

Appendix D - Examples of acceptable and unacceptable behaviours, healthy vs unhealthy conflict and firm but fair management approaches

Below are examples of acceptable and unacceptable behaviour within the diocesan community:

The behaviours we wish to model across the diocese are:	The behaviours which are not welcome across our diocese are:
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Treat others with dignity and respect <input checked="" type="checkbox"/> Actively listen to others <input checked="" type="checkbox"/> Apologise when something goes wrong <input checked="" type="checkbox"/> Promote inclusion <input checked="" type="checkbox"/> Deal with conflict constructively <input checked="" type="checkbox"/> Demonstrate a willingness to co-operate and work together <input checked="" type="checkbox"/> Forgive when things go wrong <input checked="" type="checkbox"/> Provide support and help to others <input checked="" type="checkbox"/> Respect other's authority and decisions <input checked="" type="checkbox"/> Challenge inappropriate behaviour <input checked="" type="checkbox"/> Speak up for one another <input checked="" type="checkbox"/> Thank the effort and contribution of others <input checked="" type="checkbox"/> Encourage people to express opinions and ideas and value them <input checked="" type="checkbox"/> Be aware of your body language, the tone of voice and your demeanour and expression in all interactions. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Be hostile to others/ make them feel unwelcome <input checked="" type="checkbox"/> Cause distress, offence, or humiliation <input checked="" type="checkbox"/> Constantly highlight errors/ mistakes made by others <input checked="" type="checkbox"/> Ignore or exclude individuals <input checked="" type="checkbox"/> Ignore the views of others <input checked="" type="checkbox"/> Make malicious and/or unfounded allegations <input checked="" type="checkbox"/> Make insulting abusive comments <input checked="" type="checkbox"/> Point fingers, invade personal space, block, or prevent the way of others <input checked="" type="checkbox"/> Shout at or be abusive to others <input checked="" type="checkbox"/> Spread rumours/gossip about others <input checked="" type="checkbox"/> Threaten violence or physically attack others <input checked="" type="checkbox"/> Unwelcome sexual advances <input checked="" type="checkbox"/> Use malicious or insulting language <input checked="" type="checkbox"/> Withhold information from others to isolate them.

The following examples, whilst not exhaustive, provides guidance on the differences between healthy conflict and bullying situation:

Healthy conflicts	Bullying situations
<ul style="list-style-type: none"> • Clear roles and tasks 	<ul style="list-style-type: none"> • Role ambiguity
<ul style="list-style-type: none"> • Collaborative relations 	<ul style="list-style-type: none"> • Uncooperative behaviour/boycott
<ul style="list-style-type: none"> • Common and shared objectives 	<ul style="list-style-type: none"> • Lack of foresight
<ul style="list-style-type: none"> • Explicit interpersonal relations 	<ul style="list-style-type: none"> • Ambiguous interpersonal relations
<ul style="list-style-type: none"> • Healthy organisations 	<ul style="list-style-type: none"> • Organisational flaws
<ul style="list-style-type: none"> • Ethical behaviour 	<ul style="list-style-type: none"> • Unethical activities
<ul style="list-style-type: none"> • Occasional clashes and confrontation 	<ul style="list-style-type: none"> • Long-lasting and systematic disputes
<ul style="list-style-type: none"> • Open and frank strategies 	<ul style="list-style-type: none"> • Ambiguous strategies
<ul style="list-style-type: none"> • Open conflict and discussion 	<ul style="list-style-type: none"> • Covert actions and denial of conflict
<ul style="list-style-type: none"> • Straightforward communication 	<ul style="list-style-type: none"> • Oblique and evasive communication

The table below provides an illustration of examples of firm but fair management versus harassment and bullying behaviours:

Firm but fair behaviour	Harassment and bullying behaviour
<ul style="list-style-type: none"> ○ Consistent and fair 	<ul style="list-style-type: none"> ○ Aggressive, inconsistent, and unfair in approach
<ul style="list-style-type: none"> ○ Determined to achieve the best results but reasonable and flexible 	<ul style="list-style-type: none"> ○ Unreasonable and inflexible, not willing to compromise
<ul style="list-style-type: none"> ○ Knows their own mind and is clear about their ideas but is willing to consult with colleagues before drawing up proposals 	<ul style="list-style-type: none"> ○ Believes they are always right has fixed opinions, believes they know best and is not prepared to value other people's opinions
<ul style="list-style-type: none"> ○ Insists on high standards of service in quality of and behaviour in the team 	<ul style="list-style-type: none"> ○ Insists upon high standards of service and behaviour but blames others if things go wrong
<ul style="list-style-type: none"> ○ Will discuss in private a perceived concern before forming views of acting and does not apportion blame when things go wrong 	<ul style="list-style-type: none"> ○ Loses temper regularly and degrades people in front of others, threatens official warnings without listening to any explanation
<ul style="list-style-type: none"> ○ Asks for people's views, listens, and assimilates feedback 	<ul style="list-style-type: none"> ○ Tells people what is happening without listening
<ul style="list-style-type: none"> ○ Treats others with dignity and respect at all times 	<ul style="list-style-type: none"> ○ Does not treat others with dignity and respect consistently