was "out to get him" and that she would "trawl" to find something against him. However, they couldn't find anything but his alleged aggressor said that sooner or later they would find something.

He collapsed at home and was hospitalised on 5th October 2001 and maintained that this was a consequence of the stress he was under due to bullying and harassment to which he was subjected. His sick leave record had been minimal until the last two years when he has been off work for 366 days (to date) due to stress in his place of work.

He expressed his disappointment with the attitude of his line manager when he was informed of the behaviours. He concluded that his manager was also being bullied and was unable to deal with the issue. He felt that he had no option but to pursue justice through the legal route.

Negative behaviours:

a, b, c, d, f, g, m, n, o, p, q, r, s, t, u, v, w

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, stomach and bowel problems, raised blood pressure, disturbed sleep, and loss of appetite.

Psychological symptoms: anxiety, worry, fear, depression, loss of confidence and self-esteem, loss of concentration, and feeling isolated.

Behavioural symptoms: becoming irritable, revengeful, greater use of alcohol, and becoming totally emotionally drained.

Outcome:

Eventually this person was able to negotiate a retirement package but was unhappy as he felt that his otherwise exemplary career ended in failure.

Case 24

Date of interview: 31st January 2002.

Occupational group / Economic sector: Professional / Health Board

Gender / Age: Female / 40's

Presentation:

This person stated that she saw herself as "strong" and had been through many difficulties in her life and was always able to cope well and come through having learned and benefited from the experiences. She felt that she was coping well but there were occasions when she had not coped and had periods when her bullying experiences had seemed too much to bear. She commented that her self-esteem was low at the beginning of her being bullied but, by taking control of the situation, she began to feel that she was a person of worth. She also felt that the delay in addressing her complaint and the avoidance of addressing the issue of bullying in the investigation, was likely to have exacerbated these problems.

She reported that she had major surgery in 1985 and admitted that this was the cause of some distress at the time and that it was likely to still impact on her psychological health on occasions. However, she appeared to have coped effectively and commented that stress brought on by her medical condition was not as severe as stress brought on by bullying.

Outline of career with respect to bullying behaviours:

She commenced employment with the Health Board in 1975 as a professional employee. She contended that she had a successful career with them and moved to a new area in 1983. In 1994 she completed a MSc in a discipline relevant to her career. In 1994, the person (a man), who was to become her alleged aggressor, moved to the same

area as her line manager. I understand that there were no problems initially but by February/March 1995 she felt that their working relationship was such that she felt undermined and that his behaviour towards her amounted to bullying, intimidation and game-playing. This continued until 1997.

In August 1995 she wrote to her union outlining her complaint and subsequently met with him on 25th September of that year; a report of the meeting followed (5th October 1995). In February 1996 she made an official complaint to her employers. An internal investigation took place in October 1996 and a report was issued in January 1997. I understand that the investigation concluded that there were unacceptable practices and the team was dysfunctional but avoided the issue of bullying leaving her complaint unresolved. She reported during interview that, by this time, she was already under great stress (this was diagnosed by her GP) and felt that she had no option but to seek legal advice.

She maintained that the bullying behaviours increased following the investigation.

Negative behaviours:

a, b, c, d, f, g, i, j, k, l, m, n, o, p, q, r, s, u, w, x

Effects:

Physiological symptoms: headaches/migraine, sweating shaking, palpitations, feeling/being sick, stomach and bowel problems, raised blood pressure, disturbed sleep, and loss of energy or appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, loss of trust, feeling isolated, and feeling helpless.

Behavioural symptoms: becoming irritable, withdrawn, greater use of alcohol, obsessively dwelling on the aggressor, becoming hypersensitive to criticism, and totally emotionally drained.

Outcome:

She was offered part-time employment and accepted this as it resulted in her being in work and less exposed to the bullying behaviours. She is still pursuing her legal case and fully expects that this will lead to her being offered a settlement to retire on the grounds of ill-health.

Case 25

Date of interview: 11th November 2001.

Occupational group / Economic sector: Professional / Public Service

Gender / Age: Male / 40's

Presentation:

This person had come into contact with the Centre in 1999 when he had brought a complaint against his line manager and the Centre was requested to investigate the allegation. The findings were that there was indisputable evidence to show that this person had been bullied over a period of eight years.

During the time when he claimed to be bullied, his wife had been seriously ill and, because of the additional distress brought on by his distressing experiences at work, he maintained that he had been unable to give his wife the support she needed and his children had lost out on parenting. This was the most difficult aspect of his experiences.

Although his aggressor had been forced to take early retirement, his employers would not admit liability and maintained that he had contributed towards his being bullied. He therefore felt that he had no option but to seek justice from the Courts. During the High Court hearing he appeared to be more distressed than during the investigation (although he was not assessed at this time) and commented that he regretted that he had not walked away from the situation and taken employment elsewhere. However, this would have entailed moving to another town and he concluded that this would not be fair on his family. He agreed to take part in this study immediately following his Court case.

The judgement of the case was in agreement with the findings of the investigation and he was awarded £65,000 for damages suffered in his place of employment. This was the first case in Ireland where an award was made in the High Court for damages due to bullying and harassment.

He presented as a gentle and caring person and was obviously distressed at the time of his assessment even though it was two years since the investigation. He maintained that the treatment by his employers subsequent to the investigation had resulted in further distress.

Outline of career with respect to bullying behaviours:

This person had progressed steadily in his chosen profession within the uniformed public service and had not met with any problems. At the time of his negative experiences he was second in command in the unit and his alleged aggressor was his manager.

He claimed that the bullying behaviours, when viewed individually, were minor and included being instructed to clean the toilets, being undermined during training sessions, and being generally treated with disrespect by the tone of instructions. He concluded that his aggressor was uncertain about his own abilities and was envious. However, he also concluded that his aggressor was addicted to power. On occasions he had confronted his aggressor in the hope that his behaviour would change, but it did not. Nevertheless, over the extended period of eight years, and watching others being treated in the same manner, the effects began to cause him great distress. This included his sitting in his parked car at the side of a river and seriously considering driving in at the place where he knew that others had successfully taken their lives. Thoughts of his family prevented this happening.

In a state of great distress, he contacted the H.R. manager who was newly in the position. The H.R. manager immediately arranged for the investigation to take place. After the investigation the H.R. manager was relieved of his duties and given a lesser job in another area.

Negative behaviours:

a, b, c, d, e, f, g, h, i, j, k, l, m, n, o, p, q, r, s, t, u, v, w, x

Effects:

Physiological symptoms: headaches / migraine, sweating / shaking, palpitations, feeling / being sick, stomach or bowel problems, raised blood pressure, disturbed sleep, loss of energy and appetite.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated and helpless.

Behavioural changes: becoming irritable and withdrawn, greater use of tobacco, alcohol and prescribed drugs, obsessively dwelling on his aggressor, becoming totally emotionally drained.

Outcome:

After the successful Court case, this person took a month's leave. On his return he was met by a senior member of the management, who commented that the case should never have been brought and that it had brought disgrace to the service. The harassment continued from a higher level and after two years he resigned, moved house to be away from reminders, and has set up as an advisor in his area of expertise. He feels, in all humility, that he has become a national hero for others who are bullied in their place of work and is contacted frequently for advice and support.

Case 26

Date of interview: October 18th 2002.

Occupational group / Economic sector: Manager / Food industry

Gender / Age: Male / 50's

Presentation:

This person presented as a coherent, calm individual, who talked with lucidity and in depth about his career with his employers, his working conditions over recent years,

and the psychological and physical effects that being subjected to such work conditions had had on him.

He reported that he joined his present employer as a trainee manager in 1963, and began training as a food technologist, which he successfully completed over a two-year period. Subsequently, he was appointed to the Research and Development Department. As his experience and length of service with the company increased, so did his levels of responsibility and he worked with many companies throughout Europe and North America. In 1986 he accepted a transfer to the post of Research and Development Manager at the another plant in the Company. As well as relocating his family the new post involved re-building the research and development team and the recruitment, training and coaching of a number of young technologists. The new team was successful launching many new and innovative products for the home and foreign markets. In 1990 – 1991, he was part of a team of three that developed the International Quality Standards Procedures (ISO), with the company being awarded ISO 9002 status. He reported that all of his past managers, colleagues, customers and suppliers would say that he was very good at his job and a high achiever.

He commented that he had not received counselling or medication throughout his distressing experiences, or since.

Outline of career with respect to bullying behaviours:

In April 1996, a new Chief Executive was appointed with a management style very different to anything he had experienced during his previous 33 years in industry. He witnessed the targeting of competent and talented people for demotion / sidelining. 30 salaried staff had left the company in the previous six years and the CE promoted inexperienced people into high level jobs resulting in a dysfunctional organisation where most of the time was spent on trouble-shooting and fire fighting.

In 1997, he had found it necessary to challenge the CE on a number of unethical, fraudulent and illegal activities that were taking place within the company. He reported that there were indications that the CE, who he described as a classical serial bully, began targeting him by circulating rumours about his ethical standards, honesty, competence and alleged lack of support for staff. At the end of 1997, he received the first negative

annual review he had received in his 34 years with the company (he did not receive another 'annual' review until 2001).

In early 1998, he was appointed Technical Manager and given additional responsibility for the Quality Assurance Department (with no extra remuneration, the promised pay review of October 1998 never being actualised). By that summer, the CE became hostile, alleging that he was incompetent and unprofessional, and verbally abusing him in this way on a daily basis. His attempts to address this situation informally led only to an increase in CE's hostility and he was advised by the CE to see the financial controller in order to work out an exit deal. From this point on, his colleagues were told to be careful and told not to give him any information. Two internal investigations (the results of which were never published) were conducted against him in August and September 1998.

In 1998, he recognised that he was working under extremely stressful conditions, and his health (which had previously been excellent, possibly due to his lifelong involvement in sports – he had never previously missed a day's work due to ill health) began to deteriorate. He was treated by his GP for mild hypertension.

In September 1998, he told the CE that he was no longer taking abuse from him, and met with the CE and the HR Director. The HR Director's recommendation, after hearing the allegations and counter allegations, was that as the relationship between the two men had 'irretrievably broken down' and he 'should take an exit package'. He found this to be unacceptable.

Around this time he informed the CE that he was going to take his complaint to his union. The CE drafted a letter in which he was accused of being dishonest, incompetent and unprofessional, and circulated this letter. The CE only withdrew this letter 12 months later, at the request of the union. A Rights Commissioner's hearing, was arranged and it was agreed that his position should remain unchanged until the case was heard. In May 1999, the CE withdrew from the Rights Commissioner's hearing eight days before it was due to take place, and made a written statement that the job would not be changing, hence denying this person the opportunity to have an external hearing of his grievances.

By November 1999, his health was further deteriorating and his medication was increased. Both his GP and the consultant cardiologist recommended that he should 'endeavour to remove himself from the source of stress at his workplace'. However, he continued to work there.

In Spring 2001, he contacted the HR Director, presenting his concerns around the detrimental effect the workplace bullying was having on his health. The HR Director did not respond. In September, he sent a file of his grievances around his experiences of having been bullied to the Chairman of the Company who immediately set up a formal internal investigation, to be reviewed by the Board.

The formal investigation upheld his contention that the CE had isolated, excluded and humiliated him; and that through these acts, and the circulation of the letter in which he had disparaged his character, the CE had breached the anti-bullying policy of the Company. The outcomes of the investigation were that the CE received a severe reprimand, and was to receive counselling, although he remains in his position as CE. There was no offer or provision of counselling services for the recipient of bullying behaviours.

He felt that the report of the investigation was seriously flawed, containing misinformation, some of which was seriously inaccurate. It did everything possible to dilute the seriousness of the bullying and limited the period over which it had occurred. His request for an independent investigation was refused and when he wrote to state his dissatisfaction with the investigation, his letter went unacknowledged initially but he was later urged to accept the findings.

In December 2001, he had attended his doctor, suffering from chest pains and was immediately hospitalised. By October, 2002, he had undergone four cardiac procedures in the space of one year. The company was sold recently and he hopes to return to work in the very near future. However, he feels that although he followed all internal grievance procedures, the company, whilst investigating the matter, have failed to accept responsibility for the bullying he suffered; consequently, he was 'left with no option but to have this matter addressed through litigation'.

Negative behaviours:

a, b, c, d, f, g, i, j, k, l, m, n, o, p, q, r, s, t, u, v, w

Effects:

Physiological symptoms: headaches, palpitations, nausea, stomach and bowel problems, raised blood pressure, disturbed sleep, and loss of energy.

Psychological symptoms: anger, anxiety, worry, fear, panic attacks, loss of self-esteem, tearfulness, loss of concentration, lack of motivation, feeling isolated, and feeling helpless.

Behavioural changes: becoming aggressive, irritable, revengeful, withdrawn, obsessively dwelling on the aggressor, becoming hypersensitive to criticism, and becoming totally emotionally drained.

Outcome:

He is still working for the same company but has been sidelined into a minor position and is waiting for a date to be set for his case.

Case 27

Date of interview: 1st November 2002.

Occupational group / Economic sector: Manager / Manufacturing company

Gender / Age: Female / 40's

Presentation:

She presented as a very able and self-confident person but as the interview progressed, it was obvious that she had been very distressed by her experiences. She commented that she found it particularly difficult to accept that she had been treated in such a manner. She started with her present employers in 1981. Her job included working on projects, which could last anything up to three years. She described her job as highly stressful as she could spend between 50-70 days a year out of the country as well as working 18-20 hour days. However, she maintained that she was able to cope with

this. She had a good working relationship with the previous manager and described him as very encouraging.

Outline of career with respect to bullying behaviours:

She reported that her problems began when a new Senior Programme Manager (PM) was appointed. Previous to this appointment, she had a good working relationship with this person but admitted to being upset by this appointment as it had not been advertised properly and she was not given the chance to apply for it. She met the new Senior Programme Manager and told him that she had a problem with the manner in which he had been appointed but said that she did not want it to affect their working relationship. Despite this, things began to change between them e.g. instead of speaking to her across a desk, he began to email her. Furthermore, he excluded her from decision-making regarding the office where previously consensus from everybody would be sought.

Two new programme managers were appointed and the PM “had to show them who is boss”. She was excluded from any training the new recruits were involved in and there was no clarification of who was to carry out what role. She claimed that her workload began to dry up as any new projects were given to the new managers. Another matter was that one of the new managers was hired to work in the French market, which had been her remit. Despite the fact that the PM had limited knowledge of this market, she was excluded from the specialised training of others and they expressed to her surprise that she was not helping with the training. She concluded that he was not able for the job and that it was likely that he was under stress himself.

The situation escalated to the point where she was sitting in the office with four other people, none of whom would speak to her. She was excluded from meetings and was not invited to the departmental Christmas lunch. She approached the new PM to inform him that she was going to record this behaviour as “harassment”. His response was “Fine” and he walked out of the office.

She reported the matter to the Human Resources Manager and reported that he informed her that this happens all the time. She asked for a copy of her job description but received none. She reported telling him that she felt discriminated against and that

she was considering approaching the Equality Authority. On hearing this, the HR Manager “clammed up” and stated he would say no more. The Equality Authority agreed to take her case on the 7th of August 2002. They have written to her employers but have received no response from them.

These negative experiences have caused a great deal of distress for her. She is very angry regarding how she has been treated. She stated that when she left the job to go on sick leave, she spent the first two months quivering in her house and would shake if the phone/door bell rang. She has had counselling as part of a course she is attending, which has helped somewhat, but she very much doubts her abilities. She described her way of living at present as “coping, not living” and asked, “where’s the fun in my life?”.

Negative behaviours:

a, d, g, k, m, o, p, q, r, t, u, x

Effects:

Physiological symptoms: headaches/migraine, sweating and shaking, palpitations, feeling/being sick, and stomach and bowel problems. She also reported disturbed sleep, and loss of energy and appetite. Furthermore she has had several ‘minor’ infections e.g. bladder, gums and a number of colds. Despite being out on sick leave, these somatic symptoms had not subsided.

Psychological symptoms: anger, anxiety, worry, and fear. She has been experiencing depression, loss of confidence and self-esteem, loss of concentration, forgetfulness, lack of motivation, feeling isolated, and feeling helpless. Again, despite being out of the workplace at the time of her assessment, these symptoms had not lessened.

Behavioural changes: becoming aggressive, irritable, withdrawn, obsessively dwelling on the aggressor, becoming hypersensitive to criticism, and totally emotionally drained. She reported that her life has changed considerably in other ways due to these negative experiences. She constantly feels that it is always likely that things will go wrong in regards to the house, the car, her mother etc., she does not feel in charge of her life anymore, and she feels that she has become rigid i.e. if she does not write everything down she forgets it and gets angry if they is any minor upset to her schedule/plan.

Furthermore, she does not want to leave the house, feels disconnected from the world, and reported not being able to remember what it is like not to be in this situation. Having fun is a thing of the past her life and she is in a world of her own. She creeps around the house whispering to herself, listening, waiting.

Outcome:

She was on long-term sick leave but realised that she would be forced to resign from her present employers at some stage in the near future. She had no definite plans but knows that she will not go back to the same career as she has lost trust and will use her Masters Degree to enable her to change her career.

Case 28

Date of interview: 10th January 2003.

Occupational group / Economic sector: Clerical / Voluntary organisation

Gender / Age: Female / 40's

Presentation:

She presented as a caring and sensitive person who had enjoyed working for an organisation which was able to assist people who had special needs. She had been married to a man from a different culture and, since the failure of her marriage, had been resolute in her attempts to understand differences among individuals. She was very against racism and sexual harassment feeling that people should be treated with dignity at all times. She commented that it could be that she would be likely to take more offence than others when she was the subject of, or witness to, such discriminatory behaviour.

Outline of career with respect to bullying behaviours:

This person reported that she enjoyed her work until a new male employee joined the the organisation in January 2000. She found it very hard to work with him due to his constant cursing and swearing as well as his "anti-women" attitude. She understood that he claimed that she was bossy and that he had a "major problem" when she asked him to

do anything in regards to work. She felt that this was an unfair criticism. The two worked in a very small office, which made the atmosphere very crowded.

Following an argument over work in the office, she decided that she was unable to return to work on the following Monday. She rang her superior whom, she stated, advised her that she should not run from bullies and not to let him win. As a result, she decided to return to work. Following her return, he began making comments, which she found embarrassing, e.g. "Pucker up your lips and give me a kiss". He also implied that women were there to serve men and that if they deserved a beating, they should be given one. She informed her superior of these behaviours and he asked if she would like to make a formal complaint. She decided not to make a complaint at this time and her superior "had a word" with him, but to no avail.

She also reported that her alleged aggressor was very racist. He would open the office window and shout at the refugees. Following a period of being subjected to these negative behaviours, she began hating and dreading going to work, a job that she had previously adored. On one particular day, she commented to him that he was pathetic. In response, he stood up and came over to her, held up his hand as though meaning to hit her and verbally abused her. In or around September, she re-approached her superior regarding the matter and he again asked if she would like to formally complain. She stated that she was afraid that if she did so, the behaviours would worsen. He suggested that a meeting be held, to which she agreed. By December, there had still been no meeting.

Following these incidences, she claimed that the Dublin Office informed her that her hours were to be cut, to which she suggested that she take Mondays off as it would mean spending less time with her alleged aggressor. His contract was changed to a year-to-year basis and she presumed that he would be let go once his present contract expired. However, this was not the case. By this time, she felt that she was not strong enough to stand up to him but also that her superior was not doing enough to help her. Approaching the Christmas holidays and due to a misunderstanding in regards to holiday leave, she had an argument with her superior, which distressed her greatly. As a result of this and all the negative behaviours to which she had been subjected, she decided not to return to her

job following the Christmas period and sent in her letter of resignation. Since this time, she has had extreme difficulty in acquiring a written reference from her ex-employers.

As a result of these negative behaviours, she reported that the prospect of bumping into her alleged aggressor, or indeed her superior, terrifies her and, consequently, limits her freedom to travel around her hometown. There was a period in which she became very depressed but she reported that she felt strong enough not to let it destroy her. She has since found new employment but regrets having to leave a job that she adored.

Negative behaviours:

a, c, d, e, f, h, l, n, v, x

Effects:

Physiological symptoms: headaches/migraine, sweating/shaking, feeling/being sick, stomach and bowel problems, and raised blood pressure. She experienced disturbed sleep as well as loss of energy and appetite. Despite being out of the negative workplace environment, she reported continuing to experience raised blood pressure, disturbed sleep, loss of energy and appetite.

Psychological symptoms: anger, anxiety, worry, and fear. She reported experiencing depression, loss of confidence and self-esteem, tearfulness, loss of concentration, forgetfulness, lack of motivation, as well as having thoughts of suicide, feeling isolated, and feeling helpless. Despite no longer working in the negative working environment, she reported continuing to experience anxiety, worry, depression, loss of confidence and concentration, forgetfulness, lack of motivation, feeling isolated and thoughts of suicide.

Behavioural changes: becoming aggressive, irritable, withdrawn, using greater amounts of prescribed drugs, obsessively dwelling on the aggressor, and becoming totally emotionally drained. At the time of her assessment, she was withdrawn, using greater amounts of prescribed drugs as well as feeling totally emotionally drained.

Outcome:

She had resigned from her job and taken employment elsewhere. However, she was not getting any job satisfaction and felt bitter that she was forced out of a job she loved.

Case 29

Date of interview: 12th April and 1st June 2001.

Occupational group / Economic sector: Professional / Education

Gender / Age: Male / 40's

Presentation:

I saw this person on two separate occasions. He presented on these occasions as courteous, articulate and very determined. He reported that he has a strenuous keep fit regime and runs in marathons. He claimed that this enables him to survive the negative experiences as he had time to contemplate his future actions. As he does not have a partner in life he commented that this gives him freedom to take risks as no-body is dependent on him for providing an income.

It was during his attendance on a work related course, that he realised the impact of his experiences. His speech was mumbled and his confidence was totally shattered. He also concluded that his inability to form a relationship with a woman was probably hindered by his state of mind. He felt miserable and knew that he came across to other people as sad, leading to others not wanting to be in his company.

He commented that he was bullied because he was conscientious, strong, efficient and organised. He is not a "yes" person and will not tolerate a lackadaisical way of doing things.

Outline of career with respect to bullying behaviours:

He has been employed in his present position since 1988. He maintains that he has been bullied because he is conscientious, strong, efficient, organised and with high qualifications. His aggressors are envious of him. He has no complaints regarding his treatment during the first two years of employment but when a new principal was

employed in 1990 a number of incidents took place that led to his belief that harassment was occurring.

He maintained that from 1997 he was subjected to pupil harassment. These incidents were of a physical nature where objects, including a bottle, were thrown at him. He was threatened that some of the students were going to "get" him. A rumour was spread by the students that he had spent time in prison for sexually abusing children. This was brought to the attention of the principal and lack of action towards resolution is likely to have exacerbated the effects of harassment by other members of staff.

He felt that the lack of action on the part of the Principal in regard to pupil bullying, allowed other staff members to treat him with disrespect. These behaviours included being shouted at within pupil's hearing, a serious physical attack on him by pupils being described as "a few lads having a laugh", changes to his timetable involving his being assigned subjects for which he felt ill-prepared, and being given additional responsibilities leading to overwork. He was isolated by other teachers with some of them being late for their class resulting in his having to remain in the classroom with the students for periods of up to 15 minutes.

He followed all internal grievance procedures, including mediation, and was able to return to the school under specified conditions. During the intervening period some of his aggressors had realised that their behaviour was inappropriate and there was a public apology on his return. However, the Principal, who was the main instigator of negative behaviours towards him, did not apologise.

This person had been bullied over an extended period with actual and threatened physical abuse and other serious bullying behaviours, yet was able to invoke internal grievance procedures and through his strength and tenacity was able to correct the situation. However, ultimately the reminders of his distressing experiences resulted in his feeling that he could no longer work in the environment.

Negative behaviours:

a, b, c, e, f, h, j, k, l, p, q, r, s, t, u, w

Effects:

Physiological symptoms: disturbed sleep, and loss of energy and appetite.

Psychological symptoms: anger, anxiety, worry, fear, depression, loss of confidence and self-esteem, lack of motivation, thoughts of suicide, feeling isolated, and feeling helpless.

Behavioural changes: becoming revengeful, withdrawn, hypersensitive to criticism, and totally emotionally drained.

Outcome:

After an extended period of sick leave this person was offered a supported return to work. He was accommodated in a room away from his aggressors and was able to work effectively. However, he is about to emigrate to Australia and invest in property as he concluded that he will never fully recover and forget his experiences in this country.

Case 30

Date of interview: 13th November 2002.

Occupational group / Economic sector: Professional / Semi State Body

Gender / Age: Female / 50's

Presentation:

She presented as a coherent, competent and sociable woman but was obviously tense and anxious. She described her work situation as a place where she had been "left to rot". She felt as if her life had stopped and that she was stuck in a space capsule. At the time of her assessment she had been out of work on sick leave for a period of six and a half years. She expressed shame at being a victim of bullying and felt that she must have contributed to the behaviours in some way.

She had looked for early retirement but this had been refused. She also realised that she would not get a good reference and felt trapped in her job.

Outline of career with respect to bullying behaviours:

She started with her present employers in 1979. She enjoyed her work and was completely dedicated to it. There were no problems until a new employee was recruited in or around 1987. She stated that she felt he disliked her “from the word go” and she feels that he tried to break her. She reported that he constantly made her feel that she was doing something wrong, that she was a fraud and an underhand person. According to her, he scrutinised her work and constantly questioned her expenses. He had an arrogant aggressive manner towards her, was very demeaning, had a passion for power, and she felt he was not happy until she cried.

The first day she met this man he said to her “If I was getting as much expenses as you are, I wouldn’t need to go for promotion”. He stopped her from partaking in clinics and class work, zoned in on some of her clients and nit-picked at her work, spoke to her in a “terrible” tone of voice, and told her to “Do it yourself” if she asked for help. She reported that he sent letters to her clients behind her back informing them that she would no longer be servicing them. She also stated that she experienced negative behaviours such as the withholding of information so that work becomes difficult, humiliation by being shouted at, being intimidated, and devaluing of her work and efforts. Despite making complaints, nothing was ever done to rectify the situation.

As a result of these negative experiences, she reported that she feels “like dirt” and has no confidence. As well as suffering emotionally, she has had a monitor put on her to keep an eye on her chest pains and palpitations.

Negative behaviours:

a, b, c, d, f, g, h, i, k, l, m, n, o, p, q, r, s, t, u, v, w, x

Effects:

Physiological symptoms: headaches/migraine, sweating/shaking, palpitations, feeling/being sick, as well as stomach and bowel problems. She also experienced disturbed sleep, loss of energy and loss of appetite.

Psychological symptoms: anger, anxiety, worry, fear and panic attacks. She also experienced depression, loss of confidence and self-esteem, tearfulness, loss of

concentration, forgetfulness, lack of motivation, thoughts of suicide, feeling isolated, and feeling helpless.

Behavioural changes becoming aggressive, irritable, revengeful and withdrawn. She also began to use greater amounts of tobacco, began obsessively dwelling on her aggressor, became hypersensitive to criticism, and totally emotionally drained.

Outcome:

This person is still out of work on sick leave and is waiting for a date to be set down for her case to be heard.

Appendix IV

Correlations between coping strategies in COPE

Appendix IV Correlations between coping strategies in COPE - bullied group

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Active Coping	1.00														
2. Planning	.761**	1.00													
3. Seeking instrumental social support	.600**	.706**	1.00												
4. Seeking emotional social support	.515**	.609**	.649**	1.00											
5. Suppressing competing activities	.305	.470**	.358	.136	1.00										
6. Religion	.115	-.001	.029	.201	.096	1.00									
7. Positive reinforcement	.401*	.485**	.565**	.737**	.153	.227	1.00								
8. Restraint	-.064	.210	-.032	.102	.180	.433*	.127	1.00							
9. Acceptance	.382*	.421*	.666**	.604**	.009	.230	.639**	-.064	1.00						
10. Venting of emotions	.200	.342	.496**	.522**	.131	.076	.471**	-.005	.329	1.00					
11. Denial	-.290	-.015	.023	-.220	.253	.094	-.060	.380*	-.137	-.070	1.00				
12. Mental disengagement	.111	.242	.226	.151	.193	.024	.071	.132	-.008	.111	.030	1.00			
13. Behavioural disengagement	-.346	-.332	-.105	-.207	.158	.364*	-.301	-.025	-.064	.136	.195	.195	1.00		
14 Alcohol/drugs	-.375*	-.356	-.156	-.227	.124	.117	-.076	.087	-.049	-.070	.403*	-.026	.400*	1.00	
15. Humour	.047	.236	.335	.299	.213	-.186	.376*	.010	.044	.263	.243	.341	-.188	.230	1.00

** significant at the .01 level (2-tailed) * significant at the .05 level (2-tailed)

Correlations between coping strategies in COPE - control group

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Active Coping	1.00														
2. Planning	.790**	1.00													
3. Seeking instrumental social support	.577**	.630**	1.00												
4. Seeking emotional social support	.291	.270	.700**	1.00											
5. Suppressing competing activities	.467**	.665**	.288	.006	1.00										
6. Religion	.255	.326	.006	-.042	.583**	1.00									
7. Positive reinforcement	.468**	.427*	.125	.055	.311	.243	1.00								
8. Restraint	.407*	.602**	.466**	.110	.510**	.093	.067	1.00							
9. Acceptance	.467**	.327	.265	.002	.316	.260	.140	.388*	1.00						
10. Venting of emotions	.085	.023	.351	.556**	-.035	.087	.197	-.097	-.100	1.00					
11. Denial	-.238	-.155	-.001	-.051	.167	.103	-.306	.192	.085	.138	1.00				
12. Mental disengagement	-.138	-.272	-.163	-.275	-.064	-.072	-.188	.069	.174	-.194	.357	1.00			
13. Behavioural disengagement	-.215	-.280	.094	.275	.016	.182	-.300	.050	.170	.213	.551**	.294	1.00		
14 Alcohol/drugs	.099	.195	.158	.042	.276	.029	-.020	.097	.063	.080	.428*	.161	.175	1.00	
15. Humour	-.284	-.356	-.276	-.159	-.338	-.250	-.147	-.292	.035	-.124	-.089	.448*	.095	-.058	1.00

** significant at the .01 level (2-tailed) * significant at the .05 level (2-tailed)

