

Guidelines for Case Recognition of Mobbing in the Company

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ABSTRACT

This work deals with one of the emerging psychosocial risks, that of bullying psychological at work, the main objective of this paper is to provide the necessary tools to determine if in an organization there is some case of mobbing. The focus of the investigation is based on the compilation of the different indications and indicators that will allow us to confirm the idea or to disconfirm it if we are facing a situation of harassment. This paper describes the violent behaviours towards a worker by a group of people in the framework of labour relations, as well as the business myths that prevent seeing the obvious, for which purpose it affects them through going demystifying them one by one. The present communication will conclude with the analysis of the indications that may alert the existence of mobbing, to end the elements that will provide us with a real confirmation of the harassment, to end with the keys that allow the identification of the main instigator as a form of prevention of new harassment.

Key words: Mobbing, Moral Harassment, Psychological Violence, Psychosocial Risks.

INTRODUCTION

Mobbing is a phenomenon of psychological violence exercised by a group, following the wish of the main stalker or instigator, against a person. Like any phenomenon between human beings, it can be analysed based on the different theoretical contributions that make up part of human knowledge. This is the line of research initiated by the one underwriting within the framework of the European Mobbing Information Service, namely: the application of existing theories to the specific phenomenon of bullying at work in order to get to know all the aspects that intervene and perpetuate the exercise of violence. As an example, it is worth mentioning the contributions from social anthropology for understanding the functioning of the harassing group through the initiation and continuity rites (1); as well as the role of business myths as impediments to the recognition of the phenomenon in the company, which I will address in this same paper. The knowledge provided by social psychology to clarify aspects of the harasser's communication is also remarkable. The application of the theory of human communication to the type of communication of the manipulator through the analysis of the information contained in the stalker's speech, allows us to understand paradoxical communication and the perversion of language as a theoretical construct that makes it easier for us to detect and block the stalker.

Social psychology also gives us clarity regarding the systemic approach to recovering from the victim of bullying and their family environment (2). Systemic psychology is also applied in the design of strategies aimed at a positive resolution of moral harassment within the organization itself by the different cabinets of organizational consultants with excellent results. The new line of research that I am going to develop shortly is aimed at deepening bullying at work from the theoretical contributions of sociology. Having seen the wide range of studies carried out, I will focus on summarizing, in part, some of these results. The main objective of this paper is to provide the necessary tools to be able to determine if there is any case of mobbing in an organization through the compilation of the different signs and indicators that will allow us to confirm the idea or to confirm whether we are facing a situation. of harassment of a worker by a group of people in the context of labour relations. In this presentation I am going to focus on

the clues and indicators that can be perceived by any attentive observer, for this I will not rely on the version of the victim. I intend to provide the keys or objectifiable elements so that any person, with a certain responsibility within the company, can detect for himself whether or not there is moral harassment in the organization. Going into the analysis of the objectifiable elements to detect mobbing, instead of emphasizing the version of the victim, should not be interpreted as a devaluation of the suffering of the harassed person, but rather as an attempt to find the objectifiable elements that can endorse your version.

Therefore, my exposition starts from understanding that in order to recognize the existence of a case of mobbing or to disconfirm its existence, it will be necessary to know what are the business myths that prevent seeing the obvious, and to demystify them one by one. After demystification, it will be necessary to analyse the signs that can be put on notice, that is, they can be the red signal that something is happening within the organization. The next step will be the verification of the real existence of a case of harassment and, consequently, the identification of the main instigator, in order to stop the violent focus; therefore, this communication focuses both on the knowledge of the myths that prevent the recognition of the phenomenon, and on the way that the harasser has of deceiving the environment through the verbal and non-verbal communication that he carries out. The harasser uses communication as a means to harass and that is why I rely on the theory and human communication of Watzlawick, Bavelas and Jackson, to get to obtain the keys that allow us to differentiate a situation of psychological harassment at work of other types of labour conflicts.

THE PHENOMENON OF MORAL HARASSMENT IN THE COMPANY

The object of study is the phenomenon of psychological harassment at work or mobbing. From Leymann's first definition, they have theorized on the subject: Hirigoyen, Piñuel, González de Rivera among the most pioneers and most recently M.D. Peris, on neurological aspects, and Gimeno Lahoz in the legal aspect of the term. The explanation of mobbing in legal terms, understood in terms of the following definition, "biased labour pressure aimed at self-elimination of the victim" is highly valuable due to its legal significance. There are other contributions that are worth noting, such as the definition of the Congress of Deputies, which understands by mobbing "any unwanted conduct that threatens the dignity of a person and creates an intimidating, humiliating or offensive environment" (Congress of the Deputies - Spain. December 2003). The actions of harassment in the company environment have serious consequences on the individual health of the victim, as well as it has severe influences on the work environment and on the effectiveness of the department where the group harassment takes place. This brief communication will not deal with these aspects. Current knowledge about the phenomenon points to the manipulative nature of the person who instigates the harassment. We know that the main stalker is an artist in handling rumours, who sometimes airs as if trying to defend the harassed. The most skilful stalkers do not need a real conflict as they can misrepresent an incident and from there, it is only about getting other people involved as accomplices to stigmatize an innocent.

RECOGNITION OF MOBING IN THE COMPANY

In order to recognize the existence of a case of mobbing within an organization, I propose the use of the method designed by the author of this communication, which I have called the "systemic approach to mobbing", specifically the subsection of intervention in the company. The method of intervention in the company is based on knowledge of three factors: impediments, clues and indicators. What prevents recognizing the existence of a mobbing case is justified by

the existence of business myths, so we can affirm that there are a number of myths in business culture that make it difficult to recognize situations of harassment within the organization. The second element of the method is clues. The indications that the company may lead to suspect that you are facing a case of harassment are based on the work of Laura Aramburu (3) (Table 3). The next step is to verify a situation of harassment in the company. Thus, we affirm that the criteria for detecting the existence of a harassing group in the workplace are based on 9 reliable indicators, which can be analysed by those responsible for the organization. Finally, it is necessary to be able to identify the main stalker, it is very important to detect it among the other bullies, if you want to be successful in the result of the intervention to stop the bullying. If a manipulated stalker is confused with the true instigator, the latter will be free to continue manipulating since he has not been identified.

Impediments to recognition: business myths There are eight myths that influence making it difficult to recognize a situation of psychological violence within an organization, both by those responsible and by any worker. In order to identify these myths, I have based myself on the social myths detected as perpetrators of a situation of violence such as sexual harassment, and I have applied these myths to aboral harassment. For years the existence of myths in both western and eastern society about sexual harassment, prevented the same society from protecting its women from sexual harassment, I think we are in a somewhat similar situation, in which the existence of these business myths prevents real protection for the victim of bullying at work. In western societies, attempts are being made to advance the issue of sexual harassment through demystification, a process that today does not exist in the eastern world. Therefore, taking into account all of the above, I start from the concept that today the existence of certain myths in society prevents an effective defence of the harassed worker within the labour world. The myth contains an idea that does not correspond to reality, so they are false and rebuttable. Believing in myths is favouring those who harass. The analysis of business myths that favour the establishment of situations of harassment is linked to the concept of hierarchical power. (Table 1). Business myths are as follows:

1-MYTH: In the case of the victim, it is said that she caused it.

2-MYTH: It is not a serious problem.

3-MYTH: The people who harass are mentally ill.

4-MYTH: Harassment only affects some people.

5-MYTH: The harassment pleases the victims.

6-MYTH: The harasser cannot, by nature, control his aggressiveness.

MYTH 7: If they want, victims can stop the harassment.

8-MYTH: Most victims falsely report.

We are going to see them in more detail in order to be able to demystify their falsity by means of logical argumentation.

MYTH FIRST: In the victim's case, she is said to have caused it. It is this myth that supports the claims that make the person affected by workplace bullying responsible for the harassment. It is manifested with expressions that emphasize the personal characteristics, whether real or

fictitious, of the victim; Thus, it is said that the victim "deserves it" for various reasons, the main one being "harmful" to the company. REALITY: The argument of holding the victim of an assault accountable is called attribution error, and is nothing more than the manifestation of an unconscious defensive mechanism that all humans have to feel safe from being also attacked; because if we deceive ourselves thinking that the victim "will have done something" we feel comforted since we are innocent they will not harass us. We are panicked by the existence of gratuitous violence without reason, as is the case with moral harassment. The harassment is not caused by the victim since no person wants to be raped.

MYTH SECOND: It is not a serious problem. This denial is the one that avoids seeing the seriousness of the repercussions on the victim's health and also conceals the serious repercussions that the harassment has on the development of the effectiveness of the department. REALITY: It has been said that the victim exaggerates or is hypersensitive. However, it has been studied and it is known that bullying is a serious problem, which affects victims physically, emotionally and socially, and that it also affects the entire organization that consents to abuse by reducing academic and work performance. of the entire company, affecting workers, and customers. It is a widely studied psychosocial risk.

MYTH THIRD: The people who harass are mentally ill. The argument of the harasser's mental illness is adduced as an exemption from responsibility, when it is known to all that very few mental illnesses are exempt from liability for the acts carried out in our penal code and are those that occur with ignorance among the right and wrong. REALITY: In all the studies that have been carried out on this form of violence, it has been detected that the harassers who practice it do NOT always present psychological pathology. What has been proven is that people who harass tend to see the victim as objects for personal satisfaction and are willing to carry out any violent act to achieve their purpose. Furthermore, they tend to maintain abusive power relationships with other people: they know and command and the others do not know and are commanded. Therefore, we can affirm that they are responsible for their actions, they know that they do not do well, and this is evident given that they hide their actions and because they justify them when they are discovered.

MYTH FOURTH: Harassment only affects some people. This idea tries to justify the humiliating treatment towards the worker who does not submit to the management, something as if it were a punishment and at the same time wants to convey that we will not be attacked if we are obedient. REALITY: It is generally said that it only affects bright people, with charisma and empathy, and with certain jobs. However, experience and studies have shown that anyone can be a victim of harassment regardless of their age, their physical appearance, the position they occupy, the level of education. There is no "profile" of the person who is harassed, because it is precisely not the person who generates the harassment, but the harassing person and her way of relating to the selected victim. What does exist is a profile of the stalker.

MYTH FIFTH: Harassment pleases victims. This myth rests on the argument that justifies bullying behaviours as "simple normal ways of relating between people." Generally, the people who uphold this myth are those who do not tolerate the feelings of displeasure or the negative of the victim, and justify their lack of empathy towards the harassed person, claiming to be the victim REALITY: All the victims have reported having feelings of displeasure, have felt uncomfortable, violated, NEVER pleased The harassment is against the will of the victim; it is one more form of violence that is not welcomed by it. No person wants to feel humiliated, depressed or violated. The victims are not complicit in the harassment, they are that: VICTIMS.

As it has been demonstrated in all the literature on the subject, Other variables are involved in the harassment to explain it, such as: power, envy and violence.

MYTH SIXTH: The harasser cannot, by nature, control his aggressiveness. The justifications for this myth are determined by expressions such as "he / she is like this" referring to the violent person. The harassers are said to be unable to control their violent impulses and therefore it is the victims who have to set the limits; hence, it is said that "the harasser goes as far as the victim leaves her." **REALITY:** It is known to all that the harasser is not aggressive towards everyone, he knows very well when and with whom to manifest his violence. This myth occurs in all those acts that involve the aggressiveness of human beings. But if this were so, ALL people would be bullies, because by nature they would all be equal. And reality indicates that many people can maintain respectful and warm interpersonal relationships, that is, they have learned to generate human relationships of growth and interpersonal development. Bullying is NOT natural, it is learned. The handling of the aggressiveness of all human beings is learned and therefore susceptible of being changed.

MYTH SEVENTH: Victims can stop bullying if they want to. This myth serves to justify denial of the provision of relief by those who in one way or another could stop bullying at work. **FACT:** Studies and experience show that victims of bullying try in many ways and in various ways to stop bullying. Without achieving this, given the characteristics of this form of aggression, the victim has no control over the conduct of the harasser. She rejects the conduct, but is limited to stop it, because almost always she is in a position of power disadvantage with respect to the harasser. In addition, the victim, after having tried in various ways to stop the violence and verify that nothing works, ends up entering the mechanism of learned helplessness, then he no longer defends himself because he has verified that it is useless.

MYTH EIGHTH: Most victims falsely report. Focusing and emphasizing the issue of false mobbing rather than the true victims is a subtle way of causing the opinion of the environment to help stigmatize the most defenceless, which in the case of moral harassment at work is always the harassed person. **REALITY:** Often victims who report are not believed and are also said to lend themselves to a plot that benefits other interests. This mistaken belief is used by the harassers themselves to disqualify the victim who denounces and with this he tries to discredit his version by creating an atmosphere of doubt within the process. Understanding that all mobbing is assimilable to group harassment, this argument is easily contested when verifying the non-existence of a group that supports the victim, an aspect that, if it appears around the main stalker, who is surrounded by a clique. The victim is alone and defenceless in front of a group that harasses her

MYTHS (Table 1)

MITOS (Tabla 1)

MITO: En el caso de la víctima, se dice que ella lo provocó.

REALIDAD: El hostigamiento no es provocado por la víctima. Ninguna persona se quiere sentir humillada, deprimida ni violentada.

Las víctimas no son cómplices del hostigamiento, son eso: VÍCTIMAS. Como ya vimos, en el hostigamiento intervienen otras variables para explicarlo: el poder, la envidia y la violencia.

MITO: No es un problema grave.

REALIDAD: Se ha llegado a decir que la víctima exagera o es hipersensible, que se hace la víctima. Sin embargo, se ha estudiado y se sabe que el hostigamiento es un grave problema, que afecta a las víctimas física, emocional y socialmente, incluyendo el rendimiento académico y laboral.

MITO: Las personas que hostigan son enfermos mentales.

REALIDAD: En todos los estudios que se han realizado acerca de esta forma de violencia, se ha detectado que los hostigadores que la practican NO siempre presentan patología psicológica.

Lo que sí se ha probado es que las personas que hostigan, tienden a ver a la víctima como objetos para satisfacción personal y están dispuestos a realizar cualquier acto violento para lograr su propósito. Además, tienden a mantener relaciones abusivas de poder con las demás personas: ellos saben y mandan y los otros no saben y son mandados.

MITO: El hostigamiento sólo afecta a algunas personas.

REALIDAD: Generalmente se dice que sólo afecta a las personas brillantes, con carisma y empatía, con determinados puestos de trabajo. Sin embargo, la experiencia y los estudios realizados han demostrado que cualquier persona puede ser víctima de hostigamiento independientemente de su edad, de su apariencia física, del puesto que ocupa, del nivel de educación.

No existe un "perfil" de la persona que es hostigada, porque precisamente no es ella la que genera el hostigamiento, sino la persona hostigadora y su forma de relacionarse con la víctima seleccionada.

MITO: El hostigamiento complace a las víctimas.

REALIDAD: La totalidad de las víctimas han reportado tener sentimientos de desagrado, se han

seleccionada.

MITO: El hostigamiento complace a las víctimas.

REALIDAD: La totalidad de las víctimas han reportado tener sentimientos de desagrado, se han sentido incómodas, violentadas; NUNCA complacidas. El hostigamiento se da en contra de la voluntad de la víctima; es una forma más de violencia que no es bienvenida por ésta. Este mito descansa en el argumento que justifica las conductas de hostigamiento como "simples formas normales de relacionarse entre las personas". Generalmente las personas que sostienen este mito son aquellas que no toleran los sentimientos de desagrado ni la negativa de la víctima.

MITO: El hostigador no puede, por naturaleza, controlar su agresividad.

REALIDAD: Se dice que los hostigadores no pueden controlar sus impulsos violentos y por lo tanto son las víctimas las que tienen que poner los límites. De ahí que se diga que "el hostigador llega hasta donde la víctima lo deje". Este mito se da en todos aquellos actos que involucren la agresividad de los seres humanos.

Pero si esto fuera así, TODAS las personas serían hostigadores, porque por naturaleza todos serían iguales. Y la realidad nos indica que muchas personas pueden mantener relaciones interpersonales respetuosas y cálidas, es decir, han aprendido a generar relaciones humanas de crecimiento y desarrollo interpersonal.

El hostigamiento NO es natural, sino que es aprendido. El manejo de la agresividad de todos los seres humanos es aprendido y por lo tanto susceptible de ser cambiado.

MITO: Si quisieran, las víctimas pueden detener el hostigamiento.

REALIDAD: Los estudios y la experiencia demuestran que las víctimas de hostigamiento tratan por muchos medios y de diversas formas de detener el hostigamiento. Sin lograrlo, dadas las características de esta forma de agresión, la víctima no tiene control sobre la conducta del hostigador. Ella rechaza la conducta pero se ve limitada para detenerla, porque casi siempre ella está en una posición de desventaja de poder respecto a el hostigador.

MITO: La mayoría de las víctimas denuncian falsamente.

REALIDAD: Frecuentemente a las víctimas que denuncian no se les cree y también se dice que se prestan a un complot que beneficia a otros intereses. Esta creencia equivocada la utilizan los propios hostigadores para descalificar a la denunciante y crear un ambiente de duda dentro del proceso

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THE DEMYTIIFICATION

Faced with the first MYTH that the victim provoked it, there is an urgent need for DEMYTIIFICATION: No person wants to be humiliated. The attribution mechanism must be avoided.

As for the second MYTH that the case is not a serious problem. DEMITIFICATION must be argued: The victim is not hypersensitive and does not become the victim. There is a serious risk of psychosocial impairment in occupational health.

Facing the third MYTH that bullies are mentally ill. It is necessary to deny it and add a DEMYTIFICATION. Bullies are abusers, but they are not sick. Although they suffer from a psychopathic pathology, this does not prevent them from social adjustment. They are socially adapted psychopaths.

The fourth MYTH that mobbing only affects some people. All the studies deny it and we add a DEMYTIFICATION: Any person can be a victim of harassment; it is only necessary that one appears in his environment that takes mania.

The fifth MYTH refers to the statement that the harassment pleases the victim. Nothing further from reality, we provide DEMYTIFICATION: Harassment is carried out against the will of the victim

In reference to the sixth MYTH about the exemption that the harasser does not control his aggressiveness. We must include DEMYTIFICATION: We must be clear that the act of harassing is not natural, but is learned. The stalker is not violent towards everyone, he knows how to control himself whenever he wants.

The seventh MYTH that the victim can stop bullying. We must understand the following DEMYTIFICATION: It is a lie that the victim can stop the harassment against her. There is a downside to power in addition to learned helplessness.

The eighth and last MYTH that most victims falsely report. It is necessary to be careful with the diagnosis of bullying because according to said DEMYTIFICATION: It is a mistaken belief used by the harassers. The vast majority of victims of bullying tell the truth.

DESMITIFICACION (Tabla 2)	
MITO: La víctima lo provocó.	DESMITIFICACION: Ninguna persona quiere ser humillada. Hay que evitar el mecanismo atribucional.
MITO: El caso no es un problema grave.	DESMITIFICACION: No es hipersensible ni se hace la víctima. Riesgo psicosocial en salud laboral.
MITO: Los hostigadores son enfermos mentales.	DESMITIFICACION: Son abusadores pero no están enfermos
MITO: Sólo afecta a algunas personas.	DESMITIFICACION: Cualquier persona puede ser víctima
MITO: El hostigamiento complace a la víctima.	DESMITIFICACION: Se realiza en contra de la voluntad de la víctima
MITO: El hostigador no controla su agresividad.	DESMITIFICACION: El acoso no es natural, sino que es aprendido
MITO: La víctima puede detener el acoso.	DESMITIFICACION: Es mentira. Hay desventaja de poder e indefensión aprendida.
MITO: La mayoría de las víctimas denuncian falsamente.	DESMITIFICACION: Es una creencia equivocada utilizada por los hostigadores

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Indicios de mobbing en la empresa

MOBBING CUES

There are signs of mobbing in the company. The indications that the company may lead to suspect that a harassment case is being faced are based on the work of L. Aramburu published in rrhhMagazine-March 05.

The clues will be determined by the answers to these six questions:

- * Has any employee radically changed their behaviour? A worker who was once cheerful and talkative, suddenly stops relating to his colleagues and withdraws; or is apathetic or irritable.
- * Does anyone who never missed work now suffer frequent and prolonged sick leave? The emotional stress to which a victim of mobbing is subjected affects their health, not only psychological, but also physical.
- * Does someone who used to pay much more pay little? A steep drop in performance is usually an indicator that something is wrong.
- * Have you received repeated complaints from an employee about the behaviour of one of your superiors, or your colleagues? The person performing them may be crying out for support to face a situation of moral harassment.
- * Is any employee marginalized? It is typical of abusers to influence the relationships of the abused with the rest of the staff. For this, the victim is excluded from the conversations, he is ignored, humiliated, despised, and his weaknesses are publicly underlined and his physical features are even caricatured.

INDICIOS (Tabla 3)

¿Ha cambiado algún empleado radicalmente de comportamiento? Un trabajador que antes era alegre y hablador, de pronto deja de relacionarse con sus compañeros y se retrae; o se muestra apático o irritable. **¿Alguien que no faltaba nunca al trabajo sufre ahora bajas frecuentes y prolongadas?** El estrés emocional al que se ve sometida una víctima de mobbing repercute en su salud, no sólo psicológica, sino también física. **¿Rinde poco alguien que antes rendía mucho más?** Una caída en picado en el rendimiento suele ser un indicador de que algo no marcha bien. **¿Ha recibido de un empleado quejas reiteradas sobre el comportamiento de uno de sus superiores?** Puede que quien las realiza esté pidiendo a gritos apoyo para afrontar una situación de acoso moral. **¿Algún empleado se encuentra marginado?** Es típico de los maltratadores influir en las relaciones del maltratado con el resto de la plantilla. Para ello, le excluye de las conversaciones, le ignora, le humilla, le desprecia, subraya públicamente sus debilidades e incluso caricaturiza sus rasgos físicos. **¿Ha percibido algún comportamiento incorrecto o fuera de tono?** Que se produzca algún conflicto entre los empleados es hasta cierto punto normal en cualquier colectivo. Pero también puede ser un indicio de maltrato psicológico. Frente a la sutileza y silencio con la que en ocasiones actúan los maltratadores, en otras hacen a sus víctimas objeto de gritos, riñas en público en un tono alto y humillante, etc. Puede que sólo sea un episodio aislado pero, si se repite, también pudiera ser la actuación sistemática de un maltratador.

THE INDICATORS

Have you noticed any misbehaviour or out of tune?

That there is any conflict between employees is to some extent normal in any group. But it can also be an indication of psychological abuse. Faced with the subtlety and silence with which the abusers sometimes act, in others they make their victims the object of screaming, quarrels in public in a high and humiliating tone, etc. It may only be an isolated episode, but, if repeated, it could also be the systematic performance of an abuser. Verification of a real case of psychological harassment at work. The next step is to verify a situation of harassment in the company. After a certain time of being the object of contempt, ugly, and inattention, the center of comments and rumours, the victim is beginning to be annoying to everyone. For his friends who have drifted away so as not to get involved and are ashamed of their own channel; for those who are participating in the harassment without being completely convinced since they feel guilty and uncomfortable and also the harassed is annoying for those who do not want to get into anything and only want peace and tranquillity, because they feel uneasy about all the commotion that is building around. For all of the above, the people who are part of the victim's environment will not directly admit that they are part of a harassing group and, therefore, to detect it, it will be essential to rely on other diagnostic elements that are not the simple version of those involved; therefore, the analysis of paradoxical communication and not the content of the speech verbalized by the same people in the environment will be the source of confirmation of a case of harassment. The criteria for detecting a harassing group by those responsible for the organization are based on 9 reliable indicators:

- 1- The reasons given to justify the negative attitude towards the victim are frivolous or absurd.
- 2- The members of this group consider that the victim is completely bad and that the stalker is completely good.
- 3- The same actions committed by the harasser or by the victim are considered reasonable or fair, or at least understandable and excusable, if one commits them, and totally outlandish or evil, if the other commits them.
- 4- The people who are part of the harassing group support the rejection of the victim by the harasser with the maximum argument that he has made the other suffer a lot.
- 5- The companions who are part of the harassing group show partial amnesia, with an inability to remember the signs of affection and the good moments spent with the victim previously.
- 6- Both the instigator and his helpers, the harassers feel little or no guilt for their actions against the victim.
- 7- The main instigator or stalker refuses to see or speak to the victim without being able to reason why.
- 8- The harassers show a violent, aggressive, or contemptuous attitude against the victim, without reason or apparent provocation.
- 9- Any person who harasses can be detected because he blindly rejects, with contempt and invalidation, everything that may come or come from the victim

IDENTIFY THE INSTIGATOR

Identifying the main instigator or stalker once a real bullying situation has been detected is essential to stop the bullying. To determine who is the instigator among the members of the

bullying gang, it is important to learn how to detect it. To be able to identify the main stalker, consists in detecting him from among the other stalkers, and this is very necessary, as we have previously mentioned, if you want to be successful in the outcome of the intervention. A successful intervention in a mobbing case results in the implementation of measures that lead to stopping bullying. If a manipulated harasser, that is, an ally, is confused with the true instigator, the latter will be free to continue manipulating since he has not been identified and with these new cases of harassment will appear in the company. A very useful way to detect the main stalker is to do it, through your own language. The instigator of harassment is a person accustomed to manipulating others, this is done through the use of lies and deception, therefore, the manipulation is carried out using language, specifically through a special type of communication called communication paradoxical. In order to intervene within the organization and have guarantees of success, it is very important not to confuse any harasser, who has been manipulated, with the instigator or main harasser; and we will use his own words to unmask it. The instigator to get manipulate the environment and make it do nothing uses language (oral and written). We know that the manipulation of language is concretized in the use of incongruity and contradiction, and these two elements are always present in all manipulative discourse. Getting to unmask it will be possible by analysing the expressions of its language, that is, looking for the contradiction in the discourse and the inconsistency in the reasoning.

In every manipulative speech we notice an inconsistency, and often in mobbing what is striking in the stalker speech first is the feeling that there is something that does not follow logic. Delving into that perception instead of removing it from our mind will be the first step to learn to detect an expert manipulator of communication such as the perverse organization. The other prop on which manipulative language rests is the use of contradiction. The issuer uses the contradiction intentionally. Specifically, to show the contradiction, we will have to dismantle the false argument and show the mistake in the manipulator's reasoning. Therefore, to break the spell of the manipulator through communication, we must seek in his speech:

1-The lack of logic or the perplexing logic, that is, the incongruity.

2-The contradiction, through: a) The Fallacies, that is to say the false arguments, that include the insinuation and the misunderstandings. b) Errors, that is, the intentional mistake in the reasoning.

The stalker makes perverse use of language in order to manipulate the environment and also the victim himself and convince them of the "bad person" that the victim is. The dichotomy between good and bad appears. We come to an understanding of language manipulation through the study of: 1 - The terms used 2 - Mental schemas 3 - Strategic approaches 4 - Strategic procedures

1 - The terms used. If we analyse the terms used by the harasser, we find that he uses and takes advantage of the words "TALISMAN" of each culture. As they are words "talismán" they do not have to be demonstrated, and it is assumed that by naming them their reality is credited. It is important that we detect those words.

2 - The mental schemas transmitted by a stalker, translate into the use of the false DILEMA: that is, the existence of a duality, which is false, is enhanced. It is tried to make believe that they are exclusive when, certainly, they are not. It is a false dilemma, because there is no such duality.

3 - The strategic approaches issued by the stalker hide a fallacy, we can affirm that the approach is FALSE. False speech is made up of hints and silenced issues. The wicked puts into circulation a misunderstanding that can exploit for his own benefit.

4 - The strategic procedures that the harasser establishes are three. The manipulator's preferred procedure is MALEDICENCE, followed by not attacking head-on and the attack is justified as charged with "good intention". In slander, lies and malicious innuendo are used. This attack strategy is characterized by preventing defence, since it is an anonymous and enveloping attack, and at the same time "logical" reasoning is used. The defenceless situation creates anguish for the victim.

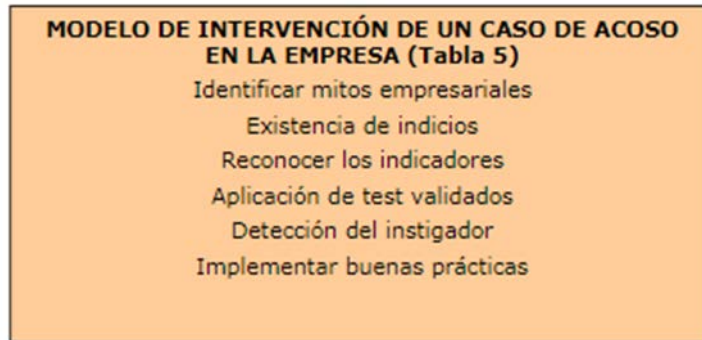
RECONOCIMIENTO DEL MOBBING EN LA EMPRESA (Tabla 4)	
•	Dificultades de reconocimiento: los Mitos (M. Parés)
•	Indicios de posible mobbing (L. Aramburu)
•	Criterios de detección: los Indicadores
•	Identificación del acosador : el Lenguaje (M. Parés)

CONCLUSION

We have seen, in this presentation, what are the signs and indicators that can be perceived by any attentive observer within the company and that can allow them to detect for themselves whether or not there is moral harassment in the organization, that is, we have seen the keys. These keys are objectifiable elements to detect mobbing and can be the red signal that something is happening within the organization, subsequently validated questionnaires will have to be applied for this purpose. Therefore, the objective of my presentation will have been achieved, in part, if these keys are useful and useful to recognize the existence of a case of mobbing or to disconfirm its existence, in such a way that the discussions on false positives and authentic victims of group harassment. If they also allowed to detect the main harasser or instigator of the harassment in all the cases that we encountered, it would be a milestone beyond my pretensions since this would advance towards the real and effective resolution of the moral harassment. The instigator of the bullying needs the environment to attack his victim. The environment can collaborate explicitly or tacitly. The only way for the organization to protect itself from these manipulative people is to know who they are (identify them through their own words), know how they act (incite rumours and promote discredit) and for this purpose, validated tests of actions are useful. of harassment, it is important to keep in mind what are the relational characteristics of the instigator of a harassment (manipulative of the environment) and not forget what its objectives are (to achieve power at all costs whose manifestation is submission and obedience of the environment).

We conclude that the guidelines for the recognition of a case of moral harassment at work or mobbing will be based on the following model of intervention within the company: a) Identify what business myths exist in the culture of that specific company, in order to demystify them. (Table 1 and 2) b) Analyze the existence of clues. (Table 3) c) Know the detection criteria and recognize the indicators. d) Application of validated tests, for example, Ista 21 (4) e) Detection of the main stalker. f) Implement good practice measures that prevent the proliferation of cases of moral harassment at work; for example, SGE 21: 2005 (5) and Declaration of Murcia (6).

For all the people who have to face a mobbing case I would add one last aspect: let's be humble. Coming to think that no one can manipulate us is the manipulator's first gateway. That is precisely his best weapon. Our belief in being invulnerable is, paradoxically, what makes us more vulnerable to a skilled manipulator.



NOTES

- (1) Paper presented at the X Congress of Anthropology in Seville - Sept. 05.
- (2) Topic addressed by the author in the Workshop for relatives of those affected by Mobbing in San Sebastián-Donosti- November 04.
- (3) Posted in rrrhMagazine-March 05.
- (4) Ista 21. Instrument for the prevention of Psychosocial Risks.
- (5) Ethical and socially responsible management system. SGE Standard 21.2005
- (6) Declaration of Murcia

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