



# Andrew Faas

Philanthropist • Author • Advisor • Speaker

the  
**FAAS FOUNDATION**



[Andrew's Website and Blog](#)

**Andrew Faas** is an author, philanthropist and management advisor specializing in creating psychologically healthy workplaces. Before beginning his philanthropic career, he worked for some of Canada's largest corporations for over 25 years in executive positions. He leads the **Faas Foundation**, an organization dedicated to supporting not-for-profit organizations concerned with workplace wellbeing and other fields of personal health and research. His book, *The Bully's Trap: Bullying in the Workplace* details his personal and administrative experiences battling against bullying and the corporate cultures that embolden it.

Watch Andrew's TED Talk

**TEDx**

Read Andrew's Interview

**BUSINESS  
INSIDER**

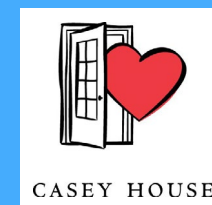
The Bully's Trap



# the FAAS FOUNDATION

**The Faas Foundation** was established in 2005 by Andrew Faas, and supports organizations in the areas of general health, education, medical research and psychologically safe workplaces. The Foundation was started because of Faas's deeply held concern for solving health issues through funding basic research projects, as he is a cancer survivor. His work as an anti-bullying activist reflects his desire to create healthy work environments. The Foundation partners with a variety of organizations in the United States, Canada and Israel to collaborate on solutions for some of the world's most pressing medical and societal issues, such as cancer research, workplace wellbeing and HIV/AIDS care. Currently, the Foundation is pursuing a two-pronged initiative to create psychologically safe workplaces by partnering with **Mental Health America** (MHA) and the **Yale Center for Emotional Intelligence**. The initiative's objective is to gather undeniable survey data on workplace bullying, culture and the profitability of workplaces structured for psychological safety.

The **Faas Foundation** supports a variety of organizations in the United States, Canada and Israel:



## Emotion Revolution in the Workplace

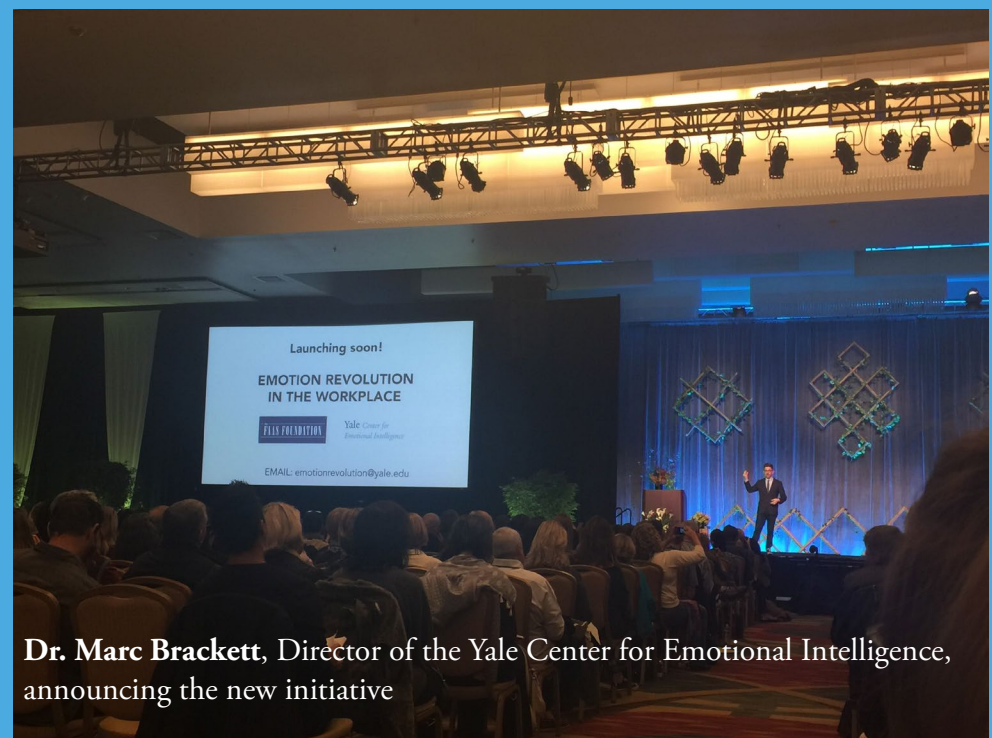
The **Faas Foundation** and the **Yale Center for Emotional Intelligence** are coming together in a joint initiative called **The Emotion Revolution in the Workplace**. In order to build positive work climates, this groundbreaking initiative between business and academia will investigate the role emotions play in the work environment, including:

- How employees feel about their work
- Why they feel the way they do
- The impact emotions have on individual and organizational performance, overall health and well-being
- How to effectively build positive workplace climates

The project's mission is to empower employees at all levels to increase their engagement, productivity and wellness through identifying and reducing unnecessary stressors in the workplace. To accomplish this, the **Emotion Revolution in the Workplace** will conduct a survey of 10,000 employees across North America beginning May 2016. The need for an Emotion Revolution in the Workplace is greater than ever before. Gallup reports that 70 percent of American workers aren't engaged and a Stanford University study indicates that more than 120,000 deaths may be attributable to workplace stress. By collecting anonymous data about these conditions, this initiative will be able to further the scientific understanding of how to effectively build positive and productive work climates and connect workers with the emotional tools they need to reach their potential and achieve healthy and happy lives. You can visit [FaasFoundation.org](http://FaasFoundation.org) for more information.

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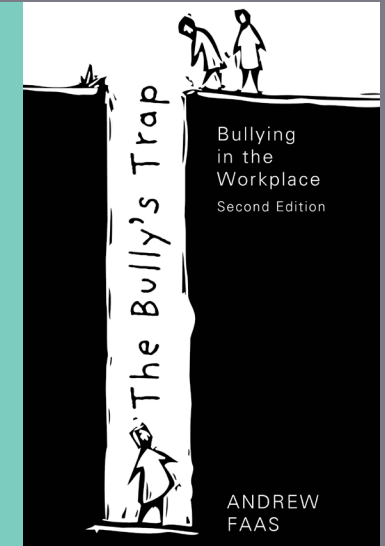
Yale Center for  
*Emotional Intelligence*



**Dr. Marc Brackett**, Director of the Yale Center for Emotional Intelligence, announcing the new initiative

## Psychologically Safe Workplaces

After being called out as a bully early in his professional career, Andrew realized that respect is a better motivator than intimidation. This moment sparked a lifelong passion for creating workplaces structured to ensure psychological safety and freedom from bullying. He spent over 25 years at the executive level of some of Canada's largest corporations, and experienced workplace bullying firsthand after exposing corruption by a peer and being retaliated against. His dual perspectives, as a victim and a manager, give him a unique point of view on the difficult task of restructuring organizations to create supportive cultures. He became a management advisor in 2009, working with major multinational corporations to create internal cultures of respect, transparency and psychological safety. In 2015, he penned his first book, *The Bully's Trap: Bullying in the Workplace*, an insightful look at pressure in the workplace and its effect on employees. The third edition is set to be released in February 2016.



Praise for

## The Bully's Trap

“I have worked with Andrew Faas for a number of years and what he advocates in *The Bully's Trap* is something he has effectively put into practice, particularly in building positive, high performance cultures.”

**GLENN MURPHY, CHAIR, CEO, GAP INC.**

“In this book *The Bully's Trap*, Andrew Faas takes bullying in the workplace as an issue that has long been relegated to human resources and powerfully and convincingly makes the assertion that this must be dealt with at the top.”

**F. ROSS JOHNSON, FORMER CEO, RJR NABISCO**

“Andrew Faas in *The Bully's Trap* has really captured what goes on in the workplace. My regret is that I did not have the benefit of his guidance and advice when I was targeted — had I read the book then, I would have handled it in a better way which would have led to a better outcome.”

**CATHERINE LABROSSE, REGISTERED NURSE, ONTARIO CANADA**

# Q&A

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## 1. What inspired you to write the book?

Even though I have dealt with countless bullying situations over the years, nothing prepared me for being on the receiving end of being targeted. Late in my career, I blew the whistle on a corrupt executive who retaliated against me. For over a year I was subjected to vicious attempts to discredit me. My emails and phones were hacked; a private investigator was hired to find dirt on me; I was blackballed; associates shunned me for fear of retaliation; and I even received an anonymous death threat. Because of this my physical and mental health deteriorated; I lost over 30 pounds, was laid up for 6 months with a serious case of shingles and had symptoms consistent with Post Traumatic Stress Disorder, which by the way is what 95 percent of people who are severely bullied suffer from. Thanks to the intervention of others who, recognizing my deterioration, forced me, with their help, to realize I was not alone; I was not at fault; and there were methods by which to positively confront the harassment, which I did to my satisfaction. But even though I resolved my situation, I could not find closure. Negative energy totally absorbed me and to this day I am still haunted by it. Finding closure, I have found, is what most who are targeted face, even many years after the bullying ended. I desperately needed shift the negative energy into something positive and this is what propelled me to expose the horror so many face, the catastrophic consequences and help eliminate bullying in the workplace. Writing the book helped me find closure.



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## 2. How do you handle workplace bullying issues?

The premise of the book is the cultural transformations required to stop bullying. Usually I am called in to organizations after a catastrophic event and although the individual situation needs to be properly dealt with, the bigger issue is why the bullying occurred in the first place. However in dealing with individual situations I first determine what the person targeted wants. In well over 90 percent of the cases, the target does not want to make a big deal of it and just wants it to stop. I cannot tell you the number of sexual harassment cases I have handled and usually, again well over 90 percent just wanted it to stop. My approach in most of the cases was to go to the bully and indicate that there is a lot of noise out there, I am not accusing anyone and want the noise to stop. If the bully tried to debate the issue, I indicated that I was not in a position to debate and if he or she was doing something that gave rise to the noise, just stop, and if they were not, then there was nothing to worry about. In all but 2 cases the harassment stopped.



### 3. What do you like about writing?

I actually don't enjoy writing very much. My objective in writing this book was to open debate and discussion on what I believe to be one of the biggest issues of this generation.

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### 4. You give inspirational talks about your life and being a survivor. Can you give us an example?

Just over a decade ago I was diagnosed with leukemia. I have difficulty responding to being referred to as a cancer survivor because I did not go through the horrible suffering that most cancer patients do. I did not have one day of down time and none of the side effects usually associated with how cancer is treated. Each day, I take a single pill which directly targets the cancer cells without harming healthy ones. This pill has turned what was a fatal condition into a chronic one.

Emotionally, however, I did go through what most do: fearing the unknown and anticipating what I have seen others go through. Another dynamic was facing the reality that as there is a beginning, there is also an end, which caused me to reflect on the reason for being. While I have lived a charmed and successful life, there was a realization that if my life were to end prematurely, my mark on the world would be insignificant. The day I came to that horrible realization, I cut a deal with the Almighty that, if I were made better, I would become a better person. I was made better, and continue to work on becoming that better person.

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### 5. What are you working on now?

At the moment, I'm working with the Foundation to partner with the **Yale Center for Emotional Intelligence**. We're hoping to gather data that will prove conclusively, once and for all, that psychologically safe workplaces are just as good for business as they are for the well-being of employees. I'm also working on a third edition of *The Bully's Trap* to incorporate some of our initial findings. Additionally, the Foundation continues to work with our partners, such as **Mental Health America**, to find sustainable solutions to some of today's most pressing health issues.

# Press Coverage





## Three Ways to Fix Your Company's Hostile Workplace Environment

From Andrew's Blog

### 1) You are a role model

Workplace culture starts at the top; and that means you. If employees see their superiors being hostile, petty or acting above the rules they set out for everyone else; employees will take note. In fact someone looking to move up in your company is very likely to take their cues from you. If they see you being hostile by belittling employees, breaking rules or just being an old fashioned bully – they will believe that that is how you succeed within the organization and emulate you. Just remember, when you are in a leadership position that “role model” is automatically part of your job description.

### 2) Examine your workplace culture first-hand

The day-to-day reality for a boss can be very different from the reality of a rank and file worker, especially those that are targets of hostility and bullying. The solution isn't rocket science; talk to these people. If you only ever talk to middle management or supervisors to get a feel for workplace culture, at best you will be given incomplete information and at worst you will be given falsified information to cover-up hostility. Information is power but getting the right information about workplace culture, as well as hostile elements in your workplace, is difficult. Go straight to the source when getting a feeling of your workplace culture – that means your employees. How are they treated by their superiors and co-workers? Are they happy in the workplace? Are there any problems that need to be addressed? Don't shy away from topics or people who may make you uncomfortable. A simple conversation could save your company from a terrible outcome.

### 3) Get expert help and learn best practices

Business owners are busy and workplace culture isn't everyone's cup of tea – that's okay, you can't be an expert in all aspects of your company. But this doesn't mean you can ignore hostility in your workplace; that is why Human Resource departments were created. It's not recommended that you give HR a blank cheque to deal with workplace issues. You need to make sure smart, capable people are in the department and that they are doing a good job of resolving workplace problems, preventing hostility and making comprehensive, common sense rules for your business to follow. But developing policies internally is only half the battle. HR departments should be looking externally to find out industry best practices and should be up-to-date on the quickly growing amount of literature on workplace culture and hostility. This means taking a hard look at other companies' hiring practices, performance measurement procedures and bullying policies. A capable and modern HR department, coupled with sufficient oversight from management, is absolutely vital in the today's business climate. Do not allow your HR department to fall victim to atrophy or a cover-up mentality when it comes to workplace culture.