

# half the sky

## Workplace Behaviour: tackling exclusion

Introducing our services

Bullying in the workplace is a complex issue. It happens across all sectors, making an impact on individuals, organisations, and ultimately, the economy.

### **We deliver:**

- » Insight and understanding
- » An actionable plan
- » The internal case for EDI investment
- » An impactful difference to your culture
- » Improved staff wellbeing
- » Enhanced employer brand

# Why bullying is bad for business

**Discrimination is legislated against but more subtle exclusionary behaviours driven by unconscious bias are not.** Microaggressions linked to race or gender can be difficult to identify but do as much damage.

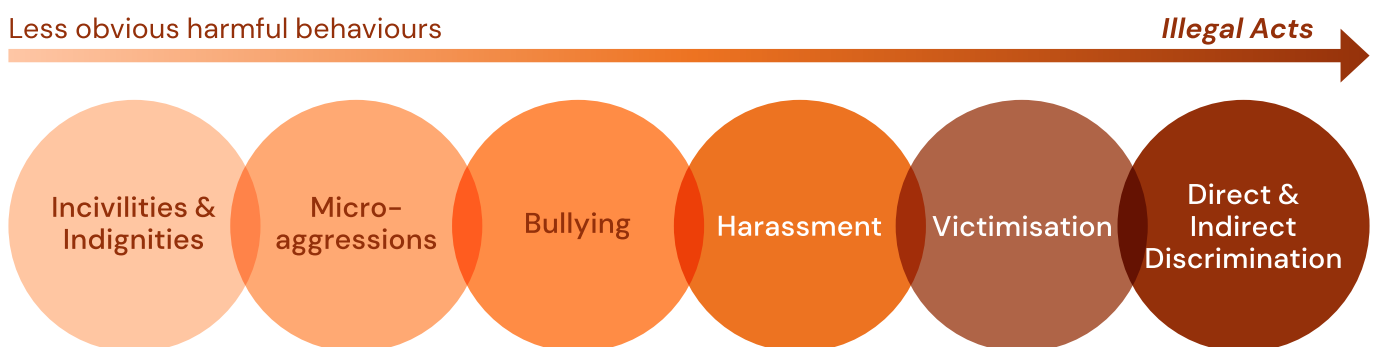
They result in:

- » Absenteeism
- » High staff turnover
- » Low morale
- » Poor productivity
- » Reputational damage
- » Legal costs.

Evidence shows diverse cultures perform better, but workplace interactions can be difficult to change. This is why we created a method and framework to support organisations on their journey.

## Understanding interactions at work

**The answer is to dig deeper into the root causes at individual, group and systemic levels.** Covering all aspects of bullying, harassment and discrimination, our Workplace Behaviour diagnostic framework is designed to help large organisations. It has been informed by extensive research and examines the full spectrum of exclusionary behaviour – much broader than most people realise.



The spectrum of exclusionary behaviour: some behaviours can be hard to spot

# Consultancy rooted in science

**Our work starts with rigorous research, using qualitative methods proven to work for sensitive topics.** This safe, ethical and anonymised approach is led by academics, sociologists and psychologists. The aim is to uncover case studies and stories to reveal a deep understanding of what is happening.

Learning from our analysis, we work with stakeholders at all levels to identify powerful actionable interventions. We protect policies and systems that are working, propose ways to prevent harmful behaviour, and detail practical ways to respond in the moment.

## Our services



### A. Complete Diagnostic Assessment

For organisations who need to understand where and why exclusionary behaviour is happening, and plan action.



### B. Focused Area Diagnostic

For organisations who know they have a problem and need to re-define the action plan.

Or

For organisations who want to explore a particular problem e.g. sexual harassment or the experiences of cultural minorities.



### C. Healthcheck

Our lighter assessment for organisations who want to understand how far they are in their inclusion journey and need to make an evidence-based case for investment.

## CASE STUDY:

# Transforming culture

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This is the most impactful and insightful report this group has ever received

Chair of the Executive Board

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**Bullying behaviour can thrive in hierarchical organisational structures and often it's unclear where to go for help.**

In 2022, Half the Sky was commissioned to understand and tackle exclusionary behaviour within a major government department with over 23,000 members across the UK.

For this project, we invited voluntary participation in wide-reaching qualitative research, using one-to-one interviews and group discussions. This enabled individuals to discuss their experiences in a safe and trustful environment and revealed highly personal stories that had never been shared before.

Information was collected from 20 focus groups and 31 interviews, segmented by role and responsibility and the resulting 1500 data points were analysed using our framework to expose patterns. For the first time, the organisation was able to understand the real human impact of bullying and discrimination across the organisation.

By understanding why these things were happening, we could plan actionable changes – everything from policy changes, to leadership training, and critical response processes.

The combination of our deep insight and highly practical action planning give this project the power to transform the culture of this significant public institution.

For more information or to arrange a confidential conversation contact:



**Dr Zoe Young**

Founder & Director of Half the Sky

