

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"> • Treat others with dignity and respect 	<ul style="list-style-type: none"> • Be hostile to others / make them feel unwelcome
<ul style="list-style-type: none"> • Actively listen to others 	<ul style="list-style-type: none"> • Cause distress, offence, or humiliation
<ul style="list-style-type: none"> • Apologise when something goes wrong 	<ul style="list-style-type: none"> • Constantly highlight errors/ mistakes made by others
<ul style="list-style-type: none"> • Promote inclusion 	<ul style="list-style-type: none"> • Ignore or exclude individuals
<ul style="list-style-type: none"> • Deal with conflict constructively 	<ul style="list-style-type: none"> • Ignore the views of others
<ul style="list-style-type: none"> • Demonstrate a willingness to co-operate and work together 	<ul style="list-style-type: none"> • Make malicious and/or unfounded allegations.
<ul style="list-style-type: none"> • Forgive when things go wrong 	<ul style="list-style-type: none"> • Make insulting abusive comments
<ul style="list-style-type: none"> • Respect other's authority and decisions 	<ul style="list-style-type: none"> • Point fingers, invade personal space, block, or prevent the way of others
<ul style="list-style-type: none"> • Provide support and help to others 	<ul style="list-style-type: none"> • Shout at or be abusive to others
<ul style="list-style-type: none"> • Challenge inappropriate behaviour 	<ul style="list-style-type: none"> • Spread rumours/gossip about others
<ul style="list-style-type: none"> • Encourage people to express opinions and ideas and value them 	<ul style="list-style-type: none"> • Threaten violence or physically attack others
<ul style="list-style-type: none"> • Speak up for one another 	<ul style="list-style-type: none"> • Unwelcome sexual advances
<ul style="list-style-type: none"> • Thank the effort and contribution of others 	<ul style="list-style-type: none"> • Use malicious or insulting language
<ul style="list-style-type: none"> • Be aware of your body language, the tone of voice and your demeanour and expression in all interactions 	<ul style="list-style-type: none"> • Withhold information from others to isolate them

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

Healthy conflicts:	Bullying situations:
• Clear roles and tasks	• Role ambiguity
• Collaborative relations	• Uncooperative behaviour / boycott
• Common and shared objectives	• Lack of foresight
• Explicit interpersonal relations	• Ambiguous interpersonal relations
• Healthy organisations	• Organisational flaws
• Ethical behaviour	• Unethical activities
• Occasional clashes / confrontation	• Long-lasting and systematic disputes
• Open and frank strategies	• Ambiguous strategies
• Open conflict and discussion	• Covert actions and denial of conflict
• Straightforward communication	• 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:
• Consistent and fair	• Aggressive, inconsistent, and unfair in approach
• Determined to achieve the best results but reasonable and flexible	• Unreasonable and inflexible, not willing to compromise
• Knows their own mind and is clear about their ideas but is willing to consult with colleagues before drawing up proposals	• Believes they are always right having fixed opinions; believes they know best and is not prepared to value other people's opinions
• Insists on high standards of service in quality of and behaviour in the team	• Insists upon high standards of service and behaviour but blames others if things go wrong
• Will discuss in private a perceived concern before forming views of acting and does not apportion blame when things go wrong	• Loses temper regularly and degrades people in front of others, threatens official warnings without listening to any explanation
• Asks for people's views, listens, and assimilates feedback	• Tells people what is happening without listening
• Treats others with dignity and respect at all times	• Does not treat others with dignity and respect consistently