What is the difference between Bullying and Management?

Below is information taken from "Bully on line" developed by Tim Field – who was a prominent anti-bullying campaigner.

Manager	Bully
Leader	Bully, coward
Decisive	Random, impulsive
Has a good appreciation of short, medium and long term needs, goals and strategy	Rigidly short term, often no more than 24 hours
Accepts responsibility	Abdicates responsibility
Shares credit	Plagiarises, takes all the credit
Acknowledges failings	Denies failings, always blames others
Learns from experience and applies knowledge gained from experience to improve business, communication, language and interpersonal skills	Has a learning blindness, cannot apply knowledge gained from experience except how to be more devious, manipulative, and how to better evade accountability
Consistent	Inconsistent, random, impulsive
Fair, treats all equally	Inconsistent, always critical, singles people out, shows favouritism
Respectful and considerate	Disrespectful and inconsiderate
Seeks and retains people more knowledgeable and experienced than self	Favours weaker employees, recruits followers and flatterers
Values others	Unable to value, constantly devalues others
Includes everyone	Includes and excludes people selectively
Leads by example	Dominates, sets a poor example
Truthful	Economical, uses distortion and fabrication
Confident	Insecure, arrogant
Behaviourally mature	Behaviourally immature
Emotionally mature, high EQ (emotional intelligence)	Emotionally immature, very low EQ (emotional intelligence)
Good interpersonal skills and etiquette	Poor interpersonal skills and etiquette
Balanced objectivity	Exclusive self-interest
Cares about staff, the business, etc	Cares only about self
Respects clients / service users	Is contemptuous of clients / service users
Gets on well with people at all levels and from all backgrounds	Identifies only with clones of self
Assertive	Aggressive
Delegates	Dumps
Builds team spirit	Divisive, uses manipulation and threat
Uses influencing skills	Alienates, divides, creates fear and uncertainty
Motivates	Demotivates
Listens, guides, instructs	Tells

Has high expectations of staff	Has low expectations of everybody
Shares fairly	Controls and subjugates
Shares information freely	Withholds information, releases selectively, uses information as a weapon
Always strives for clarity	Revels in confusion, divide and rule etc
Allows and trusts people to get on with the job	Constantly interfering, dictating and controlling
Only addresses genuine performance issues and then focuses on performance and behaviour	Makes false claims about alleged underperformance and focuses on the person, not behaviour or performance
Respected	Unpopular
Sets a good example	Sets a bad example
Has good moral code and moral integrity	Amoral behaviour, no integrity
Has honesty and integrity	Exhibits hypocrisy and duplicity

Fair/firm management or bullying and harassment?

The differences between a manager who is firm but fair and a manager who is bullying and harassing staff are often ambiguous. The Department for Work and Pensions equality team have developed a framework to make clear distinctions between the two management styles.

Firm but Fair	Bullying / Harassment
consistent and fair	aggressive, inconsistent and unfair
determined to achieve the best results, but reasonable and flexible	unreasonable and inflexible
knows their own mind and is clear about, their own ideas, but willing to consult with colleagues and staff before drawing up proposals	believes that they are always right, has fixed opinions, believes they know best and not prepared to value other people's opinions
insists upon high standards of service in quality of and behaviour in the team	Insists upon high standards of service and behaviour but blames others if things go wrong
will discuss in private any perceived deterioration before forming views or taking action and does not apportion blame on others when things go wrong	loses temper, regularly degrades people in front of others, threatens official warnings without listening to any explanation
asks for people's views, listens and assimilates feedback	tells people what is happening, does not listen