

Fun without fear: a play-safe guide for relationships at work

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Summary

This article was written in January 1998 on request from BBC News Night for comments about the Clinton / Lewinsky affair. It explores wider aspects of safe and dangerous relationships in work settings, both within organisations and between professionals and clients. It has been revised with minor changes and updated references in 2006 for people who are experiencing unpleasant relationships at work, or who are concerned about colleagues in a workplace that tolerates bullying or more subtle abuse.

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1. **Relationships in modern, rational organisations** - treat people like computers, and often deny emotion. But as humans there is much more to us than this naive view.
2. **Motivation and emotions** - emotions influence motivation at a different level from rational, material rewards (e.g. money).
3. **Fear and negative emotional energy** - fear is the emotion most widely recognised and used by many managers. Anger is closely related to fear. Both impair performance and can cause long term psychological damage.
4. **Positive emotional energy** - friendship at work sustains motivation in many boring jobs. High trust and mutual respect are the essence of high morale and create positive emotional energy. This is vital in emergency situations and creative organisations.
5. **Danger zones in working relationships** include:
 - A. Unintended conflicts
 - B. Malicious behaviour, over-control and bullying
 - C. Control cultures
 - D. Sexual power, emotional boundaries and abuse.
where "Sex in the Forbidden Zone" leads to:
 - either or both parties forfeiting their job(s)
 - working relationships with other staff compromised
 - emotional relationship itself jeopardised
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6. **Safe and dangerous relationships at work** - the need to recognise boundaries
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Fun without fear: a play-safe guide for relationships at work

The Clinton affair is a high profile example of an age-old problem - the *perils of relationships at work* which cross boundaries between safe and dangerous behaviour for one or both people involved.

Working with other people offers us much more than a source of income. *The essence of working with others is the opportunity to do more than we could do alone* - whether in creating wealth, or better goods and services for society. Groups can achieve more than individuals. But, except in some traditional professions, there are very few guidelines to safe and dangerous working relationships.

1. Relationships in modern, rational organisations

Modern management principles aim to design *rational organisations* which assume that work and team roles can be defined by rational rules like a well designed computer system. In theory this type of organisation will be most efficient.

In practice *people are human*. Even the most rational manager recognises that people need some form of *motivation* to act. Rational managers analyse motivation in *material* terms e.g. buying motivation with money, or by trading on other basic human needs like security, status and recognition. Most rational organisations are driven, or limited, by financial criteria - either maximising profit, or minimising costs. Optimum financial efficiency is achieved by providing people with the minimum level of reward to meet these needs while maintaining tolerable performance.

2. Motivation and emotions

But as human beings we differ from computers by having *emotions*. By definition these are neither rational nor material. Our emotional behaviour evolved thousands of years before modern society. So our emotions create an entirely different and more powerful level of motivation than rational and material reward systems.

3. Fear and negative emotional energy

The most easily accessible emotion for managers is *fear*. Fear can be created by threatening to deprive individuals of their basic survival needs - money or security.

For short periods of time *fear* may increase performance e.g. in some emergency situations. This is due to adrenaline and the *fight and flight response*. But fear increases stress and drains emotional and physical energy.

Anger is closely related to fear because it also triggers the fight and flight response. This is a dangerous element in work situations. Sometimes it can be triggered in response to external threats as in some competitive sport situations. But if it is generated within the organisation - as during strikes or other industrial disputes - it can have immensely damaging consequences for individuals and the organisation.

Both fear and anger involve the release of *negative emotional energy*. These are often related to deep inner insecurities or past traumas. Both drain an individual's emotional resources, if only because the adrenaline response rapidly drains our physical resources. So within a short period of time fear can be debilitating and stressful, increasing the likelihood of errors or accidents.

Over an extended period of time anger or fear involves chronic stress leading to *longer-term psychological damage* for the individual e.g. anxiety, depression or other disorders. These may *dramatically impair an individual's physical and intellectual performance*, and their working relationships with others.

In rare situations a highly skilled and self-aware individual can tap some of the emotional energy associated with anger and fear and re-channel it into positive action.

4. Positive emotional energy

Friendship at work is important because it enables individuals to draw on and exchange their *positive emotional energy*. Ultimately a group of friends working together will cope, survive and achieve more than a rational team.

In routine work friendship may seem unimportant. But it often makes the difference between going to work because we have to, or because it is fun and something we really look forward to. *The less interesting the work the more important working with friends becomes to maintain positive motivation*. This can be seen in many societies where mundane tasks are vital to the economy - for example when people working in agriculture, construction or factories - and are allowed to work in groups. Where work situations allow group friendship this is often visible as a high level of humour and laughter.

Friendship in work becomes critical when unexpected situations arise and the conventional, rational rules and procedures are not sufficient. In high-risk situations e.g. in military or emergency services, two related factors become crucial - *high trust and mutual respect*. It becomes crucial to be able trust each other - with one's job, possibly with one's life. Ultimately an individual may sacrifice his or her life for friends. In these situations *emotional issues may over-ride rational judgements* for the greater good of the group or community as a whole.

At its best *working with friends can create terrific energy*. Problems seem easy and crazy ideas can create brilliant opportunities. Positive energy can be generated and exchanged between individuals and spread throughout a group. This is often described as *high morale*. This positive emotional energy seems able to provide an *apparently unlimited source of energy or inspiration* also described as *synergy*. The source of the energy defies rational explanation because it comes from emotional instincts developed by tribal societies thousands of years ago.

5. Danger zones in working relationships

So how do relationships at work go wrong? Four predictable danger zones are described here:

- A. Unintended conflicts**
- B. Malicious behaviour and over-control**
- C. Control cultures**
- D. Sexual power, emotional boundaries and abuse**

These are not the only problem areas in relationships at work. But they are some of the least discussed and understood. Issues like discrimination for racial, religious and sexual orientation are more widely recognised and better explained elsewhere. These receive some protection in law in many countries.

A. Unintended conflicts

Some problems can arise when the *rational organisation is flawed*. In this case procedures may simply be poorly designed or incomplete resulting in conflicting tasks. *Failure of rational working relationships can lead to emotional responses* e.g. frustration, stress or anger. These often connect with *deep-rooted inner fears* within the individual which pre-date the current situation. The individual may not even be consciously aware of them. They may carry high negative emotional energy.

One form of *conflict at work* arises when an individual or group, by action or inaction, blocks the objectives of another. Unfortunately *identifying and resolving the rational issues may not be sufficient to repair the emotional consequences for individuals and groups once liberated*. They may lead to permanent destruction of friendships e.g. isolation of strike breakers after a strike.

Contradictions or ambiguity in an apparently rational organisation may create *latent conflict between the interests of staff and the objectives of the organisation* e.g. staff working long hours unpaid may benefit employer profits but at high cost to employees' health, safety and home life. This can create *danger zones for working relationships* (see Section 9). In such unstable situations even minor events may trigger highly emotional reactions. Then *negative emotional reactions (anger or fear) may be appear to be out of all proportion to the original issue* - even resulting in violence.

B. Malicious behaviour, over-control and bullying

Other problems arise when an individual or group *deliberately creates anger or fear* for others in a work situation. This malicious action is often consciously intended, though it often has deep unconscious connections. These individuals represent a *constant threat or danger zone for working relationships*. They are commonly described as *bullies, dictators or control freaks*.

The individual's intention is usually *to seek excessive power or to over-control other people*. This operates by using *negative emotional energy* to deplete the resources of other people.

This *over-control usually works by creating fear*, or playing on the existing fears of the other person or group. Once the other person or group responds emotionally - by showing fear - their own emotions will become self-destructive and they become a victim. They may become trapped in the situation by enforced dependency on the aggressor.

People who over-control are often skilled at discovering other peoples' emotional weaknesses and exploiting them. These skills are often learnt as a defence in childhood, often as victims of emotional or physical abuse.

If individual bullies gain positions of power - from junior supervisor to chief executive - they may promote a *culture of bullying* within as much of the organisation as they can influence. Then bullying and scapegoating are not only permitted but actively encouraged. As others participate they become accomplices - either by staying silent about abuse or becoming abusers too. This collective abuse can develop in prisons, military communities and businesses or in almost any social group including families, schools and churches.

Institutions need to decide explicitly to what extent they will tolerate high control behaviour (see below) as part of their core values and corporate culture. Many of the longest surviving cultures in the world and some of the most modern organisations seek to limit over control. This may be because of its destructive effect on individuals and interpersonal relationships with consequent loss of synergy, innovation and adaptation to change.

C. Control cultures

Many societies, organisations and institutions have an established *control culture*. Historically control cultures are highly dominant and territorially effective, strongly linked with male aggression. Examples are the feudal system in Europe and many autocratic regimes throughout history. These have systematic ways of indoctrinating new members often through abusing rituals in childhood or early adulthood.

Membership of the ruling clique within a control culture usually confers privileges and can have *internal relationships* of high trust and respect (e.g. many military elite forces over history). Externally these institutions are usually predatory on neighbouring organisations or communities. However the underlying dynamics of competition, compliance and fear (survival of the fittest) render most friendships hazardous except among very small groups. Ultimately these inner tensions contain the basis for self-destruction, or diminished capability against external forces.

In times of crisis many organisations may revert to control culture as a primitive response to external threats, sometimes effective for short periods. This has happened in many organisations during periods of recession, often achieved by appointing high control individuals at senior levels to implement change without consent of staff.

D. Sexual power, emotional boundaries and abuse

Some of the most powerful emotions are related to sexual power and attraction. Interpersonal attraction leading to friendship occurs for many reasons. Sexual attraction is one of the most fundamental human drives and biological urges can become an overwhelming emotional experience.

But evolution requires most humans to establish deep and enduring relationships to provide a stable environment for child rearing long after reproduction has occurred. Social evolution also requires that people can form stable, enduring relationships as groups and communities for mutual survival.

Interpersonal attraction therefore requires other very subtle cues and rewards to identify potential partners and long term friendships. These are highly individual since most cultures tend towards monogamous long-term sexual partners plus a relatively small number of deeply mutual friendships, despite opportunities to meet hundreds of people.

There is a special quality to enduring friendships best described as *unconditional love*. This definition of love is a rich emotional bond that can exist without physical sexual relations. It can apply to same sex as well as different sex friendships. It may have many components but key ones include very high trust, mutual respect, deep rapport or empathy (shared feelings), unselfishness (giving without seeking reward), sharing resources and having values and interests in common.

Other characteristics of deep friendships include a *stable, enduring quality* - which survives over long periods of absence and through periods of the most acute distress. High quality friendships also endure many changes of circumstances - of work, location, social and economic circumstances. This quality of friendship is someone who is "there for you" despite other loyalties and changes, either to partners or work organisations.

These kinds of relationships offer *emotional as well as practical support* that is an additional resource particularly when other relationships (partners or at work) are under strain. They offer high *positive emotional energy* to each other which is mutually rewarding. It can bring release of tension, and general increase in well-being.

When working relationships become friendships at least some of the qualities listed above are discovered. Often a sense of rapport is recognised within moments of first meeting. Sometimes it evolves over a longer period of time.

The *quality and depth of friendships* will vary between individuals and over periods of time. Most often they depend on some regular contact, often with a common interest or purpose. Stable working friendships usually become dormant when work in the same situation ceases, but may be rapidly re-established on future meetings or in case of urgent need at other times.

Danger zones for working friendships may depend on social and emotional contexts. In particular they depend on *emotional needs* and *boundaries*. An individual in distress e.g. after separation or bereavement may have a great need for emotional support. But this may be misinterpreted by the other as a sexual need. *In the early months of a new friendship it is as important to recognise the other person's boundaries as well as their needs.*

A person who has suffered loss may seek emotional support, but may also be *highly defended about forming too close relationship* for fear of suffering another loss if the new relationship fails. This can be as hazardous in a long-standing relationship as a new one.

Recognising and respecting boundaries is a crucial aspect of the mutual respect that is vital in stable friendships.

Sexual boundaries are potentially the most dangerous in a working friendship. If either person has a current partner then to cross sexual boundaries is likely to jeopardise that other relationship. Crossing a sexual boundary may also jeopardise the friendship itself by seeming to promise a commitment to become a long-term partner without the freedom to do so.

When a new, close friendship develops it can liberate astonishing positive emotional energy for either or both parties. It becomes *a relationship of immeasurable value*. Falling in love describes the sense of becoming overwhelmed by the relationship where it becomes more important than anything, or anyone else.

If this situation develops either or both parties are usually aware of it. There is *a sense of approaching excitement but also instinctive danger*. The danger is that of approaching one or more boundaries that are potentially hazardous.

If the boundaries of total emotional or sexual commitment are crossed the hazards include:

- *that either or both partners may have to forfeit their job*. Many employers do not permit partners to work in the same organisation (or at least in direct working contact) because of potential fraudulent collaboration.
- *that working relationships with other staff become compromised*. Most staff instinctively know that intimate emotional allegiances usually take precedence over work commitments. Fear of pillow talk rapidly reduces confidence in dealing with either or both if there is a potential conflict of interest.
- *that the emotional relationship itself may be jeopardised*. This is because a possible consequence of one partner losing their job is resentment that could undermine the trust that is an essential feature of the relationship.
- *that one or both partners will suffer long term emotional trauma* by wasting a perfect friendship.

The greatest hazard of crossing emotional or sexual boundaries in a working relationship occurs if one partner has a significant power or status difference over the other. This may occur if one has responsibility for the other's career or promotion prospects e.g. as a manager, lecturer or mentor, or if one has a professional relationship with the other e.g. as a doctor, therapist or counsellor. This has been called *Sex in the Forbidden Zone* (Peter Rutter, 1991).

The emotional relationship may initially be *sincere but nevertheless perilous*. The danger in these situations is the *dependency of the less powerful person on the other*.

Economic or emotional dependency is a potential cause of attraction in the first place. But once the relationship develops *the dependent person becomes entrapped* without the option to withdraw from the relationship. To do so could jeopardise their survival. They risk becoming *a slave to the relationship*. The mutual quality of a stable, enduring relationship is lost undermining the relationship itself. The element of *trust* that is essential to a high quality working or helping relationship is totally betrayed

The most sinister hazard of a working friendship becoming an intimate relationship with a person of greater power is the *danger of malicious abuse*. This occurs if the other has a natural tendency to over-control and manipulate people. Part of their skill is to identify other people's vulnerability. The relationship may be achieved by overt harassment - blackmail threats of dismissal or exposure. More often it may be achieved by covert deception feigning a sincere relationship to win emotional trust.

The serial abuser specialises in entrapping a succession of vulnerable juniors for personal sexual and emotional gratification. One hallmark of these relationships is that they do not last long. Alternatively their sexual services may be called on intermittently over a long period of time, casually mixed with other abusing relationships. In either case there is no intention of a stable, enduring relationship or even friendship.

A consequence of Sex in the Forbidden Zone for the victim is *long term mistrust of emotional relationships*, more deeply betrayed than a broken relationship otherwise freely entered into. An alternative consequence is that the victim becomes vulnerable to other relationships - *becoming a serial victim*. The long term emotional and mental health consequences are likely to be profound. They will usually require months or years of therapy.

The serial abuser in a position of power also corrupts their organisation. It is unlikely that an intimate relationship between staff, particularly high profile managers, will go undetected for more than a few weeks. But in most organisations where this has been detected the abuser achieves a *conspiracy of silence among other staff*. To question the moral behaviour of a senior manager or professional is usually unthinkable without the complainant instantly jeopardising his or her own career.

When other staff fail to act on behalf of their victim colleague they become party to the abuse. The abuser forfeits respect and therefore loses authority, though they are likely to retain power. Their leadership becomes a control culture, a culture of fear - if that was not already the case. Without trust and respect the quality of many working relationships become devalued by the event. *The impact on morale and hence on corporate performance is insidious but inevitable*.

6. Safe and dangerous friendships at work

The previous sections have tried to contrast the rich benefits of genuine friendships in work settings with the perilous hazards of dangerous relationships. The first may seem obvious to most people, though some organisations fail to recognise them.

Many people will recognise at least some the hazards from their own experiences. But the hazards of sexual relationships at work are a taboo subject in many organisations. Traditional male culture in many countries often encourages sexual conquests, often most accessible through work. The conspiracy of silence about abusing relationships in work is widespread. This applies to both emotional abuse (bullying) and sexual harassment.

Everyone needs to be aware of the boundaries between safe and dangerous relationships at work. Positive and respecting relationships can enrich our lives. But most of us are also likely to encounter negative or exploiting relationships at some time - for our colleagues or ourselves.

7. So what can we do?

First try writing a list of the opportunities and dangers you see in relationships at work. Think back to the best and worst situations you have seen or experienced. Here are some examples. Tick ✓ situations you have witnessed or experienced and add others if you wish:

Positive relationships at work

- Opportunities to meet new friends
- Fun, laughter, sharing jokes
- Excitement, co-operation
- Highly creative groups, new ideas
- Emotional support for personal problems
- Long term stable friendships
- Mutual trust
- Mutual respect
- Tolerance & concern for personal distress
- Open to new and different ideas
- Personal attraction recognised, controlled
- Open discussion of relationships
- Colleague support against abuse
- Group sets and maintains boundaries

Dangerous relationships at work

- Physical violence
- Scapegoating, malicious jokes
- Exploitation (of time, money, trust)
- Verbal abuse (personal, racist or sexist)
- Emotional abuse (anger, bullying)
- Mistrust, suspicion
- Fear, and obedience through fear
- Contempt; rubbishing good work
- Ignoring, or exploiting personal distress
- Differing views denied, repressed
- Relationship of trust becomes dependency
- Sexual harassment (verbal or physical)
- Conspiracy of silence ignoring abuse
- Group consents to dangerous/illegal action.

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8. Recognising safe and dangerous relationships at work

"If we can give a problem a name we are halfway to solving it"

This article covers subjects that are rarely discussed but which we all have to find answers to. You may already have your own survival strategies. How do you handle difficult situations at work? What tips would you give to a new recruit joining your organisation? Would you warn them to be careful of any specific managers or colleagues? Combine your own ideas with the topics raised in this article.

Then think about issues or opportunities for change in your own working environment. What would make it a better place to work in? What common practices disturb you? Which people cause serious problems for you or your colleagues? What action can you take to make your place of work better, without resorting to the negative behaviours described here?

Who are your most important working contacts, inside and outside your organisation?

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Which of these do you consider as friends? Which do you trust as close friends?

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What do you most value about your friends at work?

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Are you aware of any people in your organisation or work environment who have caused you or others distress?

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Are you aware of any friends, colleagues or others who have suffered bullying, abuse or exploiting relationships? Who was involved and what were the events and consequences?

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What action have you taken to help or support them?

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Does your organisation provide any rules or policies about working relationships?

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Support your friends: Harassment and scapegoating are common in stressed organisations. Confront them firmly and stand by your friends or you may be next.

From Eos **Career First Aid** tips, www.eoslifework.co.uk/C1staid.htm

9. The need for a ‘Play-safe’ code for relationships at work

Relationships at work are complex. They can range from safe, to negotiable (e.g. over hours of work), then dangerous and ultimately illegal. The law usually defines the boundaries of unlawful (dangerous) behaviour to protect the dignity and human rights of individuals against gross abuse i.e. various forms of discrimination and violence.

The chart below illustrates a variety of life-work boundary issues. We may try to set our own boundaries. In a high respect culture most of these will be safe or negotiable. In dangerous organisations various aspects of the organisation’s work culture, or the behaviour of specific managers, supervisors or colleagues, may invade our boundaries with hazardous or dangerous pressures, threats or demands.

Life zone	Safe	Negotiable	Hazardous	Dangerous	Work Culture
<i>Time</i>	own & family	contracted hours	unpaid overtime	unlimited demands	Work & travel time
<i>Money</i>	sufficient for needs	opportunity incentives	low pay & insecurity	exploitation retaliation	Pay and benefits
<i>Physical health</i>	healthy & fit	energy & effort	fatigue & strain	accident or injury	Workload
<i>Mental health</i>	calm, fulfilled	stimulated, motivated	anxiety, stress	panic, anger or violence	Pressure, demands
<i>Relationships</i>	support & cooperation	respect, direction	over-control	harassment, abuse	Power, control
<i>Identity</i> (gender, race)	valued, shared	dignity, respected	devalued, prejudiced	scapegoating, excluded	Values & customs

From “Managing the life-work boundary” D. Williams, January 2000

Modern (and some traditional) societies may tolerate large areas of dangerous relationships at work - especially in sexual and emotional exploitation and abuse. Many informal cultures encourage such abuse e.g. in initiation ceremonies or by scape-goating and harassing weaker or deviant individuals (e.g. younger staff, women, ethnic minorities and homosexuals). Many organisations tolerate in silence the systematic abuse or victimisation of individuals by people or groups in positions of power.

There is a need for a new, positive code for relationships at work that will be voluntarily respected by most people without the need for recourse to the law. Legal action usually means that someone has already suffered seriously physical or emotional injury. By that stage the organisation has already failed to protect its members.

Every employing organisation would be wise to consider an *Employee Dignity* policy to define codes of acceptable and unacceptable behaviour for managers and staff at work (see the Pin report on **Dignity at Work** developed for the NHS in Scotland). Many unions will have policies to protect members from harassment. But they may also have a major task to convince members to question traditional attitudes and exploiting behaviour.

The same principles should apply to professions that supply services to the public where relationships of trust or dependency exist with clients. This is already recognised in many medical and religious organisations. But it should apply equally to many other professions including counselling, legal advice, financial advice etc. All professional organisations need to review their codes of practice for members and staff. In view of their power political organisations should also consider similar principles for staff and supporters.

Political organisations have a major responsibility to act as new role models for society. The Clinton affair was a classic example of an inappropriate sexual relationship at work. But Kissinger's classic quote was that "power is the ultimate aphrodisiac". Different cultures take different views of this. In France sexual relationships at work may be considered more acceptable than in the UK. If this reduces the risk of the weaker party losing their employment when the relationship breaks down this may be acceptable. But if "fun" becomes fear then a relationship is not appropriate and the organisation has a duty of care to all its staff.

The views expressed here are likely to be rejected by many people because they confront long accepted values and behaviour in many organisations. Many businesses are based on a control culture philosophy. Sexual harassment is endemic in many cultures - typified in medieval Europe by the practice of *droit de seigneur* - the right of the Lord of the Manor to have sexual intercourse with young women in their village. In some countries or communities where employers have total control over the lives of staff with no other employment options this abuse still occurs. Who has the courage to challenge these attitudes and customs?

President or priest, doctor, teacher, counsellor or manager, people in position of power have a responsibility to respect those who in any way depend on them. In a civilised culture we need a positive, play-safe code for relationships at work. The law represents the outer limits of acceptable behaviour. Society and organisations need to redefine the inner limits of acceptable relationships at work.

10. Conclusions and media significance

These issues need far greater public awareness because relationships of trust or dependency can apply to everyone in work and to everyone else who uses professional services from time to time. They have huge curiosity value because of the constant supply of relationship issues in the media. Most of the principles in this article are based on established psychological theories e.g. transactional analysis (TA), academic research or professional practice. The purpose of this article is to raise public awareness and debate rather than to prescribe detailed solutions. Many books have been written on various aspects of these topics.

In the UK a number of personalities e.g. Susie Orbach and Dorothy Rowe often write or broadcast on these subjects. Various centres have been researched these issues e.g. VAGRU - The Violence and Gender Relations Unit at Bradford University in the 1990's. Abuse support groups like POPAN (now WITNESS) and the ethical committees of professional organisations like the British Association for Counselling, British Medical Association, British Psychological Society and the Institute for Personnel and Development have codes of conduct and complaints procedures. In other countries like the USA there are sophisticated policies in some professional associations, religious organisations, college faculties and among enlightened employers.

There is scope for much wider debate about relationships at work, nationally and internationally, to increase emotional literacy and question traditional acceptance of exploiting relationships. This is a long overdue need for social education and reform in many countries and cultures including the UK and USA. There is no shortage of topical news stories to illustrate them like President Clinton's very public affair.

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APPENDIX (updated 2006)

Suggested reading

The following books explain some of these problems in detail and principles for coping with positive and negative relationships:

Sex at work - a survival guide. Judi James, Spiro Press 1998

Sex in the Forbidden Zone. Peter Rutter, Mandala, London 1990

I'm OK, You're OK. Thomas A Harris

Born to Win. Muriel James and Dorothy Jongegard

Dignity at work: Eliminating bullying & harassment in the workplace, NHS Scotland

www.scotland.gov.uk/library3/health/pindaw.pdf

Websites

Managing the Life-Work Boundary, Dai Williams ACDM Newsletter 2000

<http://www.eoslifework.co.uk/boundaries.htm>

Bullying at work LHS Factsheet 1999 <http://www.lhc.org.uk/members/pubs/factsht/64fact.htm>

BBC Health at Work - Emotional wellbeing - bullying

http://www.bbc.co.uk/health/healthy_living/health_at_work/emotional_bullying1.shtml

BBC Sticky situations (bullying, office romances, sexual harassment etc)

http://www.bbc.co.uk/radio1/onelife/work/rights/sticky_bully.shtml

Employers may find advice on best practice for Employee Dignity policies on the CIPD website (subscription only) at www.cipd.co.uk

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