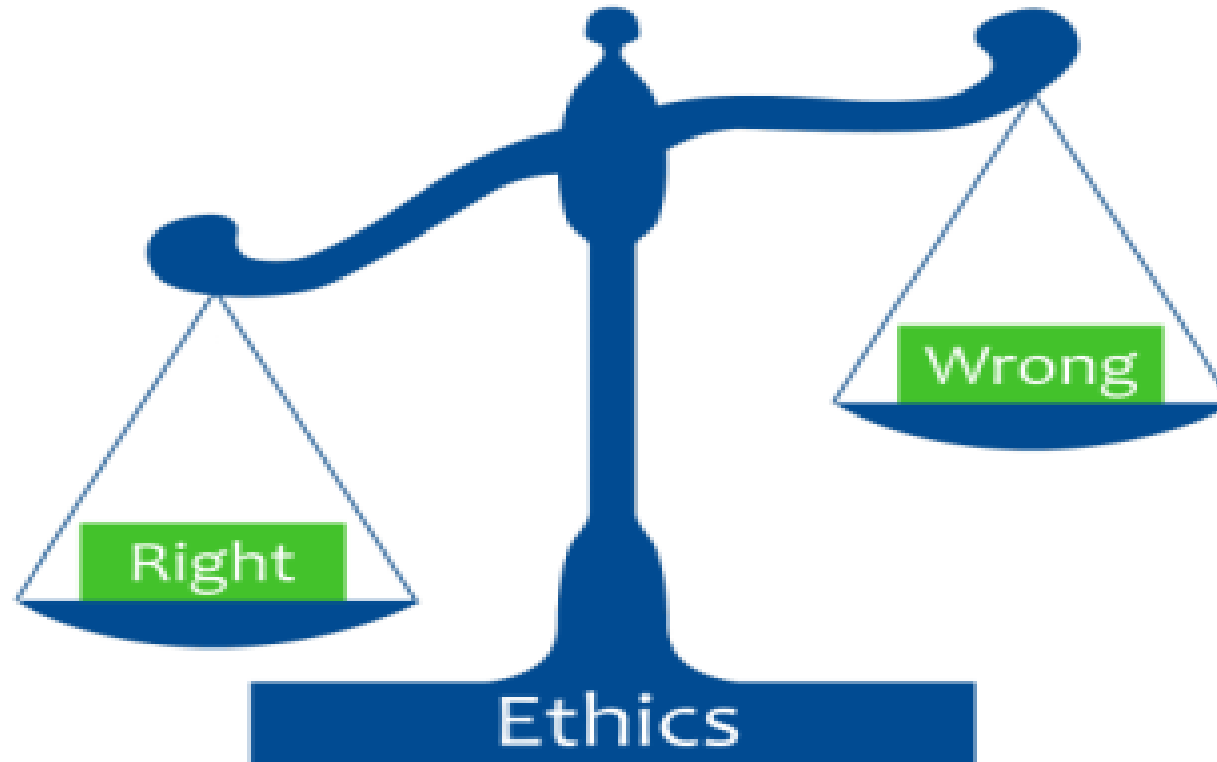


*CIVIL TREATMENT  
APPROPRIATE WORKPLACE INTERACTIONS  
AT WORK AND AFTER HOURS*

2019

# GOALS OF THE DISCUSSION





This Photo by Unknown Author is licensed under CC BY-SA-NC

Ethical  
Decisions



Ethical  
Impulse

# START WITH THE END IN MIND

Turnover  
(lost talent)

Personal Reputation

Your Organization Brand  
Reputation

Lawsuits

Culture – Diversity &  
Inclusion

# Follow Your Organization's Policies & the Law





Discrimination



Harassment

## Discrimination & Harassment can be based on....

- Race
- Color
- Religion
- Age
- Disability
- Sex
- National origin
- Genetic predisposition
- Pregnancy
- Sexual Orientation
- Gender Identity
- Gender Expression
- Veteran Status



## US CONCRETE & SUBSIDIARY TITAN CONCRETE

- The EEOC sued Houston-based U.S. Concrete claiming it discriminated against and harassed an employee based on national origin, age and retaliation.
- The EEOC charged in its suit against Titan Concrete that company officials harassed and discriminated against a Thai-American employee because of his East Asian national origin and age.
- David Piyavunno, a sales technician, was called “J-p” (although he is of Thai ancestry, not Japanese), subjected to insensitive ageist comments, and then removed from the sales department and demoted to a driver job because of his age and national origin, the EEOC claimed.

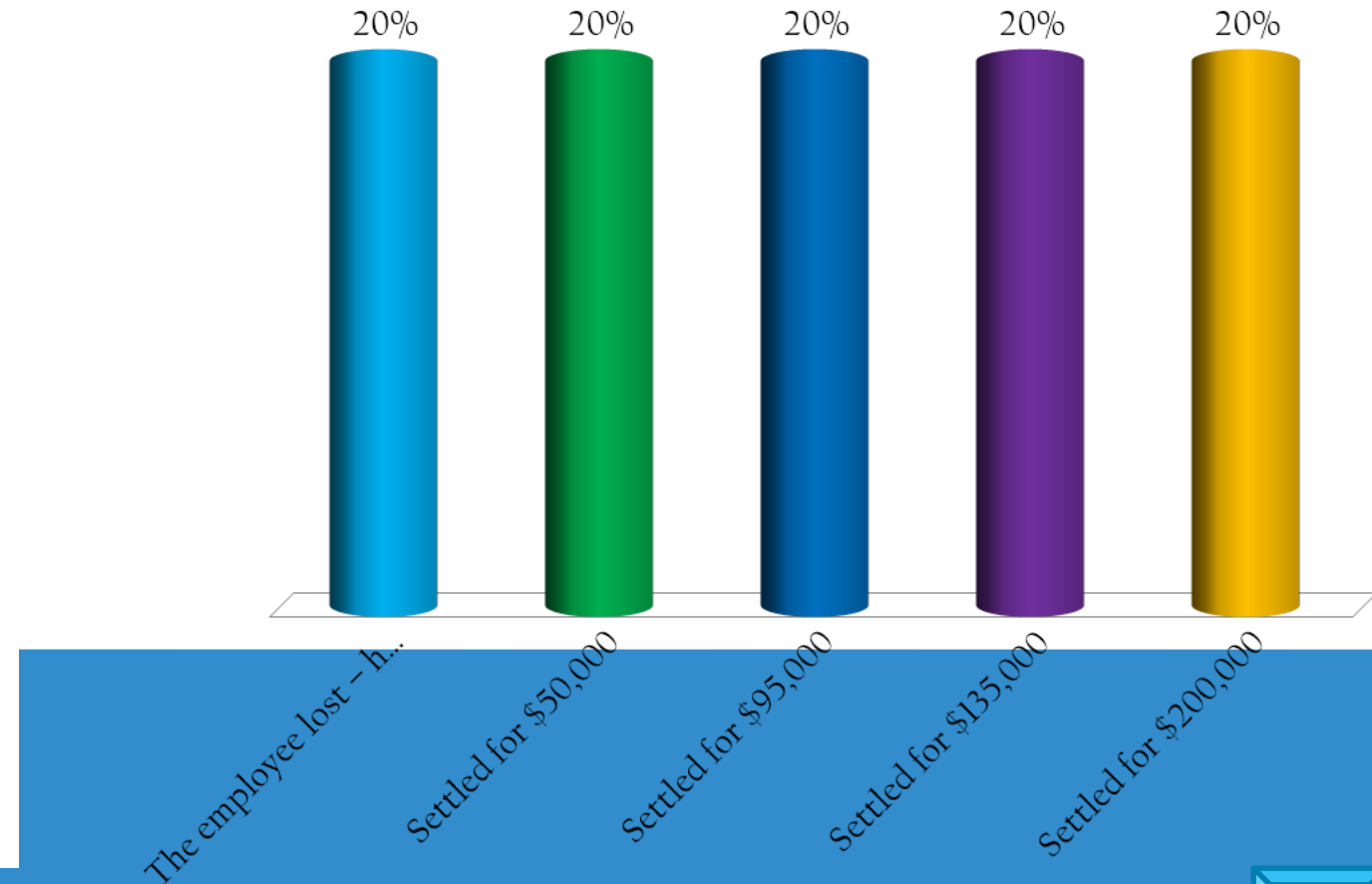


## US CONCRETE & SUBSIDIARY TITAN CONCRETE

- After the employee complained about the discrimination, he was further harassed, including being assigned to defective trucks, and repeatedly threatened with firing.
- After Titan moved the employee out of sales, it hired two unqualified white men into that department, without an application process that would have given the employee the chance to apply for the positions.
- Ultimately the employee resigned after the work environment at Titan became too hostile to endure.

The EEOC sued for discrimination and harassment based on national origin, age and retaliation. What happened in this case?

- A. The employee lost – he could not show that he was impacted
- B. Settled for \$50,000
- C. Settled for \$95,000
- D. Settled for \$135,000
- E. Settled for \$200,000



3-11-10

U.S. / Ti

“Titan Concrete officials subjected Mr. Piyavunno to humiliating and demeaning unlawful behavior based on a combination of discriminatory attitudes. Part of the EEOC’s work is to challenge complicated combinations of illegal discriminatory behaviors like this that harm employees, and to assure that fair remedies are achieved. We believe we have accomplished that in the settlement of this case.”

subsidiary,

MEMPHIS – H  
its Memphis su

The EEOC char  
and discriminat  
not Japanese),

EEOC) against

als harassed  
Thai ancestry,

After Piyavunno

Titan moved

Piyavunno out of sales, it hired two unqualified white men into that department, without an application process that would have given Piyavunno the chance to apply for the positions. Ultimately Piyavunno resigned after the work environment at Titan became too hostile to endure.

5-12-15

## OK Concrete Sued by EEOC for Disability Discrimination

### *Ready-Mix Company Fired Driver After Learning He Had Prostate Cancer, Federal Agency Charges*

WICHITA FALLS, Texas - OK Concrete, a Wichita Falls-based mixed concrete company, violated federal law by discriminating against an employee based on his disability, prostate cancer, the U.S. Equal Employment Opportunity Commission (EEOC) charged in a lawsuit it filed today.

According to the EEOC's lawsuit against the company, Joey Snyder, who was diagnosed with prostate cancer in January 2012, was hired by OK Concrete as a mixer driver in late March 2012. The EEOC claims that Snyder successfully completed his training for the job. However, he subsequently notified a member of management that he would need a few days off after his health benefits became active to receive treatment for his cancer. Snyder was fired just hours later. The EEOC charges that the decision to fire Snyder was based on disability discrimination.

Firing a qualified employee because of his disability violates the Americans with Disabilities Act of 1990 (ADA). The EEOC filed suit (Civil Action No. 7:15-CV-0083-O in the U.S. District Court for the Northern District of Texas) after first attempting to reach a pre-litigation settlement through its conciliation process. The EEOC seeks back pay, compensatory and punitive damages and injunctive relief to ensure the company does not make decisions based on disability in the future.

"Sometimes when employers learn of a cancer diagnosis, it leads to assumptions, even fears, about whether that employee will be able to do the job," said Toby Wosk Costas, acting regional attorney for the EEOC's Dallas District Office. "Before the ADA, these myths and fears led to getting rid of an employee. But Congress said otherwise 25 years ago."

# BRIDGEPORT CONTRACTOR





## PAINTING COMPANY LAWSUIT

- Two African-American men sued their former employer, a painting company with major government contracts, after claiming they endured years of racist abuse and discrimination.
- They overheard a supervisor yell the words “white power”
- A foreman walked towards one of the men “with a black doll that looked like a monkey” and he invited the employee to “recognize the similarity between the black doll” and the employee as other employees looked on.

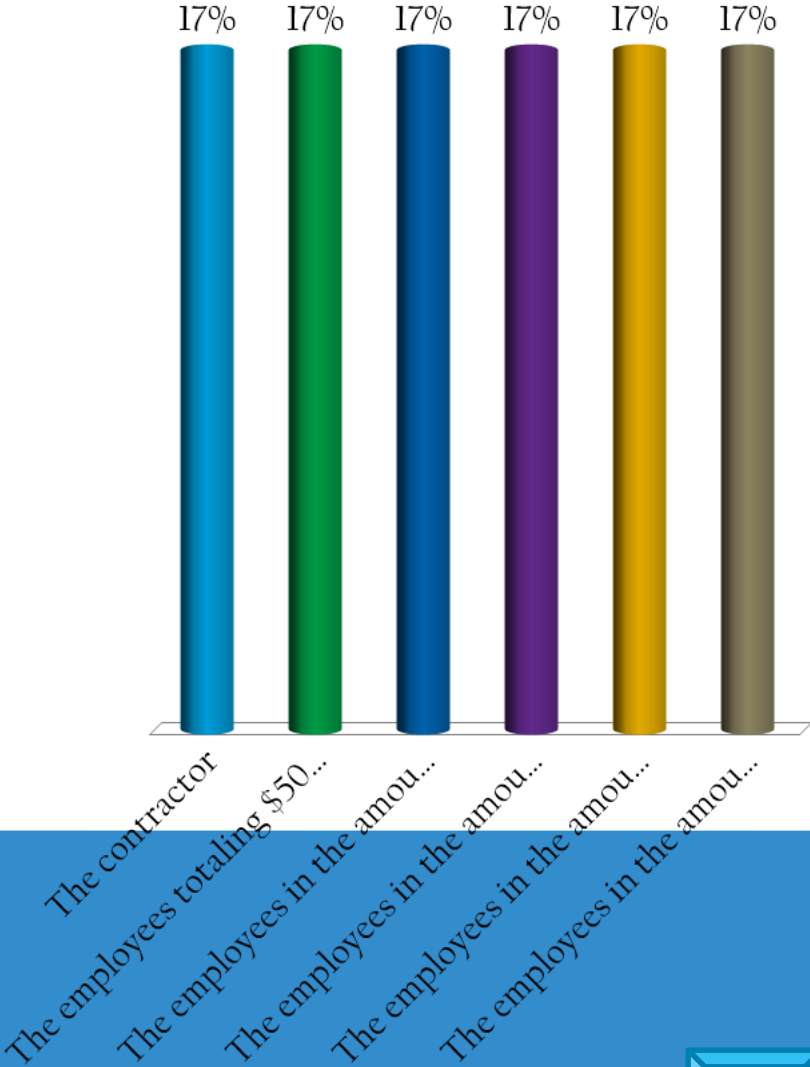
## PAINTING COMPANY LAWSUIT

- They received the most brutal and tiresome assignments
- An African American man attempted to exit the truck when a coworker began to accelerate, causing the African American man to fall and get dragged nearly two blocks down the road. After stopping the vehicle, the driver stated, ‘At least I can die knowing I dragged a black man from the back of my truck,’ ” the suit alleged
- They endured racist jokes, including a circulated image of a “black man running on a track, seemingly chasing a young white girl who was holding a piece of fried chicken.”
- One man was called “Kuta Kinte”
- After one complained, he found his car window smashed by a rock



In March 2016 New Haven jury returned a verdict in favor of:

- A. The contractor
- B. The employees totaling \$500,00 each
- C. The employees in the amount of \$1.3
- D. The employees in the amount of \$2.1 million
- E. The employees in the amount of \$3.4 million
- F. The employees in the amount of \$5.6 million



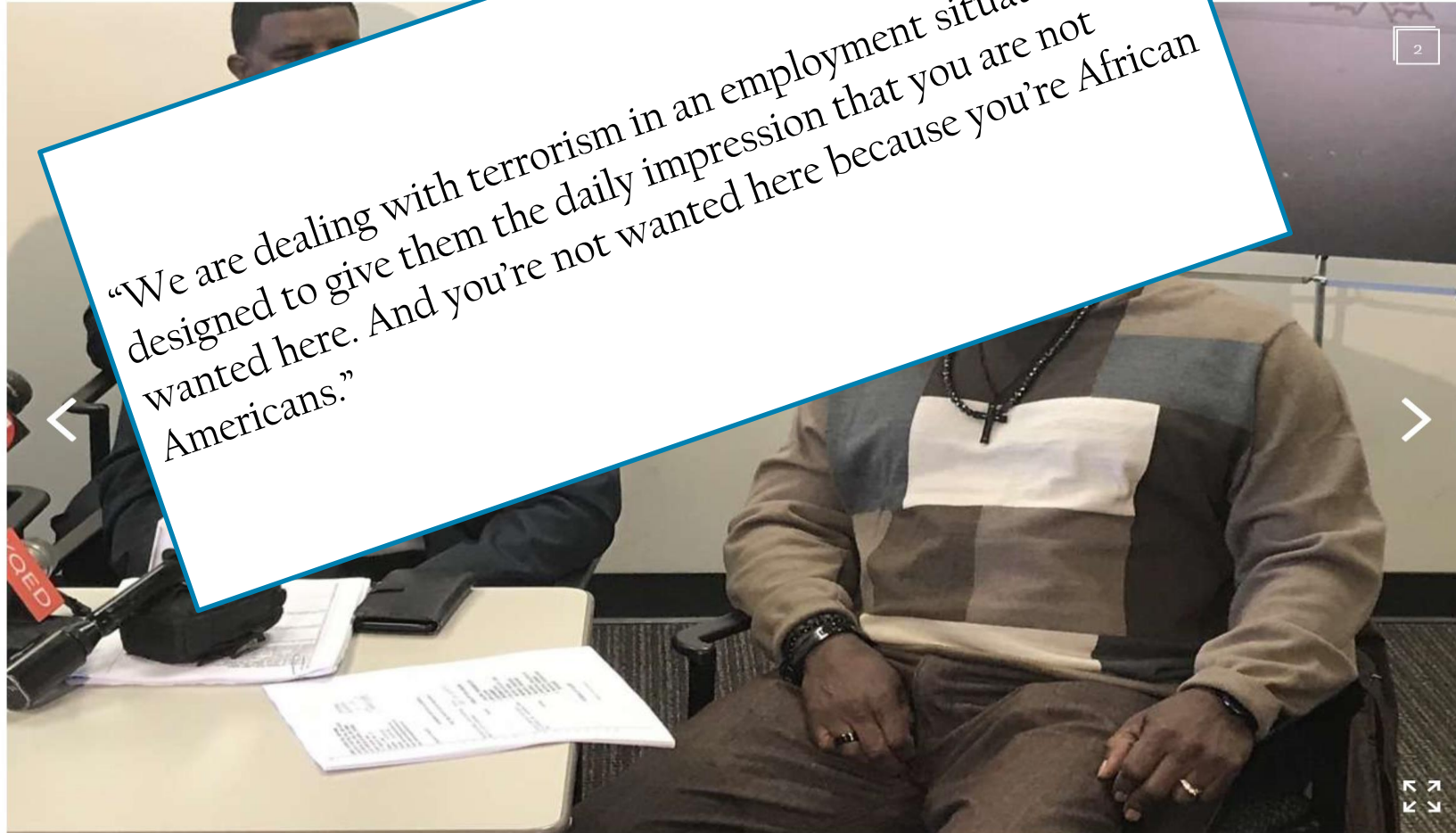
# Four black workers detail racist threats, harassment in lawsuit against construction firm



Ashley McBride

Oct. 26, 2018

Updated: Oct. 26, 2018



OFCCP claimed company discriminated against 27 women & 136 African Americans

Company also discriminated against 44 American skilled workers

Pay Discrimination: 44 African American & 156 Hispanic laborers were assigned to jobs on projects paying different hourly rates than those with fewer hours - lower wages

"Strong enforcement and vigilance are critical to opening doors of opportunity for more women and minorities in the construction industry, ensuring that all workers get an equal shot at getting to work on the highest-paying projects," said OFCCP Director Patrica Shiu.

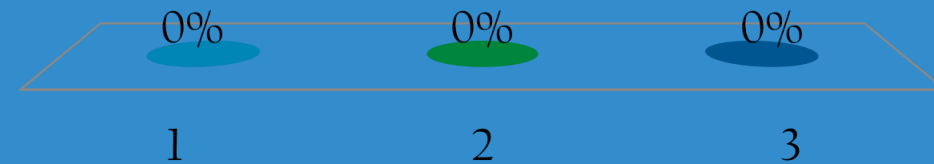


**SOMETIMES,  
LIGHTER  
IS BETTER**

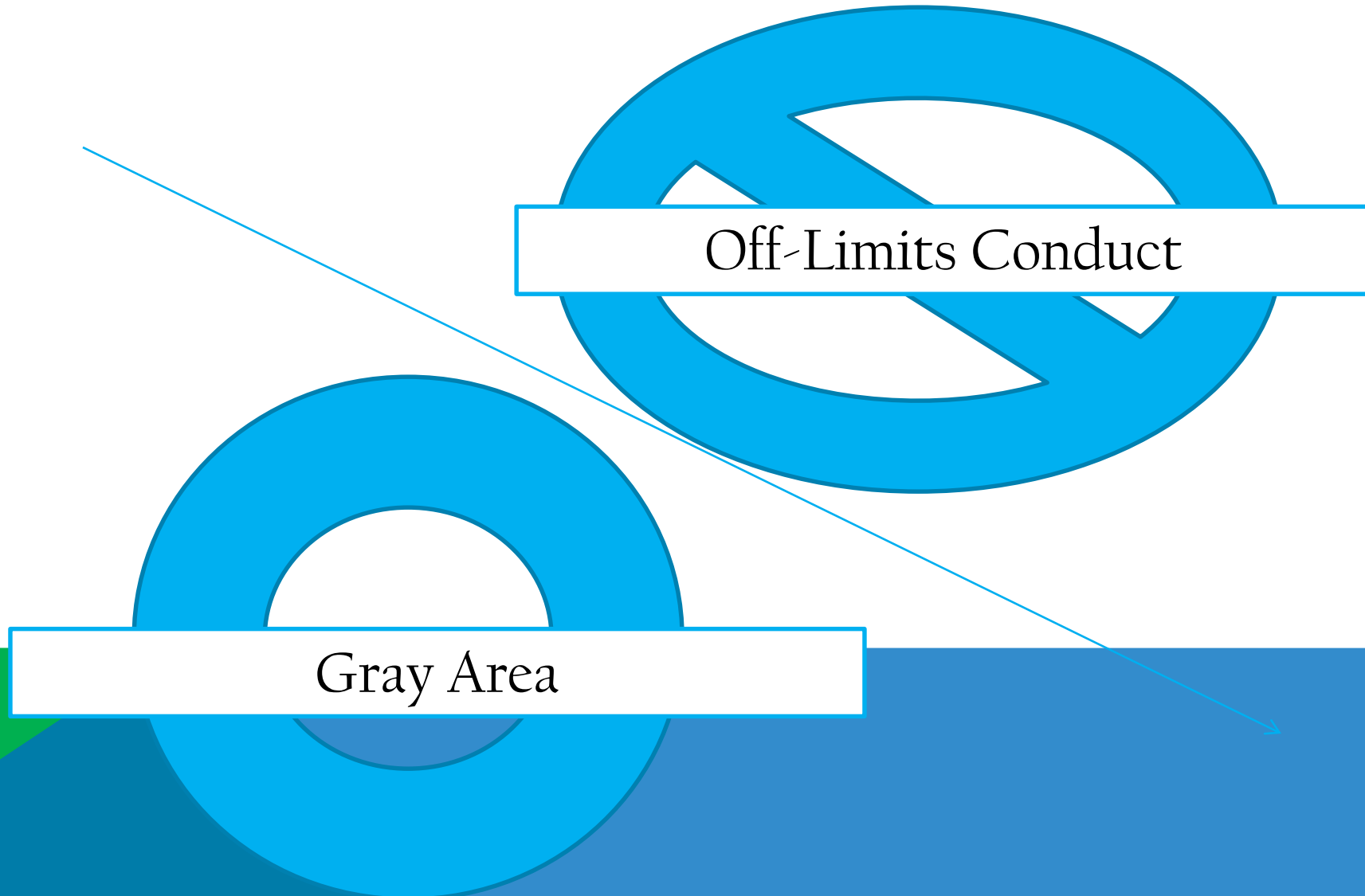


This commercial is:

- A. No big deal
- B. Somewhat racist
- C. Totally inappropriate



# SETTING COMMON EXPECTATIONS





## EXAMPLES OF OFF LIMITS

# Anything Sexual

The “N” word or Any Epithet

Dating  
Subordinate

Disparaging  
Medical  
Conditions  
or Religion

Anti-  
Anything  
Protected

Age  
Comments

Bullying or  
Verbal  
Abuse

Touching

## “SEXUAL” HARASSMENT

Demands or subtle pressure for Sexual Favors

Sex-oriented “Kidding” or “Teasing”

Offensive sexual flirtation, advances or propositions

Verbal abuse of a sexual nature

Graphic or degrading comments about an individual or his or her appearance

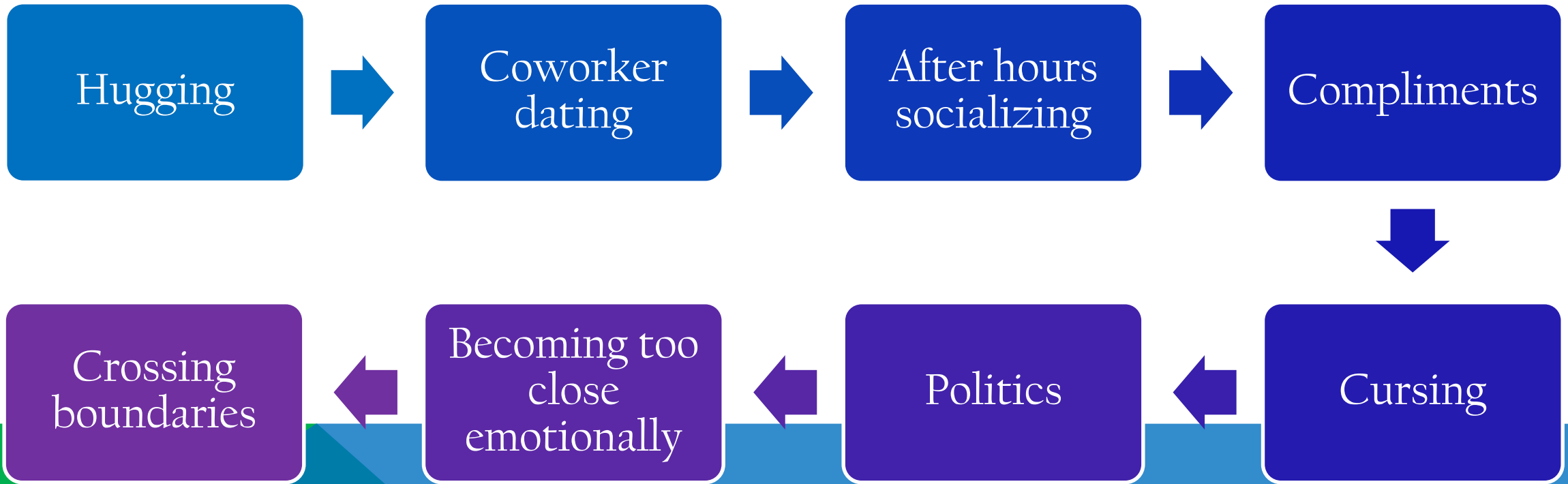
Display of sexually suggestive objects or pictures

Images, cartoons and graphics

Inappropriate physical contact

Discussing or commenting on Genitals/Private Parts

# RISKY BEHAVIORS



Harassment Can be Committed By:

Managers & Employees



Visitors, Vendor, Customers &  
Contractors, Temps





What Went  
Well?

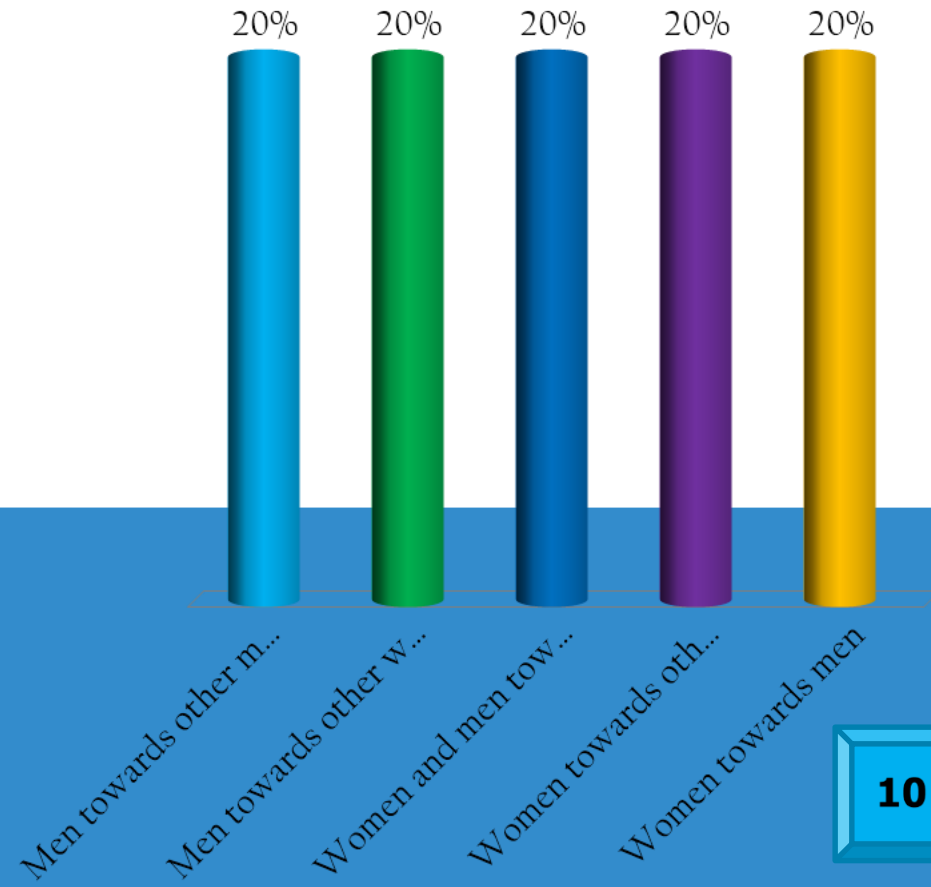
What Should  
the Manager Do?

The  
Cheesecake  
Factory®

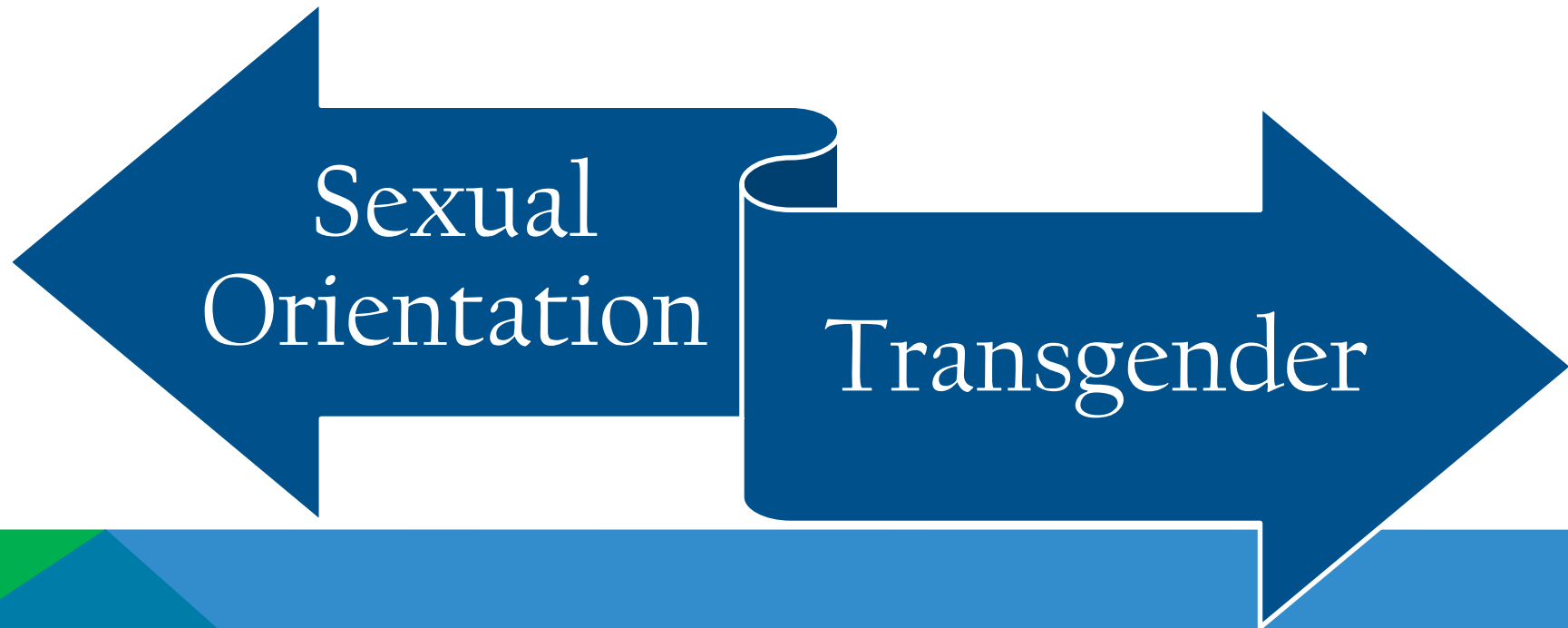


Six Cheesecake Factory staffers claimed they were subjected to repeated sexual harassment, including allegations of sexual fondling, simulated rape, and even being physically dragged into the restaurant's refrigerator. The perpetrators were:

- A. Men towards other men
- B. Men towards other women
- C. Women and men towards each other
- D. Women towards other women
- E. Women towards men



# ADDITIONAL PROTECTIONS



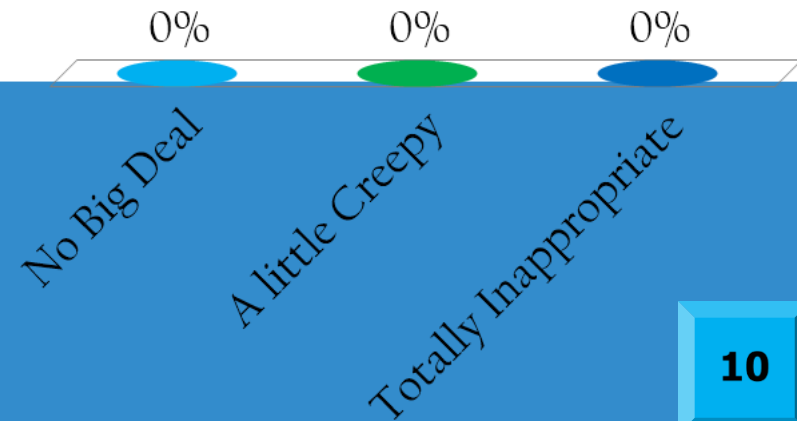
# Harassment is Not Just Men Against Women





I BELIEVE THE CONDUCT BY KATY PERRY WAS:

- A. No Big Deal
- B. A little Creepy
- C. Totally Inappropriate





Double Standards

# QUID PRO QUO HARASSMENT “THIS FOR THAT”

“Quid Pro Quo” if tangible employment action follows the employee’s refusal to submit to a supervisor’s demands.

- Supervisor must commit the offense and carry-through with the threat
- Employee must suffer a tangible job detriment

No Affirmative Defense Available

- Your Organization has “strict liability” for this conduct by supervisor





# ABUSE OF POWER

# Hostile Environment

## General Elements *Co-Worker* Harassment

### Employee's Initial Burden

Employee belongs to a protected group

Employee was subjected to unwelcome conduct due to protected group

A reasonable Person would find it offensive & the person found it offensive

The harassment was severe or pervasive and affected a term, condition or privilege of employment .... and

Your Organization knew or should have known of harassment and did not take appropriate remedial action upon learning of it.

### Burden Shifts to Your Organization

Your Organization may claim that the employee did not suffer a hostile working environment, and/or

Your Organization may claim that it did not know about the behavior and/or

Your Organization may claim that if it did know, that it took appropriate remedial action to end the behavior

Fred tells a manager that another coworker used a racial slur to him on several occasions. The manager tells HR who then conducts an investigation. Your Organization concludes that the coworker made the racial slur. Your Organization issues the coworker a final written warning and the coworker never behaves in this manner again. Fred is still upset that he was called a racial slur and files a Charge of Discrimination with the EEOC. Is Your Organization liable to Fred under Title VII since the racial slur occurred?

- A. Probably Yes
- B. Probably Not



# Hostile Environment

## General Elements *Supervisor/Manager*

### Employee's Initial Burden

Employee belongs to a protected group

Employee was subjected to unwelcome conduct due to protected group

A reasonable person would find it offensive & the person found it offensive

The harassment was severe or pervasive and affected a term, condition or privilege of employment .... and

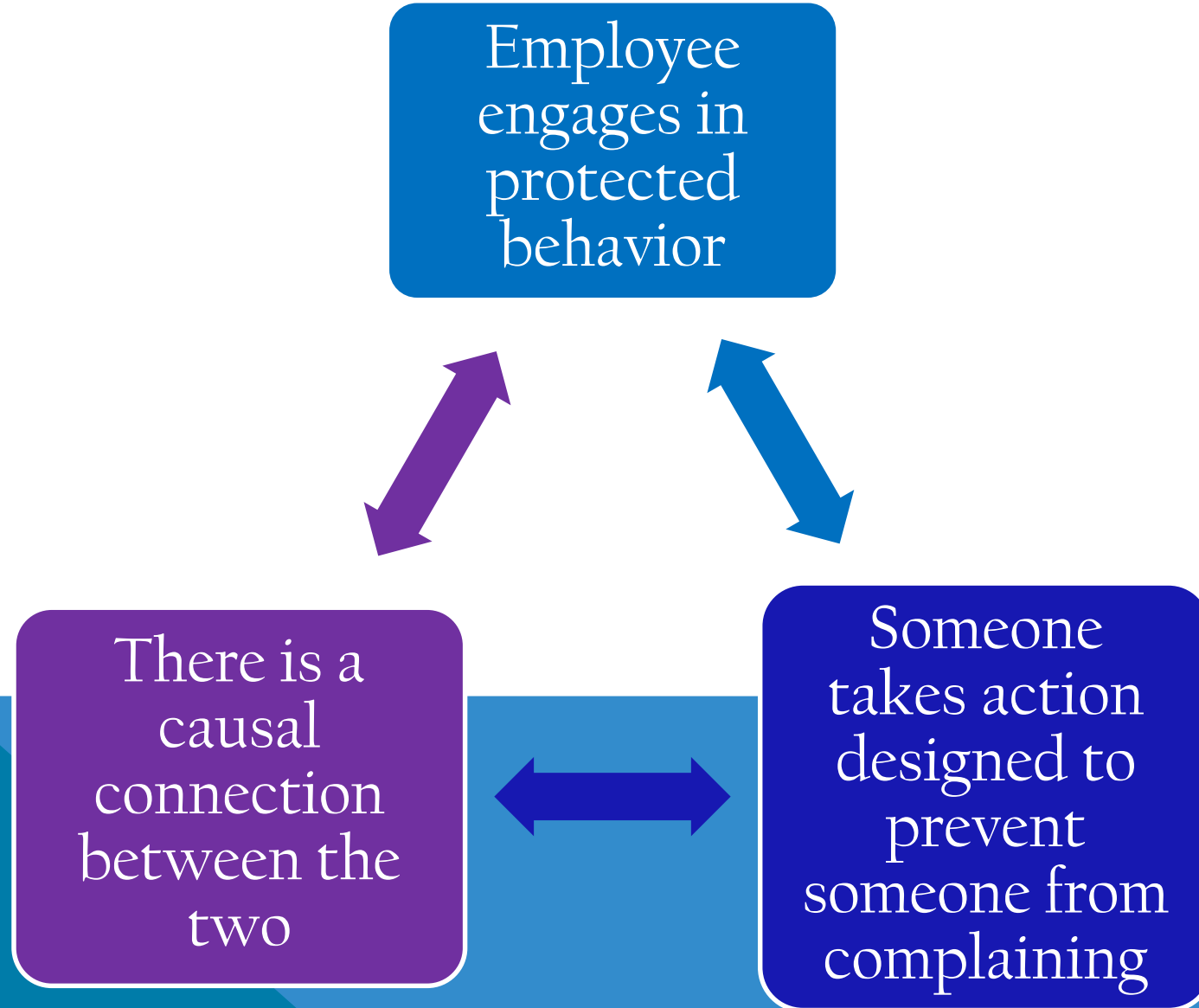
At this point, if employee proves this, Your Organization is strictly liable unless Your Organization can prove its affirmative defense

### Burden Shifts to Employer to Prove Affirmative Defense

Your Organization exercised reasonable care to prevent and correct promptly any sexually harassing (or racial, or other) behavior; AND

The employee unreasonably failed to take advantage of any preventive or corrective opportunities provided by the employer or to avoid harm otherwise.

# NO RETALIATION



DECEMBER 14, 2016

## Female Construction Worker Fired After Reporting Sexual Harassment

by [Whittel & Melton, LLC](#)



A female ironworker was **fired from a Staten Island construction project** after complaining that a male colleague demanded her panties and took photos of her in the bathroom.

The 34-year-old woman of Long Island says she was recruited to work for the company in July because of her “experience and professionalism.”

Two weeks into the project, the woman said a male colleague accused her of flirting with a shop steward. She said he told her that he would tell her fiance unless she gave him her underwear.

The woman reported the behavior to her supervisor and the man was reportedly reprimanded, but the harassment continued.

The man followed the woman to the porta potty and took pictures of her through a broken vent above the door and then threatened to disclose the pics unless she had sex with him, according to court papers.

The woman reported the incident to the union and her boss, but the man still shared the images with male coworkers.

When she demanded a more secure bathroom, she was fired in August.

She is suing for back pay and other damages.

CENTRAL FLORIDA

HERNANDO COUNTY

Main Office and Mailing Address

11020 Northcliffe Blvd

Spring Hill, FL 34608



### CONTACT US

**Contact Us 24/7**

Toll Free in Florida:

[866-608-5529](tel:866-608-5529)

# WHEN IS DATING YOUR CO-WORKER HARASSMENT?



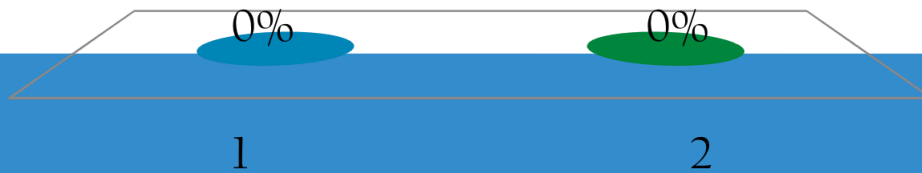




Is the current behavior by Jack welcome by Angie?

A. Yes

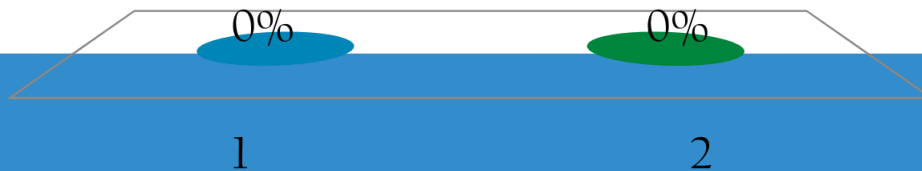
B. No



Is the current behavior by Jack interfering with Angie's work?

A. Yes

B. No







Can Angie make a claim that she is being sexually harassed since she initiated and participated in the initial flirting and according to her coworker, looked like she was having a good time?

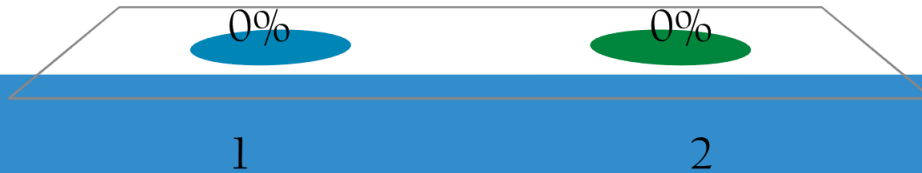
A. Yes

B. No



A person is required to tell you to stop, or that your behavior is not welcome and/or is offensive before the behavior can be considered harassment.

- A. True
- B. False





**CONSENT**

Intent to “Harass”  
Does Not Matter



WWTP  
“WHAT WOULD THE PUBLIC THINK?”





Sweat the  
Small Stuff

# “SMALL STUFF?”

Jokes

Terms of Endearment

Emails

Cursing

Comments

Compliments

Stereotyping

Innuendo

Casual “Touching”



## SOME CONSIDERATIONS

Disruptive  
Conduct

Threatening  
or Abusive  
Language

Flirty  
Behavior

Being a  
Jokester

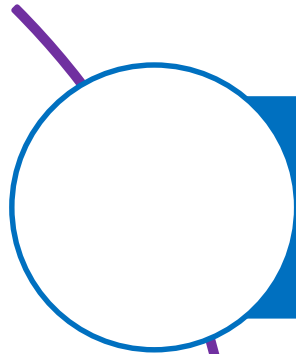
Touching

Horseplay

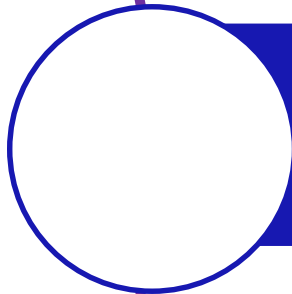
Rogue  
Behaviors

Social Media

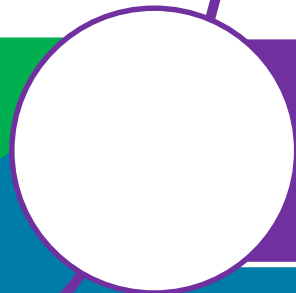
# “SMALL STUFF”



It's funny until it isn't and then it's not.



Small stuff leads to big problems over time



Immediately take action on small things – stop the behavior now



**I**  **MY**  
**BEST**  
**FRIEND**





"Is **THIS** the line you're telling me not to cross?"



“It takes a great deal of bravery to stand up to our enemies,

But just as much to stand up to our **friends.**”

# GOOD STARTING POINT



# CONSIDER...AFTER HOURS EVENTS

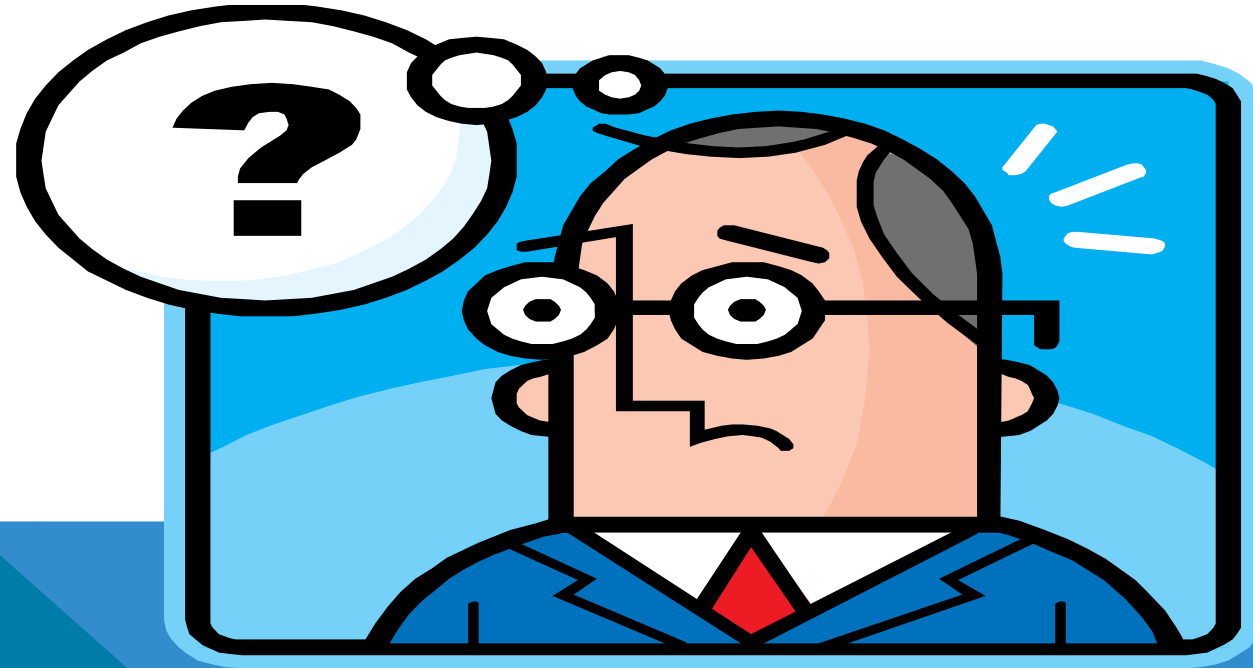


“People worked long hours and  
partied together afterward. And

**VICE**

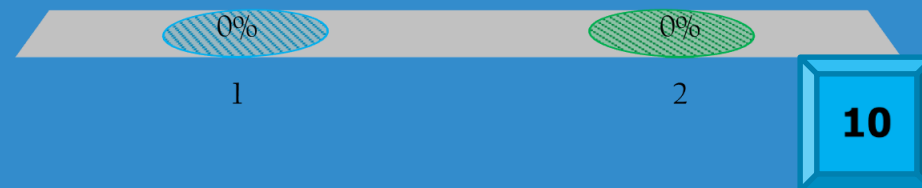
and  
kissing and other advances from  
their superiors.”

Know Something =  
Say Something



You overhear two female employees talking. In the conversation you overhear one tell her coworker that her colleague, Fred, keeps flirting with her and texting her after they broke up. You approach them and ask if everything is OK. The employees both tell you to mind your own business and that their conversation is personal and unrelated to work. You should:

- A. Mind your own business - there is no complaint here
- B. Report what you heard





What The  
Manager  
Knows



Your  
Organization  
Knows

# COMMON TRAPS FOR MANAGERS



“I need you to keep this confidential.”

“I am coming to you in confidence.”

“It’s not a big deal.”

“I can handle this by myself.”

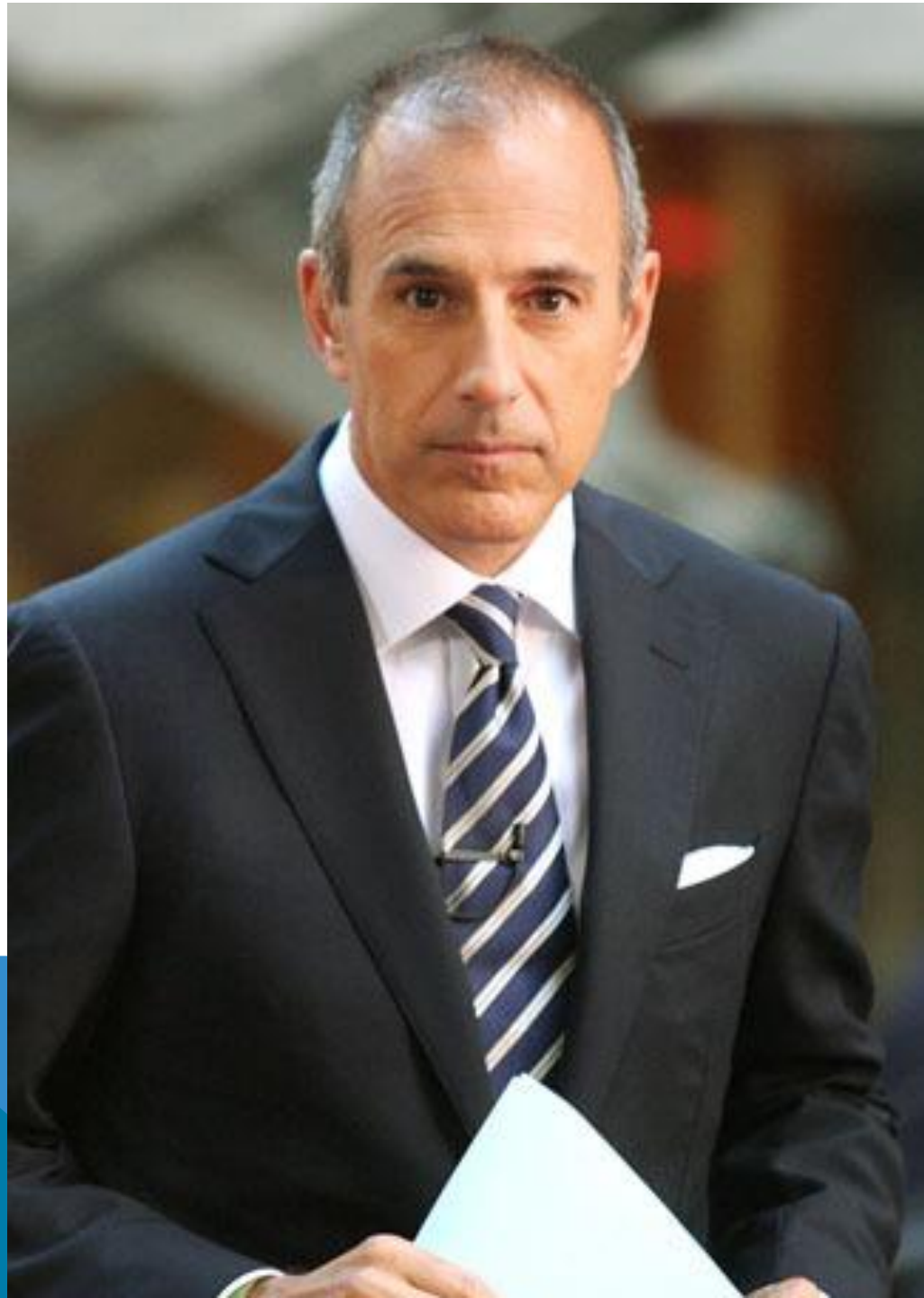
“Do you want to file a formal complaint?” or “She didn’t want to file a formal complaint.”

“Give me a few days to think about this.”

“Let me talk to him instead.”

“I am coming to you as a friend, not a manager”



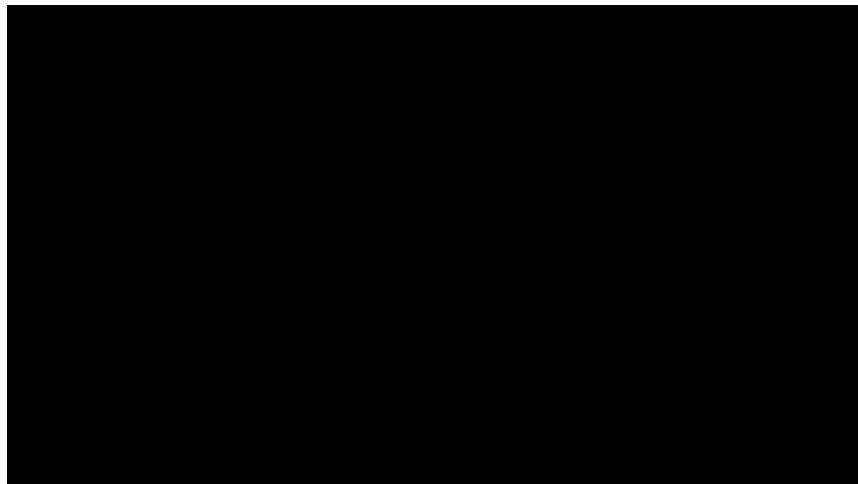




# Please Notice This







## BEING “ON NOTICE” MEANS:

If you:

- Overhear it
- See it
- Find out about it
- Suspect it

If someone:

- Tells you
- Complains to you
- Comes to you in “confidence”



*You must do something immediately to stop the behavior*

**NOT SURE IF I SHOULD HELP**

**OR IF SOMEONE ELSE WILL**

imgflip.com



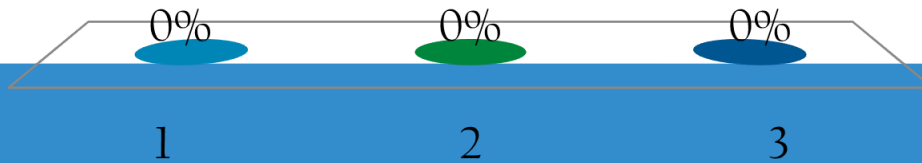
# Physical touching is the ultimate career-limiting move





Unwanted physical touching can result in:

1. Being sued personally in civil court resulting in money damages
2. Going to jail
3. Both 1 & 2



Answer Now

10

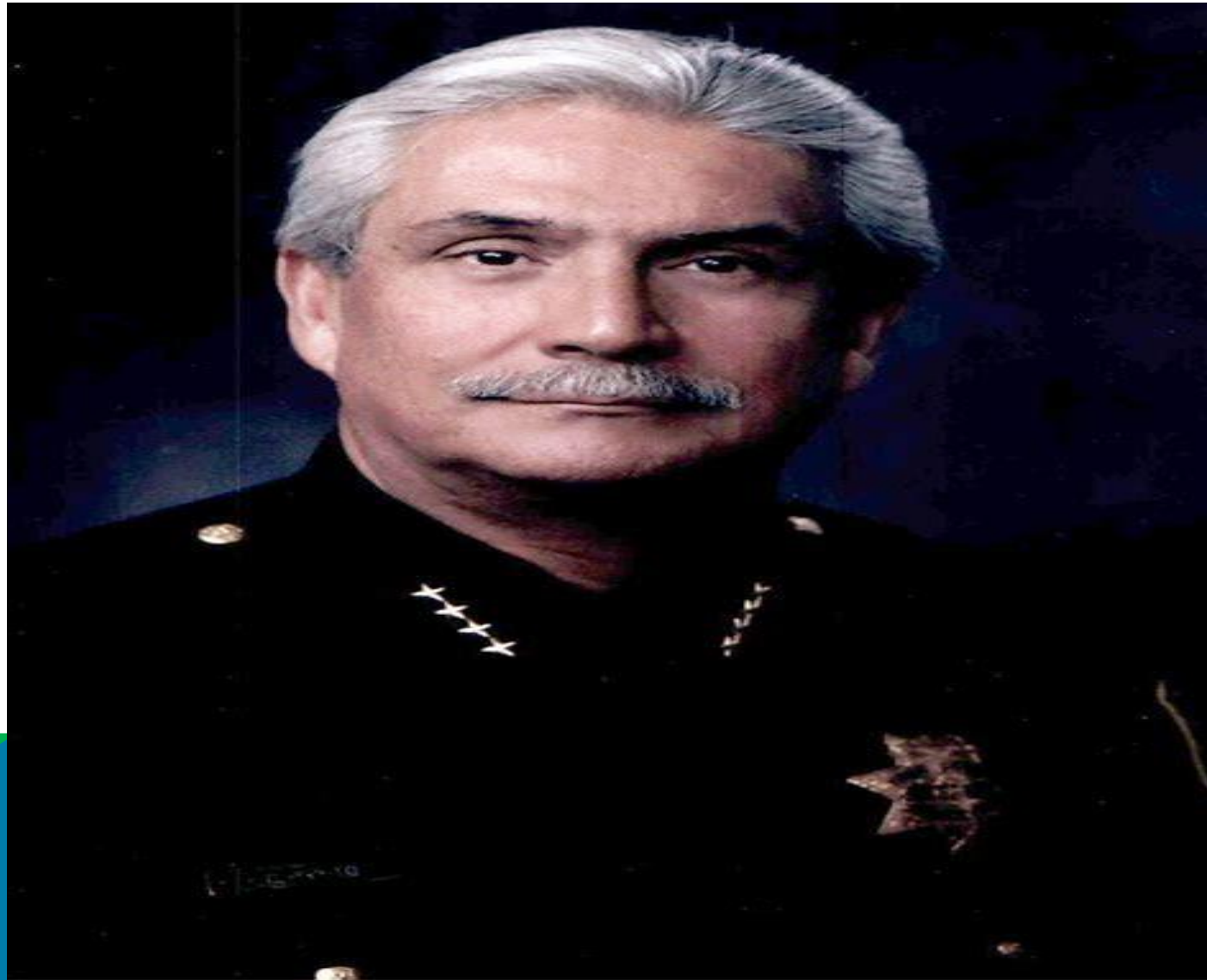
78

# ASSAULT & BATTERY



Jennifer Walle  
City of Richmond

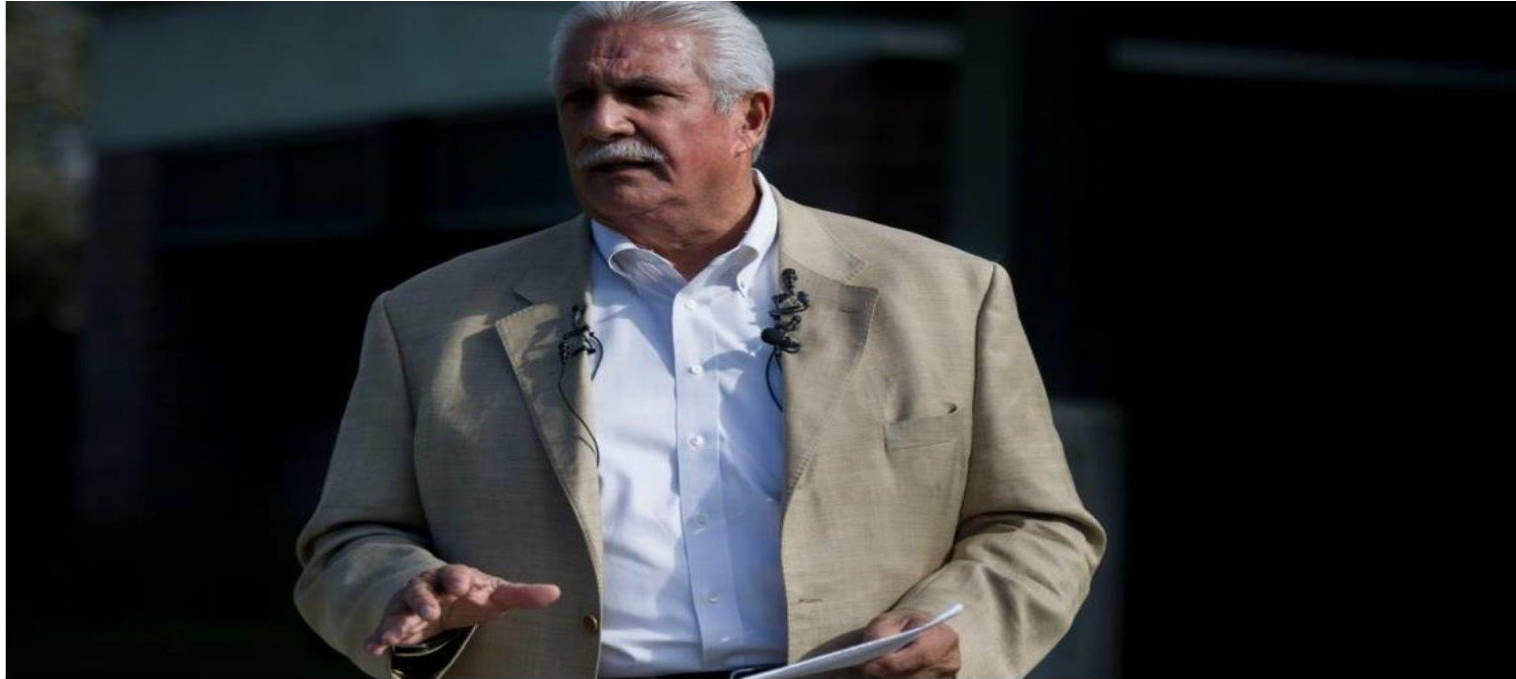
# WHEN IS HUGGING HARASSMENT?



## SHERIFF'S ARGUMENT

Hugs were “platonic”

They were “no different than the type of hug one might give or receive with a grandma or friend.”



Yolo County Sheriff Ed Prieto speaks about an arrest on Feb. 28, 2014 in Woodland, California. Brian Nguyen - [bnguyen@sacbee.com](mailto:bnguyen@sacbee.com)

LOCAL

**This deputy says sheriff kissed and hugged her 100 times. Now she'll get nearly \$100,000**

# Should Presidents Hug?

A president is on leave over allegations that include unwanted hugging. Should college leaders stick to handshakes?

By [Scott Jaschik](#) // February 19, 2018

27 COMMENTS 



“The video suggests that the woman at one point hugged him back, but she told investigators (and colleagues to whom she spoke immediately after) that she was shaken and upset by a hug she said she did not seek, from the top official at her college.”

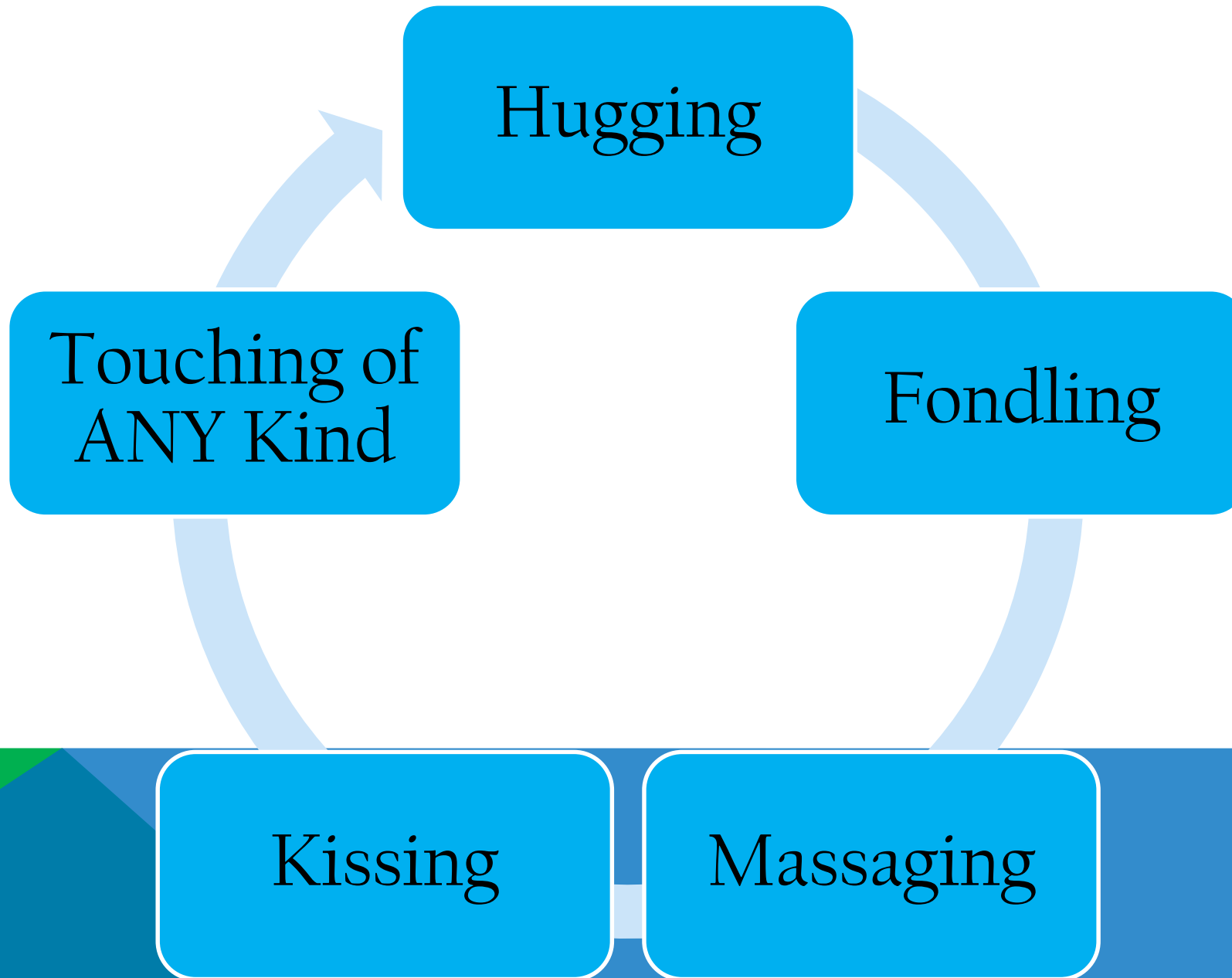
She said, “I was shocked that, with all the news about sexual harassment, the president of the college thought it was somehow OK to hug me,” she told the investigator



# COLLEGE PRESIDENT POSITION

"Dr. Langrell was shocked and disheartened to learn of the recent allegations and the incidents reaching back to 2012 and 2013 ... To the extent any complainant suffered due to his uninformed or unknowing actions, he accepts that his conduct must change and only wishes he was adequately advised on it sooner and given the opportunity to learn and adjust his behavior."





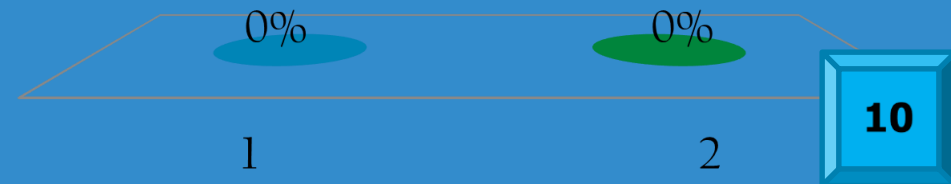
# BEYOND THE LAW

above &  
beyond



You are hiring a project manager. You have three applicants, one of whom is a woman about 35 years old. She mentions that she just got married two years ago. You are worried because you know that this project will take several years and you can't afford turnover, and you fear that she will have one or more kids while serving in this role. Can you simply move on to another candidate that is almost as qualified based on a business necessity since your concerns are for legitimate business reasons?

- A. Yes
- B.  No



Your Organization worked for years to try to win a new client, which is run by a female CEO. When the team meets to discuss staffing, the new client insists that the project manager and their contact be a female. You were planning to assign Fred to the account but Jane is available to take over if necessary. Is it legal to grant the request from the customer and assign the female to work with the organization?

1. Yes
2.  No



# HARASSMENT & DISCRIMINATION – NOT JUST SEXUAL





Business



# Hotel dishwasher awarded \$21 million after boss made her work on Sundays

**Bullying**

Assault  
Bystander  
Destroying Things  
Cyberbullying  
Hitting  
Harassment  
Mean Notes  
Mean Looks  
Embarrassment  
Exclusion  
Kicking  
Intimidation  
Name-Calling  
Pinching  
Rumors  
Stealing  
Teasing  
Threats  
Shoving

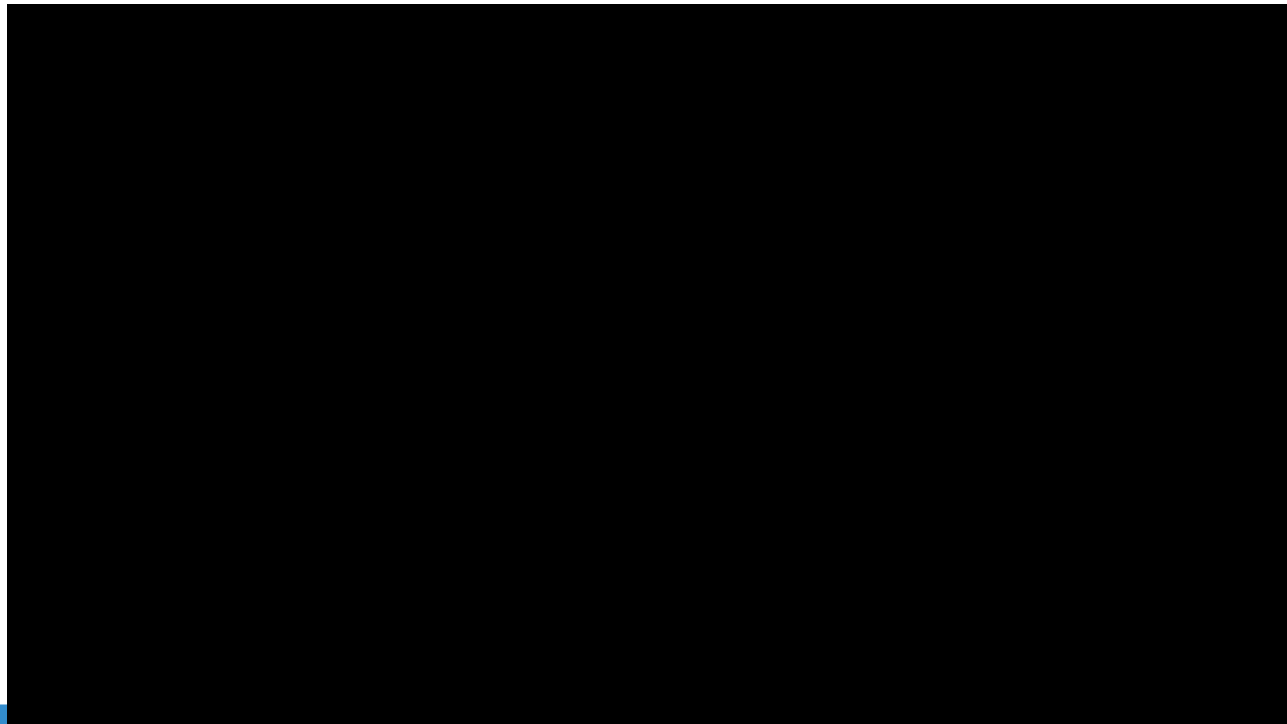


# TAMING THE WORKPLACE BULLY









# GENERAL DEFINITION

Repeated, unreasonable actions of individuals (or a group) directed towards an employee (or a group of employees)

With the intent to intimidate, degrade, humiliate, or undermine; or which create a risk to the health or safety of the employee(s).



# Tough & Demanding Bosses

# ABUSIVE CONDUCT

Verbal Abuse

Threats

Intimidation

Humiliation

Work  
Sabotage

Insults

Epithets

Undermining  
Work  
Performance

Derogatory  
Remarks

Mobbing



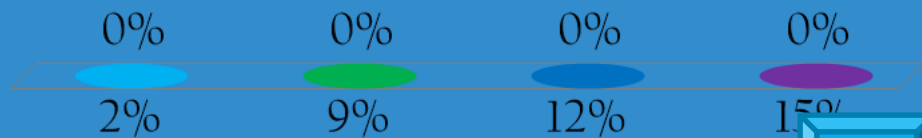
A group of  
coworkers  
targeting  
another  
worker

# CORPORATE/INSTITUTIONAL BULLYING



In a 2017 Workplace Bullying survey, this percentage of respondents stated they are currently being bullied at work.

- A. 2%
- B. 9%
- C. 12%
- D. 15%





## U.S. Prevalence

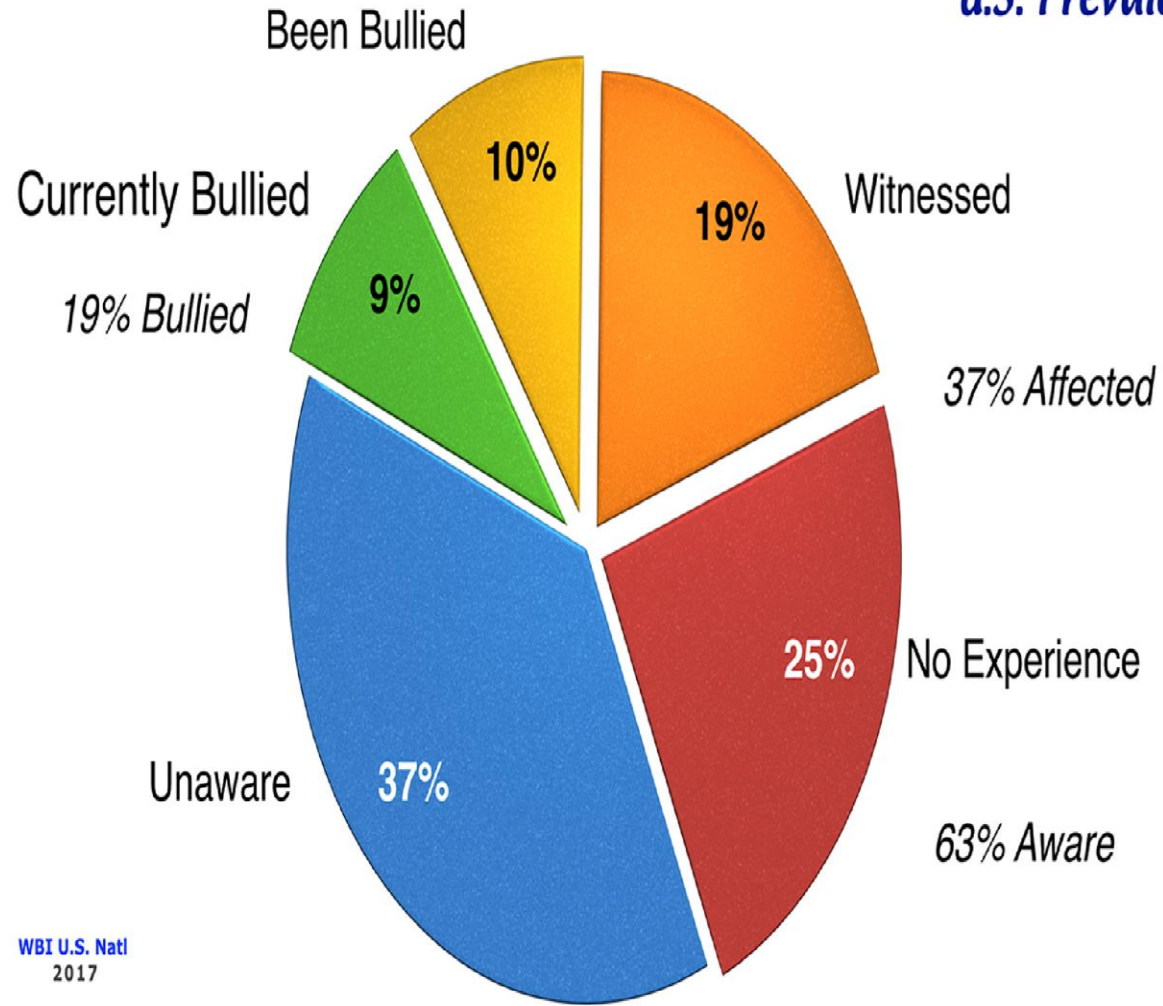
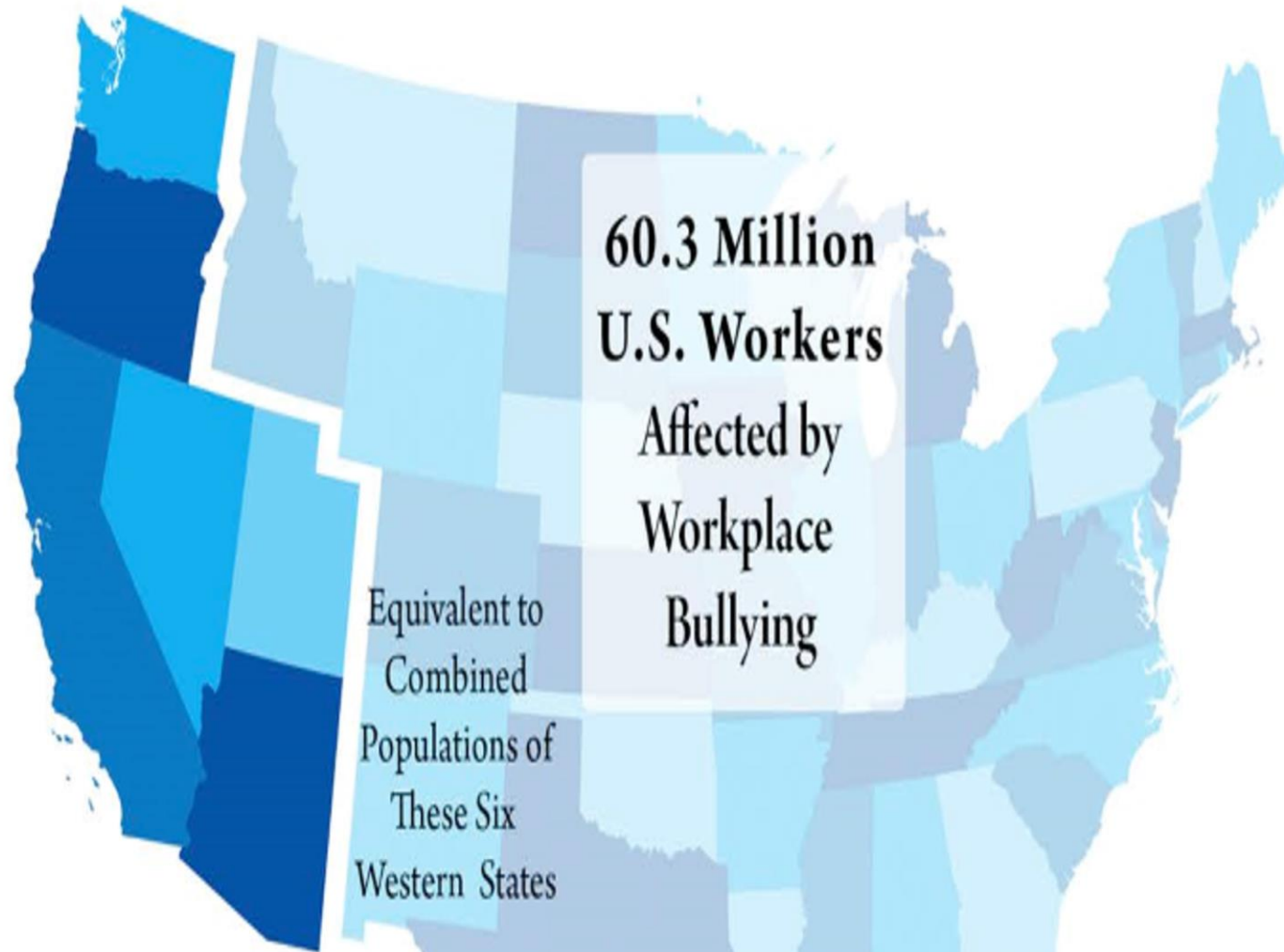


Figure 1.

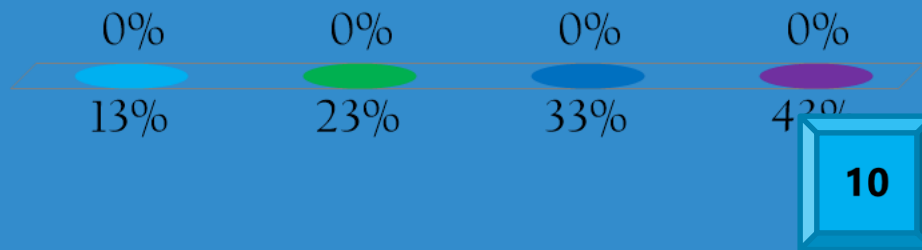


WORKPLACE  
**BULLYING**  
INSTITUTE

From the WBI 2017 U.S. Workplace Bullying Survey

This percentage of respondents said that their perpetrator was the same rank as them.

- A. 13%
- B. 23%
- C. 33%
- D. 43%



BOSSES

61%



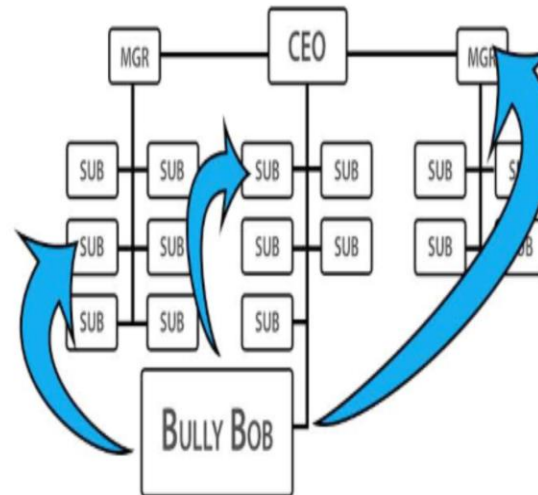
COWORKERS

33%

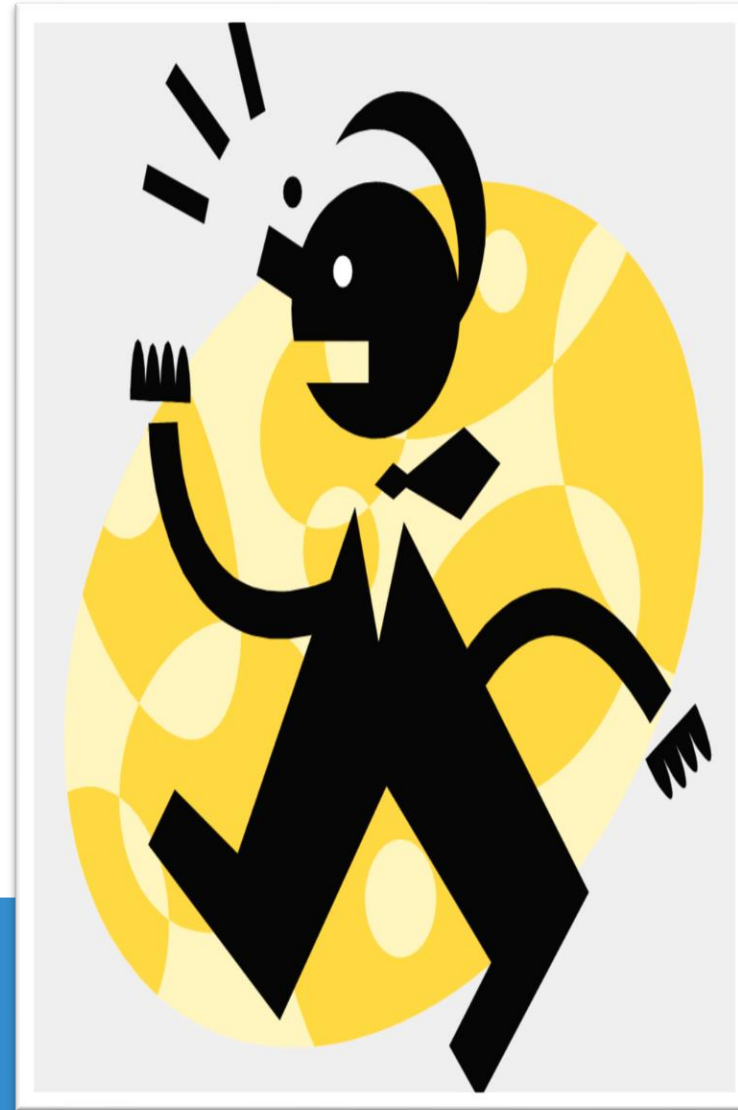


BOTTOM UP

6%



**10 Signs an  
Employee  
is Being  
BULLIED**



# 1. WORK MEANS MISERY, HEALTH ISSUES & IMPACT ON THE EMPLOYEE'S PERSONAL LIFE



- The employee often feels like throwing up or is particularly anxious the night before the start of the workweek.
- Employee is constantly feeling agitated and anxious, experiencing a sense of doom, waiting for bad things to happen
- Suddenly the employee needs time off for mental health issues
- The employee's family and friends are concerned



## 2. CONSTANT CRITICISM



- The criticism from the boss or co-worker never seems to stop, despite the employee's history of objective competence and even excellence.
- The employee attempts the impossible task of doing a new job without training or time to learn new skills, but that work is never good enough for the boss
- Everything the tormenter does is arbitrary and capricious, working a personal agenda that undermines the employer's legitimate business interests

### 3. LOTS OF YELLING



- The employee says she is yelled at, insulted and humiliated in front of others.
- People feel justified screaming or yelling at the target in front of others, but you are punished if you scream back



## 4. MICROMANAGEMENT & SUFFOCATION



- No matter what the employee does, he or she is never left alone to do the job without interference
- The boss or co-worker keeps a file of the employee's mistakes and constantly refers to them for no constructive reason.
- Employee is falsely accused of errors.

## 5. GOSSIP & LIES



- The bully is alleged to have spread destructive gossip and lies about an employee and his or her performance
- Typically the bully will start gossiping about others to new employees as way to built trust and take control or to cause separation of relationships

## 6. ISOLATION



- The employee feels like he or she is being singled out and/or isolated by co-workers or the boss.
- This behavior can range from having the employee's desk moved to not being invited to meetings or even lunch.
- Others at work have been told to stop working, talking, or socializing with the target

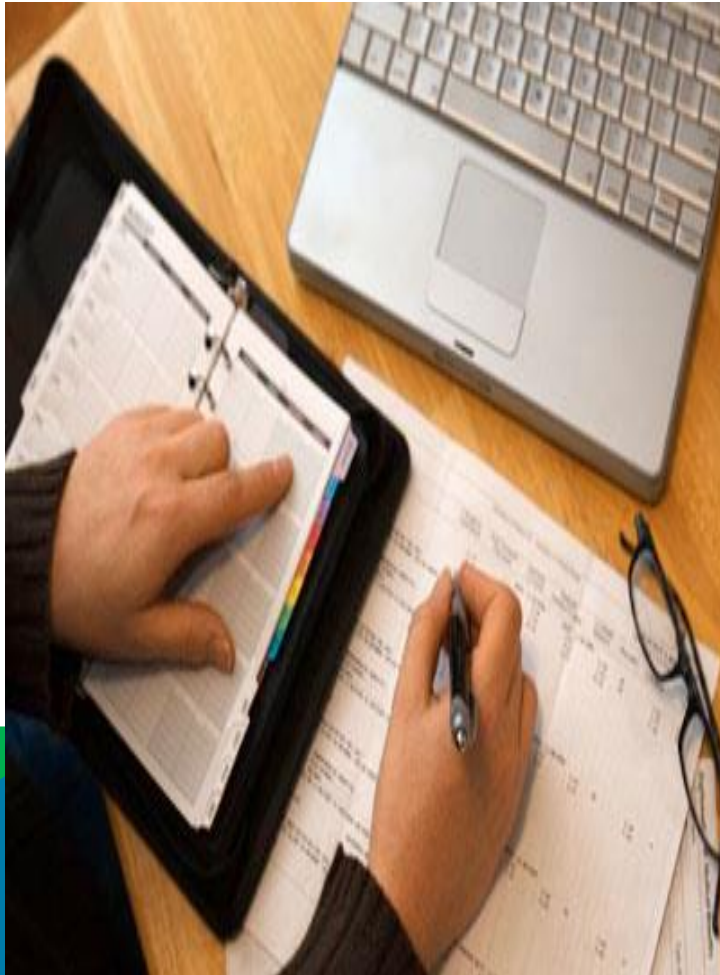
## 7. CHAOS & CHANGING EXPECTATIONS



- Making sure employee fails at work
- Changes rules on the fly
- The bully will refuse to perform tasks critical to the employee's success
- The bully withholds important information
- Surprise meetings are called by the boss with no results other than further humiliation



## 8. IMPOSSIBLE SCHEDULE



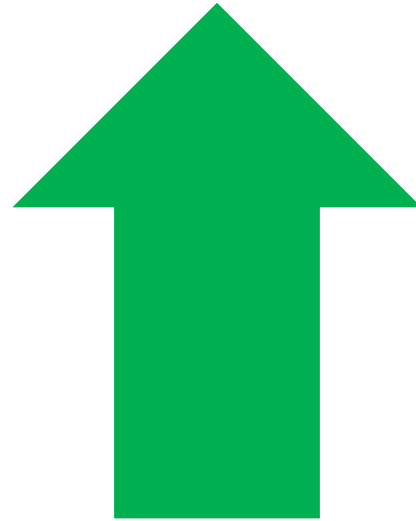
- Changes employees' schedule
- Schedules last minute late meetings
- Changes expectations of where employee is expected to be and when

## 9. DENIES BENEFITS



- Requires that employees change vacation or time off to suit the bully
- Denies the target FMLA or time off as needed

# 10. DR. JEKYLL & MR. HYDE PERSONALITY

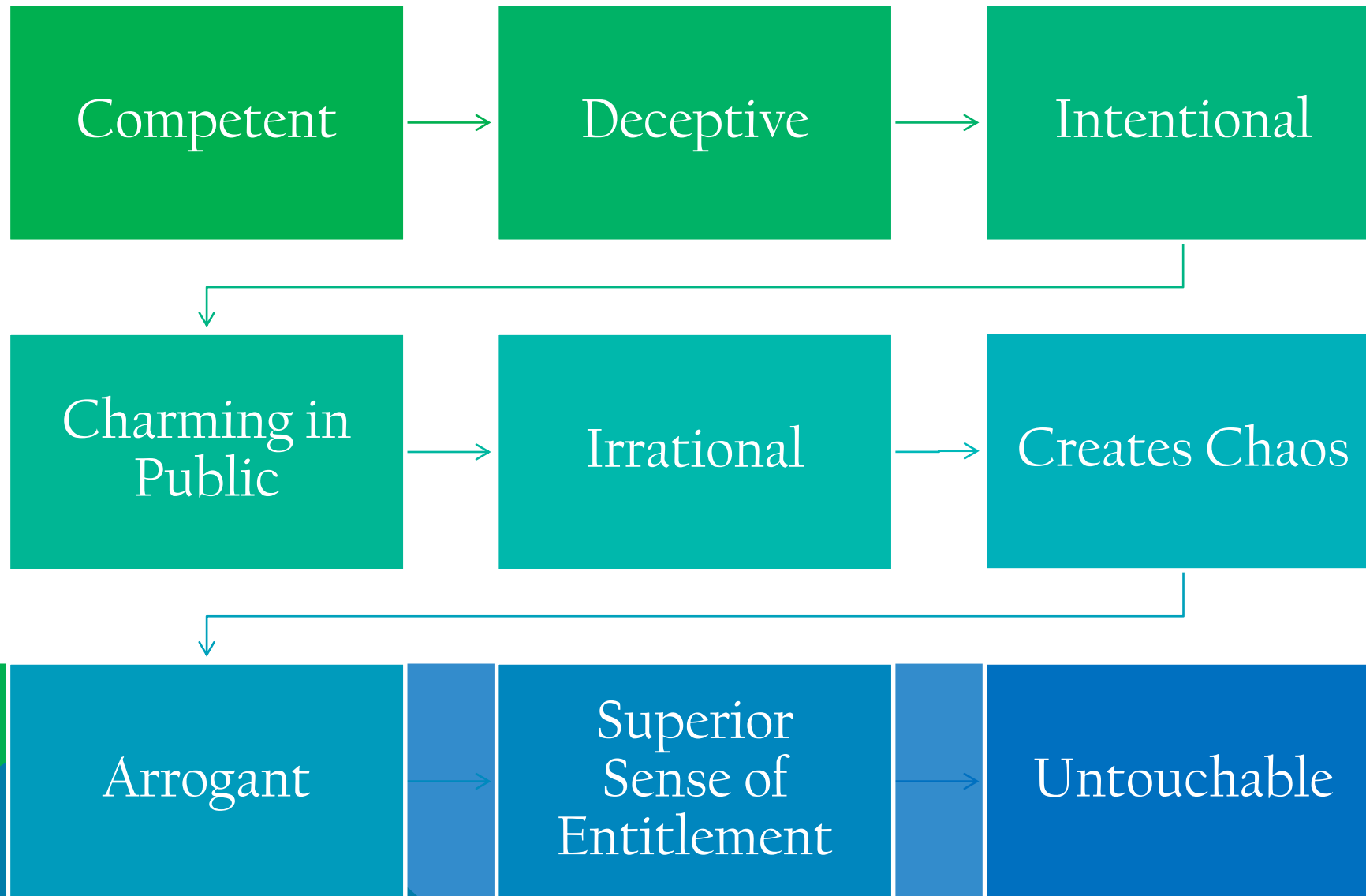


Vile,  
Vicious &  
Vindictive  
in private

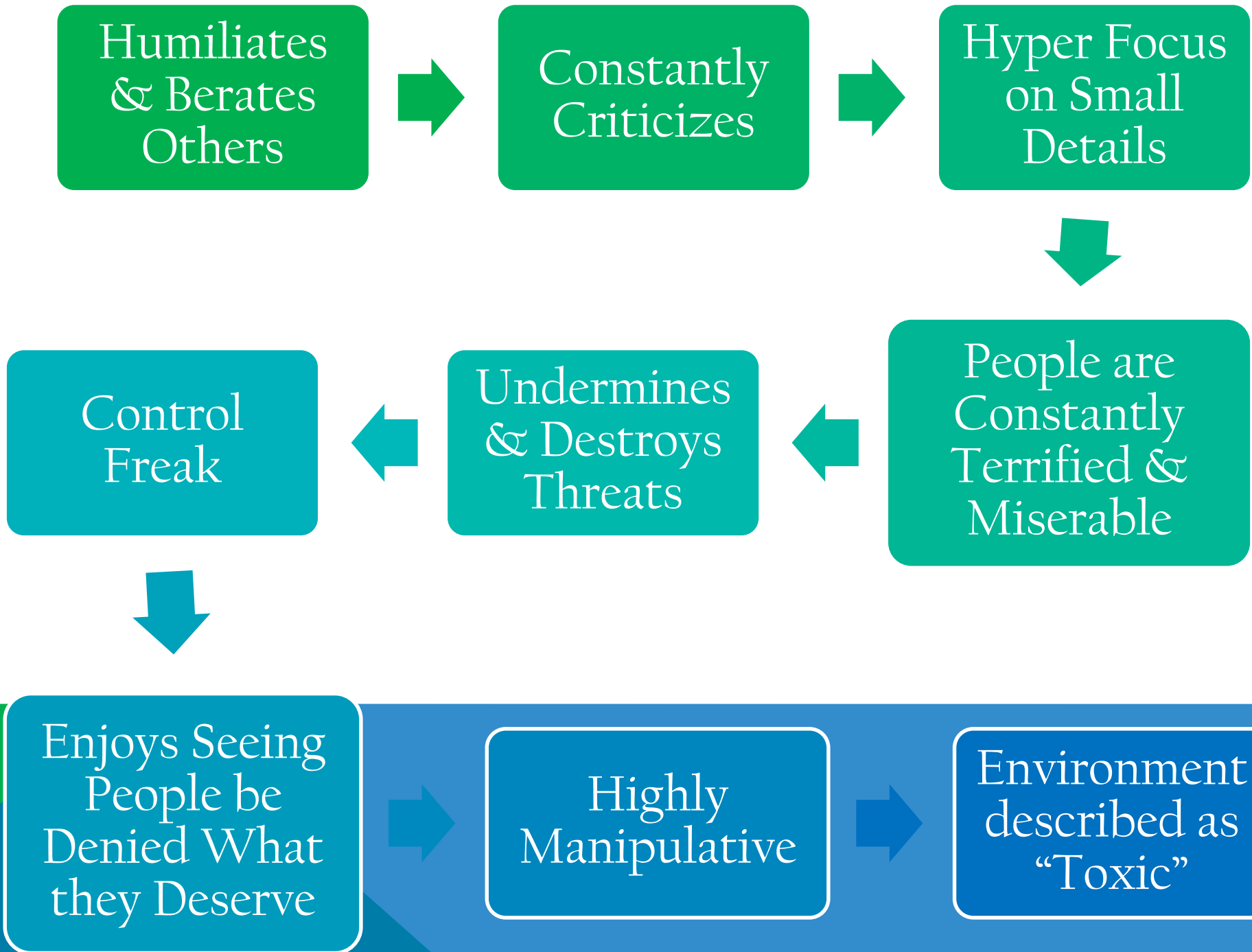


Innocent &  
Charming in  
Front of  
Witnesses

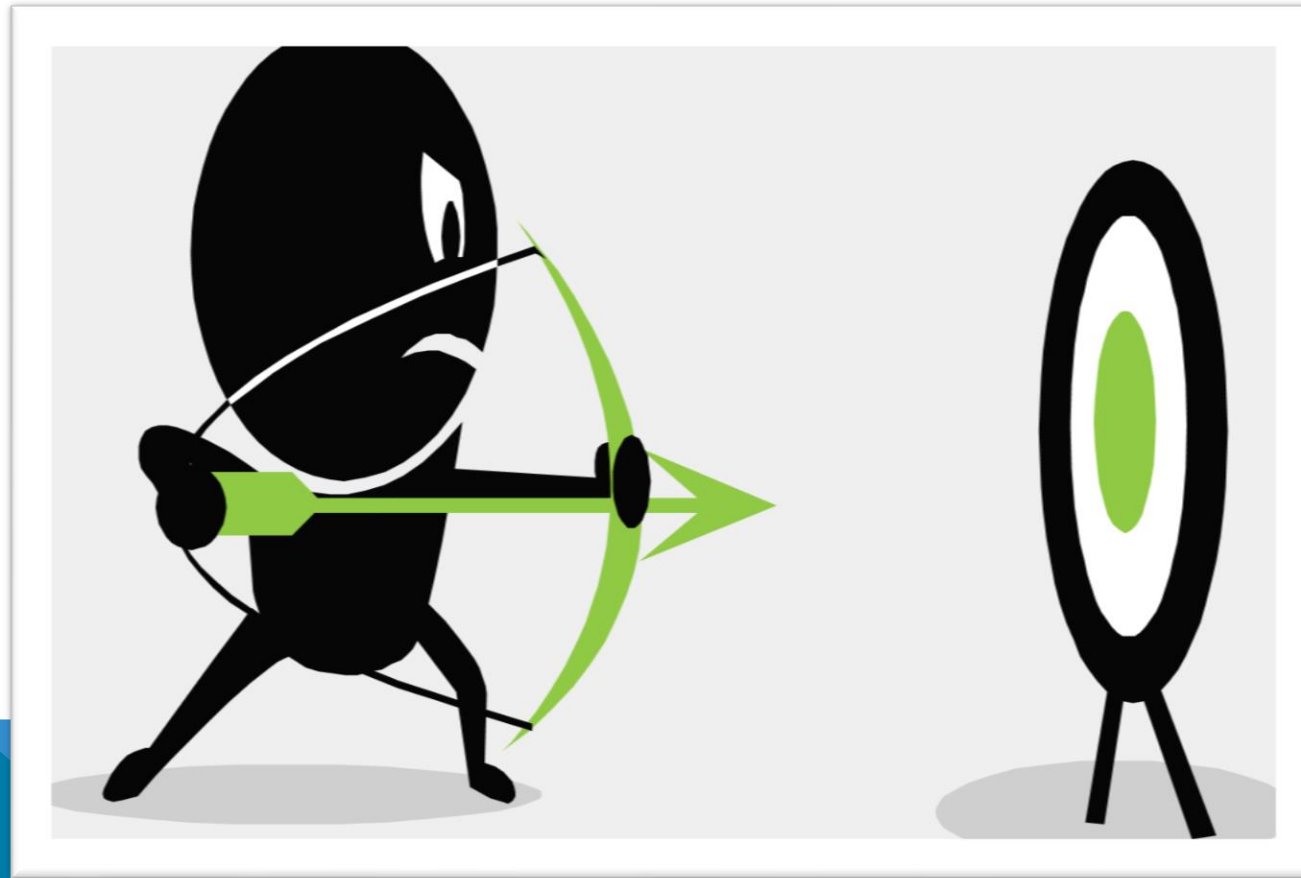
# EXAMPLES & SIGNS OF A “SERIAL BULLY”







FINALLY, THE BULLY.....



AND A.....

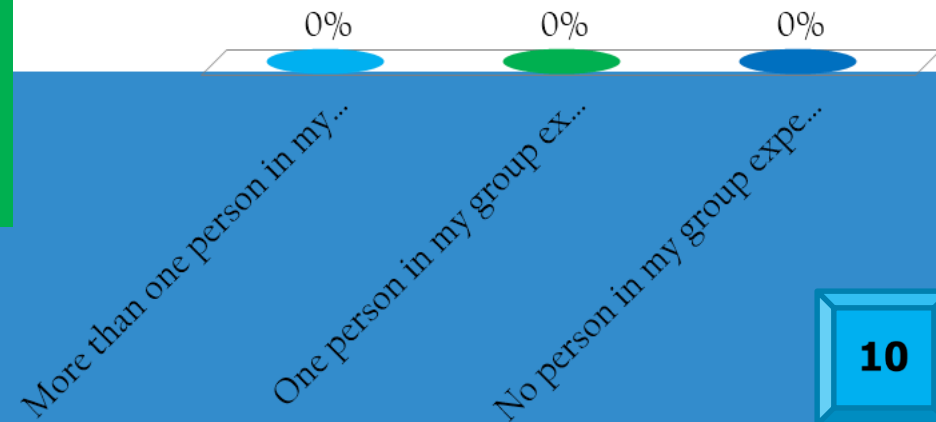


# WHO IS YOUR BULLY?



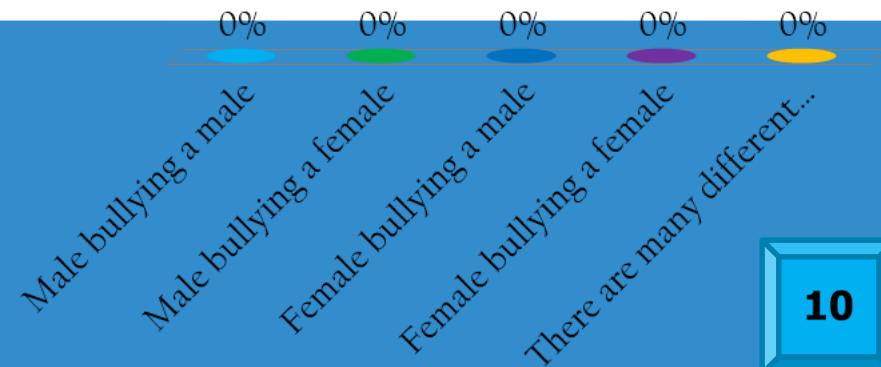
Based on this discussion, which is true?

- A. More than one person in my group have experienced workplace bullying
- B. One person in my group experienced workplace bullying
- C. No person in my group experienced workplace bullying



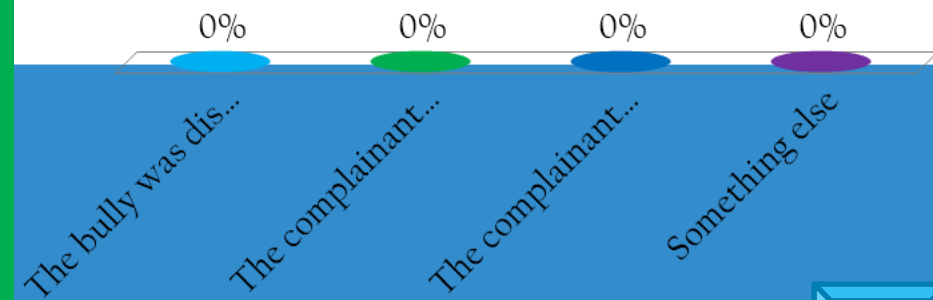
If the answer to the previous question was “yes,”  
the most common scenario was:

- A. Male bullying a male
- B. Male bullying a female
- C. Female bullying a male
- D. Female bullying a female
- E. There are many different scenarios in my group where workers have been bullied.



If one or more individuals in your group answered “yes” to being bullied, determine if that person complained. If the person did complain about the bullying what happened?

- A. The bully was disciplined or fired
- B. The complainant was disciplined or fired
- C. The complainant resigned
- D. Something else



# IMPACT ON VICTIMS

Turnover

Sick leave

Low moral

Low  
productivity

Stress

Depression

Physical  
Health  
Problems

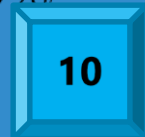
Helplessness

Low Self-  
Esteem

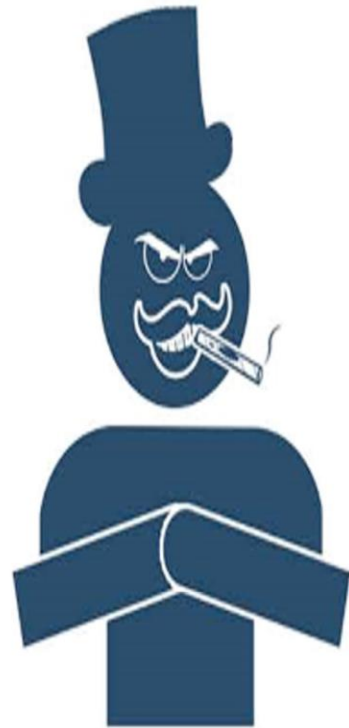


This percentage of employees surveyed said they sought a formal resolution to the bullying.

- A. 17%
- B. 37%
- C. 57%
- D. 77%

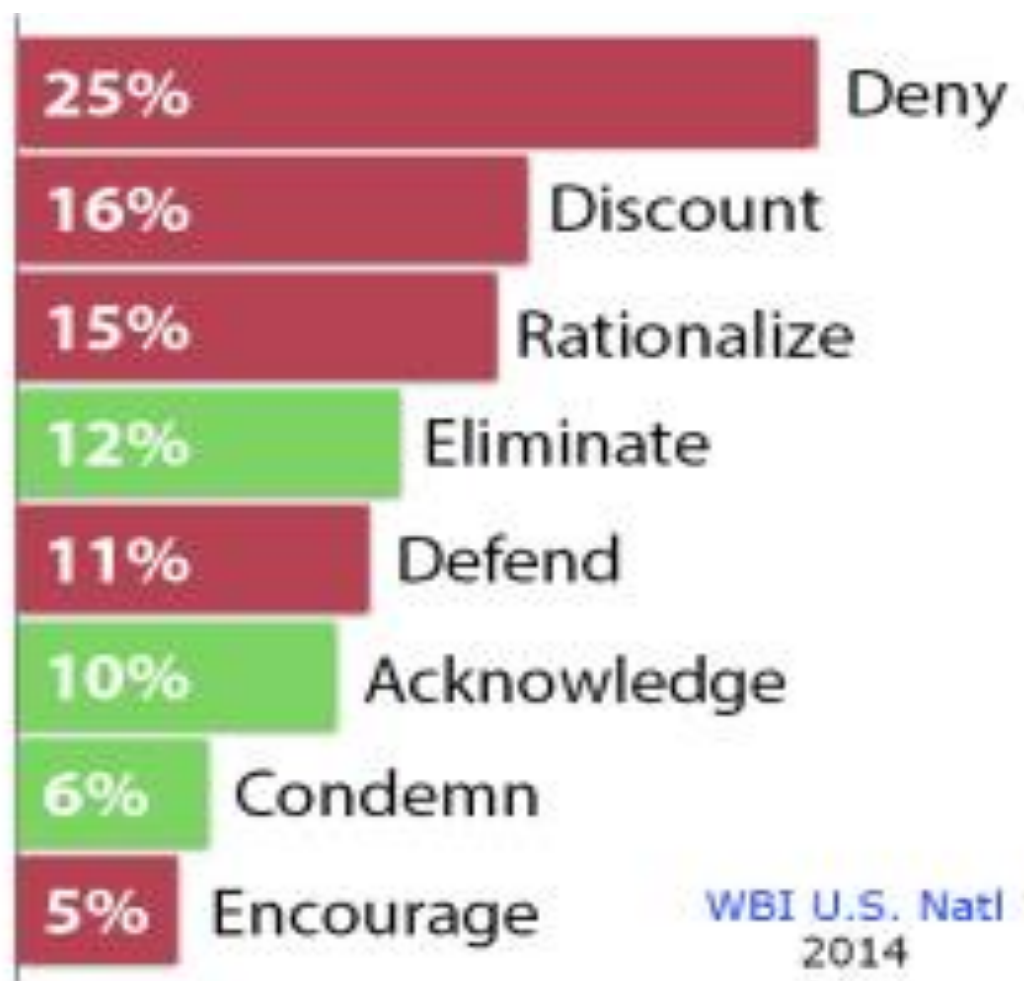


# EMPLOYER RESPONSE



## TO DO LIST

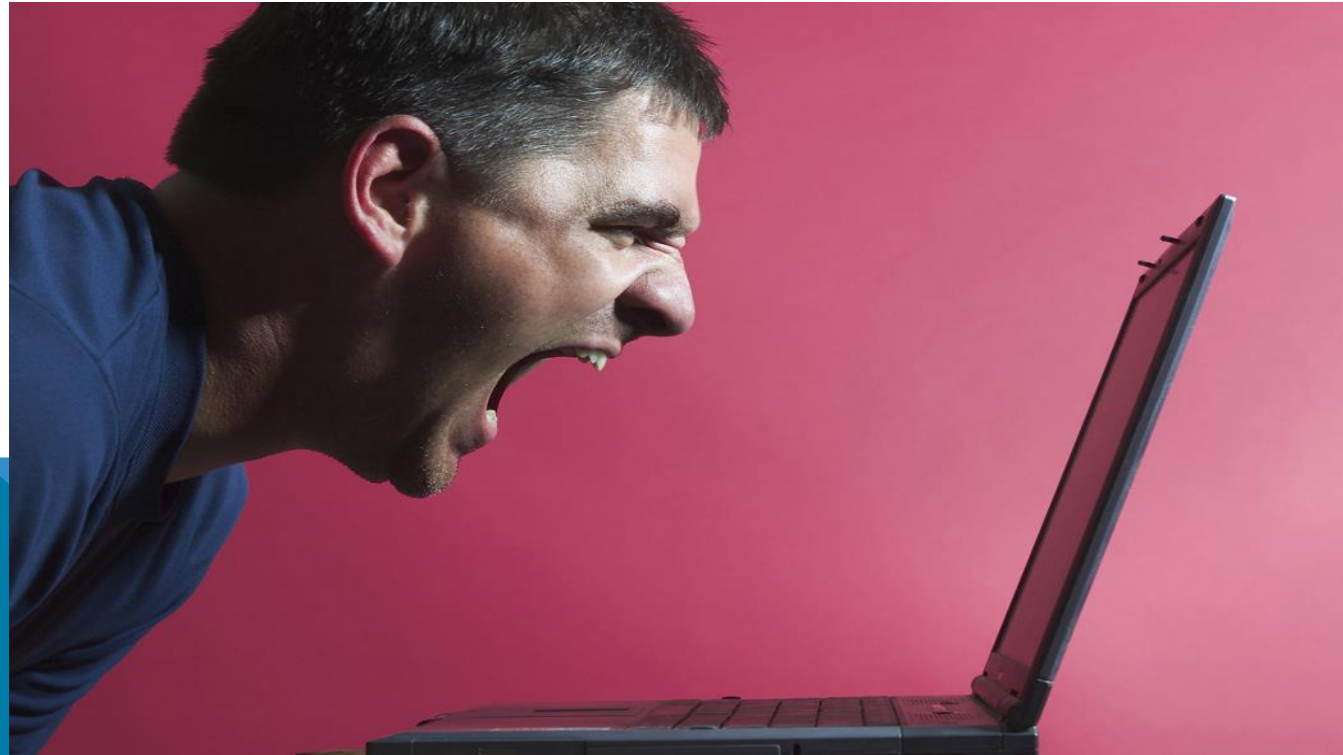
- NOTHING 25%
- DO "SHAM" INVESTIGATION 46%
- HELP TARGET 23%
- PUNISH PERPETRATOR 6%



WBI U.S. Natl  
2014

workplacebullying.org  
© 2014 Workplace Bullying Institute

# Don't Use Any Electronic Instrument for Immoral, Improper, Inappropriate or Sexual Means



MANAGE YOURSELF &  
OWN BEHAVIOR...  
NEED WE SAY MORE?



# RANDOM SOCIAL MEDIA RANTS WITH STRANGERS



This Photo by Unknown Author is licensed under [CC BY-NC-ND](#)

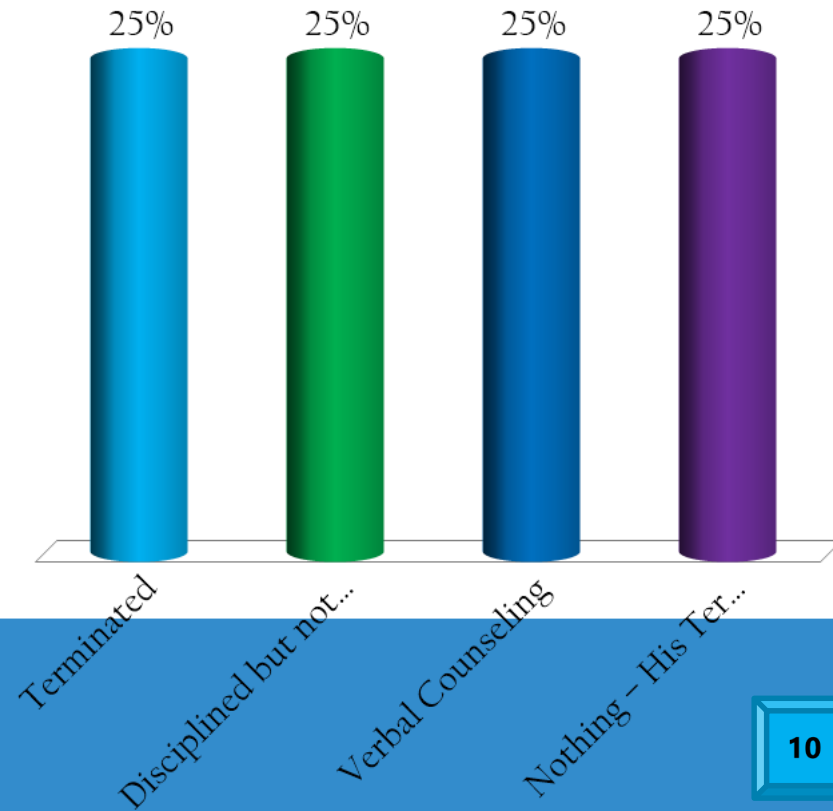
MIC  
FIRE

“F\*\*\* black lives matter. You are the true epitome of a n\*\*\*er. All lives matter. And if you think it’s just black lives kiss my a\*\* b\*\*\*\* and go back to the fields that us in the north fought to free you from.”



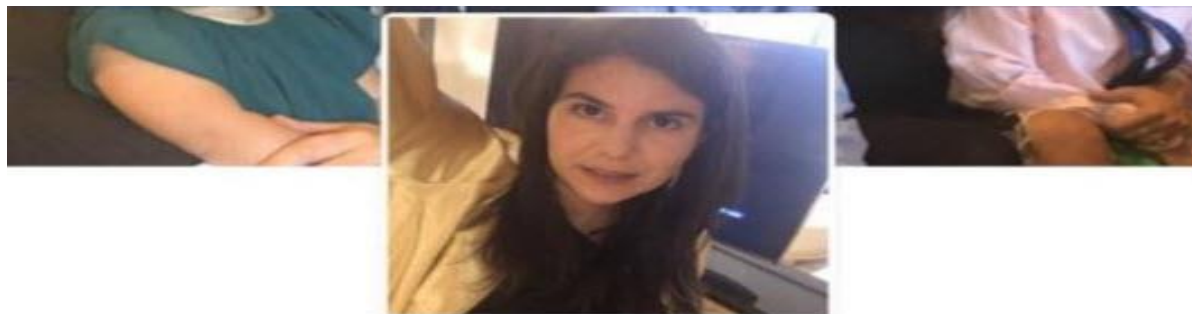
This interaction is brought to your attention by a member of the public.  
The firefighter should be:

1. Terminated
2. Disciplined but not terminated
3. Verbal Counseling
4. Nothing – His Termination would violate the NLRB.










## Hayley Geftman-Gold (Hayley Lattman)


  
Add Friend

  
Follow

  
Message


  
More

 1 mutual friend: [Erin Fagan Silber](#)

 VP, Senior Counsel, Strategic Transactions at **CBS**

 VP Business Affairs at **Take-Two Interactive**

 Former Vice President, Business and Legal Affairs at **MTV Networks**

 Worked at **Heller Ehrman**

 Former Associate at **Willkie Farr & Gallagher**

 Studied at **Columbia Law School**



Write a reply...



**Hayley Geftman-Gold**

If they wouldn't do anything when children were murdered I have no hope that the Repugs will ever do the right thing. I'm actually not even sympathetic bc country music fans often are republican gun toters.



2

54m Like Reply

# **CBS fires vice president who said Vegas victims didn't deserve sympathy because country music fans 'often are Republican'**

“Earlier today I posted an indefensible post in a Facebook discussion thread concerning the tragic Las Vegas shooting, a statement I sincerely regret. I am deeply sorry for diminishing the significance of every life affected by Stephen Paddock’s terrorism last night and for the pain my words have inflicted on the loved ones of the victims.

My shameful comments do not reflect the beliefs of my former employer, colleagues, family, and friends. Nor do they reflect my actual beliefs — this senseless violence warrants the deepest empathy. I understand and accept all consequences that my words have incurred.”



Nordstrom @Nordstrom · Dec 15

@jajjaajGOP We apologize for the delay but he is no longer one of our employees. We don't tolerate violence or threats of any kind.



Ricky Theil @UNWebman · Dec 16

@Nordstrom What an employee does on his own time, is not your business. Tomorrow I will return all the Xmas gifts I bought from Nordstrom.



Nordstrom @Nordstrom · Dec 16

@UNWebman Thank you for sharing your feedback, Ricky.



“INSTEAD OF SLAMMING THE POLICE, I PREFER A KENNY FORT APPROACH. EVERY TIME AN UNARMED BLACK MAN IS KILLED, YOU KILL A DECORATED WHITE OFFICER, ON HIS DOOR STEP IN FRONT OF HIS FAMILY.”



An open letter to the Curry family.

On behalf of the entire Holton Wise team, I would like to sincerely apologize to the Curry family and anyone else who was offended by the actions displayed yesterday on Twitter, by a former Holton Wise team member. Once we were made aware of his wildly inappropriate behavior we immediately terminated this individual as those actions are not reflective of the culture here at The Holton-Wise Property Group. We do not condone or tolerate hate speech of any kind, let alone hate speech that is directed towards a child.

The people of Cleveland love our city and are passionate about our sports teams. I do not want a bad experience to sour your family on our entire city. Cleveland has a lot to offer and hopefully after your visit here, you will love the city of Cleveland as much as we do.

Go CAVS!

James Wise.

Owner of The Holton-Wise Property Group

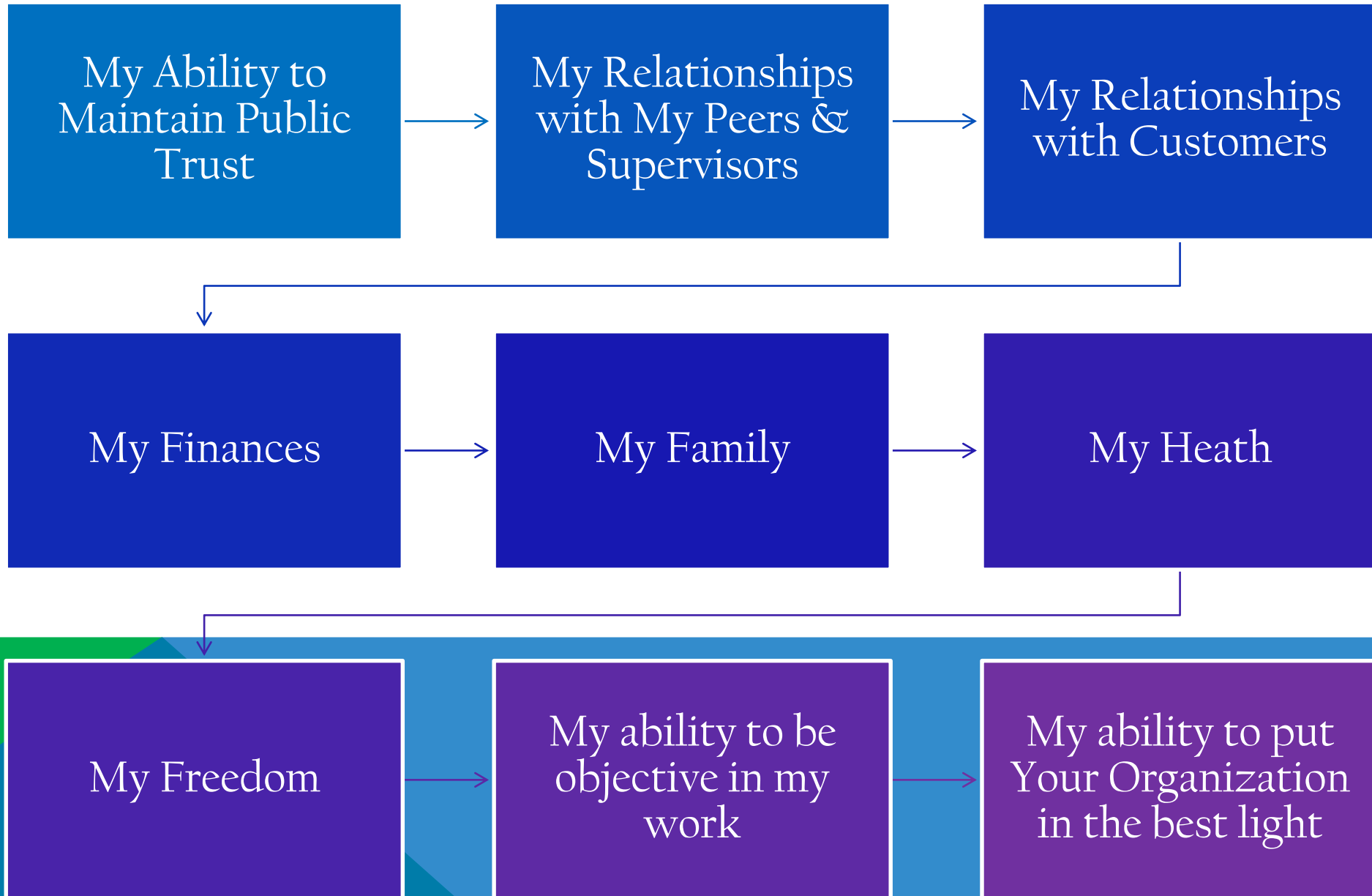


**James Wise** @jameswiseHWPG · 10h

Apology for the #Cavs fan who was fired for harassing @sydelcurry & @ItsRileyCurry @warriorworld @BroBible



# HOW COULD MY POSTS IMPACT?



# BEFORE POSTING ASK



What's in it  
for me?

What's the  
worst that can  
happen?

When it doubt  
– keep it out!



# Harassment is in the Eye of the Beholder





# THE COMMENTS WERE:

1. No big deal
2. Bad but not  
Terrible
3. Completely  
inappropriate

0%

1

0%

2

0%

3

**Answer Now**

**10**

144



# THE COMMENTS/BEHAVIOR WERE:

1. No big deal
2. A little creepy
3. Completely inappropriate

0%

1

0%

2

0%

3

Answer Now

10

146



# THE BEHAVIORS WERE:

1. No big deal
2. A little creepy
3. Completely inappropriate

0%

1

0%

2

0%

3

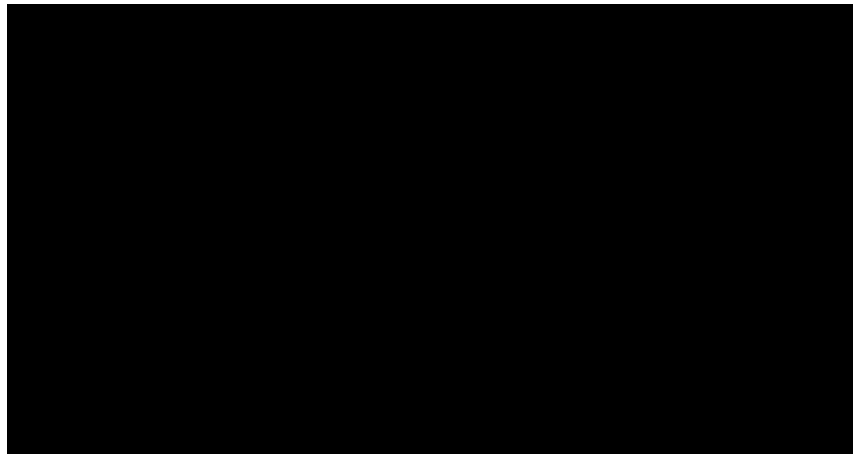
**Answer Now**

**10**

148

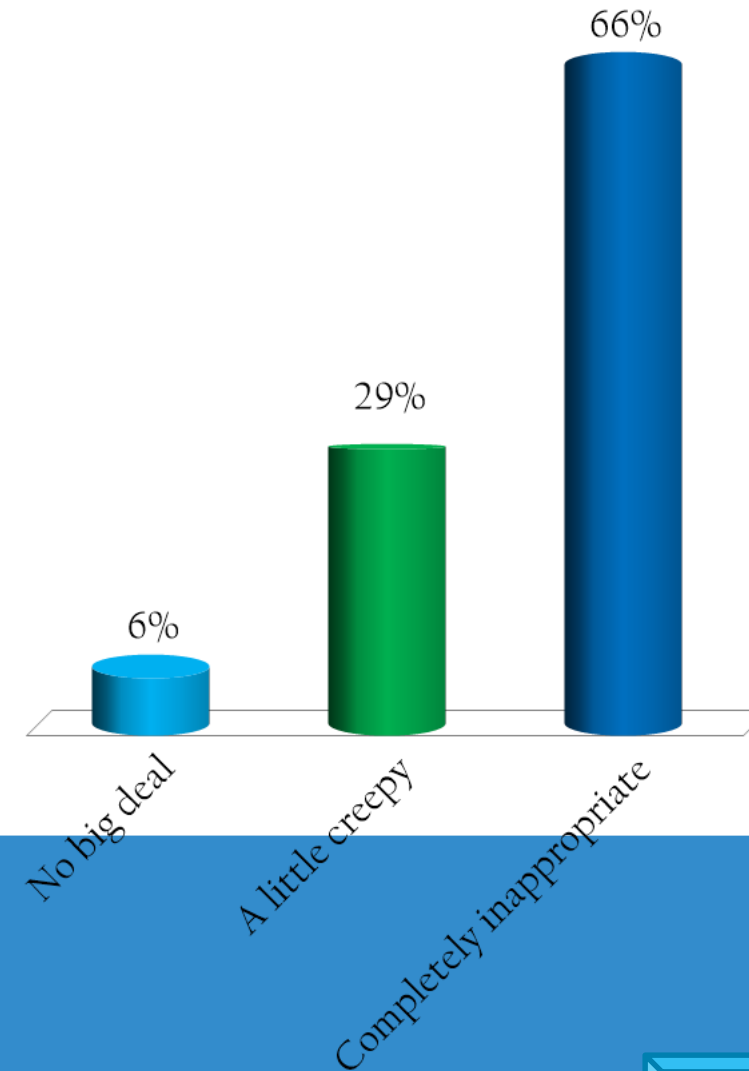






# THIS COMMERCIAL IS:

1. No big deal
2. A little creepy
3. Completely inappropriate

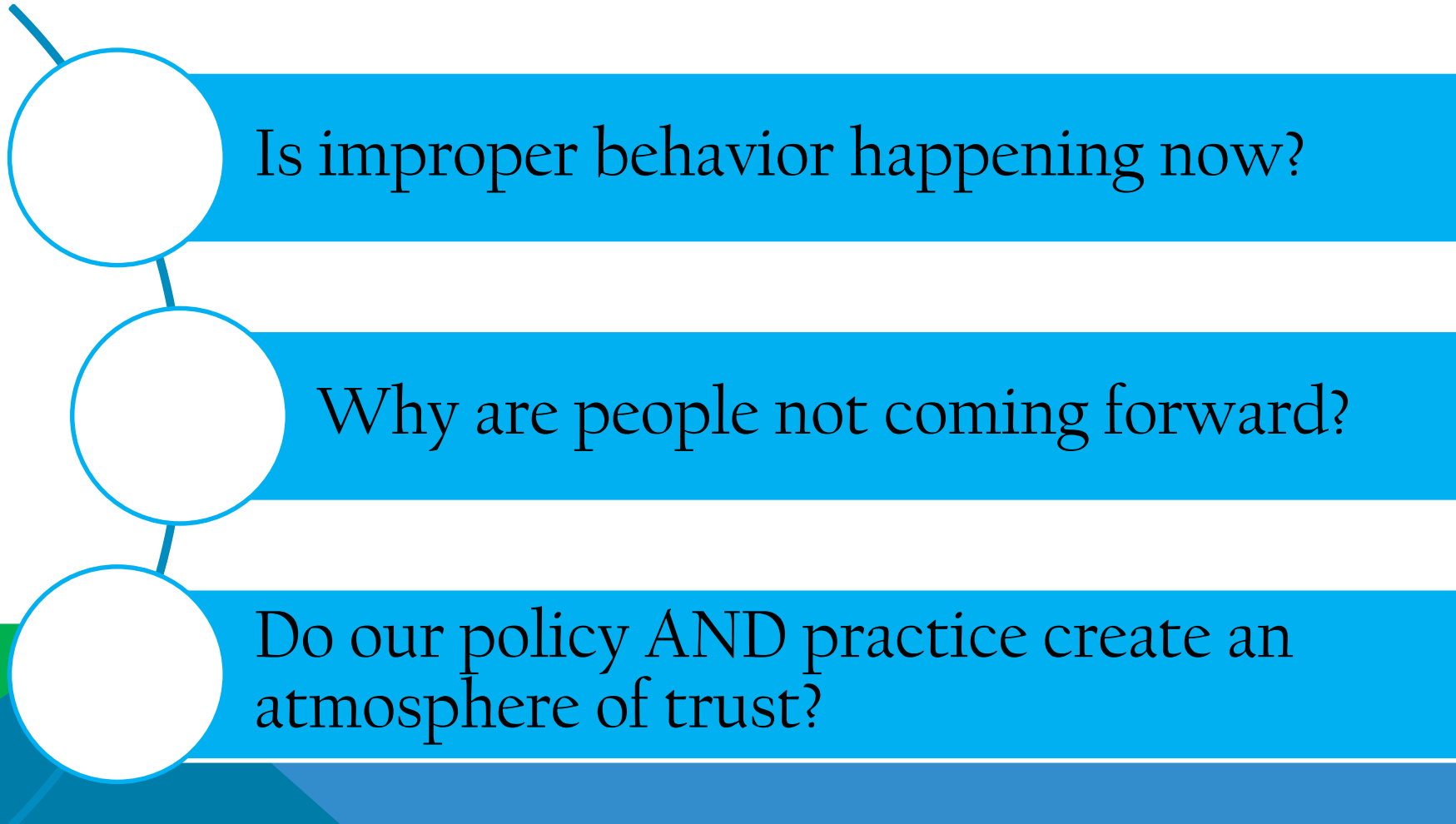


Answer Now

0

151

## CONSIDER

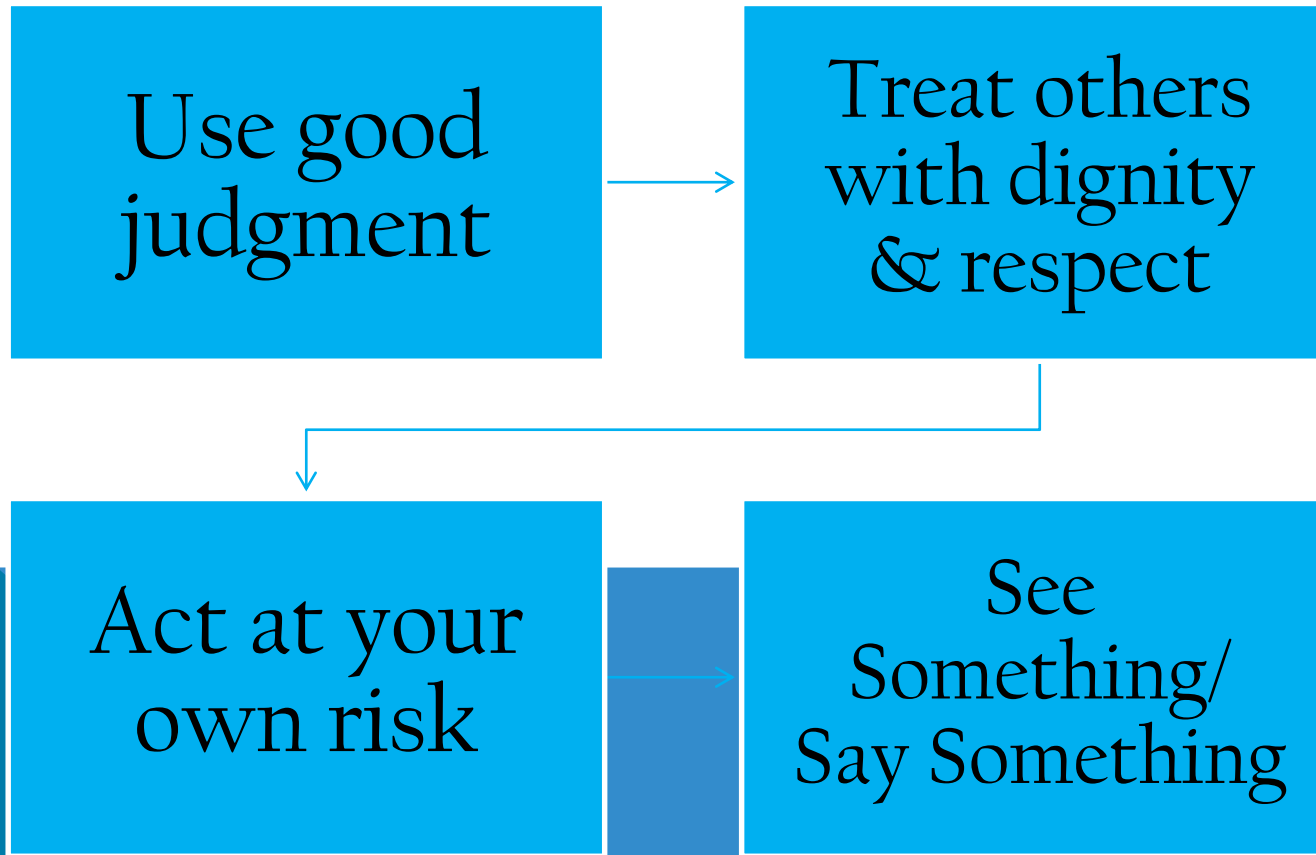
- 
- Is improper behavior happening now?
  - Why are people not coming forward?
  - Do our policy AND practice create an atmosphere of trust?

No one, regardless of how senior, can be exempt from Your Organization's policies or the law



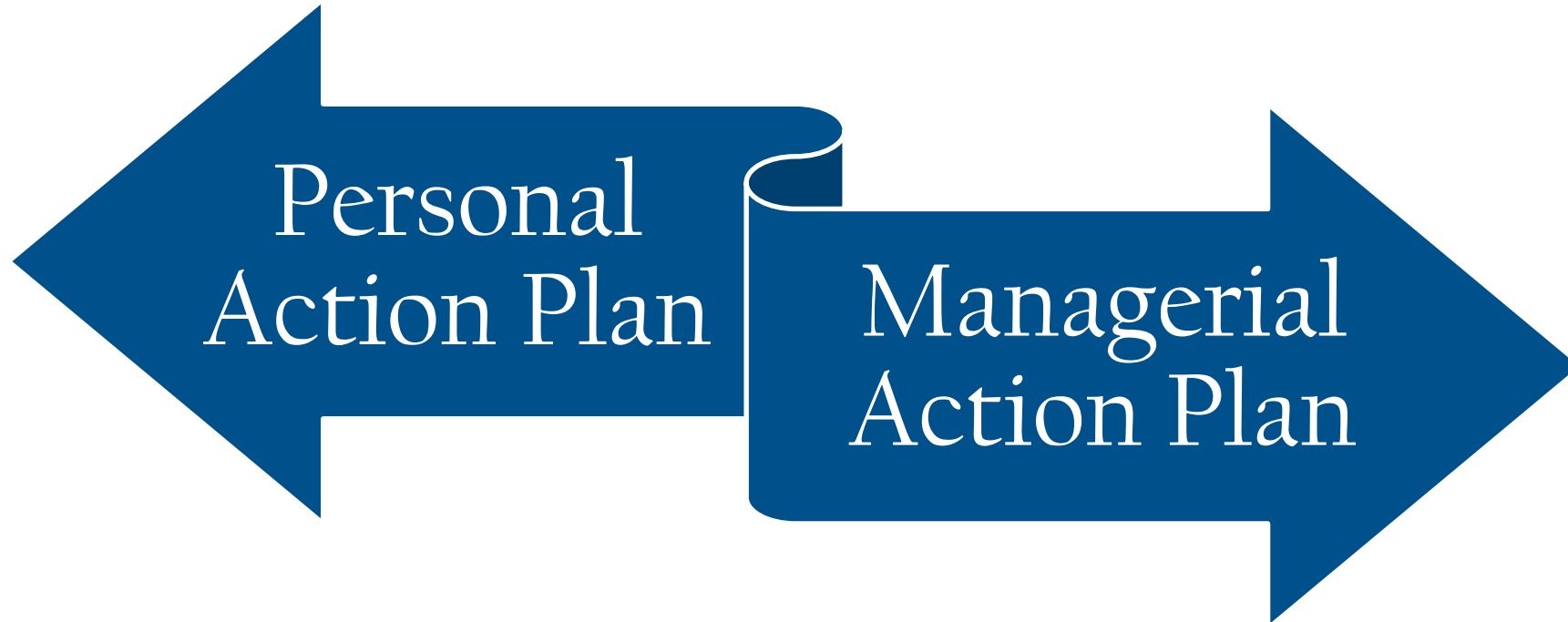
# CLOSING EXPECTATIONS

As a leader, set the example



The choices we make –  
not the **chances** we take  
– determine our  
**DESTINY**

# ACTION PLANNING







KarenMichael, PLC

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[Kmichael@KarenMichaelConsulting.com](mailto:Kmichael@KarenMichaelConsulting.com)

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