



**HARM BY BEHAVIOUR  
THE SILENT KILLER  
The Behaviour Garage Ltd**

---

Ranjit Kirton MSc, MBPsS

Workplace Behaviour Innovator

---

**2011**      **Freedom to Speak Up**

---

**2015**      **WRES (Metric)**

---

**2019**      **WDES (Metric)**

---

**2020**      **People Plan**

---

**2021**      **Culture and Leadership Programme**

---

**2022**      **Anti Racism Framework**

---

**2022**      **NHS EDI Improvement Plan**

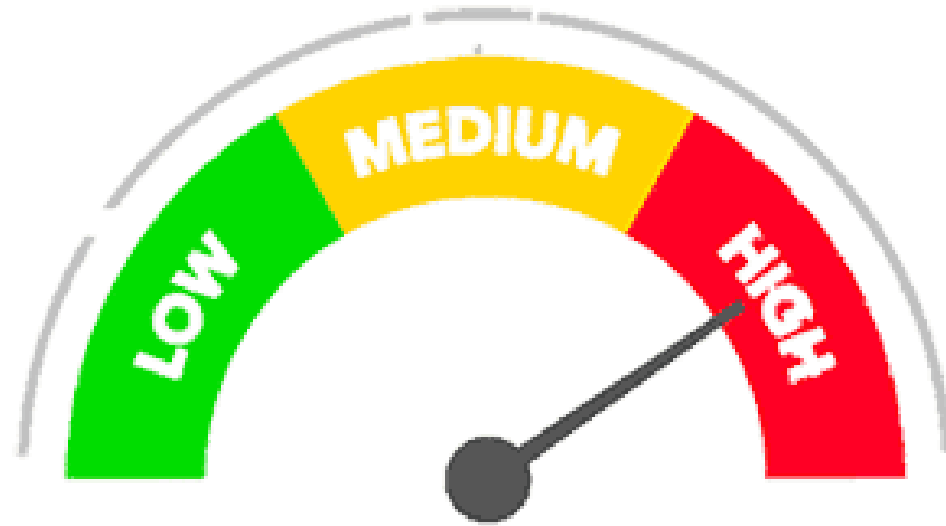
---

**2024**      **Equality Objectives Programme**

---

**30 YEARS AND  
COUNTING**

**Solving The  
People  
Problem**



**PSYCHOLOGICAL HARM =  
EXPOSURE TO HARMFUL BEHAVIOURS**

# THE COST

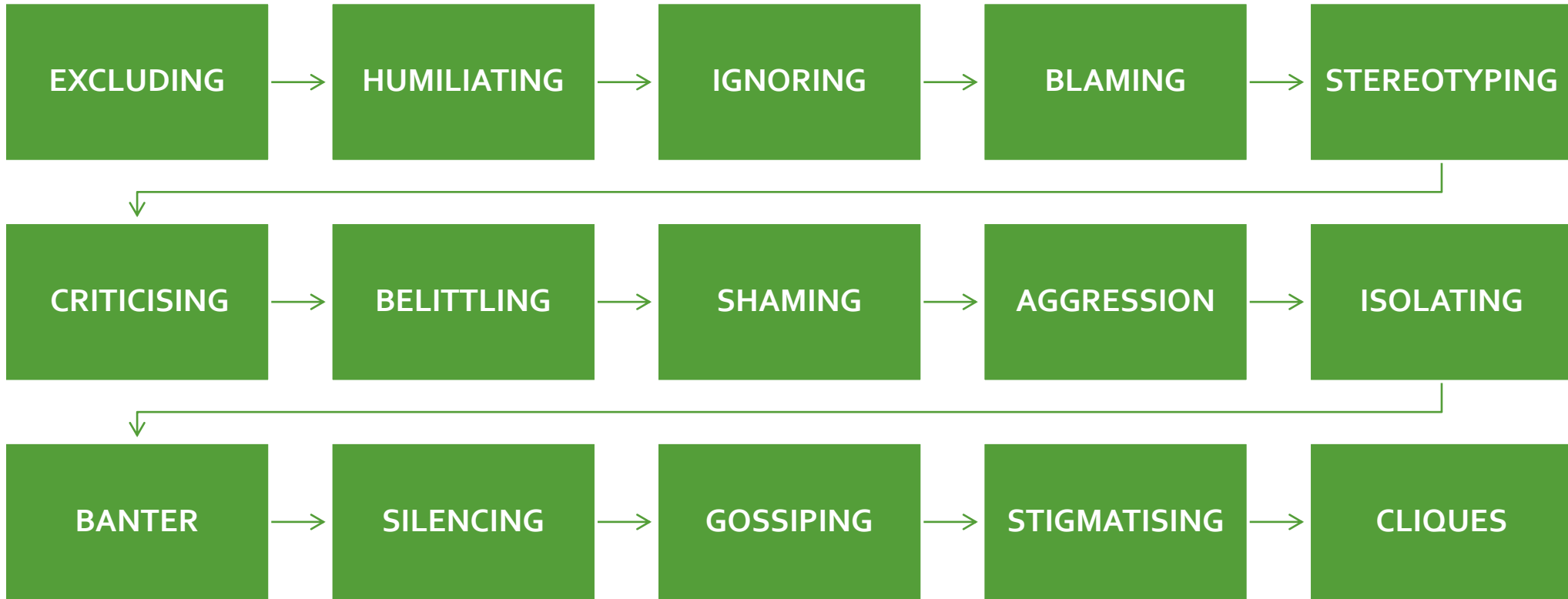
## Harm By Behaviour (NHS England, 2021)

**Table 1. Component costs of bullying and harassment to NHS England.**

<i>Item</i>	<i>Cost per annum</i>
Cost of sickness absenteeism	£483.6 million
Cost of sickness absence to employer	£302.2 million
Impact and costs of bullying to employee turnover	£231.9 million
Impact of bullying upon productivity	£575.7 million
Impact of sickness presenteeism	£604.4 million
Industrial relations, compensation and litigation costs	£83.5 million
<i>Total costs</i>	£2.281 billion

# PHYSICAL HARM or PSYCHOLOGICAL HARM

What is the difference?



# PSYCHOLOGICAL HARM – BEHAVIOURS

# PSYCHOLOGICAL HARM - THE SYMPTOMS

EMOTIONAL

FEARFUL

HUMILIATED

DISTRESSED

ANGRY

FRUSTRATED

SLEEPLESS

MOTIONLESS

REVENGEFUL

DISTANT

DETACHED

WORRIED

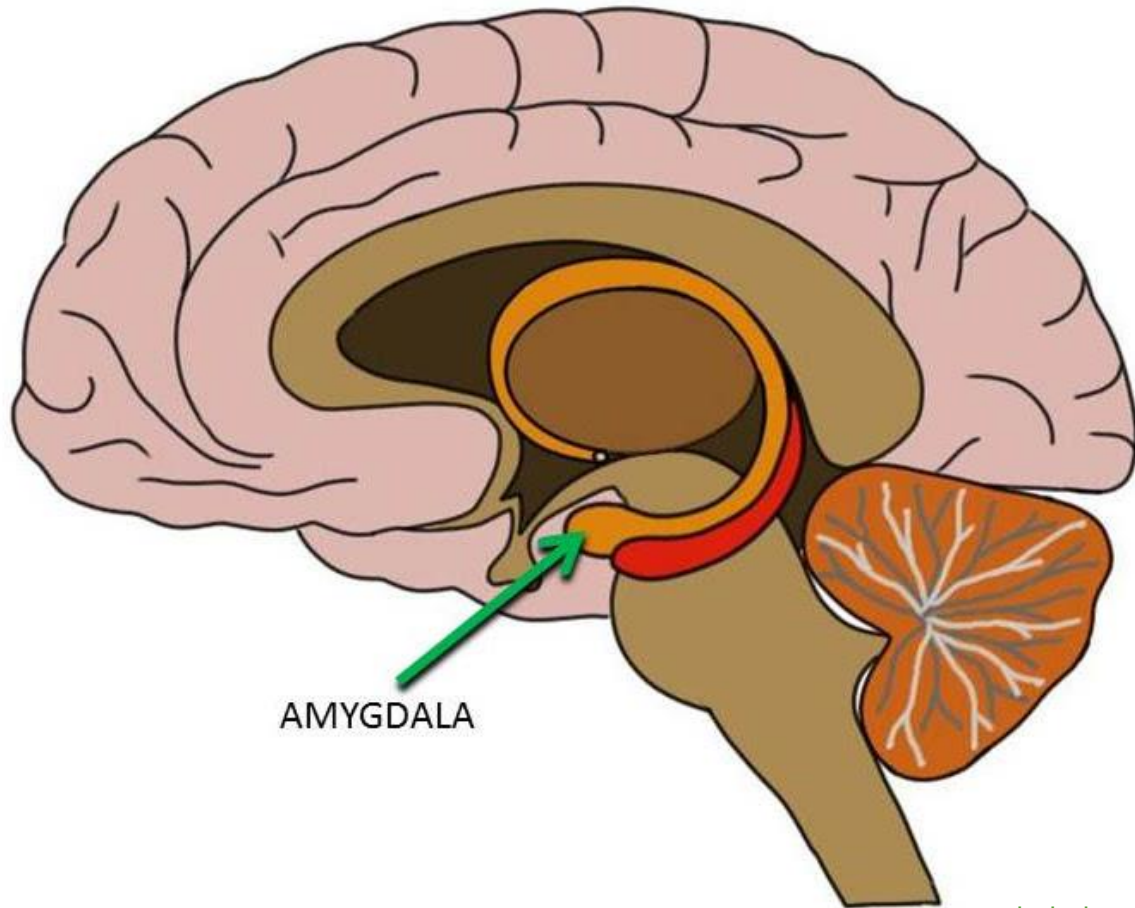
WITHDRAWN

ANXIOUS

DEPRESSED

# BIOLOGICAL REACTION

## Discriminatory Behaviour



AMYGDALA

Our **AMYGDALA** is triggered telling us to go into fight or flight mode



# Fight or Flight

Hidden Effects



Brain Gets Body Ready For Action Which, in Turn, Prevents Sleep

Liver Releases Glucose for Muscle Fuel

Digestion Slows or Stops

Urine Production Slows or Stops

Oxygen, Nutrients and Blood Flow Shunted to Muscles

Cortisol Released Increasing Blood Pressure and Blood Sugar While Depressing The Immune System

Adrenaline Released to Increase Strength for Fight or Flight

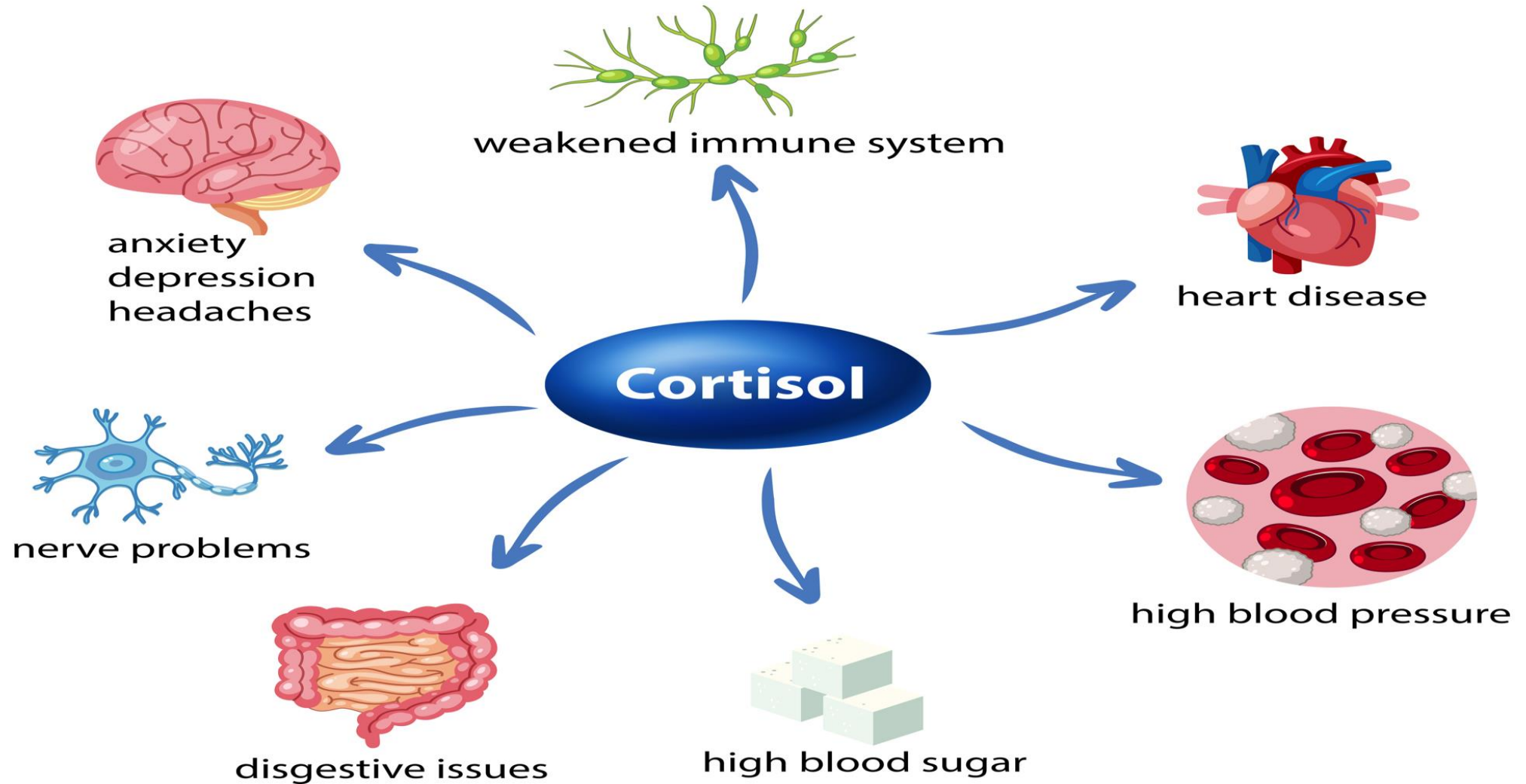
# CORTISOL

---



# CORTISOL

---



# SECONDARY TRAUMATIC STRESS CORTISOL

(Figley and Rank,  
2008)

---

Depression

---

Irritability

---

Intrusive recollections ('I can't get it out of my head')

---

Sleep disturbances

---

Nightmares

---

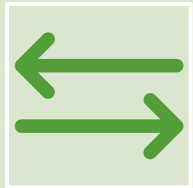
Emotional numbing

---

Lack of tolerance

# GOOD BEHAVIOUR and DOPAMINE

(Prof. Walter Bradford Cannon, 1935)



## EQUILIBRIUM

A state of mental and physical balance

Dopamine

Serotonin

Endorphin



## STIMULI

A fight for survival

Cortisol

Adrenaline

# DOPAMINE FUELLED ORGANISATIONS



**Dopamine** is a chemical released in the brain that makes you feel good

= Safe patient care



The right amount of **Dopamine** is important for your body, health and well-being

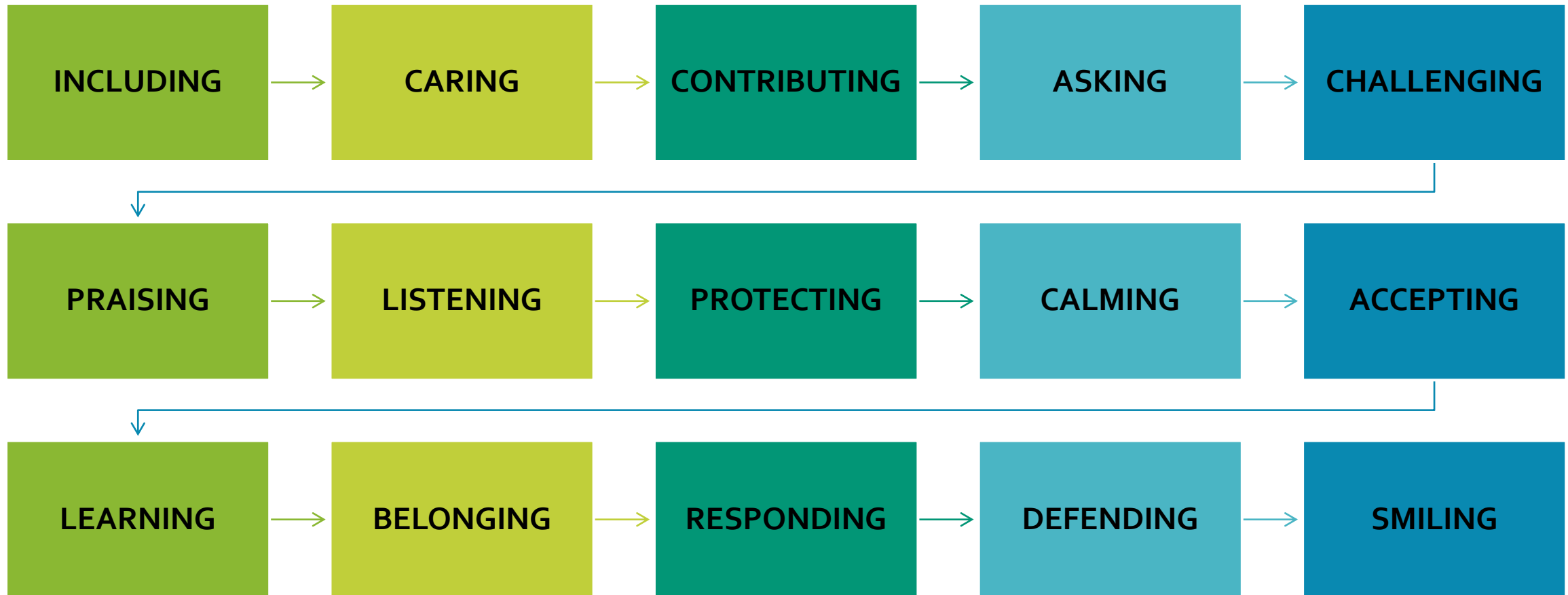
= Healthy workforce



**Dopamine** helps nerve cells to send messages to each other important for your brain function

= Reduced errors

# PSYCHOLOGICAL SAFETY = DOPAMINE



# ACCOUNTABILITY SPREAD

## Everyone is Responsible

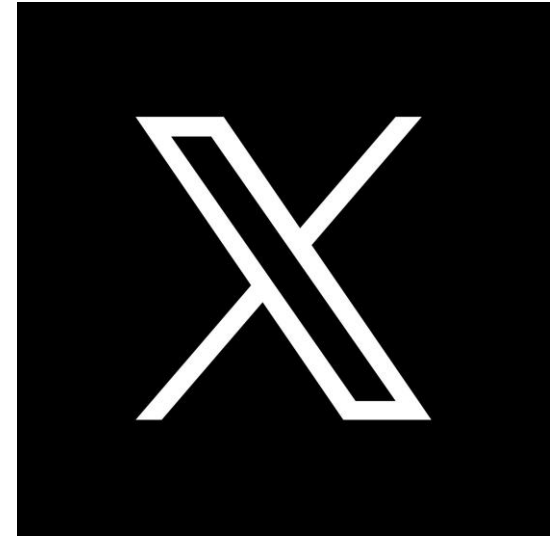


**Behaviour Safety  
Training**



**Like Health and Safety  
Training**





**@kirtonranjit**

**THE BEHAVIOUR GARAGE LTD**

---

**THANK YOU!**