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# Bad managers a problem in Canadian workplaces: poll

## SURVEY OF HR PROFESSIONALS Some supervisors tolerate inappropriate conduct if managers achieve results

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POSTMEDIA NEWS

OTTAWA — Bad managers are a significant problem in Canadian workplaces, having negative consequences on employee morale and engagement, according to survey results released yesterday.

However, inappropriate conduct by company supervisors is tolerated to a great extent, as long as these managers are achieving results, this same poll shows.

The survey, by the Human

Resources Professionals Association, found 73 per cent of HR professionals believe managers who bully, speak inappropriately to staff, play favourites or are disrespectful are "a significant problem in today's workplace."

"There are managers who are poorly trained or promoted to management for the wrong reasons, and there are those managers whose values and attitudes are at odds with that of the organization," said Claude Balthazard, the HREPA's director of HR excel-

lence. "Management training can prove to be useful for the first group but is not helpful for the 'bad apples' out there."

However, 35 per cent of this survey's respondents said their organization will tolerate just about anything from problem managers if they are meeting overall objectives.

Some of the most common instances of managerial misbehaviour are: making inappropriate comments, cited by 74 per cent of survey respondents; showing favouritism to certain employees, 70 per cent; unwillingness to follow due process, 63 per cent; treating employees with disrespect, 62 per cent; and bullying or intimidation, 57 per cent.

The data was based on online polls of about 800 HR professionals in November.

