

# IntelliQuest Consulting, Inc.

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# Violence in the Workplace

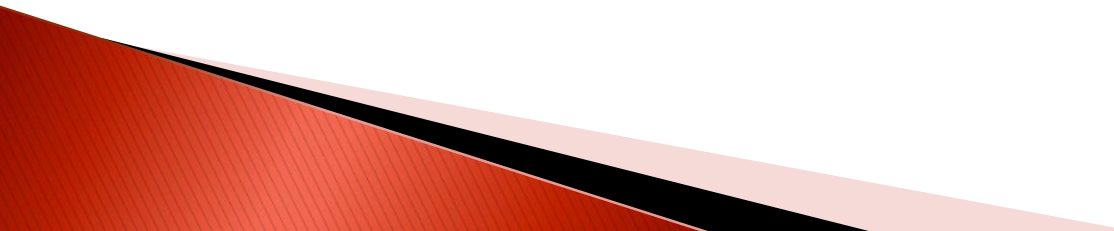
*Awareness + Action = Prevention*



# Prevention – Always Preferable

“The U.S. Occupational Safety and Health Administration mandates that employers provide a safe working environment for employees”

Are you prepared to answer three questions?

- \* What did you know?
  - \* When did you know it?
  - \* What did you do about it?
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# Workplace Violence

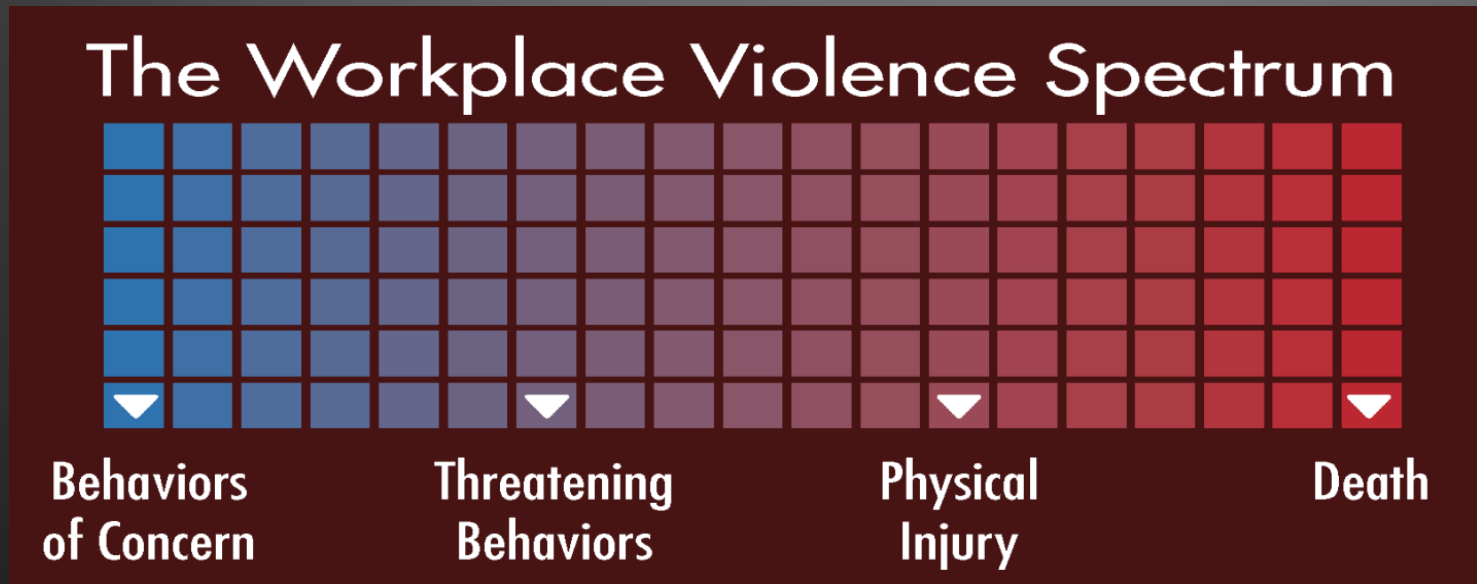
- ▶ Behaviors that can cause:
  - Personal injury
  - Damage property
  - Impede the normal course of work
  - Cause workers, managers, or customers to fear for their safety

# Workplace Violence (cont'd)

▶ Includes:

- Threats
- Harassment
- Intimidation
- Bullying
- Assaults
- Stalking
- Domestic Violence
- **Workplace Homicides**
  - ◊ Merely represent the “tip of the iceberg”

# Workplace Violence Spectrum




# Myths

Gunman 'just snapped' before heading to Omaha mall



- ▶ “Out of the blue...”
- ▶ “Just snapped...”
- ▶ “If left alone, events will resolve themselves...”
- ▶ “Employees can’t do anything to stop it...”
- ▶ “It couldn’t happen here...”

# Realities

- ▶ Behaviors of concern almost always present
  - ▶ **“Leakage”** – warnings made through comments (intentional or unintentional)
  - ▶ The path toward violence is an evolutionary one with signposts along the way
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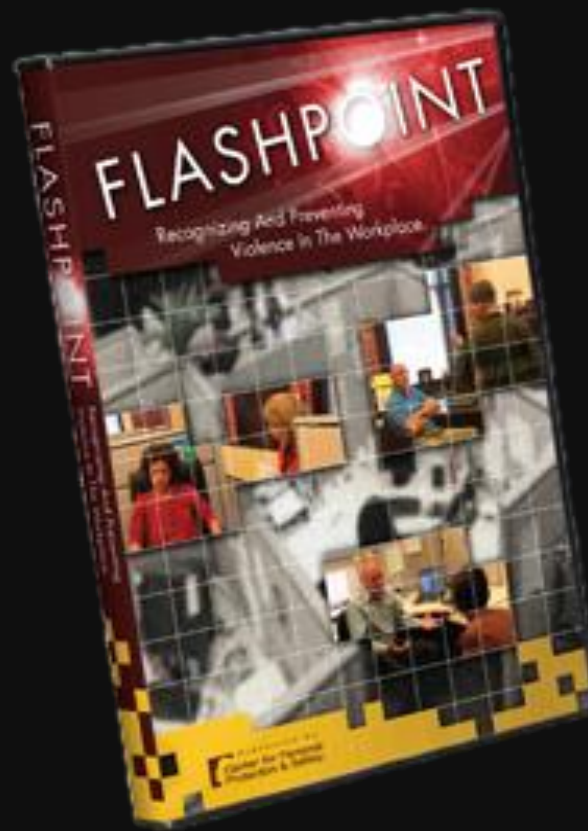


# Behaviors of Concern in the Workplace

*Creating Awareness*



# FLASH POINT



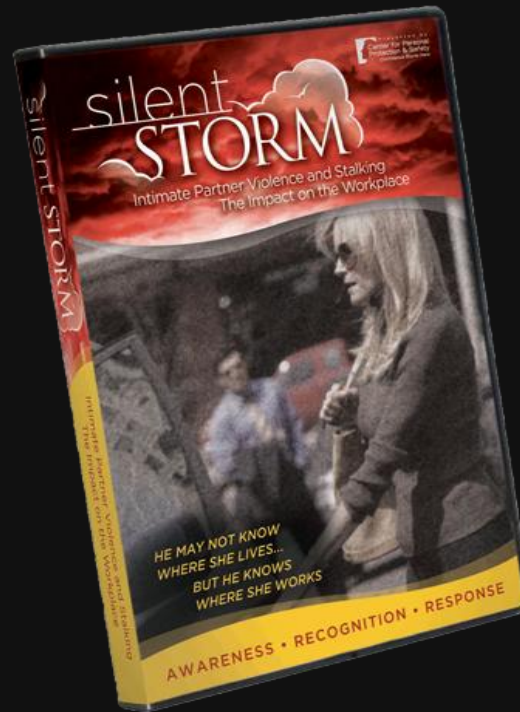
# Behaviors of Concern

## — Domestic Violence —



- ▶ Pattern of behavior in which one intimate partner controls another through the use of:
  - Physical violence
  - Coercion
  - Intimidation
  - Threats
  - Isolation
  - Emotional, sexual, or economic abuse
- ▶ **Affects nearly one out of four women in today's workplace**

# SILENT STORM



# Triggering Event

- ▶ A reprimand, termination, or layoff
- ▶ Financial troubles, a separation, a divorce, or a death
- ▶ A **loss**, whether real or perceived, in someone's personal or professional life
- ▶ “Injustice collectors”
  - Will not forget or forgive those wrongs or the people he believes are responsible



# Make a Difference

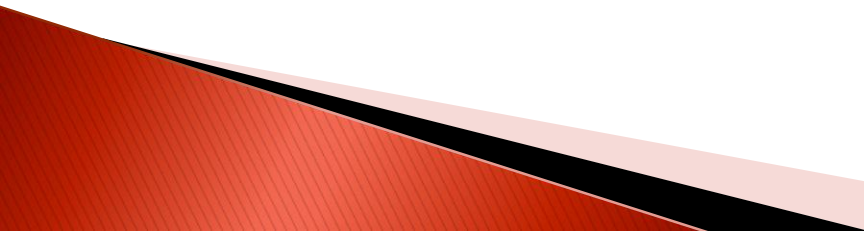
- ▶ *Awareness + Action = Prevention*
  - ▶ Be aware of and comply with organization's workplace violence prevention program
  - ▶ Recognize and report behaviors of concern observed in the workplace
  - ▶ Treat everyone with **dignity, respect, kindness and compassion**

**If You See Something.....**

**Say Something!!!**

# Workplace Violence Hot Lines

## Effective Hot Lines:

- ▶ Instill trust; provide confidentiality
  - ▶ Are 24/7 toll free numbers; answered by live operator
  - ▶ Have a third-party manage the line
  - ▶ Have a feedback procedure in place
- 



# Prevention

## Program components

- Pre-employment screenings
- “No threats, no violence” policy
- Fair and consistent disciplinary procedures
- Grievance procedures
- Violence prevention training (**FLSs**)
- Employee assistance program
- Threat assessment / management team
- Safe termination plan

# Zero Tolerance Policy

What it Is:

- ▶ Makes it mandatory for an employee to report any violations (*confidentiality clause*)
- ▶ Outlines the spectrum of disciplinary actions for violations
- ▶ Management's commitment to a violence free work environment clearly stated

**ALL VIOLATIONS WILL BE ADDRESSED**



# Dealing with Difficult People

De-escalation Communication Skills



# Terminations – Special Safeguards

- ▶ Consider:

- Providing a “soft landing” –
  - Generous severance package
  - Extended medical coverage
  - Career counseling and transition assistance – resume writing, etc.
- Goal –  
Treat employee with the utmost dignity, respect, kindness and compassion to avoid prolonged issues and/or violent backlash.

# Workplace Violence: Threat Assessment & Management



# Threat Management

- ▶ Threat Assessment/Management Team
  - Integral component of effective workplace violence prevention program
  - Role is to assess and manage threats and threatening behavior
  - Primary mission is to assess likelihood of violence
    - Determine best means of *intervention*

# Team Members

- Managers
- Security
- Human Resources
- Legal Counsel
- Mental Health / EAP
- Ad Hoc members as needed



# Threat Management

The goal of threat assessment is to place a threat somewhere on a hierarchy of dangerousness in order to determine an appropriate intervention

Is the threat immediate, specific and critical?

“I’ve got a gun in my car and I’m going to wait for that SOB and blow him away the minute he steps on the parking lot”

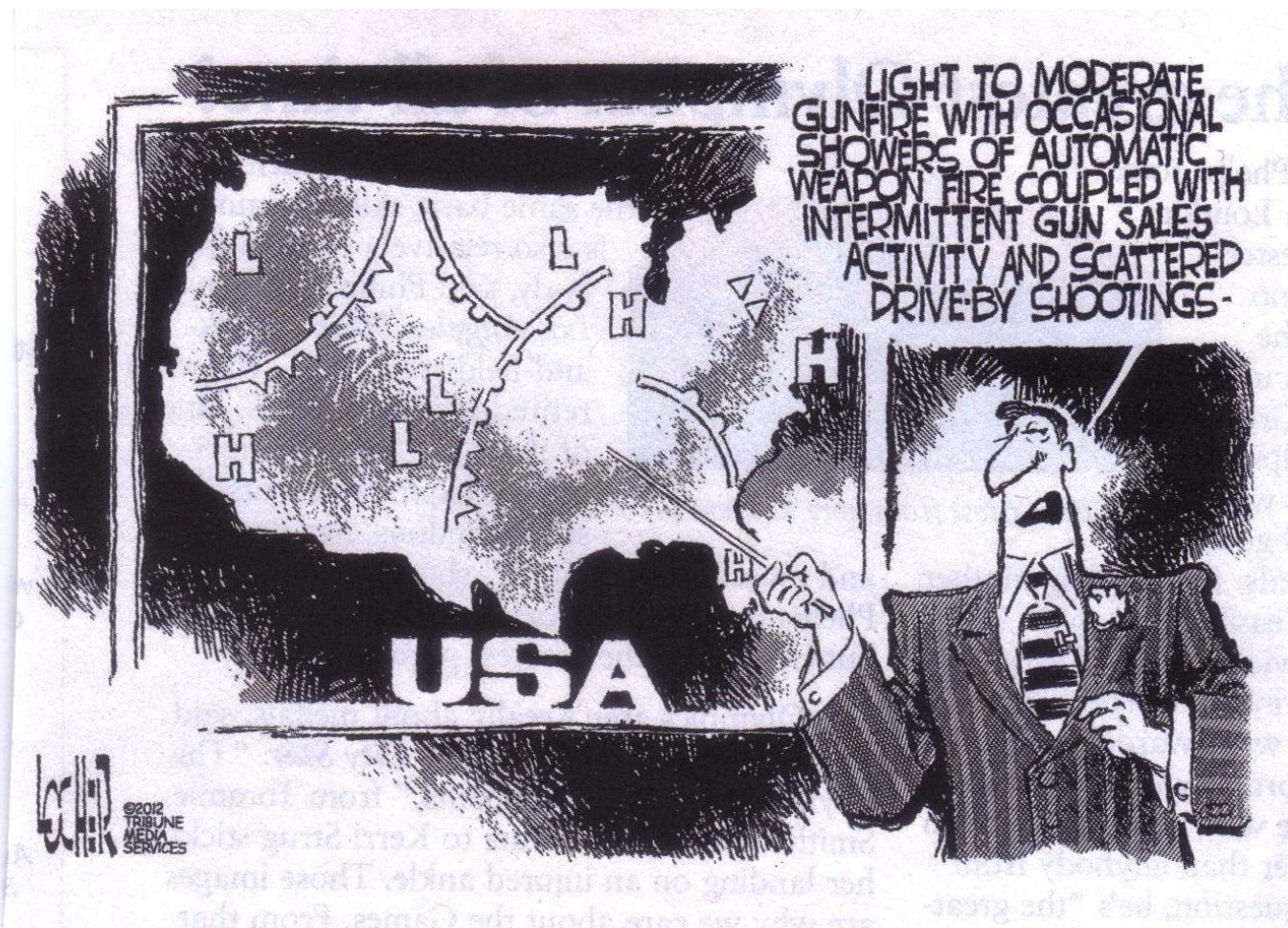


# Reminder

There is no profile of a workplace violence offender

Each situation is unique and must be judged on its own facts and circumstances

# National Forecast ???



# The Answer ? ? ?

■ A Nevada man who wore a legally concealed weapon to the movies alarmed fellow patrons when he accidentally shot himself in the buttocks. Police say the unnamed man, whom they found at a hospital, told them he was adjusting the seat when the weapon fell and discharged. He apologized out loud, but several moviegoers called cops, reporting gunfire.

THE WEEK August 24-31, 2012

# Who is the Active Shooter?



# Northern Illinois, DeKalb, IL

- ▶ **Date:** February 14, 2008
- ▶ **Victims:** 6 killed, 18 injured
- ▶ **Offender:** Steven Kazmierczak
- ▶ **Incident:** Active Shooter



*Steven Kazmierczak*

# Fort Hood, Killeen, TX

- ▶ **Date:** November 5, 2009
- ▶ **Victims:** 13 killed, 30 wounded
- ▶ **Offender:** Nidal Malik Hasan
- ▶ **Incident:** Active Shooter



*Nidal Malik Hasan*

# Reformation Lutheran Church Wichita, KS

- ▶ **Date:** May 31, 2009
- ▶ **Victims:** 1 Killed, Abortion Doctor  
(George Tiller, an usher at his church)
- ▶ **Offender:** Scott Roeder
- ▶ **Incident:** Active Shooter

*“The easiest way was to walk into his church, put a gun to his head and pull the trigger.”*

- AP, Posted January 29, 2010



*Dr. George  
Tiller*



*Scott Roeder*

# Virginia Tech, Blacksburg, VA

- ▶ **Date:** April 16, 2007
- ▶ **Victims:** 32 killed, 17 injured
- ▶ **Offender:** Seung Hui Cho
- ▶ **Incident:** Active Shooter



Seung Hui Cho

*“Virginia Tech killer a self-described question mark”*

*- CNN, Posted April 18, 2007*



“You have vandalized my heart, raped my soul and torched my conscience.”





“You forced me into a corner and gave me only one option.”

# Recent Incident – “Snapped” ?

SUNDAY, SEPTEMBER 2, 2012 THE GREENVILLE NEWS

greenvillonline.com 11A

## Vet tweeted of killing colleagues

Overnight clerk kills 2, himself at grocery store

By Samantha Henry  
Associated Press

OLD BRIDGE, N.J. — Unhappy with his life as a Marine stationed in California, Terence Tyler posed a question three years ago on Twitter: “is it normal to want to kill ALL of ur coworkers?”

Struggling with depression, he left the Marines and recently started working at a supermarket in New Jersey.

On Friday morning, Tyler, 23, shot two co-workers and himself, police said. The veteran, clad in desert camouflage gear, opened fire at a Pathmark store in Old Bridge Township, authorities said.

Authorities are investigating his motive, but

family members said that Tyler was discharged from the Marines two years ago after suffering from depression and had never gotten over his mother's death about five years ago.

Authorities said Tyler left his job as an overnight clerk at the Pathmark about 3:30 a.m.

He drove away, but returned to the store shortly afterward with a handgun and an assault rifle, Middlesex County Prosecutor Bruce Kaplan said.

About a dozen workers were in the closed store, putting new prices into a computer.

Tyler fired more than 16 rounds from his rifle—shooting at an employee standing outside and blowing out windows, authorities said. He shot at five other workers in an aisle, killing Christina LoBrutto, 18, and Bryan Breen, 24, Kaplan said.

Tyler, who began working at the supermarket less than two weeks ago, then drew his handgun and killed himself, Kaplan said.

Several ammunition magazines were recovered along with the rifle and a .45-caliber handgun, he said.

“I do not believe that they were specifically targeted,” Kaplan said of the two victims. “I believe everybody in the store was a target.”

John Niccolai, president of a foodworkers union, said many of the employees escaped harm when an assistant manager directed them toward a back door. Breen and LoBrutto were both cashiers. They normally worked day shifts, but pulled overnight shifts every few weeks to put in price changes, Niccolai said. Tyler began work for Pathmark on Aug. 20 as a



All entrances to a shopping plaza in Old Bridge Township, N.J., are blocked after a shooting Friday that left three, including the suspected gunman, dead. BOB BIELK/AP

night clerk, stocking base in Twentynine Palms, Calif., according to the Marines. The infantryman from New York City never served over-

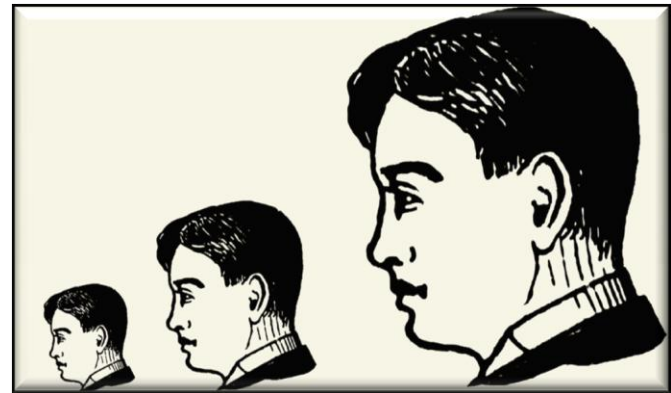
seas, said Marine spokeswoman Capt. Kendra Motz. She wouldn't comment on the circumstances of his discharge.

# 5 Characteristics of Mass Killers

- ▶ Long history of frustration, failure and a diminished ability to cope with life's disappointments
- ▶ Externalizes blame
- ▶ Lack of emotional support from family and friends
- ▶ Suffer a precipitating event they view as catastrophic
- ▶ Access to a weapon powerful enough to satisfy need for revenge

# There is no profile of an active shooter

- Nature of violence
  - Not a single variable capable of predicting violence
  - Best predictor of future behavior is past behavior
  - Unaddressed disruptive behaviors will either continue and/or increase

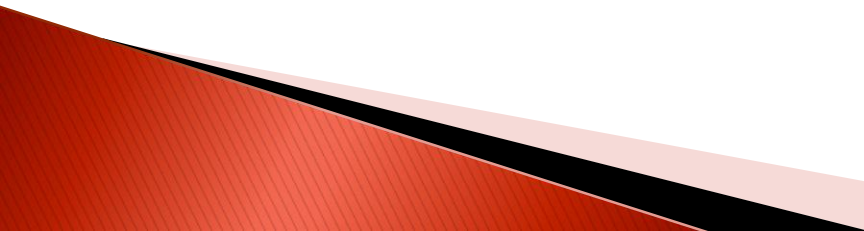


# Study of active shooter incidents

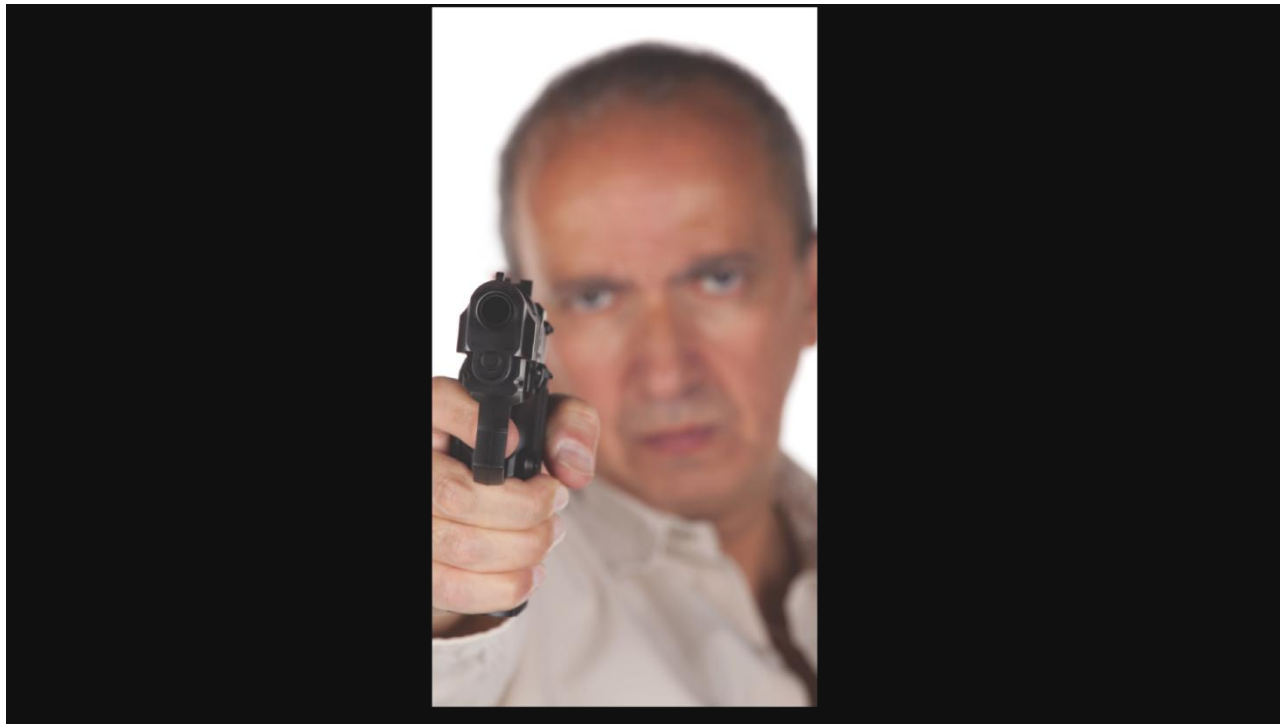
- ▶ Single male shooter with more than one firearm
- ▶ Daylight hours
- ▶ In a building
- ▶ Well populated location
- Shooting over in 2 to 3 minutes
- Initially target specific people
- If targeted people unavailable or killed, will target people at random
- Will likely take own life

# STUDY OF ACTIVE SHOOTER INCIDENTS

## ▶ CONCLUSIONS

- ▶ “Immediate action taken by personnel who are on-site when the shooting starts is the most effective way to stop the killing.”
  - ▶ “These events happen in seconds and, unless they are quickly ended by someone already on scene, the criminal will likely kill until they choose to stop.”
- 

# SHOTS FIRED





# Survival Mindset

and



# Courses of Action

# Summary

- “Figure out”
- “Get out”
- “Call out”
- “Hide out”
- “Keep out”
- “Spread out”
- “Take out”

Arm Yourself with a Survival Mindset

*“He who has a why to live can bear with almost any how.”*

– Nietzsche


# Bottom Line

Workplace Violence can strike any company at any time

Although we can't eliminate the potential for workplace violence, we can take preventative measures to minimize the risks and effects

A workplace that promotes treating people with dignity, respect, kindness and compassion is most definitely on the right road

# Must Reads . . .

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1. **The Gift of Fear** -- by GAVIN DE BECKER; Paperback (Rate it)  
Buy new: **\$7.19** -- Used & new from: \$3.49
- 

2. **Protecting the Gift : Keeping Children and Teenagers Safe (and Parents Sane)** -- by GAVIN DE BECKER; Paperback (Rate it)  
Buy new: **\$8.96** -- Used & new from: \$6.55

COMMENTS?

QUESTIONS??

# *IntelliQuest Consulting, Inc.*

## Consulting and Training

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*“Prepare today for what may come tomorrow”*

