

## Welcome to the QMR Training Scenes Library

### **Volume 7 – PATTERNS – Sexual Harassment Training Scenes**

#### ***Introduction:***

This volume of the **QMR Training Scenes Library** consists of 8 training dramatizations.

- 1<sup>st</sup> Scenario: “The Habitual Harasser”
- 2<sup>nd</sup> Scenario: “The Bully”
- 3<sup>rd</sup> Scenario: “The Smitten Harasser”
- 4<sup>th</sup> Scenario: “The Jilted Harasser”
- 5<sup>th</sup> Scenario: “The Ostrich”
- 6<sup>th</sup> Scenario: “The Chameleon”
- 7<sup>th</sup> Scenario: “The Mother Hen”
- 8<sup>th</sup> Scenario: “The Wounded Tiger”

#### ***Training Methodology:***

The **QMR Training Scenes Library** is a flexible resource with a variety of uses:

- it can be plugged into comprehensive training programs which you have designed or are presenting
- it can be used as part of a refresher course for employees who are already familiar with the training issues being addressed
- it can be presented by team leaders or supervisors to help focus a group’s discussion of specific behavioral challenges
- it can form the basis for regular discussions on a wide range of team issues

The application that best meets your needs will determine how you will use this learning resource.

### ***Objective and Subjective-Style Questions:***

This guide offers the facilitator a series of questions, which can be used to stimulate and focus discussion following the screening of a particular training scene. We recommend that you use the following methodology in most settings:

1. Welcome participants, *introduce* the topic to be addressed and explain why this learning session is taking place.
2. Screen the *video training scene*. Stop before the REWIND begins (where provided).
3. Distribute the appropriate *handout* (we offer both an “objective style” and a “subjective/discussion” style series of questions) and ask participants to respond to the questions, noting down their initial thoughts.
4. Lead a *discussion* by addressing the questions one at a time and asking for feedback from participants. Your Facilitator’s Guide has correct answers for the objective-style questions to assist you.
5. Where the scene continues or is replayed with a more positive outcome, play the scene to reinforce the key points learned.

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Thank you.

*QMR Training Scenes Library - Volume VII*

# **PATTERNS – Sexual Harassment Training Scenes**

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**“The Habitual Harasser”**

**Zak, Elise and Leanne**

1. Is Zak sexually harassing Elise?
  - a) yes
  - b) no
  
2. At what point does Zak’s behavior become harassment?
  - a) the first time Zak asked Elise out.
  - b) when he reaches for her hand and refuses take ‘no’ for an answer
  - c) when he uses the same ‘lines’ on Elise that he used on many other women at work.
  - d) all of the above
  - e) none of the above
  
3. What can Elise do about this? What are her options?
  - a) she can confront Zak and tell him to stop
  - b) she can ask Leanne to help her confront Zak
  - c) she can go to Human Resources or a manager for assistance
  - d) all of the above
  - e) none of the above
  
4. What might Leanne have done differently to help Elise?
  - a) she could have asked Elise if she wanted help confronting Zak
  - b) she could have told a manager or Human Resources what was going on
  - c) she could have confronted Zak herself and told him to leave Elise alone
  - d) all of the above
  - e) none of the above
  
5. What are the characteristics of “habitual harassers”?
  - a) they don’t appear to care how people perceive their behavior or if they are making someone feel uncomfortable
  - b) they repeat the same pattern of sexually aggressive or predatory behavior over and over with different employees
  - c) they always have an excuse for their behavior – they are “just kidding” or they are “just being friendly”
  - d) all of the above
  - e) none of the above
  
6. How do you get the habitual harasser to stop this kind of behavior?
  - a) hit them
  - b) harass them back
  - c) ignore them
  - d) all of the above
  - e) none of the above

**HANDOUT**

**“The Bully”**  
**Pete, Terry, and Cindy**

1. Is Terry being sexually harassed?
  - a) yes
  - b) no
  
2. Can men harass men and women harass women?
  - a) yes
  - b) no
  
3. What can Terry do to stop Pete’s bullying?
  - a) hit him
  - b) hire someone else to hit him
  - c) get help from a manager or the Human Resources department
  - d) all of the above
  - e) none of the above
  
4. Do the other members of the team have a role to play here? What might they have done differently?
  - a) the team members should have supported Terry instead of Pete
  - b) the team members should have ignored the situation entirely so as not to embarrass Terry any further
  - c) the team members should have encouraged Terry to fight Pete
  - d) all of the above
  - e) none of the above
  
5. What could Cindy the supervisor do?
  - a) Cindy could take Terry aside and suggest he handle Pete’s bullying himself
  - b) Cindy could confront Pete herself and insist that he stop bullying Terry
  - c) Cindy could assign Terry to another work area where he wouldn’t be working with Pete
  - d) all of the above
  - e) none of the above
  
6. Can the rumors Pete is spreading constitute harassment?
  - a) yes
  - b) no
  
7. What are the characteristics of the “Bully” harasser?
  - a) the bully enjoys having power over others
  - b) the bully uses intimidation to get his/her way
  - c) the bully expects that no one will try to stop him/her
  - d) all of the above
  - e) none of the above

**HANDOUT**

**“The Smitten Harasser”**

**Scott and Britt**

1. Is Scott harassing Britt?
  - a) yes
  - b) no
  
2. How could Britt have handled this situation differently?
  - a) she could confront Scott and insist that he stop asking her out and giving her gifts
  - b) she could go to a manager or the Human Resources Department and ask them to make Scott stop his harassing behavior
  - c) she could explain to Scott that she finds his behavior intimidating and inappropriate, and ask him to stop
  - d) all of the above
  - e) none of the above
  
3. How should Scott respond once Britt asks him to stop?
  - a) he should explain that he didn't mean any harm and she should lighten up
  - b) he should ignore her because she probably doesn't really mean it
  - c) he should try asking her out to a better restaurant
  - d) all of the above
  - e) none of the above
  
4. How might this situation impact the workgroup?
  - a) people might take sides, some supporting Scott, others supporting Britt
  - b) colleagues might resent Britt because they perceive that she is getting special attention or favors from their supervisor, Scott
  - c) employees may lose respect for Scott and he may become less effective
  - d) all of the above
  - e) none of the above
  
5. Will there have to be an investigation once Britt reports Scott's behavior?
  - a) yes, the organization has a responsibility to investigate any sexual harassment complaint
  - b) no, the organization may decide Britt is overreacting and drop the issue
  
6. What are the characteristics of smitten harassers?
  - a) they are focused on one person (unlike the habitual harasser)
  - b) they don't realize the negative impact of their behavior on the target of their attention
  - c) they don't give up easily in pursuit of the target of their harassment
  - d) all of the above
  - e) none of the above

**HANDOUT**

**“The Jilted Harasser”**  
**Katrina, Tony, and Pamela**

1. Is Pamela being harassed?
  - a) yes
  - b) no
  
2. How can Pamela improve her situation and end the harassment?
  - a) she could confront Tony and Katrina and clearly ask them to stop bringing their personal relationship into the workplace
  - b) she could report the impact of Tony and Katrina’s behavior to a manager or the Human Resources Department
  - c) she could ask her colleagues to join her in confronting Tony and Katrina to make sure they understand the impact of their behavior
  - d) all of the above
  - e) none of the above
  
3. What are the possible impacts of a workplace relationship on the two parties involved?
  - a) it can become difficult for the employees in a relationship to stay focused on their work and their colleagues may resent them
  - b) one or another of the employees might have to transfer to another work assignment or take another job
  - c) if one of the employees gets promoted, it can create a perception of favoritism or retaliation against their partner
  - d) all of the above
  - e) none of the above
  
4. How would this situation be different if Katrina was Tony’s supervisor?
  - a) Tony could legitimately claim that Katrina was withholding information in order to retaliate against him for breaking off the relationship
  - b) Katrina could face sexual harassment charges
  - c) the workgroup would likely lose all respect for Katrina, their supervisor
  - d) all of the above
  - e) none of the above
  
5. What are the characteristics of the “jilted harasser”?
  - a) the jilted harasser often tries to win back their former lover by convincing him/her that ending the relationship was a terrible mistake
  - b) the jilted harasser may try to retaliate against their former lover for ending the relationship
  - c) the jilted harasser is often embarrassed because everyone at work knows about his/her personal relationship
  - d) all of the above
  - e) none of the above

**HANDOUT**

**“The Ostrich”**  
**Jesse, Cherie, and Nate**

1. Is Jesse harassing Cherie?
  - a) yes
  - b) no
  
2. At what point did Jesse’s behavior step over the line and become harassment?
  - a) when he started singing
  - b) when he wouldn’t take “no” for an answer and kept asking Cherie out
  - c) when he bought Cherie the expensive chocolates in the little gold box
  - d) all of the above
  - e) none of the above
  
3. How should Nate have responded?
  - a) Nate should have taken action to stop Jesse’s behavior as soon as Cherie indicated it was unwelcome
  - b) Nate should have taken Cherie’s complaint seriously instead of assuming he knew what she “really” wanted
  - c) Nate should have ensured that Cherie felt safe from harassment at work
  - d) all of the above
  - e) none of the above
  
4. What are the likely results of the Ostrich approach to harassment incidents?
  - a) employees won’t believe the organization’s harassment prevention policy is serious
  - b) there will be an increase in incidents of sexual harassment at work
  - c) the “ostrich” manager will face disciplinary action
  - d) all of the above
  - e) none of the above
  
5. What damage does this organization face?
  - a) no damage – Cherie wasn’t bothered all that much
  - b) no damage since Nate didn’t realize that Cherie was feeling harassed
  - c) significant damage if this ever became a legal complaint, and because of the signal it gives to the rest of the workgroup about how sexual harassment is handled in this workplace
  - d) minimal damage since Jesse wasn’t Cherie’s supervisor
  - e) this is personal – it’s none of the organization’s business

**HANDOUT**

**“The Chameleon”**  
**Michael, Tanya, and Liz**

1. Is Tanya being harassed?
  - a) yes
  - b) no
  
2. What is wrong with Michael’s story?
  - a) it’s just not all that funny
  - b) it includes sexual innuendos that are inappropriate because they make Tanya uncomfortable
  - c) he’s making fun of blonde newscasters
  - d) all of the above
  - e) none of the above
  
3. A chameleon changes its appearance to “fit in” with its environment. What can happen when a manager sets a standard for workplace behavior regarding sexual harassment and then doesn’t live up to that standard?
  - a) employees don’t take the standards or rules seriously
  - b) sexual harassment can thrive and become part of the organization’s culture
  - c) employees can lose respect for the manager, who may become ineffective
  - d) all of the above
  - e) none of the above
  
4. What should Liz have done to avoid embarrassing or harassing Tanya?
  - a) she should have asked Tanya if she found the delivery man attractive before making sexual comments about him
  - b) she should have told Tanya that Michael’s story was funny so it didn’t really matter that it had a sexual component
  - c) she should have asked Tanya if she was comfortable with sexual stories and jokes at work before telling any
  - d) all of the above
  - e) none of the above
  
5. What was the impact of this incident on Tanya, the target of the harassment?
  - a) she was made to feel uncomfortable and harassed at work
  - b) she believed that the organization didn’t tell the truth about their policy on sexual harassment prevention
  - c) she lost respect for Michael, her manager
  - d) all of the above
  - e) none of the above

**HANDOUT**

**“The Mother Hen”**

**Lauren and Alicia**

1. Is it better to over-react than to under-react to suspected sexual harassment?
  - a) it's better to over-react
  - b) it's better to under-react
  - c) neither over-reaction nor under-reaction is appropriate
  
2. Do you feel Alicia over-reacted to Lauren's complaint about John?
  - a) yes
  - b) no
  
3. How should Alicia have reacted when Lauren approached her about John's repeated requests for a date?
  - a) she should have asked Lauren for more information on what had happened
  - b) she should have spoken with John to get his side of the story
  - c) she should have assured Lauren that she takes sexual harassment complaints seriously and that she will investigate the situation
  - d) all of the above
  - e) none of the above
  
4. Do all interactions of a sexual nature at work constitute either harassment or inappropriate behavior?
  - a) yes
  - b) no
  
5. The image of the “mother hen” suggests over-protectiveness. How can a manager protect her/his employees without becoming over-protective? What should the standard be?
  - a) a manager must be fair and balanced in handling sexual harassment incidents
  - b) a manager must determine all the facts before concluding if harassment has in fact occurred
  - c) a manager must model appropriate behavior and ensure all employees are clear about policies and expectations around sexual harassment prevention
  - d) all of the above
  - e) none of the above

**HANDOUT**

## **“The Wounded Tiger”**

### **Nattie and Ryan**

1. Is Ryan facing retaliation by Nattie?
  - a) yes
  - b) no
  
2. Why is retaliation a serious concern in sexual harassment cases?
  - a) because retaliation can result in significant legal liability
  - b) because fear of retaliation is a major reason why people don't come forward and report sexual harassment incidents
  - c) because retaliation often occurs after someone has lodged a sexual harassment complaint
  - d) all of the above
  - e) none of the above
  
3. Can a manager charged with harassment continue to supervise the person who accused him/her?
  - a) yes, always
  - b) no, never
  - c) sometimes, but it's difficult
  
4. What could the organization have done to avoid retaliation once Ryan reported Nattie's behavior? The organization could have...
  - a) provided Nattie with clear instructions about what could constitute retaliation and warned her that any retaliation could lead to immediate disciplinary action against her
  - b) monitored the situation between Nattie and Ryan to watch for any retaliation
  - c) informed Ryan that he had a right to work in an environment that was free of sexual harassment AND retaliation
  - d) all of the above
  - e) none of the above
  
5. Should Nattie have handled the situation differently?
  - a) she should never have tried to develop a sexual relationship with someone she was supervising
  - b) she should have fired Ryan once she found out he wasn't interested in having a relationship with her
  - c) she should have been more subtle in how she approached Ryan, trying to convince him to have a relationship with her before she started touching him
  - d) all of the above
  - e) none of the above

**HANDOUT**

## Answer Key for Pages 4-11

### P. 4 – The Habitual Harasser:

1. a
2. b
3. d
4. d
5. d
6. e

### P. 5 – The Bully:

1. a
2. a
3. c
4. e
5. b
6. a
7. d

### P. 6 – The Smitten Harasser:

1. a
2. d
3. e
4. d
5. a
6. d

### P. 7 – The Jilted Harasser:

1. a
2. d
3. d
4. d
5. d

### P. 8 – The Ostrich

1. a
2. b
3. d
4. d
5. c

### P. 9 – The Chameleon

1. a
2. b
3. d
4. c
5. d

### P. 10 – The Mother Hen

1. c
2. a
3. d
4. b
5. d

### P. 11 – The Wounded Tiger

1. a
2. d
3. c
4. d
5. a

**“The Habitual Harasser”**

**Zak, Elise and Leanne**

1. Is Zak harassing Elise? Explain your response.
2. At what point does Zak’s behavior become harassment?
3. What can Elise do about this? What are her options?
4. What might Leanne have done differently to help Elise?
5. What are the characteristics of the “habitual harasser”?
6. How do you get the habitual harasser to stop this kind of behavior?
7. Other comments or questions?

**HANDOUT**

**“The Bully”**

**Pete, Terry, and Cindy**

1. Is Terry being sexually harassed? Explain your response.
2. Can men harass men and women harass women?
3. What can Terry do to stop Pete’s bullying?
4. Do the other members of the team have a role to play here? What might they have done differently?
5. What could Cindy the supervisor do? What is Cindy’s responsibility?
6. Can the rumors Pete is spreading constitute harassment?
7. What are the characteristics of the “Bully” harasser? How do you get the bully to stop this kind of behavior?
8. Other comments or questions?

**HANDOUT**

**“The Smitten Harasser”**

**Scott and Britt**

1. Is Scott harassing Britt?
2. How could Britt have handled this situation differently?
3. How should Scott respond once Britt asks him to stop?
4. How is this situation damaging for Britt, Scott, the workgroup, and the organization?
5. Will there have to be an investigation and “trouble” once Britt reports Scott’s behavior?
6. What are the characteristics of the smitten harasser?
7. Other comments or questions?

**HANDOUT**

**“The Jilted Harasser”**

**Katrina, Tony, and Pamela**

1. Is Pamela being harassed? Is Tony?
2. How can Pamela improve her situation and end the harassment?
3. What are the impacts of a workplace relationship on the two parties involved? On the wider workgroup?
4. What should the rules around workplace relationships be?
5. Is this a case of retaliation against Tony?
6. How would this situation be different if Katrina was Tony’s supervisor?
7. What are the characteristics of the “jilted harasser”?
8. Other comments or questions?

**HANDOUT**

## “The Ostrich”

### Jesse, Cherie, and Nate

1. Is Jesse harassing Cherie?
2. At what point did Jesse’s behavior step over the line and become harassment?
3. How should Nate have responded -- and when?
4. What are the likely results of the Ostrich approach to harassment incidents?
5. What liabilities does this organization face?
6. Does Nate face possible personal liability in this situation? Explain why.
7. The ostrich myth says that when faced with a dangerous situation this large bird buries its head so as not to see what’s coming. What is the implication for an organization when a manager takes this “ostrich” approach to sexual harassment?
8. Other comments or questions?

**HANDOUT**

## **“The Chameleon”**

**Michael, Tanya, and Liz**

1. Is Tanya being harassed? If so, by whom?
2. What is wrong with Michael’s story?
3. A chameleon changes its appearance to “fit in” with its environment. What happens when a manager sets a standard for workplace behavior and then doesn’t live up to that standard?
4. Are we becoming too sensitive about sexual behavior and humor at work? What should the standard be?
5. What was the impact of this incident on the harasser? On the target of the harassment?
6. Other comments or questions?

**HANDOUT**

## **“The Mother Hen”**

**Lauren and Alicia**

1. Is it better to over-react than to under-react to suspected sexual harassment?
2. Do you feel Alicia over-reacted to Lauren’s complaint about John?
3. How would you have reacted if Lauren had approached you with this issue?
4. Do all interactions of a sexual nature at work constitute either harassment or inappropriate behavior? If not, where do we draw the line?
5. The image of the “mother hen” suggests over-protectiveness. How can a manager protect her/his employees without becoming over-protective? What should the standard be?
6. Other comments or questions?

**HANDOUT**

**“The Wounded Tiger”**

**Nattie and Ryan**

1. Is Ryan facing retaliation by Nattie?
2. Why is retaliation a serious concern in sexual harassment cases?
3. Can a manager charged with harassment continue to supervise the person who accused him/her? If so, how?
4. What should the organization have responded once Ryan reported Nattie’s behavior so as to avoid retaliation?
5. Should Ryan have handled the situation differently?
6. Should Nattie have handled the situation differently?
7. Do you find people are often reluctant to report incidents of sexual harassment? If so, why?
8. Other comments or questions?

**HANDOUT**

# What You Need to Know About Workplace Harassment

- Harassment is a form of discrimination where a person is subjected to threatening, intimidating, embarrassing, or other offensive behavior because of his/her gender, race, ethnicity, religion, age, disability or some other distinguishing characteristic.
- Harassment usually occurs when there is a disparity of power between the harasser and the target of his/her behavior.
- Harassment is not always intentional, and doesn't have to be intentional to be illegal.
- Men can harass men, women can harass women, women can harass men and men can harass women. It's the behavior that counts – not the gender of the participants.
- A person can feel harassed even if he or she is not the intended target of the behavior.
- While not all harassing behavior meets the standard of illegal conduct, any workplace harassment is inappropriate and should not be tolerated.
- If you feel harassed at work or you are aware of incidents of workplace harassment, you have a right and a responsibility to confront the harasser if you feel safe doing so, or to report the harassment to a manager or an appropriate human resources person.
- If you report an incident of harassment, the organization will conduct a fair, discreet investigation and appropriate corrective action will be taken.
- It is illegal to retaliate in any way against an employee for complaining about or reporting workplace harassment.
- There is no room for harassment of any kind in a workplace where people value and respect each other. Harassment is the opposite of respectful workplace behavior. You have the right to work in an environment that is free of harassment.

**HANDOUT**

## ACKNOWLEDGMENT OF HARASSMENT TRAINING

I acknowledge that on \_\_\_\_\_(date), I attended harassment awareness training entitled "**PATTERNS – Sexual Harassment Training Scenes**".

I understand that: (1) I have the right to work in an environment free from harassment; (2) I have a responsibility not to engage in behaviors that constitute harassment; and (3) if I feel I am being harassed, I have the right and responsibility to either communicate this directly to the harasser or to a non-involved supervisor or other representative of management.

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Signature)