

Attachment 2

Risk Factors for Bullying & Conflict

Individual Leader factors <ul style="list-style-type: none">• Poor communication capability• Poor conflict resolution skills• Leadership capability is low• No frontline grievance handling capability• Poor stress management skills• No personal accountability for resolving conflict• No communication systems• Not proactive in identifying conflict risks• Not collaborative• Takes a punitive approach to performance management rather than managing for positive performance	Individual employee factors <ul style="list-style-type: none">• Poor communication capability• Poor conflict resolution skills• Leadership capability• Poor stress management skills• No personal accountability for addressing misunderstanding or conflict
Organisational factors <ul style="list-style-type: none">• Unaligned workplace culture – workplace culture that is not collaborative or conflict avoiding.• Leadership style• Contradictory organisational values and behaviours• Lack of employee understanding about respectful workplace behaviours, EEO/WHS responsibilities, organisational policies• Lack of leadership understanding in their EEO/WHS responsibilities, conflict resolution, managing grievances and organisational policies• Poorly introduced organisational change• Poor ER/IR climate – poor union relationships• Normalised poor people interactions including lack of collaboration• Highly competitive environment• Unhealthy conflict• Promotion of monoculture• Poor structural design, poor reporting lines, under-resourcing• Lack of autonomy and accountability• Third parties in the workplace not understanding the company's approach e.g. labour hire employees, unions• Lack of focus on communication and honest communication	Systemic considerations <ul style="list-style-type: none">• Poor job design• Inappropriate work distribution – are the roles overloaded• Lack of policy and inter-relationships between policies. Poorly designed policy. No recent policy communication.• Policies that promote rights based outcomes, such as investigations, rather than early local level intervention• No practical support for policy implementation and use.• No Values or poorly communicated values• No WHS focus or leadership• No linkages between policies, expectations and behaviours and lack of accountability measures• No training supporting collaborative systems• Poor performance management systems• No supportive programs for collaboration e.g. EAP, Employee Wellness program