

Complaint to the Ethics Committee of the IMF  
Against Ms. Adrianne Thapa of ICD,  
and Ms. Anne Beatrix Keller Semandeni, Ms. Sarah Happel and Mr. John Harper of the IMFFA  
by Quenby Wilcox  
March 8, 2016

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March 8, 2016

Dear IMF Ethics Committee,

I am contacting you regarding bullying in the Institute of Capacity Development (ICD), my reporting of said bullying, as well as the failure of ICD management to acknowledge or investigate my complaint. Please find below a copy of the letter I sent to the Director of ICD,

Sharmini Coorey, on November 2, 2105, through her suggestion box. I never received any response or acknowledgement of the letter.

Table 1: Complaint to ICD Regarding Bullying by Ms. Thapa

*November 2, 2015*

*Dear Sharmini,*

*First, I would like to say thank you for the opportunity to have worked at ICD. I have enjoyed working in the department, and will miss my work, as well as many of my colleagues greatly. Unfortunately, upon my departure, I am propelled to write to about the bullying within ICD, and how it has been, and is still, escalating.*

*First, there is the issue of bullying that I have observed amongst the administrative staff and HR team in ICD. I know this might come as a surprise to you, as I know you are very committed to eradicating this type of behavior.*

*Unfortunately, the same reasons that the courts are not effectively protecting victims of domestic abuse, are the same reasons that the global mobility industry/HR are being ineffective in combating bullying, etc. within the work-place. (Both are the principle areas of my research of the past 8 years, and the parallels are flagrant). If I can do anything to shed light on the underlying issues and problems, and offer some possible solutions, I would be happy to be of service.*

*Unfortunately, while I have been the brunt of some of the bullying, for several reasons I have not lodged a complaint about it, until now. Originally, I had hoped that my own situation would not escalate, and wrote a blog on my Huffington Post blogs (see attached) to that end – hoping to ‘close’ the matter there. Unfortunately, it is my understanding that Adrienne Thapa (as OM), has decided to press and escalate the issues.*

*Briefly, as you can surmise in the attached blog, I was involved in a rather benign altercation with the coffee shop downstairs (Filters Coffeehouse & Espresso Bar) at the beginning of September. As this altercation involves the rights-based issues which I am working on outside the Fund, I felt it not only my right, but my duty to denounce the actions (of the coffee shop manager) -- which are not only reprehensible, but fundamentally immoral, and illegal. I felt I handled the matter in a very appropriate way, which allowed me to fulfill my civic duties, while at the same time respect, and honor, my obligations as an employee of the Fund. When Adrienne Thapa confronted me with the altercation, and reprimanded me for having spoken out against the civil rights violations of the coffee shop in question, as well as for having identified myself as an IMF employee to the building management, I explained to Adrienne that in no way shape or form had I done anything wrong. It was my duty as an American citizen, to speak out against such violations, and that since I was accessing the*

*building in my capacity as an IMF employee, and in relation to my work; I was obligated to provide that information in my complaint to the building management.*

*These are issues which not only are omni-present in my activism work, but are also some of the reasons I left the political arena in the '80s – and why I have now returned. The altercation at the coffee shop is benign, but the **issues behind the actions and altercation are not**. At the end of the conversation, Adrienne continued to insist that I had still been in the “wrong” because I had identified myself as an IMF employee, and had utilized the office phone to do so, thereby facilitating the ability of the building to “associate” me with the IMF – the implication being that I was “endangering” the Fund’s reputation through my activism work.*

*This is not the first time I have been “confronted” by admin staff or members of the HR team with insinuations that my activism work outside the Fund is “inappropriate” and/or “dangerous” to the reputation of the Fund. On all occasions, I have assured everyone that not only is my activism work very, very much in-line with the direction of the Fund under Christine Lagarde, but that I am sure that Ms. Lagarde would even be extremely supportive of my work, and my outspokenness.*

*Additionally, I have continually told everyone concerned that I maintain blogs on the Huffington Post and Womenalia (Spanish women’s networking site), and that they are at liberty to read my blogs – and see for themselves that their contentions are baseless, and quite frankly ridiculous. If they would take the time to read my blogs, they would understand that nothing I am saying, or doing, jeopardizes the Fund’s reputation, or in any way compromises the Fund – to the contrary. I was even told that I should not divulge the fact that I even work at the IMF (which is on my LinkedIn profile).*

*I requested a clarification from the SAC on what the Fund’s policy on employee activism is, but never heard back from them. I even spoke with the PRW<sup>1</sup> about my incident with Adrienne, and while I explained I would not pursue the issue further, I thought it helpful to bring up the ‘issue’ of employee activism (and any eventual bullying by other staff to silence said activism) to the Fund, so they might address the issues in an appropriate manner.*

*I have known Adrienne for over 5 years. She was my IMF-HR contact during my time at the IMFFA, and while I have always maintained an amicable relationship with her, her management-style is antiquated, she lacks organizational skills and the ability to coordinate and ‘harmonize’ a working group, and all too often she relies on intimidation, humiliation and bullying tactics to cover-up for her ineptitudes.*

*Not only have I done extensive research on these topics, but I have observed this ‘management-style’ (within the home, office, and community) on all too many occasions, and ‘see’ the signs very, very clearly. Unfortunately, it is my understanding that not only was my*

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<sup>1</sup> Peer for Respectful Workplace (PRW)

contract terminated because of my activism work, but further that Adrienne is attempting to have me 'blacklisted' at the IMF (in regards to future work with the Fund through a temp agency, as a contractual, or in a staff position, if I desired) -- because of that activism work.

Regrettably, the efforts of Adrienne to 'silence me' are just one more examples of a very, very long series of "reprisals" I have suffered as a consequence (direct and indirect) of my DV<sup>2</sup> case and activism work. This is the crux of where the issues lay in empowering women to empower themselves – how and why societies are silencing victims, instead of protecting them. This is what needs to be addressed by 'authorities;' the social issues which support, sustain, and perpetuate abuses of power in all its forms – because they are exponential, and all inter-related.

Unfortunately, I am in the process of preparing my case against Spain for submission to CEDAW<sup>3</sup>. In my case, I provide a detailing of all of the reprisals I have received for my DV complaint in Spain (police officers, my lawyers, presiding judges, and a long list of public authorities, including consulates). Additionally, included are all of the violation of my social & economic rights in the past 8 years (illegal evictions & firing, lack of access to healthcare & social assistance systems, etc.) and the **absolute, total lack of governance, transparency and accountability in government agencies that I have encountered at literally every turn**. It is truly mind-boggling (and enlightening in a bad way) to find out just how profound the social problems and issues are for victims in systems that are so, so profoundly and totally broken.

What people must understand in dealing with bullies is that people who abuse power will, almost by osmoses support, and cover-up the abuses of others – in the hope that when they bully someone in their turn, they will be 'protected' by another bully. And, basically this is how the 'bullying network' works. These customs and traditions are so deeply, entrenched and 'rationalized' in the belief system of these people that they are incapable of understanding the ethical issues at play. Another issue is that "people" believe "anything they hear" without ever verifying the veracity, or the logic, of what they are being told; with the gullibility and ignorance THE primary problem. And, that is basically how bullies so successfully manipulate everyone.

I have repeatedly tried to impress upon Adrienne the legal ramifications of her actions – and how she is exposing the Fund to ethical issues. It is she that is putting the reputation of the Fund in "danger" with her "reprisals" against me. But, quite frankly I do not believe that she truly comprehends the consequence of her actions, nor the ethical issues in play – and my efforts to warn her of the ramifications of her actions have fallen on deaf (or uncomprehending) ears.

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<sup>2</sup> (DV) Domestic violence

<sup>3</sup> My case will be the 3<sup>rd</sup> jurisprudence on violence against women/domestic violence (VAW/DV) as human rights violations. The first jurisprudence is *Gonzalez Lenahan vs. USA*, 2011 and 2<sup>nd</sup> *Gonzalez Carreno vs. Spain*, 2014 (CEDAW). My case *Wilcox vs. Spain*, challenges the Spanish (rejected defense) in *Gonzalez Carreno vs. Spain*.

*Unfortunately, anything related to the violation of my social and economic rights as 'reprisal' related to my DV/VAW issues must be included in my submission to CEDAW. While I had hope to 'close' the issue with Adrienne (and coffee shop) with my blog (and thereby 'brush' it off as an isolate incident between two employees), due to Adrienne's insistence in pursuing the matter, I have absolutely no other option than to report her actions to the ICD/IMF, and provide them with the opportunity to take action. (I cannot provide information about 'reprisals' to CEDAW without having previously been completely transparent with the IMF, and provide them with the opportunity to take appropriate action. That would be totally inappropriate on my part. Adrienne has literally given me no choice in how to proceed here.)*

*Please note that Adrienne has never said that she is attempting to have me blacklisted, but everything indicates that this is exactly what she is doing (90% of communication is non-verbal, "people talk," and this is my area of expertise). Additionally, it is my understanding that she is disseminating false information, contending that my 'transgression' occurred in the Chinese restaurant, Chalin's, not the coffee shop. (My understanding is that she is friends with the Russian manager of the coffee shop, and is trying to cover-up for his actions; and, therefore falsely reporting the location of the incident).*

*I have not directly confronted Adrienne with my suspicions, as I am all too well-versed in these situations. She would never admit to anything, and simply reinforce her tactics -- escalating the issues further.*

*In the interest of transparency (and what concerns me perhaps the most for ICD in this situation), is that I have become quite well-known amongst the press (and women's right & human rights groups) on both sides of the Atlantic, for my activism work. It is only a matter of time (probably during the upcoming US elections) that the problems within family courts will 'explode' in the press, with me as one of THE experts on the human rights issues within these courts. Also, I am in contact with Ingrid Betancourt about heading up a global campaign on VAW as human rights violations, with her possibly coming to DC in 2016 for an IMFFA sponsored event. (Her sister was a friend of mine, and I supported campaign in Colombia before her kidnapping – the issues haven't changed, the shoe is just on the other foot this time). Additionally, I am scheduled to informally meet with someone at Women, Business and the Law at the World Bank in regards to my research. Ms. Lagarde was right at the Town Hall when she said many of the issues (but not all) are more appropriately under the purview of the World Bank -- and the WB, as well as the UN, are two doors I am definitely knocking on.*

*Apart from working in ICD, I have worked in EUR, COM, LEG, MCM, and the IMFFA. I know a lot of people in the Fund, and Adrienne spreading rumors about me (particularly in regards to my activism), and having me blacklisted, will reflect badly on ICD – and the Fund.*

*I do so very, very truly regret writing this letter, and being obligated to bring these issues to your attention. But, I could not in good-conscience, not inform you as to a situation which might ultimately put you, ICD, or the IMF in an uncomfortable and embarrassing position in the future. Unfortunately, since Adrienne is a part of the HR team, and the OM, I have not felt*

*at liberty to bring this to anyone in the HR team, and felt my only option was to address you directly.*

*So many of the problems of this world could be avoided if people would nip them in the bud, instead of sweeping everything under the carpet until they explode in their face – and I so fear that this is one of those situations, if I do not speak-up now.*

*I hope that this information might be of assistance to you as I know you are very sincere in your effort to have a smooth functioning, 'harmonious' department. If you should have any questions, I remain entirely at your disposition.*

*Sincerely,*

*Quenby*

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THE BLOG

### Lessons Learned in Our Nation's Capitol and Global Governance

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Quenby Wilcox  
Founder, Global Expats

🐦

A few months after Ronald Reagan entered office as president of the United States for the first time, I started my first job as an intern on Capitol Hill. While I eventually [abandoned a career-path in the political arena](#), I never forgot the important lessons I learned from my boss Patsy Guyer, Executive Assistant to former Senator J. Bennett Johnston (LA).

What I learned from Patsy, was not only the importance of a well-functioning administrative workflow and organizational system, and how to structure one, but also the necessity for teamwork and a hands-on, 'fair-but-firm' managerial approach in succeeding at any endeavor. Circumstances of my life in the '80s were as turbulent and chaotic as they have been in the [past decade](#), so the examples and lessons Patsy gave to me were of great significance -- and a rock of stability and sanity in a time where my life desperately needed it. Recently, on the Internet, I found a [letter](#) from Senator Johnston where he paid tribute to Patsy Guyer -- his words mimic my sentiments exactly:

"Patsy [] handled a huge array of responsibilities over the years, ranging from supervising State offices to managing summer interns, to creating and overseeing an exceptionally efficient mail operation.

But if Patsy should be singled out for anything, it is her management of and deep personal commitment to a case work operation that is unmatched in the volume and quality of service it has rendered to countless thousands of Louisianians in need. I am very proud of the aid my office has given over the years to people who had nowhere else to turn...

We were able to be effective principally because Patsy Guyer has an astounding network of friends and colleagues throughout the Congress and among Federal agencies and, most of all, because she greeted every case, no matter how routine, with the enthusiasm and commitment she brought to her first day on the job in November of 1972. Whether the challenge was to bring home from Abu Dhabi a tragically injured Louisiana businessman, locate a missing child in a Rwandan refugee camp or organize a food airlift to Cambodia, we always knew Patsy would have the ingenuity and contacts to start the process and the absolutely iron-willed determination and dedication to see it through to completion. I have never known a more selfless and giving individual..."

No other words could more perfectly describe the person I knew and admired. Patsy, through her actions (not words) showed me to what extent 'getting the job done' necessitates dedication, perseverance, networking, and absolute iron-will determination that won't bend even when faced with the most obstinate federal bureaucrat that the US government can conjure up. (And, my message for the give-me-the-run-around State Department officials that I have been writing to for the past 8 years, is that I was taught by Patsy Guyer, [so I'm not going anywhere](#)until they start doing their job!)

Unfortunately, the vital importance and role that the administrative function plays within an organization has been lost in the past decades. Masters and doctorates are as common now as high school diplomas once were -with too many people forgetting the importance of street-smarts and common sense in actually getting things accomplished.

In fact, much of the elevated level of negligence in the 'modern' world (see my blog [The 70/90 Rule & the Principle of Due Diligence](#)) is due to a dearth of qualified administrative personnel within the labor force, coupled by 'too many chefs spoil the soup' syndrome at all levels of management.

Not only is the [Feminist movement 'stalled'](#) -- [everyone, and everything, seems to be 'stalled' these days](#), for the simple reason that no one will take action. Everyone is so busy chasing their tails in speech after speech, conference after conference, and meeting after meeting - that no one is minding the store. Never before has mankind possessed so many extremely highly-educated populations and work-forces, extra-ordinary technological capabilities, and a



multitude of research and information in all of the physical and social sciences. However, we still find ourselves at the 'cross-roads' to humanity because of rampant greed, immorality, and apathy as much in the public sphere as in the private sphere. The actions (or inactions) that we, as a global community, take in the coming decades will determine the survival or demise of the human race and this planet - with the present inertia amongst our leaders tipping the scales towards our demise.

As Ian Goldin states in *Divided Nations: Why Global Governance is Failing, and What We Can Do About It*

"As we work on the many global challenges we are struck by the need for global solutions. If there is one thing that keeps us awake at night, it is the absence of global leadership and even awareness of the scale of the global challenges... Humanity is at a crossroads. This could be our best century ever, as we find the means and collective will to overcome poverty, disease, and many of the other tribulations that remain endemic despite human progress. Or it could be our worst century, as systemic risks and the unintended consequences of technological progress and globalization overwhelm the gains and lead to devastating destruction. The outcome will depend on our collective ability to understand and take action to address key challenges. It depends on global management. The widening gap between our knowledge of the issues and the failure of global leaders to address global concerns is our biggest challenge.

The future, however, will be unlike the past. We face a new set of challenges... Resolving questions of global governance urgently requires an invigorated national and global debate. This necessitates the involvement of ordinary citizens everywhere. For without the engagement and support of us all, reform efforts are bound to fail."

Even though the need for enhancing global governance is widely recognized in the politically correct rhetoric of today, as Goldin points out,

"too often reforms [] are equivalent to rearranging the deckchairs on the Titanic... The world has changed in fundamental ways since the institutions were formed and so it should come as no surprise that they are overwhelmed by new challenges. Concerted reform may in some areas close the governance gaps, but for the most part the participants in these reform efforts include representatives of the governments who have resisted reform and so significant reform is stymied."

If good governance is going to become an effective tool in facing global challenges, we must start looking towards implementation, implementation, and more implementation - but effective implementation by real-live human beings who understand real-live problems. What is needed is the hands-on, no-nonsense approach of Patsy Guyer - someone who didn't gawk at

any task, and who was tireless and dedicated in moving mountains within the nightmare, bureaucratic, minefields of the American federal government.

This is what America (and the World) needs! Action, and more Action -- from someone with the moral integrity of Patsy Guyer.

*ICD and Ms. Adrienne Thapa, MAP Office Manager of ICD*

Please see *Table 1: Definition of Workplace Bullying* from the [Workplace Bullying Institute \(WBI\)](#),

Table 2: Definition of Workplace Bullying by the Workplace Bully Institute (WBI)

Workplace Bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is **abusive conduct** that is:

- Threatening, humiliating, or intimidating, or
- Work interference — sabotage — which prevents work from getting done, or
- Verbal abuse

*Workplace Bullying...*

- Is driven by perpetrators' need to control the targeted individual(s).
- Is initiated by bullies who choose their targets, timing, location, and methods.
- Is a set of acts of commission (doing things to others) or omission (withholding resources from others)
- [Requires consequences for the targeted individual](#)
- Escalates to involve others who side with the bully, either voluntarily or through coercion.
- Undermines legitimate business interests when bullies' personal agendas take precedence over work itself.
- Is akin to domestic violence at work, where the abuser is on the payroll.

*Synonyms that reflect the seriousness of bullying:* Psychological Violence, Psychological Harassment, Personal Harassment, 'Status-Blind' Harassment, Mobbing, Emotional Abuse at Work

*Euphemisms intended to trivialize bullying and its impact on bullied people:* Incivility, Disrespect, Difficult People, Personality Conflict, Negative Conduct, Ill Treatment

Not calling bullying "bullying," in order to avoid offending the sensibilities of those who made the bullying possible, is a disservice to bullied individuals whose jobs, careers, and health have been threatened as the result. [Tom Engelhardt](#) said it wisely when he said, "Words denied mean analyses not offered, things not grasped, surprise not registered, strangeness not taken in, all of which means that terrible mistakes are repeated, wounding ways of acting in the world never

seriously reconsidered. The words' absence chains you to the present, to what's accepted and acceptable."

### **The Relation to Domestic Violence**

Being bullied at work most closely resembles the experience of being a battered spouse. The abuser inflicts pain when and where she or he chooses, keeping the target (victim) off balance knowing that violence can happen on a whim, but dangling the hope that safety is possible during a period of peace of unknown duration. The target is kept close to the abuser by the nature of the relationship between them -- husband to wife or boss to subordinate or co-worker to co-worker.

### *Bullying is Domestic Violence At Work*

#### **The abuser is on the payroll!**

In so many ways the two phenomena uncannily mirror each other. With bullying and partner violence, the abuser's motive to control and dominate the victim starts the process and determines the nature and extent of the sick, twisted relationship that follows. The perpetrator objectifies the victim. In 98% of domestic violence cases, the perpetrator is the man. In bullying, the majority of abusers, 62%, are male; women are famously perpetrators, too. So, regardless of gender, the bully-abuser dehumanizes her or his prey. She can have such contempt for the target that she refuses to grant even the minimal respect due to a fellow human being. Dehumanization enables the severe mistreatment. When the recipient is not seen as an equal, it is easy to denigrate, belittle and humiliate. The target is a lesser-than object not deserving decent treatment.

The forms of mistreatment that accompany objectification can cause emotional harm. The digs are ad homonym attacks about the person's worthlessness and undeservedness. These assaults result in stress-related health harm, both physical and psychological. Emotional harm outlasts physical injuries that occur in domestic violence cases. The abused spouse is likely to suffer more from emotional damage than from broken bones, which heal relatively quickly. The legacy of emotional torment, the traumatization, can last a lifetime after infliction. With bullying, there is typically no physical violence, only the emotional.

Another overlap between domestic violence and bullying is that friends close to the two key players tend to distance themselves from abusive situations. This gives them cover to plausibly resist getting involved. Doing nothing becomes easier if they are not present when the abuse happens. Closest friends of the abuser tend to justify the actions. "He wouldn't hurt a fly." "When I'm with him, he is a gentle, kind soul." "She's absolutely brilliant and because she doesn't suffer fools gladly, people working for her have to learn to adapt to her style."...

With respect to workplace bullying, employers -- the institutions that host the abusers -- loathe holding bullies accountable. A former director of a federal agency (Minerals Management Services) refused to terminate a bully division chief, as we had recommended. He said, "No, I won't do it because he is a great conversationalist and a lunch buddy." Well there you have it. No need to act, he wouldn't harm a fly. The evidence spoke otherwise. All employees in that

division were stressed. There were multiple heart attacks, strokes and other cardiovascular complications from working for the bully. But friendship with the executive trumped all reason.

Years later, in 2010, when the BP oil platform exploded in the Gulf of Mexico killing 11 workers and poisoning the environment, MMS made news. They were the agency whose employees had committed serious ethical violations. MMS was corrupt. Its culture was corrupt when it allowed the bullying to damage so many lives for glib reasons stated by the inept director.

Will laws be required to compel employers to stop abusers on the payroll? After all it took laws to disrupt domestic violence. Read more about [domestic violence and bullying](#).

I have been employed on temporary and contractual positions with the Fund since May 2009. First, with the IMFFA until February of 2011, and then throughout the Fund on temporary assignments. From April 2011 until November 2015, I was employed in ICD on temporary assignments, and then as a contractual from August 2013 until November 2015. My contractual assignments during that time were always extended for periods ranging from 1 to 6 months.

During my time with ICD, I have remained transparent about my professional interests outside the Fund, as well as my activism work (which is very much in line with the present Managing Director's vision and direction). I have regularly kept the SPR, Gina Paone, up-to-date on all of my work, as well as progress on my start-up company, Global Expats/[www.global-xpats.com](http://www.global-xpats.com). The company is designed to assist expatriated trailing-spouse during their stance abroad, and provide a comprehensive solution to the dual-career challenges of the expat family. Basically, the ideas transform the 'Expatriate Wives Club' (ie. [www.fawco.org](http://www.fawco.org), a global network of [www.imffa.org](http://www.imffa.org)) of yesteryear into a revenue generating company that provides a comprehensive solution to the dual-career challenges of the expats family. Please see attached presentation, which explains the concept and structure of the company in its entirety.

I believe it is understandable that I have chosen to pursue a career path outside the Fund, as I do not have the proper diplomas to be considered for positions as an economist, and I am over-qualified for administrative support positions; which are the only positions I am eligible for in the Fund without an MBA or PhD from an accredited university. The only other possible area of career development for me within the Fund would be in its HR function. And, while I again have done extensive research in global mobility and HR issues, and can provide extensive insight into expat and work-life balance issues, I do not have an MBA or PhD. Additionally, since all my work experience in relation to expatriation has been volunteer work, it is not considered "real work" in the Fund's HR job pool, or even in today's job-market.

Under the best of circumstances, and present market-place paradigm, for someone with my profile (52-year old, 20 year out of work-force, homemaker with a BA), my possible reinsertion into the work-force at my age is less than 40%<sup>4</sup>. However, as a displaced expat homemaker,

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<sup>4</sup> *The Opt-Out Generation Wants Back In*, (2013), Sylvia Ann Hewlett, an economist and the founding president of the Center for Talent Innovation in New York, surveyed thousands of women in 2004 and after the financial crisis in 2009. She has

crossing international borders in flight of domestic abuse as well as legal abuse in my host country (Spain), in addition to the present economic crisis, my probability of finding a permanent job, much less a good one, approaches 0%--as my job search of the past 8 years has so clearly shown.

My experience spans 20 years of hands-on, grass-roots involvement in Franco-phone, Hispania-phone, and Anglo-phone expat communities, provides me with a unique expertise within the global-mobility industry—noting that the dual-career challenges and adaptation of the expat family is THE KEY to a successful relocation of the expat family and employee. Additionally, in the past decade I have done extensive research in domestic violence, the *failure to protect* of family courts, and the resulting socio-economic consequences; with ground-breaking research in the human rights of women arena. But, my skills and knowledge are simply not marketable because I lack an MBA or PhD, and I was never remunerated for any of the work that I did in the past. In one interview, the interviewer actually had the nerve to say to me “Oh, I guess you had to do *something* to keep you busy all those years.” (I just thought, “This poor man’s wife. What she must suffer!”)

The first head-hunter I met with upon my return to the USA in 2009, and re-entry into the workforce after 20 years, said to me “I am going to have a hard time finding you a job. Anyone who will be interviewing you, will be afraid that in 6 months you will have their job. So you’ll never get past the first interviewer.”

And, this is exactly what has happened to me, time and time again in my job search, in the past 8 years. Paradoxically, in today’s job market, it is the very fact that I have done extensive research (but do not have a diploma), which makes it almost impossible to find a job within NGOs, universities, think tanks, or any other organization. With the deluge of diplomas in the workplace, these days, even those with the impressive diplomas are under, and un-employed. So even though my experience and knowledge is unique as it is based on real-life experience, back by the research, rather than strictly a theoretical perspective, it is unmarketable amongst NGOs, whose **priorities lie in publication of scholarly research as opposed to effective reforms**. The UN report *Good Practices for Combating and Eliminating Violence Against Women* clearly indicates that survivors provide an opportunity for enhancing accountability and monitoring of judicial systems, and I quote,

*A clear leadership role for womens specialist services should be built into all inter-agency projects alongside a linked reference group of survivors, or another feedback*

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*found that roughly a third of “highly qualified women” leave their jobs to spend extended time at home. Though her subjects were all women with graduate degrees or bachelor’s degrees with honors, they didn’t necessarily have the elite credentials of the women in Stone’s research and many reported having a difficult time transitioning into the work force.*

*Most of the women, Hewlett found, stayed home longer than they had hoped. Eighty-nine percent of those who “off-ramped,” as she puts it, said they wanted to resume work; but only 73 percent of these succeeded in getting back in, and only 40 percent got full-time jobs. “It was distressingly difficult to get back on track,” Hewlett told me. In addition, the women Hewlett surveyed came back to jobs that paid, on average, 16 percent less than those they had before. And about a quarter took jobs with lesser management responsibilities or had to accept a lower job title than the one they had when they left. The impact of those sacrifices, Hewlett noted, was in many cases amplified after the financial meltdown, when 28 percent more of the women she surveyed reported that they had a nonworking spouse at home. <http://www.nytimes.com/2013/08/11/magazine/the-opt-out-generation-wants-back-in.html?pagewanted=all&r=0>*

*mechanism, to ensure accountability and monitoring (p. 27) ... Violence [against women] must be addressed on multiple levels and in multiple sectors of society simultaneously, taking direction from local people on how womens rights may be promoted in a given context... The allocation of resources, support to research and documentation on causes and consequences of gender-based violence, education and prevention programmes to support efforts to increase community responsibility, making information on womens rights readily available and creating partnerships between Governments and NGOs are also necessary important steps.*

*As awareness and the knowledge base on violence against women has grown over the last two decades, the scope and persistence of the problem has become more visible. In the search for effective responses and interventions there is a danger of losing sight of the ultimate aim which, as articulated by the United Nations in 1993, is to eliminate violence against women. The direction of change-making efforts, therefore, should have this as the ultimate ambition, and assessment of policy and practice should be mindful of this overarching aim...*

There is perhaps no other case, other than my own (except perhaps former AU professor [Lori Handrahan](#)), which highlights the extent to which NGOs and universities in the USA are driven by the same “for-profit” greed as the corporate world. I am an alumnae of George Washington University (GWU), so theoretically, I would be accorded more attention and respect than a non-alumna, given the present nepotistic paradigm in the USA.

The legal clinic [Domestic Violence Legal Empowerment and Appeals Project DV Leap](#) is run by [Joan Meier](#), on faculty at GWU law school. Ms. Meier is quoted by NGOs and legal clinics around the world on her work in combating the polemic Parent Alienation Syndrome (PAS)—a defense that is being used by pedophile and horrifically violent parents in “explaining away” a child’s rejection of said parent. Without getting into the complex dynamics of the situation, PAS has high-jacked the debate on where problems, and solutions, might lie in addressing the fact that child victims of incest and physical violence to the perpetrators are being awarded custody of their victims at rates of 70+% in family courts around the world. However, PAS, and its usage in, and by, the courts is just a symptom of a much larger problem—discrimination against women and rampant greed and corruption in the courts.

In fact, greed and corruption are so rampant at all levels of the legal profession, as well as amongst government officials, that, in fact what is happening, is that governments are using defenses of “judicial independence” and “sovereignty rights” to cover-up the rampant corruption in their courts. The very idea that a government would not be “responsible” for corruption and/or human rights violations by their court is as ludicrous as the governments making the contention, see [Gonzales Lenahan vs. USA](#), 2011, *Inter-American Commission of Human Rights*, and [Gonzalez Carreno vs. USA](#), 2014, [CEDAW](#). The situation is so dramatic that the Bar Association of Madrid actually declared that it was the “Right of lawyers to violate the rights of their clients under the principle of judicial independence.”

These are the real underlying issues of the problem in the courts—corruption, greed, misogyny, and xenophobia Rule, rather than any pretext of dignity or respect for the rule of law. And, the



decay of our economies (and societies) is directly linked to the total break-down of the rule of law in courts around the world.

Ms. Meier's focus, is so narrow in its perspective, that DV Leap is not producing the jurisprudence necessary to address the problems within the courts, with Ms. Meier alienating herself more and more from the victims as time progresses. I have reached out a number of times to Ms. Meier about coalition building as well as my work on VAW as a human rights violations, but she, along with all of the others academians are simply not interested. The only thing academians and advocates with diplomas want is to write reports, books, and get published rather than take any action that will "yield concrete results" for the victims.

Quite frankly, the victims are getting angrier and angrier with the academic world, as their only response to what is a crisis of epidemic proportions is to write another book, or give another speech, with victims saying "Could you please explain to me how writing another book is addressing the fact that we have sociopathic lawyers and judges, with male-supremacists ideologies running the courts." This is the bottom line in the problem—everyone is making so much money off the pain and suffering of the victims, there is no incentive to find real solutions.

When I read the book *The Human Rights of Women*, edited by Rebecca Cook, I thought "This is exactly what I have been arguing in all of my correspondences with Spanish and American authorities in the past 8 years." So obviously, I am on the right track in how to "translate rhetoric to reality." So I contacted every single author of the different chapters within the book, seeking assistance in preparing my [case for CEDAW](#). Not one single person had the decency to responded to my emails—as has been the case with all of the other author/lawyers I have found.

Everyone want to write a book (and pocket the money), but no one is willing to take these cases to court—even when they have them all packaged up for them. Of the hundreds of lawyers and academians I have contacted over the years, only one condescended to respond to me—advising me to contact Carrie-Bettinger Lopez (counsel for the plaintiff in *Gonzales Lenahan vs. USA*) who has since been bought-off by the American government, with her job as Advisor to the White House under Vice-President Biden. The appointment of Ms. Lopez to this position is so inappropriate, and fraught with conflict of interest issues, that is amazing that no one is protesting.

Ms. Meier did recommend I contact Arturo Carrillo, Professor of Law, Director of the International Human Rights Clinic, and Co-Director of the Global Internet Freedom & Human Rights Project at GWU Law School—which I did. He was no more interested in my work on VAW as a human rights violation, or the human rights of women, than Ms. Meier. What is ironic is that my case is filled with domestic violence cyberstalking and even goes as far as to have a very interesting case in regards to corruption and international commerce on, and by, the Internet—noting these are areas of his specialty. However, since I am a woman, and the crimes committed against me were my ex-husband and lawyers, the human rights community does not consider these important violation of rights—husbands and lawyers trump a woman every time.

Lawyers and husbands are accorded "carte blanche" to violate the rights of women whenever and wherever they please, for the simple fact that the human rights community is allowing, and even encouraging it by their apathy and inaction.

GWU also has a new [Global Women Institute](#), that was started in 2012 and was encouraging students to do work and thesis on the UN document, [Indepth Study on Eliminating Violence Against Women](#). So when I saw this information on their website, I took all of my research, reports, case work, etc. to them, in the hopes of finding students interested in utilizing my work on VAW as a human rights violation, the failure to protect, and discrimination against women within the courts. My research is quite unique, and examines the issues from an intersectional approach of sociology, psychology, economics, political science, and women and gender studies. Additionally, I have done extensive lobbying of Congress, the State Department, and NGOs in DC, and while there is much work to be done, I have laid the foundation. But, no one ever responded to my emails, phone calls, or even when I personally went to their offices. No one was interested.

GWU also has a new department for [Entreneurship](#). And, since the Spanish courts misappropriated all of my assets, leaving me unable to hire a webdesigner for the platform I need to get Global Expats started (~\$300,000), I have been trying to find a webdesigner equity partner or university who can produce the local-search directory/networking website I need. I met with the head of the department, Jim Chung, but he was not at all interested in my project. All he was interested in, was “selling” me some courses—courses I could teach, if I had a PhD or MBA after my name.

GWU is The most expensive university in the USA today. When I went to GWU, it was expensive (~\$10,000 – steep for someone paying their way through college), but a far cry from the \$50,000 a year of today. As seen in the case study above, the motivating factor of the staff and professors at GWU is getting their papers published and selling courses—nothing else.

**My case in point with GWU is the perfect example of how universities in the USA have become nothing more than for-profit institutions, so engrossed in making those profits, that they have become part of the problem, and complicit to the human rights violations of governments.**

Additionally, I have knocked on the doors of hundreds of NGOs, pro bono departments of law firms, and activists in DC trying to find a lawyer who would bring legal action against the US Department of State for the gross and flagrant violation of US federal law, as well as international law. And, while I found a lawyer and head of her firm’s lobbying group, who agreed I had an excellent case against the State Department, without a \$20,000 retainer, she could not take the case. Of course, my case, as well as the millions others, should be brought to the courts by the NGOs, but since everyone is too busy writing books and giving speeches, they have no time to defend the rights of victims in the courts.

At present, there are almost 500+ new case of Americans fleeing TO the USA with their children, with about twice as many parents fleeing FROM the USA with their children. While the State Department does not keep track of gender of the abducting party, The Hague Convention Domestic Violence Project at Berkley University reports that almost 70% of women involved in international child abduction are actually fleeing domestic violence and the failure of the host country to protect. This 70% flight rate corresponds with the 70% failure to protect rates in the courts, further substantiating that victims are being “dis-protected” in the courts at rates of



70+%. Initiatives such as the granting of refugee status on victims of domestic violence, highlight the ridiculousness of the situation. **Under this paradigm, the optimal public policy solution of leaders at present is to increase international global migration of women, rather than combat VAW! Wouldn't a more effective solution be to address the corruption in the courts, rather than just moving people and problems around?**

One of the main problems with a piece-meal approach of promoting rights—that is promoting the rights of one group to the detriment of another, rather than promoting integrity in the courts, is that you will always end up with someone who has had their rights violated. Under this paradigm, corruption and chaos reign within the courts, due to the greed of the actors involved, as well as lack of accountability and transparency by public officials. This situation is being repeated in roughly the same proportions in courts around the world. So obviously the problems are being created by fundamental forces which are common to all western cultures. Domestic violence, and its cover-up by ALL members of society is so entwined in the social norms and customs of every single society on earth—and has its roots in colonialism and its predatory nature.

So from a human rights perspective the present efforts to encourage one group to promote their rights, at the expense of the rights of others, is a waste of time, energy, and money. Because when all is said and done, you still have the violation of rights of someone in the matrix. When I see the amount of money being spent on the salaries of all of the NGOs, think tanks and universities who are doing nothing except “*window-dressing meetings, roundtables and even entire projects which result in reports, workshops or conferences, but create minimal change in the support, safety and services provided for victims/survivors*” (*Indepth Study on VAW*), it sickens me.

The discriminatory norms towards women, and the denigration of homemakers, that I have encountered in the past 8 years, is exactly the same denigration as I have received from Ms. Thapa since she became OM. This attitude—that I am “the stupid thing to walk the face of the earth, and incapable of even simple tasks” has been the attitude I have received from everyone from the day I walk into the domestic violence court. From the minute I filed a complaint for domestic violence, and refused to retract my complaint, and walked into a domestic violence court, from that moment on, I went from an upper-middle, highly-educated, privileged woman in society, to a useless, worthless parasite not even worthy to lick the boots of my lawyers. And, that is exactly why Ms. Thapa feels at liberty to bully and denigrate me as she has in the past year.

As seen in *Table 5: Who Get's Targeted by Bullies*, not only do bullies target those who refuse to be subservient, are more technically skilled, are more ethical and honest, non-confrontational, and possess greater emotional intelligence than their bullies—but victims of domestic violence are particularly at risk of being targeted; with the apathy and inaction of employers empowering the bullies rather than the victims. Additionally, as seen on *Table 7: Woman-on-Woman Bullying*, that the “solidarity of sister-hood is a myth and stereotype” female bullies target women at a rate of 71%. Also, highlighted is the fact that “a culture that carries no accountability or negative consequences, regardless of how harmful the behavior exhibited paves the way for the bullies. A place where kissing-up (ingratitude) is the norm is fertile territory, where bullying

and favoritism (and its converse, ostracism) thrive.” And, that “male-dominated organizations, where men hold all the executive positions, women tend to adopt male-sex-typed behavior to survive and succeed. Only in female-run organizations (or those [] who adopt a female-sex-typed style that value quality of interpersonal relationships as much as power and status differences) can there be hope for a less aggressive, more dignified and respectful way to operate. It is also noted in *Table 7: Woman-on-Woman Bullying* that “Every whistleblower is bullied... with prosocial orientation – a desire to help, heal, teach, develop, nurture others.”

As you are well aware, the socio-economic situation in the world is so dire that even the World Bank and IMF are calling for citizens to stand-up and speak out for their rights. However, what I keep on trying to impress upon the international community is that, unless something is done about the bullying in our work-places, courts, homes.... every walk of society, the rule of law and democracies will continue to decay from within—with the international human rights community complicit to their demise by their inaction. By instructing people to stand up for their rights, but then allowing them to be bullied and harassed for it, with no remedy in the courts, leaders are only setting the victims up to be revictimized, and destroyed. As explained in my blog [\*Human Rights, War on Drugs, and Sean Penn on Complicity\*](#),

*"I feel complicit in the suffering that is going on..." said Sean Penn to Charlie Rose in his 60 Minutes interview, shortly after he published his article titled, El Chapo Speaks, in the Rolling Stones Magazine. While these words from a humanitarian perspective, are noble and honorable—from a human rights perspective, they are extremely insightful and perceptive.*

*Even though Mr. Penn (or Ms. del Castillo) could hardly be held complicit to any kind of illegal activity under national or international law, his words, and empathy for the many victims of the Failed War on Drugs, provide an opportunity to examine the complicity of those who are legally responsible here—namely the American government. In order to understand their complicity, or the complicity of any government for that matter, it is important to examine the definition of complicity under Principle Two (Human Rights) of the United Nations Global Compact,*

Complicity means being implicated in a human rights abuse that another [] government, [] or other group is causing. The risk of complicity in a human rights abuse may be particularly high in areas with weak governance and/or where human rights abuse is widespread. However, the risk of complicity exists in every sector and every country.

*Within this context, and the fact that the American government (and others) are increasingly implicated in corruption scandals and human rights violations—nationally, internationally, women's rights, children's rights, labor rights, victim's rights, the list goes on and on—it is not surprising that the War on Drugs has never been about some benevolent policy, started under Nixon, and escalated under Reagan. The War on Drugs is, and always has been, a policy used by the government as a “back-door” to advancing social conservatism in the US for over four decades.*

One of the reasons that it is so important to combat bullying like Ms. Thapa's is that the failure to do so creates closed, hostile, and narcissistic social groups where information sharing and learning are not only hampered, but destroyed—with the results highlighted in the total failure of NGOs, think tanks, and universities to understand the real problems the world face in building solutions. Because of narrow-mindedness and narcissistic career goals of academicians in the world today, and social conservatism which promotes that paradigm, organizations are doing more to promote bullying and oppression, than combat it.

As stated by the Managing Director, Christine Lagarde *Daring the Difference: The 3 L's of Women's Empowerment*,

*Too often, [women] carry the burden of work that is unpaid, unseen, unreported—and underappreciated. Globally, [they] spend twice as much time on household chores as men, & four times as much time on childcare... They are the first to be submerged by economic crisis. We must do better than this... Remember, women control the purse strings. They account for over 70 % of global consumer spending. **So if we want more spending & more economic growth, then we need to empower more women as agents of aggregate demand.***

*Restrictions on women's rights to inheritance & property, as well as legal impediments to undertaking economic activities such [as] freely pursuing a profession, are strongly associated with larger gender gaps in labor force participation... The results from this study suggest that it would be beneficial to level the playing field by removing obstacles that prevent women from becoming economically active if they choose to do so.*

So obviously, even the head of the IMF recognizes the utmost importance of respecting the economic rights of women within the courts. Unfortunately, the group of women most affected by the violation of her economic rights are the upper and upper-middle class women—exactly the group who have savings which could be utilized in local socio-economic development. However, since the courts, and the legal profession, are defrauding women of these assets, redistributing billions of dollars from women to men each year, these women cannot utilize those assets—noting Ms. Lagarde's words [\*Daring the Difference: The 3 L's of Women's Empowerment\*](#),

*How can we get women to participate more? Sometimes it is about changing laws—for example, to make sure that property and inheritance laws do not discriminate against women.... too many women are unaccounted for, underutilized, and over-exploited. It is a moral imperative, but it is also an economic imperative. The evidence is plain—when women contribute more, the economy does better...*

Due to increased income inequality, with the top *one-percenters* becoming an increasingly exclusive and wealthy group, the possibility of starting and building a company (other than a cupcake shop) lies more in who you know (and who will help you), rather than what you know—in some societies, it is called favoritism, but now-a-days it is called [\*mentoring\*](#). One of the main reasons that I have been unable to get the assistance I (as a trailing-spouse, divorcee/refugee of domestic violence/international custody dispute, with numbers in the tens of thousands globally, and growing), need is that there is no NGO or interest group that lobbies anyone for homemaker's rights. Homemakers have no rights because the feminist have never created or

pushed an agenda for homemaker's rights, in the USA or globally. (I still have many questions about women's rights movements under Muslim and Arab laws, and the entire debate surrounding the West's criticize of the East, but the resistance to change from the East may actually not be as "negative" as many critics in mainstream human right thinking would attest.)

Homemakers NEED a lobbying group, with political and economic power—in order to attack the private rights of women issues, that needs attacking, and in order for gender equality to become a holistic reality. This means not only abortion rights (which entails "not another abortion on earth" as the ultimate goal, rather than an "alternative contraception method"), but protection and defense of economic and social rights within the marriage, as well as during its dissolution, as well as, effective protection and defense of the right to life of women and children—which entails cleaning up the courts, as much as developing an ideological construct, in conjunction with political agendas and **implementation of those agendas.**

Table 3: Woman's Inhumanity to Woman by Phyllis Chesler

*I can no long remain silent about this. Minimizing and denying woman's sexism is what grounded an entire liberation movement—at least, psychologically.*

*I have remained silent, not only because my feminist colleagues warned me away from this subject, but also because most women learn early on as young girls that it is dangerous to expose that which is covered up and then denied. Your mother, sister, and girlhood friends will ostracize you for it.*

*While most women envy and compete only with each other—not with men—few women can survive without bonding to at least one or two other women. Women seek female approval as much as they seek male approval. Therefore, most girls and women deny even to themselves that they envy or compete, even indirectly, with those upon whom they also depend.*

*We live in strange times. On the one hand, an increasing number of women compete against each other in direct and aggressive ways, both physically and verbally in sports, business, politics, law, journalism, science, medicine, and the arts. On the other hand, even today, many men and women remain ambivalent about or continue to disapprove of the woman who competes in direct and visible ways. (This gets many a good female CEO, politician, or professional athlete in quite a lot of trouble.)*

*A high-profile feminist editor refused to even look at this manuscript. She said, "You should not be writing this book. Are you ready to sell out, is that why you're doing it?"*

*I do not want to write this book; I have to write this book.*

*Once, feminist needed to believe in "us," in women, since no one else did. For a while such faith was heroic, the stuff of which sanity is fashioned. However, to now insist that all women*

*are sisters or that most women including feminists are kind, or even polite to each other, or that such niceties rise to the level of morality or justice is foolish and self-destructive.*

*Anti-feminists (those who oppose abortion, equal pay for equal work, “working” mothers, same-sex marriage, same-sex adoptions, women in the armed forces, a battered woman’s right to self-defense, and who do not believe that women are oppressed or the victims of physical or sexual violence, etc.) will probably have no problem with this book and therein lies the rub, for I do not agree with those who believe that women are all bitches, whores, and lunatics who must be savagely tamed. I do not view women as monsters (career or otherwise), who neglect their children, abuse their husbands, are responsible for male impotence, unemployment, violence and madness, the destruction of the family, the killing of unborn babes, and for hail, famine, and drought as well. In short, I do not think that women should be burned at the stake as witches.*

*But I no longer share as an article of faith the belief in the power of political-social programming to improve human nature; clearly, I am not the optimist I once was. While I may be something of a lapsed Utopian, I still believe in the importance of political struggle. However, I am now more realistic about how long such struggles may take and more anxious therefore that individual women work every day to strengthen and support each other while they are working to improve woman’s fate during the next millennium.*

*Having more political, economic, or legal power is no guarantee that those who have it will automatically behave in ethical or compassionate ways. Narcissism, greed, envy, and murderousness can be found among both powerful and powerless people; kind, humble, happy, and courageous people exist within every class, race, and gender.*

*I do not think that human nature and behavior, mental illness, or evil (four very different things) can necessarily be explained away or abolished by a politically or religiously correct position or analysis.*

*The fight for equality and justice is important in and of itself, because it is right, not because it can guarantee us pain-free, perfect, brave new world. A beggar freed from poverty may still be a scoundrel, a rich woman may be enlightened and compassionate. A poor woman may love herself and her family and do good deeds on earth, a rich woman may see only herself but she may also hate herself and punish all those who have the power to love. One’s character, spirit, outlook, and capacity for ethical behavior may not be totally tied to one’s visible, material fortune.*

*I am not concerned with achieving psychological justice only. Economic justice is just as crucial—maybe even more so. Words alone will not do, nor will mere symbolic gestures. People now understand that only a few people own and control most of the earth’s resources; the Masters of the Universe are mainly men. We also know that many global industries are poisoning the atmosphere and human biology, causing illness and death, consigning some*

*workers to a lifetime of brutal working conditions, low pay, overwork, no leisure time, and others to lifetimes of unemployment, self-hatred, and despair.*

*In this context, what does it mean for a corporate executive who earns ten times what her secretary earns, or for a wealthy socialite whose domestic servants are grossly underpaid, to suddenly become polite and soft-spoken toward their female (or male) employees? It will not solve the suffering born of economic disparity, but it is humane to speak humbly, gently, rather than to yell or be dismissive. Such small changes may make the lives of workers more bearable in psychological terms. It will not solve the larger crisis of economic injustice. Class-and race-based working and living conditions will have to change. Organizing for economic justice remains a continuing problem and priority for both women and men.*

*However, an increasing number of women are beginning to earn more money, own small businesses, run mid-sized corporations, make a profit, invest money, and give away disposable income. Here is where women can start putting our money down to help other women in concrete ways.*

*I am not suggesting that suffering and deprivation are good for the human spirit or that it is better to be poor than rich. However, I do suggest that neither left-wing materialist nationalist visions have been able to deliver a living wage shelter, healthcare, education, leisure, dignity or freedom to all humanity. I am also suggesting that the human spirit has the power to learn from adversity in remarkable ways.*

*One friend worriedly told me, "This is such an important topic. You must make your political analysis very clear in every chapter. If women treat other inhumanely it's because they are oppressed and subordinated by patriarchy, poverty, and racism. Otherwise, feminists will attack the book, our opponents will enjoy watching the cat-fight."*

*I have been afraid of this too.*

*My friend said, "What you're saying might be true but it's not totally true and it's also heartbreaking and demoralizing."*

*For those whose work I cherish and whose principles I share and who fear that the exposure of woman's behavior and internalized self-hatred will be used to crush us further, let me assure them that I remain fully cognizant of the continuing war against women. Perhaps I can persuade my publisher to turn the next four paragraphs into a bookmark with which the reader may mark every troubling chapter to come: a talisman, a reminder, a necessary corrective.*

*Every day, in the ordinary course of human events, manmade tragedies abound. For example, in the United States, every nine seconds a woman is beaten by her husband; every day, nearly 2000 women are raped mainly by male intimates and acquaintances. Elsewhere in the world, each year an additional two million girls suffer the fate of the twenty-two million women who*

*have precede them and undergo female genital mutilation. This destroys their capacity for sexual pleasure, sometimes causes sterility, and leads to a lifetime of physical and psychological pain. Every day an increasing number of girls and women are kidnapped or sold into sexual and domestic slavery, are force to veil themselves, or are psychologically buried alive in other customary ways. Thousands of girls and women are killed each year by their male relatives in family "honor killings."*

*Despite some truly dazzling advances by a token number of women who have been blessed with a capacity for hard work, as well as by membership in the "right" class, race, religion, family, and geographical region, for most women, conditions of gender apartheid still prevail. Women of this world continue to be deprived of the hope and consolation that educational, religious, medical, legal, and economic opportunities often confer. Every day women are denied abortions or force by poverty and a total lack of social support to surrender a child for adoption against their will. Mothers unjustly lose custody of their child merely because they are women, not because they are unfit. More often, a mother is expected to rear her child alone, never free of economic worry, abandoned by her child's father and by a society that values motherhood in name only.*

*For women, war ups the ante: their villages and cities are burned, their men are herded away to be executed, they and their female relatives and neighbors are systematically gang-raped by soldiers, tortured in other ways, sometimes murdered. If they are lucky, or unlucky perhaps, these women are taken along as sex and domestic slaves. Afterwards, especially if their rapists have impregnated them, their families may reject or kill them, or they may kill themselves.*

*All this I know. And yet there is something else, something more.*

*While the war against women rages openly, visibly, another quieter war against women is also in progress, one that demoralizes women and makes it difficult for them to bond or to fight back.*

*Day after day women at all levels of society and on every continent also experience other kinds of indignities. Some woman's mother or her sister continues to criticize her non-stop. She knows that her critic means well and only has her best interests at heart, but the woman still feels unjustly attacked, unloved. A woman discovers that her best friend has been sleeping with her husband for a decade; they now wish to marry. A woman is shunned by her own small social circle; no one will tell her why.*

*A woman alleges sex discrimination and bravely files a complaint. Her female office-mates stop talking to her, several testify against her. A woman alleges rape. The female jurors on her case don't believe he and in fact, feel more sympathy for the accused rapist whom they exonerate. An almost all-female jury finds a battered woman who has killed in self-defense guilty; at a retrial, an almost all-male jury finds her innocent.*

*A lesbian is battered by her lover. The police do not know whom to believe; they arrest no one. According to sociologist Claire Renzetti, "One (lesbian) was a diabetic. Her partner never hit her, but force her to eat sugar. Two women who were disabled reported that their abusers took them to isolated, wooded areas and left them without their wheelchairs."*

*A teenaged girl is mercilessly taunted about her appearance by her peers; she becomes suicidal. A woman wins a beauty contest and loses her three best friends. A woman wins a major promotion at work. Behind her back, other women say that she is sleeping with the head of the company; this is not true, but the promoted woman feels forever sullied. A female executive treats her female assistants as if they are despised indentured servants—hers to humiliate. A group of female subordinates systematically sabotage their female superior whom they view as too cold, mainly because she is competent and holds them to high standards.*

*My teenaged interviewee is wired for this subject. She's talking before we even sit down. "Have you ever seen a waitress rush over to serve a party of boys while a party of girls, continue to wait? Or seen a female high school teacher prefer to call on boys and ignore girls' upraised hands, because boys' voices are just so much more noticeable! You ought to see how teenage girls flirt with their male teachers and ignore or verbally denigrate their female teachers."*

*She doesn't pause for breath.*

*"Have you ever heard a woman berate and bully her female housekeeper, then become another, nicer person when her guests arrive? Or saleswoman who, within the same hour, exudes charm toward her male customers?"*

*Most women shrug these indignities off or minimize them. They do not allow them to enter consciousness.*

*And I, am I not also guilty of inhumanity toward other woman? Oh, but I am. As the poet Judy Grahn has written, "I have committed indecent acts [toward] women and most of them were acts of omission. I have [allowed] suicidal women to die before my eyes or in my ears or under my hands because I thought I could do nothing."...*

*A friend tells me: "I've also been hurt by women. The fact that I could not hold them accountable for the harm they did was a nightmare. But I still believe that most women are essentially kind."*

*Gently, she reminds me that people, women especially, need to feel safe.*

*"Telling women that women cannot be relied on to be good is too frightening a message."*

*She is right. But she is also wrong. It is irresponsible to tell women that the world is safe when it is not. One must tell women to expect enemy fire down the road and deserters and*



*collaborators within their own ranks. Such information will give women the option of adopting measures of self defense.*

*... I do not want to leave you stunned and without hope. On the one hand, I believe that it will take very little for women to begin to do certain things that will gladden other women's hearts, which will strengthen them. On the other hand, resisting tyranny and conformity, refusing to engage in sexist gossip, slander, and shunning, confronting, or withdrawing from a female bully, are all acts that require enormous courage, self-love, and independence. I believe women can do this. In trying we will also make many mistakes; we will be frustrated repeatedly by our own personal and human limitations.*

*There are many books that describe women's capacity to mother and care-give in non-violent and generous ways, books about women's morality, interpersonal sensitivity and sophistication, capacity for loyalty to female kin, books about female friendships and supportive working women's networks. This co-existing reality does not contradict what I'm writing about here. Like men, women are complex and diverse, capable of both love and hate, good and evil. Some women behave in very loving ways toward women; some mothers, daughters, sisters, friends, and colleagues have close and supportive relationships; some fail each other totally. Most women probably fall somewhere in the middle...*

*A peculiar silence surround woman's inhumanity to woman. Feminists have mainly remained silent; I have remained silent..*

*As feminist women, we knew that we were doomed without sisterhood so we proclaimed it, even in its absence. We wanted to will it into existence, verbally, without wrestling it into being. We didn't understand that the sisterhood we so eagerly proclaimed was, like brotherhood, only an ideal, not yet a reality. We'd have to create sisterhood, daily, against considerable odds, and we'd also have to acknowledge our own sexism as well as our racism, classism, homophobia, etcetera.*

*Over the years, I have interviewed more than 500 women of all ages, classes, races, sexual persuasions, religions, and professions about this subject. I have also reviewed hundreds, possibly thousands of studies that bear on the subject.*

*In 1980 I had to explain to women that I wanted them to talk about their inhumanity to each other. By 2000-2001, women were eagerly seeking me out to talk about this. Inexplicably, this tabooed them has become hot: It's on women's tongues and in the air.*

*As I listened to women talk, I noted how relieved each one felt after being able to talk about this subject. I found that I was bearing witness, if only in a small way, to things that had never before been said out loud in a serious voice...*

*In chapter ten, I discuss whether women in feminist groups have been able to transcend traditional female psychological behaviors. Ideology alone might not be enough to help any*

*human being transcend or resist one's own internalized prejudices. We may each have the most radical or the most humane political or religious philosophy; if we ourselves are not psychologically radical and humane, we cannot enact our philosophies.*

*In addition, I derive some of the lessons to be learned from reading (and from writing) this book. I propose some concrete psychological steps that every woman can take in her daily life that might guide her away from inhumanity toward other women and toward love, compassion, and cooperation. In psychological terms, I would like to see women act generously, not enviously...*

*The quiet, daily practice of sisterhood requires kindness, discipline, and self-love. It also requires the capacity to respect, and not violate, another woman's boundaries. Only a woman who maintains her own boundaries can do this. Anti-racist and anti-sexist work requires one to perform daily deeds, not merely to make apocalyptic statements; it is a process, not a dramatic moment.*

*I would like women to understand that although women love and depend upon each other, we are collectively, also inhumane, sometimes even cruel and sadistic to each other; and that such cruelty is powerful, painful, and paralyzing. Naming and acknowledging this is the first step to changing it.*

*Many women tend to choose peace over conflict. This often means accepting the status quo and which may be achieved only at considerable cost. Injustice is a given. Ideally, therefore, we must each try to behave in ethical ways in our daily interactions.*

*It is hard for women to talk about how other women have hurt them and about how they too have mistreated other women. I would like to see women create safe, conversational space to do just this, both socially and in the workplace. Focused conversation about this subject is the first step women can take to begin the process of change. Such discussions may be as liberating as the very earliest feminist consciousness raising groups once were...*

The lack of transparency and accountability within the financial markets, is omni-present in the capital venturists who serve the start-up industry—with one of the principle problems a failure of these actors to exercise due diligence in their market research. One of my most useful courses in college was Marketing 101, with the words of that professor all too lost on the capital venturists and entrepreneurs of today.

“Marketing is identifying your target market. Identifying their needs. And, filling those needs.”  
see [\*FfD: A Midsummer Night's Dream: The Illusions of Entrepreneurship, The Costly Myths That Entrepreneurs, Investors, and Policy Makers Live.\*](#)

Upper and upper-middle class homemakers (on paper) are aggregate “property holders” of trillions of dollars globally. However, due to systemic discrimination against women by the

courts, women **do NOT have the right to control, or access those assets during marriage, or its dissolution.** First, the only way women can access financial records or assets during marriage is if her husband voluntarily permits it. If he does not allow her access to her property, her only legal recourse is a divorce and the liquidation of assets. However, since lawyers are less than diligent in the discovery process, husbands are at liberty to hide all, and any assets they wish—and they all too often do, defrauding women of approximately 25-35% of her wealth in the process (100% in my case, as is the case with all victims of domestic abuse—and once you become a whistle-blower against domestic abuse, the bullying lawyers and judges come out of the woodwork, to finish you off). And, since lawyers will consistently cover-up for negligence of other lawyers, these women have nowhere to turn for justice, except the international courts. And, that they must do that all alone, because the human rights community will only take cases where children have actually been killed after 50 violated restraining orders.

Luckily, I have a natural talent for understanding international law, international politics, international business, and international economics—with the latter being my particular *forte* in college. But, very few victims are blessed with not only an elevated intellectual capacity (a chance of birth), but also an excellent primary, secondary, and 4-year college degree that taught me to THINK. Or, as I would say to my children, as my mother did before me. “You have a brain. Now use it!”

The singular concentration on increasing the number of people with PhDs and MBAs, while paying all too little attention to early childhood, primary, and secondary school education is ever so apparent in today’s labor forces inability to effectively implement what man has collectively learned in the past 50 years within the social sciences. One of the principle reasons for this is an almost singular concentrate on “high-tech” as the answer to all “humankind’s woes” and what will “save the world.” I can assure you, manipulating the minefields and pit-falls of bureaucratic systems, where inertia, tunnel-vision and gender-bias reigns, will never be accomplished with only new techy software destined to “Save the World!”—there are no magic wands, and human problems will ultimately only be solved by human minds. And, while our computers are getting smarter and more performant, the same cannot be said about the people in those societies.

Paradoxically, it is the “gender-equal” standards in the West which have failed to recognize the homemaker’s contribution to the future earning power of the breadwinner, as well as raising and educating future work-forces, that is rendering the general population of women LESS powerful (as opposed to the MORE powerful) than women in the East. The problems are multisectional encompassing failure to recognize; common property assets, laboral contributions of non-remunerated homemakers, and failure of the feminist movement to take a holistic approach to women’s rights, as well as victim’s rights. Phyllis Chesler explains in *Woman’s Inhumanity to Woman*,

*Many feminists of my generation tended to view women as victims. We were not wrong. This was a response to the societal tendency to blame a woman for having provoked her own abuse. Also, most feminists had found that it was too difficult to champion the cause of a less-than-perfect victim. Rape victims, for example, would not be believed if they were not nuns or virgins. Given the prevailing prejudice, we noted that a man can sin,*

*and sin badly, and still be viewed as worthy of compassion. Not so a woman. Therefore, many feminists refused to deal with certain wrenching complexities.*

Cheslers observation here, exposes the utilization of alpha thinking in the way that the feminists attacked the issues, and the consequences this had on the entire trajectory of the woman's rights movement of the past 50 years.

Since the reality of the situation was too complicated to deal with; **instead of digging-in and getting to the job of understanding it, they preferred to attempt to make reality fit the theory, as opposed to the theory fitting reality.** The consequence of the failure to have taken a holistic view-point of women in society, both in the public and private sphere (in conjunction with the changing role of men in society) from the inception of the modern feminist movement, has had devastating effects, on, not only, the problems victims of domestic violence are encountering in family courts, but problems for women in general. The idea that women had to be *nuns or saints* in order to “merit” protection, opened the flood-gate for father's rights initiatives to develop ideologies and rhetoric within the courts, the press, and Hollywood that would denigrate women to such an extent that if they did not live up to the “saint or nun” standard, men could easily vilify them in family courts—and is what they did. This phenomenon, on top of the fact that women earn less in the workplace than men, further adds to the plight of women worldwide.

The chaos that reigns in the courts at present is highlighted in the text below from one of the many fathers' rights/male-supremacists website, [A Voice for Men](http://www.avoicemen.com/)<sup>5</sup>, *Domestic Violence Statistics, Laws and Information for Men* by Michael Sharron,

*Influential definitions of violence, put forth by politicized legal experts, include non-violent acts such as pointing a finger while speaking in an elevated voice and other perhaps uncomfortable, but essentially non-violent acts. Those definitions, as presented in VAWA are completely subjective.*

*Terms like “if you feel like...” are commonly used throughout this federal legislation and many use this to their advantage for revenge, to deflect attention from the fact of mutual violence and to put themselves in a better position in divorce and child custody matters. With regard to prosecution, domestic violence laws are usually decided on the legal concept of “preponderance of the evidence” rather than “innocent until proven guilty.”*

*This means without any forensic evidence, or indeed any evidence other than the accusations of a plaintiff, a Judge can still find guilt if he/she believes that violence “likely” occurred. The problem with this thinking is that judges are politically motivated and want to stay in the graces of the Domestic Violence Industry. Consequently many of them allow and enable false allegations or mutual combat to proceed to conviction for men only. [tab] [tab title=“Statistics”]A Voice For Men believes that credible and verifiable domestic violence statistics are being ignored because the organizations responsible for gathering and reporting data have a vested financial and political interest in domestic violence being perceived in ways that fit with their requests for government*

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<sup>5</sup> <http://www.avoicemen.com/>

*funding. More specifically, many of the agencies tasked with ending domestic violence need for the issue to fit their worldview so that their organizations can continue to provide employment, fund programs and services, and garner political influence using government money.*

*When looking at domestic violence statistics, the numbers are all over the board with one organization reporting that men commit domestic violence 95% of the time, and another reporting that domestic violence occurs at even rates between men and women. Until governments get serious about ending **all** violence, instead of using violence to push gender specific agendas, we will likely never have true statistics on the problem. Currently, virtually all organizational methods for collecting statistics do not get counted as domestic violence when women hit men. Men often fear reporting violence perpetrated against them and few law enforcement agencies and judges want to talk about violence against men.* [tab title="VAWA"] *The Violence Against Women Act (VAWA) was first enacted into federal law on September 13, 1994. It was considered ground breaking legislation by then President Bill Clinton.*

*Unfortunately, it only addressed violence by men against women. It completely overlooks violence against men and children perpetrated by women, and violence in the LGBT community that we now know exists at equal rates to heterosexual relationships. In the past eight years, VAWA has transformed itself from domestic violence legislation to a massive industry that hinges on and supports the idea that there is a "War on Women" being waged by men and is routinely used to drum up support from targeted women voters. The Violence Against Women Act is frequently used in the United States to piggyback other controversial legislation. By attaching other laws to VAWA it is easier to deter objection on the grounds that if you object, you must support bruised and beaten women.*

*As we discussed in our section on Domestic Violence laws, there is very dangerous wording in VAWA that guarantees violence committed by Men and it has devastating effects on Men and Women in their families.* [tab title="Funding and Industry"] *When talking about Domestic Violence funding, it is important to note that federal money allocated to responding to domestic violence is currently at \$460 billion dollars annually and is not distributed to victims of proven violence.*

***In reality, the majority of this money goes to non-profit organizations, political action committees, training, law enforcement, and other groups. This has set up what many call the Domestic Violence Industry that, as stated earlier, relies on federal money to complete their missions, often which have nothing to do with serving victims.***

***Of course, Congress is not going to continue this level of funding if domestic violence is eradicated, so this incentivizes violence reporting that finance these professional organizations. If domestic violence funding, complete with oversight and accountability went directly to victims, then it is quite possible we could start diminishing domestic violence levels across the board.***

***However, that would mean less need for government money on which political groups and other special interest groups feed themselves.***<sup>[tab title="DVPO's"]</sup> Domestic Violence Protection Orders are actually exacerbating violence and research is now showing that they are highly ineffective and in many cases counter productive. Consider your typical Domestic Violence incident, which means two people arguing, yelling, possibly hitting walls and sometimes exchanging blows.

*The police are called, and the man is taken to jail. Adding a DVPO to this mix, the man in jail is now faced with being severed from his children, losing his job, his home and freedom. While many may say "Good, he deserves it," they tend to forget that this was a situation involving mutual combat, and that he may be the primary source of support for his wife and children. Additionally, some men, when unjustly cornered in this fashion, fall into rage and despair, becoming capable of much worse than the mutual combat that had already transpired. While protective orders may sound good and feel good, they are actually a lightning rod for increased levels of violence.*

The failure of feminist to take a holistic, intersectional approach in developing ideologies and platforms has had devastating effects on victims. And, while the Voice for Men website espouses many contentions, none of which are back up with any kind of documentable proof; they do make a very good point, that in fact due to "window-dressing and round-table talks" which "yields no concrete results" most of the federal money goes to paying salaries in the domestic violence industry, rather than to victims. Additionally, they are right when they state that so many people are making money off of the domestic violence industry, there is no incentive to end domestic violence, and every incentive to promote it—which is what is being done.

Please see below, *Figure 1: Violation of Crimes & Criminal Infractions of Judicial Actors in Failure to Protect DV Victims* of the various rights and laws that lawyers and judges are violating on a daily basis in Spain, which has a utopian legal system for women. But, since lawyers are refusing to utilize these laws, they mean absolutely nothing to women and children. For a full explanation of the violation of rights, under Spanish law and constitution, please see my complaint to the [Defensor del Pueblo](#).



## Violation of Rights & Criminal Infractions of Judicial Actors in the Failure to Protect Victims of Domestic Abuse

**Table 1: Violation of Rights & Infractions by Judicial Actors & US Embassies in their Failure to Protect**

Case Study: Wilcox vs. Spain – [www.warondomesticterrorism.com/](http://www.warondomesticterrorism.com/)

# The Hierarchy of Spanish Judicial Norms

Judicial Actors & Govt. Official	Complaint	Spanish Constitution	(CEDH) (CEVCM) (CEDAW) (ICCPR) (ICESCR) (DJVCAP) (CRC)	Penal Code	Civil Code	Equality Act (AI) Gender Violence (CVG) Judicial Power Law (ODJ)	Statutes for Lawyers Decreto 658/2001	Deontological Code
			Art.			Art.		
LEGAL COUNSEL, JUDGES, COURT PSYCHOLOGIST & EVALUATORS, COURT PERSONNEL, LAW ENFORCEMENT, REGULATORY AGENCIES & INTL. CASES - CONSULAR AFFAIRS & EMBASSY OFFICIALS*	Prevent the commission of a crime that affects the life of a person, their integrity, health, liberty or sexual liberty. Occult evidence of abuse & criminal acts on the part of abusive spouse as well as negligence/abuses of power by legal counsel of victim.	Art. 9, 10, 13, 14, 15, 24 & 45.1	CEDH CEVCM CEDAW ICCPR ICESCR 1, 6, 7, 10 & 11	Art. 10, 11, 22, 27, 28, 29, 195, 450, 451, 465, 467.2, 511, 512 & 607bis	Art. 6, 7, 8, 27, 348, 349, 1088, 1089, 1091, 1092, 1093, 1094, 1097, 1098, 1101, 1102, 1104, 1106, 1107, 1254, 1255, 1262, 1271, 1279, 1347, 1362, 1365, 1369, 1375, 1383, 1386, 1390 & 1391	AI 1, 2, 3, 4, 6, 9, 10, 11, 12 & 13 CVG 1, 2, 17, 18, 19, 37, 38 & 39 ODJ 1, 5, 6, 9, 11 & 17	Art. 1, 4, 5, 6, 7, 11, 12, 17, 21, 22, 23, 87, 87bis & 87ter	Art. 1, 2, 3, 4, 5, 6, 9, 10, 11, 12 & 13
	Failure of women to access common property assets & solicit common property documents. & Failure of legal counsel to exhibit due diligence in assuring the defense of right to access fin. records & property render them responsible for all & any financial damages incurred.	Art. 33, 34, 35, 38, 14 & 24	CEDH CEVCM CEDAW ICCPR ICESCR DJVCAP 8 annex 1, 6, 7, 10, 11	Art. 10, 11, 22, 29, 110, 111, 112, 113, 116, 117, 120, 173, 195, 199, 208, 250, 450, 451.2, 465, 467.2, 510, 512 & 607bis	Art. 103, 137, 138, 6, 7, 8, 27, 348, 349, 1088, 1089, 1091, 1092, 1093, 1094, 1097, 1098, 1101, 1102, 1104, 1106, 1107, 1254, 1255, 1262, 1271, 1279, 1347, 1362, 1365, 1369, 1375, 1383, 1386, 1390 & 1391	AI 1, 2, 3, 4, 6, 9, 10, 11, 12 & 13 CVG 1, 2, 17, 18, 19, 37, 38 & 39 ODJ 1, 5, 6, 9, 11 & 17	Art. 1, 4, 5, 6, 7, 11, 12, 17, 21, 22, 23, 87, 87bis & 87ter	Art. 1, 2, 3, 4, 5, 6, 9, 10, 11, 12 & 13
	Violation of the right to an effective defense, the right to privacy & the right not to testify against oneself	Art. 24 & 18	CEDH CEVCM CEDAW ICCPR ICESCR 1, 6 & 10	Art. 11, 12, 22, 29, 109, 110, 116, 195, 450, 451, 510, 511 & 607bis	Art. 6, 7, 8, 27, 348, 349, 1088, 1089, 1091, 1092, 1093, 1094, 1097, 1098, 1101, 1102, 1104, 1106, 1107, 1254, 1255, 1262, 1271, 1279, 1347, 1362, 1365, 1369, 1375, 1383, 1386, 1390 & 1391	AI 1, 2, 3, 4, 6, 9, 10, 11, 12 & 13 CVG 1, 2, 17, 18, 19, 37, 38 & 39 ODJ 1, 5, 6, 9, 11 & 17	Art. 1, 4, 5, 6, 7, 11, 12, 17, 21, 22, 23, 87, 87bis & 87ter	Art. 1, 2, 3, 4, 5, 6, 9, 10, 11, 12 & 13
	Introduction of false information, falsified documents & or false testimony to the courts	Art. 1, 9, 10, 24 & 45.1		Art. 22, 28b, 390.3, 390.4, 393, 396, 429, 450, 451, 461, 464, 465, 467.2, 510, 511, 512 & 607bis	Art. 6, 7, 8, 27, 348, 349, 1088, 1089, 1091, 1092, 1093, 1094, 1097, 1098, 1101, 1102, 1104, 1106, 1107, 1254, 1255, 1262, 1271, 1279, 1347, 1362, 1365, 1369, 1375, 1383, 1386, 1390 & 1391	AI 1, 2, 3, 4, 6, 9, 10, 11, 12 & 13 CVG 1, 2, 17, 18, 19, 37, 38 & 39 ODJ 1, 5, 6, 9, 11 & 17	Art. 1, 4, 5, 6, 7, 11, 12, 17, 21, 22, 23, 87, 87bis & 87ter	Art. 1, 2, 3, 4, 5, 6, 9, 10, 11, 12 & 13

## Convenios Internacionales

- European convention on human rights (CEDH)
- Convention on the Elimination of Violence Against Women (CEVCM)
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- Intl. Covenant on Civil & Political Rights (ICCPR)
- Intl. Covenant on Economic, Social & Cultural Rights (ICESCR)
- Declaration of Basic Principle of Justice for Victims of Crimes & Abuses of Power (DJVCAP)

\* Under 22CFR § 10.735-215 - Consular Affairs officials are "obligated to obey the laws of the country in which the employee is present."

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Figure 1: Violation of Crimes & Criminal Infractions of Judicial Actors in Failure to Protect DV Victims

As I stated in my Huffington Post blog, [\*In Defense of Maria Jose Carrascosa: Rights Are No Rights Unless Protect and Defended\*](#),

*I first became aware of Maria Jose Carrascosa's illegal detention by the State of New Jersey in 2008, and have closely followed the horrific travesty of justice and mockery of the democratic process by New Jersey for the past 8 years. Unfortunately, the illegal detention and incarceration of victims of domestic abuse (in [\*psychiatric facilities\*](#) and penal institutions), is a [\*growing phenomenon\*](#), as it is increasingly being used by abusers as a weapon when victims attempt to flee and escape the abuse - as has been the case with Ms. Carrascosa.*

*The violations of Rights by the State of New Jersey and American government, in this case, as with others like it, are appalling, inadmissible, and inexcusable - as is the silence, and inaction, of the Spanish government.*

*It is incomprehensible to me that the international legal community has not yet taken a very, very strenuous stand and action in this case -- as well as how it pertains to a growing trend in family courts, and [\*courts in general\*](#). Any contention that family courts should not be held to the same standards of procedure, evidence, due process, gender-equality, and democratic process as any other court or institutions is, in and of itself, discrimination against women. Instead of absolving the Spanish & American governments of wrong-doing, their continuing omission of action in Ms. Carrascosa's case elevates their tort, legal responsibility, and legal liability to her - and as proof, I quote [\*Gender Stereotyping: Transnational Legal Perspectives\*](#) by Rebecca J. Cook and Simon Cusack;*

In determining how a state has enabled the perpetuation of a gender stereotype, it is helpful to ask: has a state, through its laws, policies, or practices, perpetuated a gender stereotype, which, in turn, has created an environment of legitimacy and normalcy of its usage? For example has a state's failure to adequately respond to gender-base violence against women perpetuated the view that such violence is not a serious crime because, according to the sex stereotype, women are inferior and less valuable than men, and therefore crimes against them are lesser crimes that do not warrant the concern or resources of the state? Has the state enabled the perpetuation of a gender stereotype through means other than the law?

*It is the duty of American & Spanish authorities to protect & defend the rights of this woman and her child, not only under international law and democratic principles, but also under principles of common decency and humanity. Their failure to do so render them complicit and accessories to all, and any, crimes committed against Ms. Carrascosa and her child. In reference to this obligation, I call attention to [\*Gonzalez Lenahan vs. USA\*](#), [\*Gonzalez Carreño vs. Spain\*](#), under their obligation to protect, and [\*Avena, Mexico vs. USA\*](#) in their legal ability to protect. Any contention of the Spanish government's that their "non-interference" is not only justified, but warranted under 'private rights' or 'sovereignty rights' argumentations, is completely unfounded and false under human rights law - noting that ignorance of the law (even for public authorities) is no excuse in*



*cases of criminal acts & in terms of criminal liability (Greenwald (2000s) Winston Churchill (1940s), Thomas Jefferson, John Adams, Thomas Paine, Alexander Hamilton, John Dickinson, John Paul Jones, etc. (1770-80s), [Thomas Wilcox](#) (1570s) ....)*

Without court systems which recognize, protect, and defend the rights of women and children (instead seeing these cases as an economic opportunity to be exploited to its maximum), women will continue to be victimized and oppressed by the courts, and thereby governments.

Rampant cover-up of domestic abuse by family courts is of such epic proportions, that even a trailing-spouse of an IMF employee was incarcerated in the USA, due to the failure of American courts to protect her in 2011. She, like ~70% of women involved in international child abduction ([Hague Convention Domestic Violence Project](#)) was obligated to risk incarceration, and legal battles that will leave her in abject poverty, if she can ever make it out of prison, in order to try (unsuccessfully) to protect her children. See the case studies of [Ms. Carrascosa in New Jersey](#) and [my own in Spain](#) (with [Consulates complacently watching](#)).

However, what the cases of *failure to protect* above highlight, is that the pain of victims is only the tip of the iceberg in terms of harm caused to women during a divorce. The violation of women's economic rights by, and within, family courts is of such epidemic proportion that courts around the world are redistributing an estimated 25-35% of women's wealth to men during divorce and liquidation of assets. Additionally, these "pampered trophy-wives" are rarely amongst the 10% of women who receive poverty-level alimony for a "re-insertion into the work-force" period of 2 years.

So under the reasonable person principle, "*removing obstacles that prevent women from becoming economically active if they choose to do so*" to quote Ms. Lagarde, would effectively entail cleaning up the rampant corruption and discrimination against women in family courts (in addition to bullying in the workplace). However, due to a lack of interest by the legal community, lack of commitment from governments, and medias filled with propaganda rather than news, no one is ready, or willing to attack rampant corruption in the courts.

What my idea for Global Expats does is to monetize the aggregate demand and economic power of homemakers (in the trillions globally), into a business model that can in turn empower my constituency—but the discriminatory norms in society are such that everyone still sees these women as "stupid idiots" whose husband's hold the purse strings—which legally they do, even though it's the wives who do all the shopping (without being paid the salary of a personal shopper).

I believe that Ms. Coorey's failure to investigate my allegations against Ms. Thapa, and instead completely ignore my complaint, is due to the fact that Ms. Coorey is guided by the same gender-stereotyping that I have encountered amongst lawyers, judges, consular officials, congressional staffers, etc. Homemakers, and particularly "trophy wives," are nothing but "stupid, idiots, who are so incompetent they cannot even hold down a job as a stupid secretary." In my personal experience, as well as my research, I have found the higher the level the executive (or lawyer) that I am dealing with, the higher the level of depreciation and degradation they show me—treating me time and time again, as "nothing more than a stupid housewife, who

sponged off her husband rather than go out and get a “real” job. Phyllis Chesler offers insight into this phenomenon in *Women’s Inhumanity Towards Women*,

*Women in the Workplace*

*Girls and women are as competitive as men, but mainly toward each other. However, unlike men, middle-class white women and all those who aspire to that position have learned that open competition among women (except in a beauty or a cooking contest) is taboo. Although women have increasingly entered what were once male-only professions, many women still experience each other’s overt, visible, direct, or covert competition as not only dangerous, but demonic too...*

*In practice, sexism might mean that women are harder on other women than men are. Ivy E. Broder, a professor of economics at American University, has found, for example, that women economists rejected female proposals for National Science Foundation funding more often than men did. In Broder’s view, one reason women appear to be harder on each other than men are on each other may be due to*

*The small percentage of female academics in economics. Many women perceive a fixed number of “female slots,” leading to a feeling of competition among women; or women may believe that, unless they judge other women harshly, their own credibility will be questioned... Similarly, minority members within a group (in this case, women academics in economics) who have achieved a certain status may hold other members of that group to a higher standard. Finally, another explanation twists the interpretation slightly and argues that women are objective about other women, but men are easier on women. This could happen if men want to encourage the advancement of women relative to men or if they hold women to a lower standard or expectation and therefore give higher ratings when they are favorably inclined.*

*Clearly, patriarchy and its various economic systems have set the rules: only a minimal number of women can be allowed to succeed as if they were men. Those who do succeed must either be exceptional—and exceptionally adept in holding other women at bay—or else must cater to the men at the top. Some women do both. Such a response to tokenism demoralize all women.*

It was exactly in reference to this situation within the Fund, I included the following comment in the 2015 Staff Survey. However, as I point out in my comment, this phenomenon is not exclusive to the Fund, I have observed this dynamic in industries across the board—even the Expat Wives Clubs, where it is perhaps more omni-present than any other organization in existence,

*While the MD is very vocal about gender-equality and women's rights, there is an implementation problem both at the Fund, and in general populations that is not effectively understood, nor addressed. Within gender-equality rhetoric there is too much focus on how many, and what % of women attain high level posts as THE indicator of gender-equality, which unfortunately translates into a lack of rights issue for any woman*

*(or man) who does not reach the upper echelons of power. This 'ambience' in turn creates stratified rigid hierarchal structures -- where 'Survival of the fittest' is the only option, thereby undermining any attempts of upper mgt. to create an atmosphere where equality (gender, et al) can flourish.*

*This issue is not unique to the Fund, but is found in all orgs (large bureaucratic ones all the way to the smallest units) and is related to the ability of people to change their daily habits & communications styles. Laws, directives, etc. will not change the fundamental way that they relate to others, and those who rely on abusing their power will only change tactics (ie. physical abuse becomes psychological abuse & bullying). Changing the way a social unit fundamentally functions is not easy, and only is accomplished through breaking down antiquated norms in everyday interaction and communication.*

As you might appreciate, and surmise, utilizing my knowledge and experience in starting my own company is not only the most lucrative employment possibility for me, it is the only possible one within the present workplace paradigm. As I said to Kate Philips, former OM of ICD, “It is an antiquated, alpha work-force paradigm that renders me unemployable; not any lack of skills, knowledge, experience, or networks on my part.” See my draft report for my upcoming [CEDAW](#) submission [Financing for Development \(FfD\): A Midsummer Night’s Dream](#).

It is for the aforementioned reasons; I have been more than happy to remain nothing more than a “floater” in ICD for as long as my services were required. I have been combating the discrimination against women in Spanish courts, which has illegally prevented me from accessing my assets in Spain for the past 8 years, and the reason for my [CEDAW case](#) now, and why I have been unable to create my company. This has always been my position with ICD, and during the tenure of Kate Philips as OM, this situation posed no problem what-so-ever.

Unfortunately, under Adrienne Thapa as OM, this was not the situation. Shortly after Adrienne Thapa became OM, a new position was created out of the ICDAI “floater” position I had been filling off-and-on for the previous 3 years. This administrative assistant position would be shared between HR and Budget functions in ICD. Ms. Thapa told me she was not offering me the position because I was not qualified, upon which I surprisedly injected “Adrienne! I was a stock trader and coordinator of the trading group. The budget stuff is a walk in the park for me.” Upon which she quickly replied, “Yes, yes, well... Um you don’t have the HR qualifications.” And quickly moved on to the next point in the conversation. I thought at the time, “she’s being ridiculous; with all the global mobility research and work I am doing. Is she crazy!” But, I did not press the issue as I have already stated, my long-term objectives are not administrative positions within the Fund.

Another incident, I found bizarre in spring/summer 2015 was Ms. Thapa’s inclusion in my APR, which indicated that I was somehow deficient in my knowledge about systems within the Fund. This comment, which was so flagrantly NOT true (combined with the fact that Ms. Thapa had not offered me the HR/Budget position), sent warning bells off about what her objectives were. Additionally, at the time she was continually making derogatory remarks about me in front of staff, particularly HR personnel—my “lack to detail,” “lack of diligence,” “lack of team-work”...

Perhaps, the most ludicrous example at the time was in reference to my “incapacity” to handle the administrative function on board papers at the Fund. I believe she was referring to the ‘Styles’ and various ‘Reference’ functions in Microsoft Word. I could not believe my ears, when I heard her say this one. I thought “Now this woman is really crazy!” I refer you to all of my reports, official correspondences to public authorities, etc. post on [www.warondomesticterrorism.com](http://www.warondomesticterrorism.com), (researched, written, edited, etc. all by myself, with absolutely no assistance from anyone) as testament to the extent of Ms. Thapa’s “exaggerations” of my incompetence. (I do not think I would be making Congress, the State Department, and the White House annoyed, if not nervous, if I did not know how to write and edit my own documents, and “board papers.”)

Another telling sign of Ms. Thapa’s campaign against me, was that she would constantly be “reaffirming her competence” by telling me how she had been a wiz secretary who could type 75wpm—full well knowing that on this one point, typing 75wpm, Ms. Thapa would win me every time—noting my objective in life has never been to become the fastest typist in the West. So I gladly concede her the title.

[Patricia Evans](#), in [The Verbally Abusive Relationship: How to Recognize It and How to Respond](#), provides an explanation of the dynamics involved in this type of “self-aggrandizement,”

Table 4: The Verbally Abusive Relationship: The Underlying Dynamics by Patricia Evans

*[Most reported] “Power-Over personae” shifted over time and in different circumstances. One partner said of her mate, “Sometimes he’s Mr. Sullen. Sometimes he’s Mr. Joviality. Sometimes he’s Mr. Pontificating. Sometimes he’s Mr. raging. But to most people, he’s Mr. Nice Guy.”*

*The abuser’s loss of his feeling self and consequent feeling of powerlessness usually compel him to increasing self-aggrandizement and a corresponding greater disparagement of his partner. However, he cannot, by abuse, bring his stifled feeling self to life. Since he mistakes excitement for aliveness and triumph for strength, he remains in constant need of bolstering his ideal image.*

*Usually, verbal abusers who become physically abusive do not see themselves as abusive, even when they are arrested. The abuser’s denial arises out of the conflict between who he thinks he is and his compulsion to act abusively. This denial is a defense against the shattering of his ideal image and an impending identity crisis. His very identity would be at stake if he were to admit to what he was doing. This is why verbal abusers do not sincerely apologize.*

A strong person can acknowledge weakness; a confident person can acknowledge mistakes. One who really feels weak and inferior inside cannot do so... Since abusive men secretly feel very weak, they work even harder at denying their feeling, projecting them onto available others...(Fleming, 1979, p. 287)

*The confirmed abuser identifies with (believes he is) his ideal image. Consequently, he cloaks his behavior in self-righteous denial. We might compare the abuser to the Wizard of Oz. Uncloaked he is no longer a horrendous force of Power Over others, but an unsure frightened person...*

*What happens to those painful feelings that must not exist?... they are projected... Through this projection, he will accuse his partner of all that he does, and blame her for all the abuse that she suffers. She then becomes as he once was, wounded and without a witness to her wounding.*

*To the abuser, his partner is an extension of himself. When he sees her, he is reminded of his own dark feelings, his own vulnerability—the feelings that “must not exist,” the feeling that must be controlled. Consequently, his partner becomes the object of his control and this control becomes her oppression.... where there is oppression there is projection and out of projection comes denial.*

The type of unwarranted derogatory comments from Ms. Thapa that became increasingly common after she became OM, clearly reflected Ms. Thapa’s problems with her job, rather than any issue with my performance. [Patricia Evans](#), also provides an explanation of the tactics Ms. Thapa used in her bullying, and what within domestic violence psychiatry is called the “[gas-light phenomenon](#).” These tactics are literally designed to make the victim, and others, believe that he or she is crazy. Basically, these are psychological torture tactics, and any, and all people, who support these tactics by their active participation, or tacit consent by omission of action, are accessories to human rights violations, and any criminal activity in which the bully engages.

Table 5: Verbally Abusive Relationship: 2 Kinds of Power a Broader Perspective by P. Evans

*Most of us are aware that name calling is verbally abusive. If you have been called idiot, dummy, bitch, or any other derogatory name, you have been verbally abused. Name calling is the most obvious form of verbal abuse and is not difficult to recognize. Other forms of verbal abuse are less evident. Recognizing these forms of abuse in adult-couple relationship can be very difficult for many reasons. Some primary reasons follow:*

- 1. Mostly, verbal abuse is secretive. Usually only the partner of the abuser hears it.*
- 2. Verbal abuse becomes more intense over time. The partner becomes used to and adapted to it.*
- 3. Verbal abuse takes many forms and disguises.*
- 4. Verbal abuse consistently discounts the partner’s perception of the abuse.*

*Verbal abuse is, in a sense, built into culture. One-upmanship, defeating, putting down, topping, countering, manipulating, criticizing, hard selling, and intimidating are accepted as fair games by many. When these power plays are enacted in a relationship and denied by the perpetrator, confusion results...*

*... Covert verbal abuse is subversive because of its indirect quality. It is a covert attack or coercion. This kind of abuse has been described as "crazymaking." It is "a form of interpersonal interaction that results from the repression of intense aggression and which seriously impairs its victim's capacity to recognize and deal with the interpersonal reality." (Bach and Goldberg, 1974, p.251)...*

*... Verbal abuse is hostile aggression. The abuse is not provoked by his mate. The abuser may consciously or even unconsciously deny what he is doing. In any case, he is not likely to wake up one day and say, "Oh, my! Look what I've been doing. I'm really sorry. I won't do it any more." No one but the partner experiences it. Usually, only the partner can recognize it. "The aggression can be recognized because the impact of the behavior on the victim is a hurtful one." (Bach and Goldberg, 1974, p. 119)*

*Generally the responsibility for recognizing verbal abuse rest with the partner of the abuser, because the abuser is not motivated to change. However, the partner may have difficulty recognizing the abuse for what it is because she is led to doubt her feelings. For example, if she feels hurt or upset by something her mate has said and she expresses her feeling, saying, "I felt bad when you said that," the verbal abuser, instead of recognizing her feeling and responding appropriately, will reject and invalidate her feeling by saying something like, "I don't know what you're talking about. You're too sensitive." The partner then doubts her own perception. Why? In childhood, like many, she may have been taught that her feelings were to be ignored. Feelings, however, are essential to our being, because they are the criteria by which we determine if something is wrong or unsafe...*

### *Two Kinds of Power: A Broad Perspective*

*"The world without spirit is a wasteland" Joseph Campbell*

*There are two kinds of power. One kills the spirit. The other nourishes the spirit. The first is Power Over. The other is Personal Power.*

*Power Over shows up as control and dominance. Personal Power shows up as mutuality and co-creation. Mutuality is a way of being with another person which promotes the growth and well-being of one's self and the other person by means of clear communication and empathetic understanding. Co-creation is a consciously shared participation in life which helps one reach one's goals...*

*Since verbal abuse is symptomatic of personal, cultural, and global problems which originate with the misuse of power, I shall begin with a broad perspective and a comprehensive look at Power Over.*

*Power Over is one model of how the world is believed to work. A belief in Power Over resembles a lens through which the believer views the world. Someone who believes in Power Over another. Our Western civilization was found on Power Over. Now as a civilization, we have tremendous Power Over the earth and its peoples and resources. We have the power to wipe out our world. We have the power of total destruction. The Power Over model is, I believe, no longer tenable. Some of the symptoms of living and acting through this paradigm are pollution, potential global annihilation, hunger and homelessness, prejudice and tyranny.*

*...Our science shows us that out of chaos new order arises. Where will the new order come from? It cannot be legislated, nor can it be established through more wars and more Power Over. I believe this new order can arise only out of individual consciousness. For this reason, the recognition of verbal abuse as a means of controlling, dominating, and having Power Over another person is of real concern to us all.*

*Since the microcosm of personal relationship influences the macrocosm of civilization just as the civilization—its customs and culture—influence personal relationship, it is in our relationships that we might effect this change....*

As stated in the UN study, *Indepth Study on Violence Against Women*, it is women who “are involved to a greater degree in the perpetration of harmful traditional practices and in trafficking.” Phyllis Chelser provides further insight into the dynamics of this situation within mainstream society in her book *Women’s Inhumanity to Women*,

*On the one hand, girls and women are at their relational “best” in a dyad or small all-female group; on the other hand, that dyad or small group is highly unstable and fraught with tension.*

*Indirect aggression is characterized by a clique of relatively powerless (compared with their male counterparts) girls or women who exert power “indirectly” by bullying, gossiping about, slandering, and shaming one girl or woman so that she will be shunned by her female intimates, thrown out of her college sorority, perhaps fired from her job, divorced by her husband, and definitely dropped from the A-list of partygoers. Gossip is a chief weapon of indirect aggression. Slandering another girl or woman (“she’s a slut,” “she’s... different,” “she really thinks she’s something”) leads to her being ostracized by her female friends and peers, a punishment that girls and women experience as being put into solitary confinement or as a social death.*

*Yes, of course, boys and men also gossip and bully, both one another as well as girls and women. However, with some exceptions, boys and men usually don’t take it as hard or as personally as their counterparts do.*

*There is nothing “indirect” about female-female aggression in the Third World. Earlier in the twentieth century, anthropologists began documenting the dangerous, often deadly Third World rivalries that took place between co-wives, between wives, and concubines, mothers-in-law and daughters-in-law, and so on. By the late twentieth century, human rights activists, academics, and journalists added to this work.*

*We learned that women, like men, felt loyalty not to other women but rather to their own race, ethnicity, tribe, class, family, etc. Thus, the Western feminist view that women are more peaceful or more compassionate than men would not pass muster with the female inmates at Auschwitz (mainly Jews, Gypsies, and politicals), who were tormented and guarded by women who did far more than just “follow orders”....*

*As you will see, women all over the world envy what they perceive as the “prettier” girl—the prom queen, capable of stealing away male interest and therefore frustrating their own chances for well-funded reproductive success.*

I was offered a position in ICDSE which was a temporary position, rather than the long-term position in ICDAI that they were trying to fill. So I was moved to a “floater” position until the end of October 2015, then extended to the end of November 2015. However, when Ms. Thapa asked me to extend my contract until the end of November she once again made a remark I found highly bizarre, saying “We can’t keep on extending you like this.” I was shocked. It was as if the Fund, and ICD was doing me a “favor” by offering me a job. Ms. Thapa was treating me as if the Fund had been doing me a “great favor” in employing me, but “their charity efforts could no longer be maintained.” It took great restraint on my part in that meeting to not tell Ms. Thapa “the one who has been taking advantage of the Fund, and not fulfilling their labor obligations and responsibilities for the past 6 months is you, not me!” It was incredible, Ms. Thapa had been grossly derelict in her duties since taking on the position of OM, yet she was treating me like I was doing something unethical or immoral.

While I brushed aside Ms. Thapa’s degradation of me as nothing more than a clear case of neurosis and *projection* on her part, and just another of her “gas light” tactics, this conversation did bring up an important issue for the HR department of the IMF. Apparently one of Ms. Thapa’s areas of contention with me was that I was not concentrating my efforts on pursuing a permanent staff position within the Fund. Organizations that rely on contractual contracts to diversify their work-force, or for specific projects of a determined length of time is fine. However, companies who rely on contractals, in order strictly to reduce costs runs the risk of entering into unfair employment practices, if managers do not have a clear understanding of contractals place and function in the present labor market. It appeared to me that Mr. Philips and Ms. Paone had a clear grasp of this issue. But, it appears Ms. Thapa does not, and as seen in my case, her failure to understand labor law, (in 2015 as well as 2011), as well as the consequence of her actions, has exposed the Fund to compromising positions on several occasions.

I believe everyone in every department and division I have worked in throughout the IMF, would attest to the fact that not only am I extremely diligent and hard-working, complete all tasks assigned to me quickly, efficiently, and with a smile; but I also get along with everyone and will



step-in and help whenever, or wherever needed. And, anything I do not know how to do, I can learn. Additionally, I am an extremely quick study, who [“understands even the most complex, and complicated situations and systems, with great clarity and perception”](#)<sup>6</sup>. However, these people will also attest that as a “floater” I am continually plagued with access rights issues, and obviously I am in a “subservient” positions relative to other assistants, and in effect at the bottom of the “Totem Pole” in the office. That combined with the fact that my long-term employment goals lie outside the Fund, I never have had the level of responsibility that I am more than capable of assuming, see my [Linkedin profile](#).

It is in fact, the fact that I am more than capable of filling the position of office manager of ICD, (provided the proper training in Fund HR systems and logistics), that Ms. Thapa felt threatened by me, particularly given the lackadaisical attitude towards her work as Office Manager. (Admittedly, after October her presence in the office improved, however, the disorganization and chaos continued.)

When it was announced that Ms. Thapa would be promoted to OM of ICD, the general reaction of the assistants in ICD was one of shock and surprise, with remarks such as “she is not qualified to be OM,” and “this is going to be a horrible” common amongst the staff. And, quite frankly that is what happened.

While already, before Ms. Thapa became OM, there was a long-standing cohesion and morale problem in ICD. Under Ms. Thapa the situation in ICD degraded considerably. One of Ms. Thapa’s principal problems is that she becomes so fixated over insignificant minor details, that at time she would have me send out superfluous emails over silly corrections to ICDALL, when major issues in the office would go unattended. She clearly did not understand the “big” picture of the situations that she was facing. As I explained to a colleague in ICD one day, “Her job is to know what everyone is doing, “what’s going on,” and how everyone, and everything, fits together, etc. And, to “see” problems before anyone even notices they are there. She has to know when and where to “jump in,” as much as when not to. An office manager position entails an enormous amount of “presence,” and oversight of everything in order to assure a “smooth sailing ship.”” But, Ms. Thapa never understood when to step in and when not to, and why she is not a more successful manager.

Unfortunately, the HR team of ICD has also been responsible for fostering and nurturing a *laissez-faire* culture, thereby offering Ms. Thapa free rule within ICD. During my tenure in ICDAI, as well as ICDSE, I was constantly being called upon to jump in and deal with situations that were quite frankly, Ms. Thapa’s job. Additionally, these were crisis situations that would never have developed in the first place, if Ms. Thapa had been more at the helm of her job. This is the underlying reason for the resentment Ms. Thapa has towards me. Not only do I know what actions needs to be taken as office manager, but I “stepped up to the plate,” made decisions and took actions in “crisis” situations on several occasions—because Ms. Thapa was not there to make those decisions, **and someone had to**.

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<sup>6</sup> Please see psychological report on link, which attest to my elevated level of intelligence, and the fact that I perceive with great clarity what is happening around me. Additionally, when the psychologist gave me the results of the test, she told me you see all the pieces of the puzzles as well as the whole puzzle. And, she was right. A

On one occasion the chaos in the ICDAI was such that an assistant (Jeremy Brinson) was a bit frantic over yet another off-sight retreat, and I told him, “Of course I can help, but I do not have the authority to order myself to help you. You need to go to the person who has that authority, and tell them to send me an email asking me to help you.” I received the necessary email in the next half-hour, and was able to assist my colleague. But I thought to myself. “Where is Adrienne all the time? This is total chaos!” From April/May until October 2015, Ms. Thapa was almost never to be found in ICDAI, the division in which her office is located.

This incident above, highlights one of the principle problems with the HR team, ICDAI, and the resulting disorganization that results (which affects all of ICD) due to an inordinate amount of meetings, conferences, seminars, and retreat after retreat that the HR team must attend. (When I left the workforce retreats did not exist—or at least not where I worked. I have never seen so many retreats and parties since my days on Capitol Hill in the ‘80s in pursuit of MIA summer interns, as I have seen in ICD in the past year.) The problems of implementation by the global mobility industry parallels the problems in the domestic violence industry, with the whys and wherefores included in the UN report *Good Practices in Combating and Eliminating Violence Against Women* states,

*Too often inter-agency work at local levels is little more than window-dressing meetings, roundtables and even entire projects which result in reports, workshops or conferences, but create minimal change in the support, safety and services provided for victims/survivors, the sanctions applied to perpetrators or the efforts aimed at prevention.*

The detrimental effect that incessant meetings, seminars, workshops as nothing more than “window-dressing,” and the failure to produce concrete results is never so apparent than in violence against women, in all its forms.

Since western governments are promoting public policies which encourage *gender inequality within the family*, as well as elevated *competition, narcissism, and consumerism*, amongst its populations, they are exacerbating an already unhealthy dynamic within family units, and communities. Within this paradigm those in the research field are so preoccupied with “getting to the top,” that ideas and research are not shared in an open fashion, but rather hoarded and stockpiled, with no leadership or constructive consensus being developed. The legal profession, in turn is so motivated by money, that “violation of rights” become the *status quo* in the courts, leaving victims with nowhere to turn for justice. Politicians and public authorities are so motivated by power and greed, that they in their turn, turn a blind-eye to the plight of the millions of women and children effected, who in their turn become more and more angry and violent—and ignored by all of the academians, lawyers, politicians, etc.

Paradoxically, all of the academians, lawyers, politicians, etc. who are calling homemakers “gold-diggers, and nothing more than parasites on society” are the REAL parasites in this matrix—**parasites living off the pain and suffering of victims**. At present, not only is the legal profession not effectively defending the rights of women and children, **as is their job**, but they are financially profiting from the pain and torture of millions of women and children around the

world through their omission of action. Please see my blog on government’s complicity under human rights standards on [HuffPost](#), [Linkedin](#) and [Womenalia](#).

While my research into the issues within the global mobility industry and bullying is just starting, there are an inordinate amount of conferences, seminars, webinars, workshops, books, etc. many of which discuss, and propose solutions to, the expat family and its dual career challenge. However, when it comes to finding any of these companies or organizations willing to provide practical assistance to someone who is developing concrete solutions, no one is interested.

Table 6: Human Rights, War on Drugs, and Sean Penn on Complicity by Quenby Wilcox

*Human Rights, War on Drugs, and Sean Penn on Complicity – Part 1*

"I feel complicit in the suffering that is going on..." said Sean Penn to Charlie Rose in his *60 Minutes* interview, shortly after he published his article titled, *El Chapo Speaks*, in the *Rolling Stones Magazine*. While these words from a humanitarian perspective, are noble and honorable—from a human rights perspective, they are extremely insightful and perceptive.

Even though Mr. Penn (or Ms. del Castillo) could hardly be held *complicit* to any kind of illegal activity under national or international law, his words, and empathy for the many victims of the *Failed War on Drugs*, provide an opportunity to examine the *complicity* of those who are legally responsible here—namely the American government. In order to understand their complicity, or the complicity of any *government* for that matter, it is important to examine the definition of *complicity* under *Principle Two (Human Rights) of the United Nations Global Compact*,

*Complicity means being implicated in a human rights abuse that another [] government, [] or other group is causing. The risk of complicity in a human rights abuse may be particularly high in areas with weak governance and/or where human rights abuse is widespread. However, the risk of complicity exists in every sector and every country.*

Within this context, and the fact that the American government (and others) are increasingly implicated in corruption scandals and human rights violations—nationally, internationally, women’s rights, children’s rights, labor rights, victim’s rights, the list goes on and on—it is not surprising that the *War on Drugs* has never been about some benevolent policy, started under Nixon, and escalated under Reagan. The *War on Drugs* is, and always has been, a policy used by the government as a “back-door” to advancing *social conservatism* in the US for over four decades.

First, Robert Reich, former Secretary of Labor under the Clinton Administration examines the effect the *Failed War on Drugs* has had on racial profiling and mass incarceration in the US in his blog, *The Big Picture: End Mass Incarceration Now*<sup>7</sup>

*Imprisoning a staggering number of our people is wrong. The way our nation does it is even worse. We must end mass incarceration, now.*

*If I'm walking down the street with a Black or Latino friend, my friend is way more likely to be stopped by the police, questioned, and even arrested. Even if we're doing the exact same thing—he or she is more likely to be convicted and sent to jail.*

*Unless we recognize the racism and abuse of our criminal justice system and tackle the dehumanizing stereotypes that underlie it, our nation – and our economy – will never be as strong as it could be.*

*Please take a moment to watch the accompanying video, and please share it so others can understand what's at stake for so many Americans. (posted on <http://robertreich.org/post/121924725970>)*

*Here are the facts:*

*Today, the United States has 5 percent of the world's population, but has 25 percent of its prisoners, and we spend more than \$80 billion each year on prisons.*

*The major culprit is the so-called War on Drugs. There were fewer than 200,000 Americans behind bars as recently as the mid-70's. Then, a racially-tinged drug hysteria swept our nation, and we saw a wave of increasingly militant policing that targeted communities of color and poorer neighborhoods.*

*With "mandatory minimums" and "three strikes out" laws, the number of Americans behind bars soon ballooned to nearly 2.5 million today, despite widespread evidence that locking people up doesn't make us safer.*

*Unconscious bias and cultural stereotypes lead to discriminatory enforcement of the laws – from who gets pulled over to where police conduct drug sweeps.*

*Even though Blacks, whites, and Latinos use drugs at similar rates, people with black and brown skin are more likely to be pulled over, searched, arrested, charged with a crime, convicted, and sent to jails and prisons where they can be subject to some of the worst human rights abuses.*

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<sup>7</sup> <http://robertreich.org/post/121924725970>

*As a result, black people incarcerated at a rate five times that of whites, and Latinos incarcerated at a rate double that of white Americans.*

*Even if you've "served your time," you never escape the label.*

*A felony conviction can bar you from getting a student loan, putting a roof over your head, or even from voting. It might even disqualify you from getting a job which can make it impossible for people with felony convictions to pull themselves out of poverty. And many who end up in prison were living in chronic poverty to begin with.*

*All of this means a lot of potential human talent is going to waste. We're spending a fortune locking people up who could fuel our economy and build strong communities, in some cases just to increase the profits of private prison corporations.*

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#### *Human Rights, War on Drugs, and Sean Penn on Complicity – Part 2*

Unfortunately, Mr. Reich's analysis in *Part 1* of my article *Human Rights, War on Drugs, and Sean Penn on Complicity* just scratches the surface of the *complicity* of the American government to the *Failed War on Drugs*. Michelle Alexander exposes an even more ominous situation in terms of human rights violations in her book *The New Jim Crow: Mass Incarceration in the Age of Colorblindness*,

*By the time I left the ACLU, I had come to suspect that I was wrong about the criminal justice system. It was not just another institution infected with racial bias but rather a different beast entirely... Quite belatedly, I came to see that mass incarceration in the United States had, in fact, emerged as a stunningly comprehensive and well-disguised system of racialized social control that function in a manner strikingly similar to Jim Crow...*

*Through a web of laws, regulations, and informal rules, all of which are powerfully reinforce by social stigma, they are confined to the margins of mainstream society and denied access to the mainstream economy. They are legally denied the ability to obtain employment, housing, and public benefits—much as African Americans were once forced into a segregated, second-class citizenship in the Jim Crow era.*

*Those of us who have viewed that world from a comfortable distance—yet sympathize with the plight of the so-called underclass—tend to interpret the experience of those caught up in the criminal justice system primarily through the*

*lens of popularized social science, attributing the staggering increase in incarceration rates in communities of color to the predictable, though unfortunate, consequences of poverty, racial segregation, unequal education opportunities, and the presumed realities of the drug market, including the mistaken belief that most drug dealers are black or brown. Occasionally, in the course of my work, someone would make a remark suggesting that perhaps the War on Drugs is a racist conspiracy to put black back in their place..*

*Most people assume the War on Drugs was launched in response to the crisis caused by crack cocaine in inner-city neighborhoods.... This view, while understandable, given the sensational media coverage of crack in the 1980s and 1990s, is simply wrong.*

*While it is true that the publicity surrounding crack cocaine led to a dramatic increase in funding for the drug war [ ] there is no truth to the notion that the War on Drugs was launched in response to crack cocaine. President Ronald Reagan officially announced the current drug war in 1982, before crack became an issue in the media or a crisis in poor black neighborhoods. A few years after the drug war was declared, crack began to spread rapidly in the poor black neighborhoods of Los Angeles and later emerged in cities across the country. The Reagan administration hired staff to publicize the emergence of crack cocaine in 1985 as part of a strategic effort to build public and legislative support for the war. The media campaign was an extraordinary success. Almost overnight, the media was saturated with images of black “crack whores,” “crack dealers,” and “crack babies”—images that seemed to confirm the worst negative racial stereotypes about impoverished inner-city residents. The media bonanza surrounding the “new demon drug” helped to catapult the War on Drugs from an ambitious federal policy to an actual war.*

*The timing of the crack crisis helped to fuel conspiracy theories and general speculation in poor black communities that the War on Drugs was part of a genocidal plan by the government to destroy black people in the United States... Eventually, even the Urban League came to take the claims of genocide seriously. In its 1990 report “The State of Black America... While the conspiracy theories were initially dismissed as far-fetched, if not downright loony, the word on the street turned out to be right, at least to a point. The CIA admitted in 1998 that guerrilla armies it actively supported in Nicaragua were smuggling illegal drugs into the United States—drugs that were making their way onto the streets of inner-city black neighborhoods in the form of crack cocaine. The CIA also admitted that, in the midst of the War on Drugs, it blocked law enforcement efforts to investigate illegal drug networks that were helping to fund its covert war in Nicaragua...*

*The racial dimension of mass incarceration is its most striking feature. No other country in the world imprisons so many of its racial or ethnic minorities. The United States imprisons a larger percentage of its black population than South Africa did at the height of apartheid. In Washington, D.C., our nation's capitol, it is estimated that three out of four young black men (and nearly all those in the poorest neighborhoods) can expect to serve time in prison. Similar rates of incarceration can be found in black communities across America... And in major cities wracked by the drug war, as many as 80 percent of young African American men now have criminal records and are thus subject to legalized discrimination for the rest of their lives. These young men are part of a growing undercaste, permanently locked up and locked out of mainstream society... the United States now boasts an incarceration rate that is six to ten times greater than that of other industrialized nations—a development directly traceable to the drug war...*

*The attention of civil rights advocates has been largely devoted to other issues, such as affirmative action... in higher education, and thus maintain diversity in the nation's most elite colleges and universities...*

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### *Human Rights, War on Drugs, and Sean Penn on Complicity – Part 3*

Unfortunately, the traditions of the American government in suppressing the rights of African American citizens go all the way back to post-WWII and the creation of the major human rights conventions. Hope Lewis exposes the situation in ““New” Human Rights: U.S. Ambivalence Toward the International Economic and Social Rights Framework” (ed. C. Soohoo, Albisa, and Davis).

*Who Needs “New” Rights?: The United States and the Outsider Status of Economic and Social Rights*

*Economic and social rights (including rights to food, adequate housing, public education, the highest attainable standard of physical and mental health, fair wages, decent labor conditions, and social security) still occupy a second-class, “outsider” status in official United States domestic and foreign policy. This is no accident. The full recognition and implementation of such rights pose a direct threat. But that threat is not primarily to democracy or “American values” as some believe. Rather, because they demonstrate our system's failure to achieve equality, they threaten the deeply held belief that our country has achieved a truly representative human rights—based society...*

*Official U.S. engagement with the international human rights framework was soon undermined. American racism, among other factors, resulted in an effective*



*suspension of U.S. engagement with the international human rights framework was soon undermined. American racism, among other factors, resulted in an effective suspension of U.S. formal engagement with internally applicable international human rights treaties for decades. Further, Cold War politics played a key role in the ultimate division of the UN's Covenant on Human Rights into two separate treaties. This period helped entrench fear and distrust about the domestic application of human rights which surfaces in some circles even today.*

*Although the United States signed all of the instruments in the International Bill of Rights in the late 1970s in preparation for ratification, domestic and foreign policy concerns undermined or voided entirely the practical legal and foreign policy concerns undermined or voided entirely the practical legal application of international human rights standards in the United States. With few exceptions, that ideological legacy, including the formal rejection of economic and social rights, continues to impact U.S. government policy into the twenty-first century.*

However, racial discrimination by the American government began even as the international treaties were being drafted, as Lewis continues in his analysis,

*In December 1951, William Patterson of the Civil Rights Congress (CRC), a radical civil rights organization, and W.E.B. Du Bois submitted an even more incendiary communication to the UN titled "We Charge Genocide." Patterson argued that the violations occurring against African Americans met the definition in the recently adopted Convention on the Prevention and Punishment of the Crime of Genocide. Particularly embarrassing for a Truman administration facing elections in 1952, the communication highlighted specific cases of racial brutality, segregation, and discrimination already being discussed in the press. Foreign delegates began to ask members of the U.S. delegation about domestic conditions facing blacks and other minorities. The Convention defines "genocide" broadly to mean "acts committed with intent to destroy, in whole or in part, a national, ethnical, racial or religious groups, as such" including killing or committing other forms of physical or mental violence against the group. In a phrase that is most telling for the socioeconomic rights violations experienced by blacks, genocidal acts were also defined to include "deliberately inflicting on the group conditions of life calculated to bring about its physical destruction in whole or in part...*

*...U.S. critiques of Soviet programs, political and religious persecution, and travel restrictions were valid subjects of human rights condemnation. Nevertheless, Roosevelt's defense of the United States masked the legally and culturally enforced apartheid under which many civil, political, economic, and social rights were denied to African Americans and other groups. Even those protective laws on the books were only haphazardly enforced to protect African Americans in many jurisdictions.*

*The racial atmosphere and conditions in the United States also played a considerable role in Congressional opposition to U.S. application of the international human rights regime...*

#### *Dividing the Covenant on Human Rights*

*Less explicitly stated, of course, was the perceived threat that the legal recognition of economic and social rights in U.S. law might lead to fundamental changes in the socioeconomic order. Such rights, after all, might lead to the redistribution of wealth from small powerful elites to millions of poor or subordinated Americans. The implications seemed revolutionary.*

*By contrast, the Soviet Union feared the implications of a strong civil and political rights regime providing for freedom of political thought and dissent, freedom of the press, freedom of movement, and the rights of asylum-seekers. They emphasized that their political and economic system provided the majority of their people with access to free public education, health care, housing, and collective agricultural and distributional system for food security... Between 1949 and 1951, the Commission on Human Rights worked to produce a single legally binding Covenant on Human Rights. But given growing pressure from the United States and other Western democracies, the Commission finally prevailed upon the General Assembly to authorize the creation of two separate treaties...*

*...some advocates of bifurcation hoped that the best way to get around the Cold War stalemate was to create separate instruments. One would provide largely for civil and political rights and another would address economic, social, and cultural rights. That way, each state could choose for itself which document was most consistent with its political and economic views and traditions. The goal was to achieve as widespread ratification as possible for at least one of the legally binding human rights treaties..*

As seen in the text above, racism has always had a profound negative effect, not only on American domestic policy, but also its foreign policy. Another commonality between American domestic and foreign policy is that it has been dominated by imperialistic tendencies since post-WWII, and *social conservatism* since the early '80s. And, without the paradigm shift that Mr. Penn calls for in the closing of his article *El Chapo Speaks*, the American government will continue to be complicit to rampant human rights violations within its borders—not actors like Penn and del Castillo who have the courage to speak-up and speak-out!

Unfortunately, while I whole-heartedly agree with the UN in that eliminating violence against women entails coordination between women's movements and human rights organizations. This is simply not happening. And, something that needs to happen. And, why it is the focus of my lobbying work at the moment.

The other area of focus of my work has been to put together an integrated ideological platform of human rights of women within the home and family, with a complete blueprint on its implementation. However, since I am not a donor with lots of money, nor do a university or think tank backing me, none of the women's rights or human rights organizations are interested. The NGOs and academicians have become so slaves to their donors, that they are now promoting donor's interests rather than women's or victim's rights or interests. Victims must be given a voice amongst policy-makers, rather than treated as idiot who do not know, or understand, anything because they do not possess a PhD, Esq. or some other title after their names. The modern day work-force works in much the same way as nobles and their titles did in the past. In the past you could acquire titles by birth or marriage, and occasionally after a good deed, or buy one from a bankrupt prince. Now titles are for sales to whoever can afford \$40,000+/year tuition, and manage to pass enough tests to get a piece of paper with their name, and a logo on it.

Many of the women and human rights lawyers know of my research and work, and one even praise me for it. Carrie Bettinger-Lopez, Advisor to the White House on Domestic Violence, and plaintiff's lawyer in *Gonzales Lenahan vs. USA, 2011*, said to me in "I love your work" in DV/VAW reception at the National Press Club in October 2015. I was flabbergast. She knows who I am, what I am doing—that I am desperately seeking human rights lawyers to assist in bring cases to the courts—yet no one ever answers my emails?!? (My excel spreadsheet has several hundred email addresses of these lawyers, and I have contacted them all.)

Then, I realized everyone thinks I am doing a "great job" because of my blogs. Because I am "writing"—I am playing the game, along with everyone else. What they do not understand, and the crux of the problem, is that the blogs are just to produce the rhetoric for lawyers to take to the courts and argue these cases. Without lawyers to argue these cases, and establish rights through jurisprudence, after jurisprudence, after jurisprudence, the blogs are nothing but more hot air. Unless we can build a framework with jurisprudence, I am no better than anyone else out there on their soap-boxes, waving magic wands, but little else.

The country, and Washington, DC, is filled with conferences, receptions, seminars, canvassing efforts.... If I could get 1/10<sup>th</sup> of actual assistance from lawyers, that I receive in numbers of invites to receptions, seminars, conferences..... Everyone is ready for a party, regardless of the issue. But, when it is time to get to work, no one is to be found. Truly the situation is ludicrous. (Having said that, I love the work Elizabeth Legrain, of the World Bank Domestic Violence Prevention Center, does and the presentation she puts together. Awareness raising is so, so important, but it need substance underneath.)

However, the ramifications of corruption in the courts and societies goes farther than just my own work and research—work and research that I cannot promote or develop. I am also looking for collaborators and investors for my father's recent research. My father, William C. Wilcox, MD is a cardiologist known globally for his ground-breaking work in the treatment of deep-vein

thrombosis. Due to the greed of the pharmaceutical companies and their collusion over the decades with the FDA, my father's work was more widely accepted in the USSR, China and Europe than in the USA. As a young child I remember my parents going on trips to the USSR and China, and why my family moved abroad, to in England in 1977. The political games within the medical profession, and cardiologists, is high-lighted in the well-known [Debakey Cooley feud](#). Cooley always supported my father's work, while Debakey did not, so obviously my father was in the Cooley camp. However, my father is too kind-hearted, and cares too much about patients to have ever been any good at the politicking that is necessary in order to survive, much less thrive, in the American health care system—a system which is a shame and blight on the USA and American government. So since, me, nor any of my siblings ever entered the world of medicine, I am trying to find some “young” cardiologist (young meaning not in their 80s and 90s, like all of my father's cronies), outside of the USA to look at my father's recent research, and help set up clinical trials while my father is still alive. And, all my efforts in this area have been thwarted by judicial and political corruption for almost a decade.

As my father recently pointed out, the problems with examining research of the past 50 years, is that the “experts” have been less than diligent about their methodologies and statistical analyses. So not only is one faced with the problems created by their “errors and corner-cuttings,” but also the residual effect of all researchers who have built on those “errors”—not realizing they were “errors.” This phenomenon is clearly seen in the women's rights movement as Phyllis Chelser notes in her book *Woman's Inhumanity to Woman*,

*Many feminists of my generation tended to view women as victims. We were not wrong. This was a response to the societal tendency to blame a woman for having provoked her own abuse. Also, most feminists had found that it was too difficult to champion the cause of a less-than-perfect victim. Rape victims, for example, would not be believed if they were not nuns or virgins. Given the prevailing prejudice, we noted that a man can sin, and sin badly, and still be viewed as worthy of compassion. Not so a woman. Therefore, many feminists refused to deal with certain wrenching complexities.*

Of course  $1+1=2$  is much, much simpler than  $R_{\mu\nu} - \frac{1}{2}Rg_{\mu\nu} + \Lambda g_{\mu\nu} = \frac{8\pi G}{c^4}T_{\mu\nu}$ .

Alpha, corner-cutting, linear thinking of the early feminists “who refused to deal with certain wrenching complexities,” is in large part responsible for the pain and suffering of hundreds of millions of women and children in the past decades. The failure of the early (and later) feminists to take a holistic approach to completely understanding a problem, before proposing solutions has meant that when victims entered the court systems, if they were not as pearly white as fresh snow, then they would be villainized and brutalized by witch-hunt tactics of an alpha male, legal profession that has villainized and brutalized women and children with their witch-hunt tactics for thousands of years. (Sometime the “shoe is put on the other foot” and men become victims, but women are disproportionately targeted by unscrupulous lawyers, etc., and women are disproportionately, negatively affected.)

All of the awareness campaigns telling victims to speak up, are in reality traps. Because when victims do have the courage to speak out against the abuse of their husbands (or their own

lawyers), no one listens, and no one cares, because all they see is a “stupid, money-grabbing trophy-wife who never did an honest day’s work in her life. We’ll show her what the real world is like, and what is like to have to work for a living—the parasite!” And, that is exactly the attitude I have come up against with lawyer after lawyer all over the world. None of these actors will even look at the problems within family courts, because they see women who complain about being defrauded of their assets by the courts (and thereby governments) as nothing more than “a stupid, parasite.”

These are the attitudes, and very, very false beliefs about women, particularly homemakers, that are propelling the rampant violation of rights in family courts. It is because draconian harsh standards of “excellence” are being required of women in custody battles (with husbands allowed to do whatever they want), that the courts are awarding custody of children to their fathers at a rate of 94%, dropping to ~70% in cases of sexual or physical abuse of the father. Not only are women faced with the gender-bias, and discrimination of past centuries, but since the women’s rights movement never developed any ideological construct for homemaker’s rights, the male supremacists were granted an open field to reinforce and perpetuate existing gender biases in the courts and general society—and this has been done with collusion from the press, all the way to the White House, as Susan Faludi shows in her book *Backlash: The Undeclared War Against American Women*.

My continual message to the human and women’s rights lawyer is that without jurisprudence, laws mean nothing! Until the rampant violation of victim’s rights within family courts is challenged at the international level, and under international law, the present piece-meal approach to women’s rights will continue to produce incongruent, and ludicrous situations which render homemakers under the present paradigm, with the status of slave, and with less rights than prostitutes under international law jurisprudence. (See [FfD: A Midsummer Night’s Dream](#), case of [Beauty Solomon vs. Spain](#)).

Worse still perhaps is that, due to the extreme right having strenuously lobbied for male supremacist agendas (particularly in relation to family law and family courts) with absolutely no defense, and even less a counter-attack to the right wing extremism that has been allowed to take place. One of the problems quite simply is that all of the leftist women, who before would have been homemakers and trophy-wives building social and professional networks, have moved into the work-force and have their own professional agendas. The NGOs who could have, and should have, “picked up the slack” have been rendered totally impotent by their reliance on donor funding, with socially conservative interests always attached.

This attitude, that I am nothing but a stupid, trophy-wife incapable of doing anything but the most menial of tasks, is exactly the same attitude of Ms. Thapa, particularly since she became OM of ICD. And, why it is important to examine the parallels of bullying in the workplace and bullying in the home, as well as the failure of people to take allegations of bullying seriously, with investigations launched when complaints are filed. Not only are the tactics of the bullies in the workplace and home the same, but the gender-biases and discriminatory norms which propelled Ms. Coorey to turn a blind eye to my allegations, are the same. They are also the same gender-biases and discriminatory attitudes which propelled State Department officials and Congressional staffers to turn a blind eye to the corruption in foreign family courts which is

translating into government sanctioned rape, torture and murder of untold thousands of American women and children, victims of domestic abuse residing abroad.

The dysfunctionality, and tunnel-vision thinking that comes out of rigidly structured hierarchies and their paradigms, cannot be stressed enough. As one economist in ICD, once very insightfully stated, “In an unhealthy, competitive dynamic; you can take the nicest person in the world, and put him into a back-stabbing, back-scratching, corporate-ladder mentality, and he will become a royal SOB. But, take him out of the dynamic, he becomes a nice person again.” And he was right. (Ingrid Betancourt in *Even Silence Has an End*, speaks of this same transformation of people within a dysfunctional dynamic. New guerilla members, particularly adolescents, were “nice,” at first, but then, were transformed into vicious and vindictive people by the hatred and double-standards in which they lived—with Ingrid particularly marked by the girl’s viciousness.)

Phyllis Chelser explains how in a rigidly structured, patriarchal paradigm small groups of women can be either highly functional or highly dysfunctional in *Woman’s Inhumanity to Woman*,

*Some say that traditional, patriarchal women are at their best in groups. To some extent, this is true. Small groups of women as well as larger all-female auxiliaries work together as volunteers...*

*Once a small group of women decides on a project, it too has the power to attract other women who may be drawn toward the magnetic possibility of affiliation with other women as toward any particular social or political goal. This constitutes a great social-emotional power and skill, which women may use for altruistic or for selfish purposes....*

*Until recently the traditional work done by women in groups may not have been viewed as important enough to study. Psychologist Paula Caplan noted that*

*The phrase “group of women” has until recently tended to elicit images that trivialized women, such as “hen parties,” bridge clubs, the Junior League. Notable exceptions were volunteer organizations, the goals of which were usually to help either men or other people regardless of sex. What was missing was a strong, respected of sex. What was missing was a strong, respected image of women coming together in groups to help themselves and each other.*

*Second Wave feminist scholars have discovered, however, that women historically, have enjoyed strong bonds, which enabled them to engage in world-changing works. These researchers discovered that socialist and lesbian friendships networks also made it possible for women of different classes to work together on behalf of women’s education and in settlement houses and labor movements on behalf of immigrant and working poor women....*

*Nonetheless, women may also use the power of a group to control, humiliate, or eject its members, as well as those whom they do not accept as members.*

*In her novel The Group, Mary McCarthy paints a savage portrait of an intimate group of mainly upper-class American college women in the 1930s. These women are snobbish, selfish, and cruel. They allow Kay, who hails from more humble beginnings, to count*

*herself, as one of them. Ultimately, Kay has a nervous breakdown and kills herself. This was not entirely an accidental death. Norine, a member of the group, had been having an affair with Kay's husband, Harold this way: she has always felt sexually deprived, and she has envied the group in general and Kay in particular for their "sexual superiority." Perhaps the group members feel entitled to help themselves to anything that belongs to another woman, especially one of a poorer class; perhaps they feel that telling Kay about Harold's philandering would harm Kay but their voyeuristic, complicit silence will not. The idea of siding with Kate against her philandering husband or exposing Norine's disloyalty does not occur to anyone.*

*I am not sure how much has changed since McCarthy's day. When a group of women betrays or colludes in the betrayal of an individual group member, there is really no higher authority to stop them, no legal or religious council who can rule on the matter in a binding way This is a no-man's land, where anything goes. (Things can get just as wild in all-male groups.)*

However, it is within the **global mobility industry that I have observed the most elevated level of nothing more than "round-table talks and window-dressing" of the various actors in "capacity building efforts."** Capacity building and implementation of progressive laws and/or norms cannot be accomplished **through rhetoric alone.** And, while changing the rhetoric is very important in changing norms and traditions in society, without implementation and follow through, the rhetoric becomes nothing more than propaganda. The general population becomes frustrated with the lies and deceit of leaders, and the result is social and political unrest. Additionally, as seen in *The Phenomenon of "Workplace Bullying" and the Need for Status-Blind Hostile Work Environment Protection* below, many of the efforts by HR will at the surface appear to promote an anti-bullying agenda. However, the subliminal message—and therefore, lessons learned—is very different from the anti-bullying rhetoric.

**It is like the parent who threatens punishment, but never follows through. Children quickly learn the parent's word has no value, and he must seek the rule of law and justice for himself (or herself) elsewhere.**

Even though the reaction to Ms. Thapa's promotion amongst the staff in ICD in the spring of 2015, was highly negative, I tried to be as helpful and supportive of her. Shortly after her promotion, I was congratulating her and advised her that "when a new manager starts a position, they have the opportunity to initiate change, and improve problem situations." I had the impression that Ms. Thapa was thankful for my suggestions. But in the ensuing months, I was dismayed to see she, that only was she not doing anything to implement the changes that ICD needed, but also her lackadaisical attitude was aggravating the disorder in the department.

Since I started working in ICD, I have noticed, and been de-moralized myself, by the lack of cohesion and team spirit amongst the administrative staff, as well as staff in general. (However, I have been working in or with bureaucratic organizations since 1981, and these issues are ones seen everywhere.) One of the main problems, lies in the fact that part of the administrative staff are long-standing secretaries (15-30 years tenure), versus younger assistants with MBA looking for job experience, and a rapid "exit strategy" after a year or so with the Fund. These two



conflicting groups, their interests and priorities, is in part, the root of the disaccord and friction between assistance (and disorganization in divisions). It not so much that the assistance are in conflict with each other, as much as there is a disaccord in their interests, and direction. Unfortunately, I do not believe that the HR team properly understands or appreciations the friction created by this dynamic, nor how to address the underlying issues.

I have known and worked with Ms. Thapa since my tenure with the IMFFA. She was my point of contact person within the IMF (signing of time-sheet, food-ordering, etc.), while I was with the IMFFA. So not only have Ms. Thapa and I worked together on various occasions in the past 7 years, but Ms. Thapa is also aware of the illegal way in which Ms. Anne-Beatrix Keller and Mr. John Harper prematurely terminated my contract in 2011. While I will return to the issue of bullying in the IMFFA, later in my complaint, at this point, suffice it to say, Ms. Thapa is aware of all of the illegal manipulations of Ms. Keller in 2011. If Ms. Thapa is repeating any of the lies of Ms. Keller, she is knowingly disseminating false information about me, and this constitutes defamation of character on the part of Ms. Thapa—and further proof as to bullying tactics on her part.

It is my familiarity with Ms. Thapa, and working for so many years with her, that her derogatory comments about my capabilities and intellectual capacities in spring/summer of 2015, set-off “warning bells,” as to what her intention were in my regard. Additionally, with my extensive work and research in domestic violence, I am extremely familiar with the tactics of bullies. They will always begin their campaigns well in advance, as well as develop “alliances” for their campaigns. They do this by disseminate lies and gossip designed to belittle and devalue the target within the organization or group. (This is what precipitated [my blogs for Sean Penn and El Chapo Speaks, in February 2016](#)—same bullying tactics of the media towards Sean Penn as elsewhere.) So when Ms. Thapa became Office Manager, and her attitude towards me, suddenly became derogatory and condescending, I began to document her bullying tactics, as I feared it might finish with my termination from the Fund; which it did.

Table 7: The Phenomenon of Status-Blind, “Workplace Bullying”

*The Phenomenon of “Workplace Bullying” and the Need for  
Status-Blind Hostile Work Environment Protection*

by David Yamada, Prof. of Law and Director,  
New Workplace Institute, Suffolk University Law School  
(Georgetown Law Journal, 2000(p. 526 Vol. 88:475)

*Examining the Supreme Court’s statement in Harris v. Forklift Systems, Inc. on what constitutes a hostile work environment under Title VII and removing the reference to discrimination, we find what sounds remarkably like a description of certain types of severe workplace bullying: “When the workplace is permeated with ... intimidation, ridicule, and insult that is sufficiently severe or pervasive to alter the conditions of the victim’s employment and create an abusive working environment,” then relief is appropriate.*

*In further considering the reasonableness standard, one can easily identify some of the behaviors that would point toward liability, such as abusive language, yelling and screaming, insults and put-downs, continuous, unreasonable work demands, and unfair accusations. In addition, several other factors should be considered, none of which should be considered dispositive:*

- 1. Did the behavior continue or recur over a period of time? A single insult, or a sudden but temporary increased workload, for example, should not be grounds for recovery. If certain types of offending behavior endure, liability may be appropriate.*
- 2. Is there evidence of actions, both overt and covert, to sabotage the target's work or reputation, or to frustrate the target's ability to perform her work in a competent manner? An affirmative answer points strongly toward a finding that the target's conditions of employment were fundamentally and illegally altered under this cause of action.*
- 3. Were there power imbalances between the aggressor and the target, for example a situation involving a superior as an aggressor and a subordinate as a target? Bullying situations are especially disturbing when the aggressor has some direct control over the target's working conditions and job security.*
- 4. Did the aggressor have prior knowledge of a target's emotional vulnerability and needlessly attempt to exploit that vulnerability? Consistent with the rationale behind IIED doctrine, this factor recognizes that mean-spirited, superfluous behavior designed to inflict emotional distress on another is especially objectionable.*
- 5. In addition, the proposed cause of action extends an employer's vicarious liability to the offending behavior of all employees, not just supervisors. Recall that the Supreme Court imposed vicarious liability on employers for the sexually harassing conduct on their supervisors by relying on the "aided in the agency relation standard." The offending employee was " 'aided in accomplishing the [harassment] by the existence of the agency relation.' " It follows that the standard can be applied to any employee, not just supervisors. Because workplace bullying can be perpetrated by coworkers, or even subordinates who, in turn, are "agents" of the employer, it makes sense to extend vicarious liability to include the actions of all employees. In short, the proposed theory takes the doctrine of hostile work environment under Title VII, removes the need to establish status-based discriminatory treatment, and adds in elements of the IIED doctrine.*

While I had already begun to suspect that Ms. Thapa was launching a campaign against me in the spring/summer of 2015, my suspicions, and/or concerns became even more elevated in September of 2015, after an altercation in Filter Coffeehouse & Espresso Bar (1919 Penn. Bldg.). The I Street entrance to 1919 Penn had been closed due to maintenance/sidewalk construction, with the closest entrance through the coffee shop. I would usually arrive at work at around 7:30AM, and without any thought I accessed the office building through the coffee shop. On the first day, I removed my head-phones, and said "Good morning. Goodness, with the construction work, you'll really have people coming through here. Well, at least that'll boost sales!" And, was shocked to see three long faces on the other side of the counter. I thought "What jerks!" and

continued through the coffee shop into the building and my office. I continued to access the coffee shop for 2-3 days following, but everyone was so rude, I did not take off my head-phones or say hello anymore. However, it never even occurred to me that there would be an issue with me utilizing the coffee shop as passage to the office building.

I worked my way through college by working in restaurants and nightclubs in DC in the '80s. And, at that time no one would have dared to deny me access to any retail business, particularly in the food service industry. At that time none of these establishments could, or would have dared to deny access to someone who was not a client—particularly not the homeless who need to use restroom facilities—for fear of a civil rights law suit. The degradation of rights in the USA in the past 30 years is dismal to say the least.

On the 3<sup>rd</sup> or 4<sup>th</sup> day, while I was passing through the coffee shop, the manager put himself in front of me in order to prevent me from passing through the doorway to the office building. I removed my head-phones to listen to what he was saying. I was flabbergasted when he told me I could not pass through the door, and would have to leave and go around the block to enter through the other entrance. If I had ever thought it would upset these people so much for me to pass through their coffee shop at 7:30AM, with not a soul around, I would have gone through the Pennsylvania entrance, and not thought anything of it. I found them ridiculous—with nothing better to do with their lives than bother other people.

I left. Went around the block and entered by the other entrance. However, I explained to the receptionist what had happened, and requested the number of the building management from the receptionist. I called them later that morning from my office phone, and reported the altercation, stating that I found the manager's actions totally inappropriate and a violation of my rights. The next morning, I accessed the building through 1919 Penn, and greeted the receptionist with a bow and said "I wish it to be noted that **in the interest of peace and harmony**, I am entering through the "non-offensive" entrance. But, I do so under protest!" We both laughed, and I thought the matter closed.

So I was once again flabbergasted, when a few days later, Ms. Thapa called me into her office and asked me about the altercation. I explained what had happened, but that I had not done anything wrong. I did not realize the coffee shop would get so upset about me walking through their establishment; adding that when I found out it "was a bid deal," for them, I used another entrance. However, not only do they not have the right to prevent the public from accessing their establishment, and the manager should know that. But, it is ridiculous, and even bad for sales and business, to discourage people from using it as a thorough fare. If I was the manager I would put out free bite size samples of muffins, etc, and try and get people to stop and have a coffee, or breakfast. I think the manager was more upset that I was right about trying to take advantage of the situation, rather than minimize his "work."

Ms. Thapa continued to insist that I was wrong—even stating that if I did not admit my "tort" it would be necessary to take "this" to Gina Paone. When I interjected, in all sincerity, "if you want. Yes, we can discuss this with Gina. I can assure you, Adrienne, in terms of human/civil rights law, this man is wrong. I didn't make an issue of it, and I am not now. But, in the political atmosphere in the USA today, these are extremely important issues to denounce—this goes back

to the Civil Rights movement in the USA, my grandfather, everything I am working on.... I am sorry. This man did not have the right to prevent me from passing through the coffee shop. I did not make a scene...he is the one who made a scene..." Finally, Ms. Thapa gave up trying to extract a "confession of guilt," and finished the meeting miffed and responded, "Well you shouldn't have called building management from your office phone, and identified yourself as an IMF employee. You should have used your personal cel. phone, so they wouldn't have known you were with the IMF."

I was even more flabbergast at Ms. Thapa's new contention that I shouldn't have identified myself as an IMF employee, and/or in any way associated with the IMF. I didn't press the issue, as I felt it would enter into a silly discussion with Ms. Thapa. She obviously did not understand the legal implications of what the coffee shop had done, and even less the legal implications of her trying to convince me that I had done something wrong—when clearly I had not. I had hoped the issue would end there, as I saw no interest to pursue it any further.

So when Ms. Thapa asked me into a meeting with Kate Philips regarding the altercation, I was even more flabbergast—particularly when I learned that Ms. Thapa had told Ms. Philips that the altercation had occurred in the Chinese restaurant, Chalin's, which is on the other side of the entrance to the building. Chalin's wasn't even open at 7:30AM, so how would I have entered in through Chalin's—and why was Ms. Thapa changing the story? I clarified the story with Ms. Philips, but did continue to insist that I had not done anything incorrect in calling the building management from my office phone. I even pointed out the fact that I was obligated to identify myself, as well as why I would be entering the office building (particularly at 7:30AM). I was surprised that Ms. Philips did not understand that regardless which phone I used to call building management, I would have to indicate which office I was going to, and what was the nature of my visit, particularly at 7:30AM.

Ms. Philips even said that the problem, was with 1919 Penn building management and the reputation of the Fund, which I should have considered. I laughed, and told Ms. Philips, "**Kate, you know if I had been in one of our women's rights demonstrations, and someone tries to illegally and forcibly eject us, I would not only let them arrest me for civil disobedience, I would insist upon it—no problem!** It is exactly because I DO HAVE THE UTMOST respect for the IMF, that I didn't make an issue or scene with the manager—and that is the only reason that I left the coffee shop, went around the block, entered through other entrance, and never entered into the coffee shop again. If I had not done THAT, it would have reflected badly on the Fund (and me). However, I felt it was my civic duty to protest against the violation of my rights, **when I was aggressed by the manager.** I did not make a scene, but I did not bow down to him either—nor would I."

I have been fighting violation of rights issues for over a decade, so, understandably, I was rather frustrated and upset about the situation. So, I wrote a blog for the Huffington Post, [\*The Right of Passage and Right to Protest: Dead and Buried in Our Nation's Capitol\*](#), expressing my point-of-view, with the following quote,

*The 'freedom of movement' and 'freedom of speech' are quintessential in any democracy, and while the legality/illegality of what the manager did is dubious under today's political*

*climate - I know for a fact it was illegal 30 years ago. The degradation of rights in this country, and particularly in DC, has occurred for the simple reason that it has not been challenged by the legal or civil and human rights community (and press), domestically or abroad. Greenwald explains the dangers in this type of political climate in How Would a Patriot Act? "Ultimately, people will get the government they deserve. And our system of government and the individual liberties it so brilliantly guarantees will endure only if Americans, who are the beneficiaries of those liberties, take a stand for them and are willing to defend them when they are under assault."*

*Robert Reich re-iterates this same sentiment, in his blog, A Crisis of Public Morality, Not Private Morality, "At a time many Republican presidential candidates and state legislators are furiously focusing on private morality - what people do in their bedrooms, contraception, abortion, gay marriage - America is experiencing a far more significant crisis in public morality...."*

I was so upset by the incident, that in October I went to see one of the Peers for Respectful Workshop (PRW) representatives in ICD, and explained to her what had transpired. I also told her of my mounting concerns that Ms. Thapa was going to attempt to use her position as OM to have me removed from ICD, particularly after this “incident” concerning the coffee shop and my activism work. The fact that Ms. Thapa bullying escalated in relation to my activism work, possess a particular conflict of interest in the whole situation—given the messages of the IMF and World Bank in the October Annual Meetings. Ms Thapa’s actions are in total violation of Management policy—not only internal Fund policy, but public policy and direction of the IMF in the world economy in relation to woman’s and worker’s rights.

At least when I realized that Ms. Thapa was going to terminate me for my activism work, I thought, “Well if I’m going to get fired over all of this, I might as well make the most of it in the time I have left.” That was when I submitted my question to Ms. Lagarde for the IMF Townhall after the Annual Meetings, (although I recognize my “question” was more of a speech than question, as one of my colleagues jokingly, remarked to me the next day, and rightfully so),

*One of the greatest factors “disempowering women” is the failure of governments to protect victims of domestic violence, with victims being revictimized at rates of 70% in courts around the world.*

*Another key problem is that progressive laws in the West are not being effectively implemented – further disempowering women.*

*One of the main issues has been conflict of interest between donors, NGOs, and victim’s rights. Another problem has been the lack of social inclusion of victims, as well as a failure to develop mass constituencies on women’s private rights issues.*

*In order to develop solutions, victims & civil societies need to be empowered. Has the IMF looked at issues women are facing in the courts, how and why they are being dis-empowered, and what actions the IMF might take to address the issues?*

I also tried to put together something for the Data Challenge contest in November 2015. I found a young economist who was interested in helping me. But I believe that when she found out, that I was leaving the Fund, she was intimidated to doing it all by herself without another Fund staff or contractual on board. (To be fair to this young woman, I was afraid she would be intimidated so I did not tell her I was leaving until last minute, so I was not totally, totally transparent on that aspect.) Also, as I told the young woman when I met with her the first time, there are so many variables that need to be examined before we can get a clear picture of how to organize what needs to be looked at in terms of gathering data and economic analysis. However, we could certainly put together some very simple equation of economic consequence of divorce on long-time homemakers and their future earning power in labor force, or economic consequence of divorce on mothers with young children (young moms and older homemakers are the 2 groups most detrimentally effected by discrimination against women in family courts).

Since, I was leaving the Fund we never got very far on any discussion of what we could examine. As I told Gerd Schwartz, because he had done a paper with the young woman, “I don’t know how to compile these reports, I’m not a trained economist. But I know what I need, and what to do with them once I have them.” (One of the reason that I have thoroughly enjoyed working in ICD, is the access to all of the information I was uploading in the CDR or laying around the office.)

The final example of the denigrating way Ms. Thapa treated me was when, for the ICD assistant’s meeting in October 2015; Ms. Thapa had asked me to cover the phones in the front office, so all the assistants could attend. And, I had no problem covering the phones. However, I was very surprised, and insulted, when one of the assistants came to me 5 minutes before the meeting was supposed to end. Adrienne was summoning me to the conference room for a one last “Good-bye.” Given the fact that Ms. Thapa had already thrown a “good-bye” party at the last meeting, and instructed me not to attend this one; my “summons” to the conference room was nothing more than a public humiliation and message to the other assistants—“if you displease me, see what happens!” I felt so bad for all the sad faces of some of my colleagues who understood the real reason Ms. Thapa had called me into the meeting. Of course to any newcomer assistant, who was unfamiliar with Ms. Thapa and her bullying, her actions might have appeared to be “a very nice gesture” towards an assistant that was leaving ICD. But, her message of “see what happens to people who defy me” was not missed by some of the long-time assistants who have known and worked with Ms. Thapa for many years—and know the real reason behind my dismissal.

Unfortunately, Ms. Coorey’s failure to investigate my allegations against Ms. Thapa, and even less respond to my correspondence to her in November 2015, provides tacit consent to Ms. Thapa’s actions. As continually shown in the scholarly literature on [Woman-on-woman bullying](#),

*Workplace environment factors are better predictors [for workplace bullying] than gender. For example, a culture that carries no accountability or negative consequences, regardless of how harmful the behavior exhibited paves the way for bullies. A place where kissing-up (ingratitude) is the norm is fertile territory, where bullying and favoritism (and its converse, ostracism) thrive... Employers create work environments where*

*aggression is rewarded. Women see this (as well if not better than men) and learn to abuse others to get ahead. It's the way things are done around here.*

Even though the message from Management is one of zero tolerance to bullying in the Fund, the case-in-point provides an excellent example of how, and why, rhetoric (on bullying as much as domestic violence) is not being translated into reality by those in power—particularly by women in power. As stated earlier in relation to Ms. Coorey's failure to investigate my allegations, I quote *Women's Inhumanity to Women* by Phyllis Chesler,

*Girls and women are as competitive as men, but mainly toward each other. However, unlike men, middle-class white women and all those who aspire to that position have learned that open competition among women (except in a beauty or a cooking contest) is taboo. Although women have increasingly entered what were once male-only professions, many women still experience each other's overt, visible, direct, or covert competition as not only dangerous, but demonic too...*

*In practice, sexism might mean that women are harder on other women than men are. Ivy E. Broder, a professor of economics at American University, has found, for example, that women economists rejected female proposals for National Science Foundation funding more often than men did. In Broder's view, one reason women appear to be harder on each other than men are on each other may be due to*

*The small percentage of female academics in economics. Many women perceive a fixed number of "female slots," leading to a feeling of competition among women; or women may believe that, unless they judge other women harshly, their own credibility will be questioned... Similarly, minority members within a group (in this case, women academics in economics) who have achieved a certain status may hold other members of that group to a higher standard. Finally, another explanation twists the interpretation slightly and argues that women are objective about other women, but men are easier on women. This could happen if men want to encourage the advancement of women relative to men or if they hold women to a lower standard or expectation and therefore give higher ratings when they are favorably inclined.*

*Clearly, patriarchy and its various economic systems have set the rules: only a minimal number of women can be allowed to succeed as if they were men. Those who do succeed must either be exceptional—and exceptionally adept in holding other women at bay—or else must cater to the men at the top. Some women do both. Such a response to tokenism demoralize all women.*

The above text provides insight into forces that are preventing female managers in the Fund from implementing Fund policy against bullying. Chesler offers further insight into how the subtle force of phools pshising for phools (See [FfD: A Midsummer Night's Dream](#)) show how employers are contributing to the dynamics.

*According to [Bowling Green State University's Professor Paige P. Edley], studies of woman-owned and female-staffed businesses suggest that women workers communicate*



*“indirectly,” “tiptoe around open conflict,” are “cliquish, petty, and catty.” However, the very women who engage in “cutthroat competition” also “do not want to hurt each other.” Or, if they do, they do not want to admit it to themselves or to each other.*

*...Edly found that the women on staff “silenced themselves” in terms of “dissent,” “creativity,” and “deviance.” The women acted as if they believed that their relationships at work were essentially “nurturing” and family-like; they described each other as “like” mothers, daughter, and sisters.... In reality, Nan employed married mothers because they had husbands whose companies, not Nan, provided health-care benefits.... Nan’s [] employees did “experience and express anger.” However, they “re-labeled it as PMS.” This allowed them to maintain the illusion of the happy family.” Money demands, creative disagreements, and dissent, were all suppressed. No staff member was supposed to confront or challenge Nan....*

*Nan prided herself on “never firing designers.” She merely “washed them out.” Nan described one such “washed-out” designer as a “prima donna.” Others described this same woman as a “very nice person who got screwed,” mainly because she had insisted on meeting her own—not Nan’s—creative standards. Nan viewed the washed-out designer not as a creative asset but as too much of an individualist. Edley nevertheless concludes that Nan’s female employees’ self-silencing was also a form of resistance, since it allowed them to achieve a measure of job autonomy and job security.*

*In summary, the (women) made excuses for the times they had difficulty working together, and explained away any conflicts with the essentialist argument [which] bound the women together and allowed them to create an idealized climate for women. In exchange for suppressing their voice, employees could pride themselves as being team players....*

*In other words, the unwritten job description at Nan’s Interiors did not include accepting-and-not-complaining about sexual harassment or sex discrimination. Apparently, none existed. Rather, in order to keep their jobs, the women were expected to lie to themselves about employer-employee power differences and to sacrifice their own creative standards.*

And effectively, since my departure from ICD there are several positions, for which not only was I highly qualified, but I am the best choice for the job. I was terminated from ICDSE at the end of November 2015, and Ms. Thapa hired a temporary assistant to fill the position. This assistant had problems with access rights, as well as unfamiliarity with procedures in ICDSE. Additionally, in ICDAI, Jeremy Brinson (whose job was created, out of a function, I used to fill) quit the Fund, and Ms. Thapa has replaced him with an IMF SOS assistant. In both case, these assistants have access rights issues, as well as unfamiliarity with systems and procedures in ICD. Why Ms. Thapa would not have offered me the job, is only a question she can answer.

The access rights issues, and “not in the loop,” was one of the reasons that Kate Philips offered me a contractual position in ICD after almost 2 years as a temporary assistant. I speak English, Spanish, and French fluently, I am well familiar with a wide variety of systems and procedures at the Fund, particularly within ICD. Also, I have always been helpful with trouble-shooting

general office and technical issues in ICD’s conference rooms. I am also a very personable person who gets along with everyone.

At present, I have applied for a position with the Office of the Executive Director of France, a position I am very much interested in, but I have no way of knowing if Ms. Thapa has damaged my reputation with HR. I have no way of knowing if I am not being considered for that position or not—due to my possible “blacklisting.” I do not know all the procedures, nor how much influence Ms. Thapa may have with contacts in HR. However, it is exactly because I have no way of knowing or verifying Ms. Thapa’s action within HR, that I took my concerns to Ms. Coorey; who would have the appropriate contacts in HR to clarify any possible “blacklisting” of me, or not. However, since, to my knowledge Ms. Coorey never took any action, or initiated an investigation, I do not know what my standing is at the IMF at present.

It is for the aforementioned, I am obligated to file a complaint with the Ethic’s Committee in my efforts to get clarification on the situation regarding my good name with the IMF and ICD. Additionally, until I can have my rights, and my property, restored to me by the Spanish government—property that was misappropriated by their courts—then I need a job to survive. I have always carried out my work at the Fund with diligence and respect (without bowing down) to everyone I have ever worked with, regardless of their rank or title, and I deserved to be considered for the positions for which I was passed over and/or any future employment opportunities with the Fund. **I have done nothing wrong in my activism work, or anything related to my work in the Fund in anyway, and I would like Fund records to reflect as much.**

**Please listen to the podcast** of a [typical scenario of bullying in the workplace](http://www.workplacebullying.org/podcast-19/), and the failure of management to believe victims, and even less take action --  
<http://www.workplacebullying.org/podcast-19/>.

Table 8: Who Gets Targeted by Bullies by the WBI
Unlike schoolyard bullying, you were not targeted because you were a "loner" without friends to stand up to the bullying gang. Nor are you a weakling. Most likely, you were targeted (for reasons the instigator may or may not have known) because you posed a "threat" to him or her. The perception of threat is entirely in his/her mind, but it is what he/she feels and believes.
WBI research findings from <a href="#">our year 2000 study</a> and conversations with thousands of targets have confirmed that targets appear to be the veteran and most skilled person in the workgroup.
Targets are independent. They refuse to be subservient. Bullies seek to enslave targets. When targets take steps to preserve their dignity, their right to be treated with respect, bullies escalate their campaigns of hatred and intimidation to wrest control of the target's work from the target.

Targets are more technically skilled than their bullies. They are the "go-to" veteran workers to whom new employees turn for guidance. Insecure bosses and co-workers can't stand to share credit for the recognition of talent. Bully bosses steal credit from skilled targets.

Targets are better liked, they have more social skills, and quite likely possess greater emotional intelligence. They have empathy (even for their bullies). Colleagues, customers, and management (with exception to the bullies and their sponsors) appreciate the warmth that the targets bring to the workplace.

Targets are ethical and honest. Some targets are whistleblowers who expose fraudulent practices. Every whistleblower is bullied. Targets are not schemers or slimy con artists. They tend to be guileless. The most easily exploited targets are people with personalities founded on a prosocial orientation -- a desire to help, heal, teach, develop, nurture others.

Targets are non-confrontive. They do not respond to aggression with aggression. (They are thus morally superior.) But the price paid for apparent submissiveness is that the bully can act with impunity (as long as the employer also does nothing).

According to the [2007 WBI-Zogby Survey](#), 45% of targeted individuals suffer stress-related health problems. Additional findings regarding targets' health can be found in WBI research and the PTSD-related research by others posted at this site....

#### *[Bullies Often Target Domestic Violence Abuse Victims](#)*

In marked contrast to the rosy picture of employers who act on behalf of families by paying attention to how domestic violence enters the workplace, either out of self-interest or compassion, we at WBI have seen how domestic violence victims are perceived as vulnerable and prone to assaults by workplace tyrants.

The victim of violence at home is traumatized by a domineering, control-driven partner. The victim's psychological boundaries against attacks have been compromised by repeated assaults by that destructive partner.

They have little ability or energy left to ward off attacks at work, too. Bullies often seize the opportunity. We know that bullies choose to attack the first day heart attack victims return to work, the day that ends maternity leave, the first day back after chemotherapy begins. In similar fashion, cowardly tyrants attack when they see that a battering spouse or partner has broken resistance after a domestic dispute. Bullies choose to pounce when the Target is her weakest. This sick situation reveals the darkest side of humanity.

Unfortunately, the dual victim -- domestic violence and bullying -- is doubly likely to turn inward, to keep the pain to herself. Employers already predisposed to ignore life in the trenches and to support the bully's version of reality there will find it difficult to believe the cruelty that actually happens. This empowers the bully to continue without fear of consequences. Visit the [Corporate Alliance to End Partner Violence](#) website

As the UN report *Indepth Study on Violence Against Women* states,

*... While women commit a small proportion of intimate partner violence, they are involved to a greater degree in the perpetration of harmful traditional practices...*

Women-on-Women violence and abuse has been denied for decades by the *feminist*, as it would challenge many of their basic underlying assumptions—some of which are false. One of these faulty assumptions is that women are “good peacemakers,” while men are the “bad violence makers” in the home and society. The reality is much more complex, and why promoting the rise of women to positions of power has not been the “cure-all” to women’s equality that *feminist* have been contending for decades. (As previously stated, this was one of the issues I raised in a comments section in the IMF staff survey conducted in 2015, and how it applies to bullying and abuses of power in the workplace.)

Table 9: Woman’s Inhumanity to Woman by Phyllis Chesler

...over the last quarter century, the world’s social scientists pioneered a new body of knowledge about what they call “indirect aggression” among girls and women.

On the one hand, girls and women are at their relational “best” in a dyad or small all-female group; on the other hand, that dyad or small group is highly unstable and fraught with tension.

Indirect aggression is characterized by a clique of relatively powerless (compared with their male counterparts) girls or women who exert power “indirectly” by bullying, gossiping about, slandering, and shaming one girl or woman so that she will be shunned by her female intimates, thrown out of her college sorority, perhaps fired from her job, divorced by her husband, and definitely dropped from the A-list of partygoers. Gossip is a chief weapon of indirect aggression. Slandering another girl or woman (“she’s a slut, “she’s... different,” “she really thinks she’s something”) leads to her being ostracized by her female friends and peers, a punishment that girls and women experience as being put into solitary confinement or as a social death.

Yes, of course, boys and men also gossip and bully, both one another as well as girls and women. However, with some exceptions, boys and men usually don’t take it as hard or as personally as their counterparts do.

There is nothing “indirect” about female-female aggression in the Third World. Earlier in the twentieth century, anthropologists began documenting the dangerous, often deadly Third World rivalries that took place between co-wives, between wives, and concubines, mothers-in-law and daughters-in-law, and so on. By the late twentieth century, human rights activists, academics, and journalists added to this work.

We learned that women, like men, felt loyalty not to other women but rather to their own race, ethnicity, tribe, class, family, etc. Thus, the Western feminist view that women are more peaceful or more compassionate than men would not pass muster with the female inmates at Auschwitz (mainly Jews, Gypsies, and politicals), who were tormented and guarded by women who did far more than just “follow orders”....

As you will see, women all over the world envy what they perceive as the “prettier” girl—the prom queen, capable of stealing away male interest and therefore frustrating their own chances for well-funded reproductive success.

In parts of Africa, Asia, the Middle East, and among immigrants in the West, girls are still genitally mutilated by their mothers or grandmothers. They also slaughtered in honor killings with the full cooperation and support of their female relatives.

In India, an increasing number of mothers-in-law have been charged with murdering their daughters-in-law in dowry burnings. According to a 2001 report, dowry deaths rose from 400 a year in the mid-1980s to 5,800 a year in the mid-1990s. Today, Dehli’s largest prison has about 120 women detained in the mother-in-law cell block, many of whom are serving twenty-year sentences for having murdered their daughters-in-law.

Incredibly, a female homicide bomber in the Middle East will stand next to a mother with young children before she blows herself up. In 2008, in Iraq, following this tragic pattern, one of four female homicide bombers entered a tent that provided shelter to weary female religious pilgrims. She sat down, read the Koran with them, and left a bag behind that, moments later, blew them all up.

These awful foreign war-related and tradition-related tragedies seem to tower over what women may do to one another in the more privileged West, especially in America. Well—not exactly. First, as this book documents, daily verbal and psychological torment at the hands of female intimates is very common and has devastating social, economic, and emotional consequences. Also, we seem to be “catching up” in terms of direct woman-on-woman violence. There has been a spate of shocking, even gruesome attacks on women by women.

In 2008, in Florida, a group of six girls lured one girl, a sixteen-year-old cheerleader, to one of their homes and ambushed her there. For thirty minutes, they took turns pounding on her face and body and slamming her into a wall; the victim sustained serious injuries. The perpetrators actually videotaped their attack and had planned to post it on MySpace in order to “show” what can happen to someone who allegedly spreads false or embarrassing information about them. One of the ambushers’ mothers appeared on network television and tried to justify the attack.

Also, in 2008, in Maryland, a female teacher was beaten by a disobedient female student who was cheered on by other students. Again, the attack was captured on a cell phone camera.

In the past, a handful of women whose own children were stillborn, or who were infertile, became clinically depressed and kidnapped other women's babies. Today, in both North and South America, and Europe, such reports indicate women seem to have gotten more aggressive, even murderous, in their search for babies of their own.

For example, in 2008, in Washington State, Sisouvanh Sunhavong met a pregnant woman on a bus and offered to bring her some baby clothes. Instead, she came and stabbed her eight-and-a-half-months pregnant acquaintance to death and cut her unborn child out of her womb. Synhavon then tried to pass the baby off as her own. She was arrested.

It is important to note that such shockingly violent attackers generally have a personal connection to their victims. They are friends, neighbors, classmates, acquaintances. This direct physical and murderous aggression is not carried out against strangers.

These are very dramatic and, perhaps, exceptional cases. The deeper harm is caused by daily, far more invisible occurrences and by the disillusion that occurs when women expect one another to be the kind of lifelong "sisters" and friends who will always "be there" for them. In truth, many women unconsciously want their friends to be benevolent "fairy godmothers" who will emotionally attend to them.

Poverty does not cause woman's inhumanity to woman—nor does privilege or education prevent it. For example, as we know now, after the 2008 presidential election, women who did not like Senator Hillary Clinton or Governor Sarah Palin were not shy about sharing their feelings. In America, many men, including journalists, also disliked the two female (and many of the male) candidates. They delivered their usual sexist comments but bloodlessly, impersonally. However, female journalists on both sides of the aisle were more personally or emotionally outraged by the women's candidacies. Well-educated women were not ashamed to say flat out: "I hate and despise that woman," "She makes me crazy," "She gives me a headache," "She makes me want to throw up," "She should have left her philandering husband long ago, but she hung on for the power," "She's too cold a woman for me," "What kind of mother is she? She allowed her teenage daughter to get pregnant and is now forcing her into marriage. If she can't manage her own children, how can she manage a country?"

One might say that such a high level of scrutiny, nosiness, and emotionalism came from somewhere. Indeed, as you will read, when my adult interviewees described being gossiped about and shunned by other girls in grade or high school, some wept and were surprised by the strong emotion the memory still evoked. This early experience often shadowed their future relationships with other women. Many women began to watch their words more carefully and to temper both their expectations and their spontaneous ebullience in their one-on-one and small-group relationships.

This experience at the hands of other girls and women, as opposed to being bullied by boys or men, is what most accounts for female conformity, cautiousness, and "two-facedness." It is too dangerous to share exactly what you think or feel...

Some of my adult interviewees described chronic maternal abuse and embattled relationships with their mothers; my mother interviewees described how they could never please their daughters who had rejected them for fathers who could “do no wrong.” Women described best friends who had “borrowed” or “stolen” their husbands, their jobs, or their children (!), and some sisters described a lifetime of sisterly rivalry.

Women also told me how difficult it is to work for another woman and how women on the job often compete in underhanded or backstabbing ways. Women rarely admitted that they themselves are harder on women than on men, that they hold higher and different standards for women than they do for men, and that they often never forgive each other for a single lapse or for the kind of betrayals for which women routinely forgive men. Most women could not admit or even remember how they themselves might have betrayed or joined in shunning other women.

After the book’s publication, many women contacted me with stories that further confirmed and enlightened my research. One of the deepest-level response came from women psychotherapists and psychoanalysts whose own mother had been envious, competitive, and cruel toward them...

They now understood why such relationships mattered to them so deeply and why they were devastated when such a relationship ended, failed, or resulted in a painful, even barbaric betrayal. This was also true for adult women who had problems with women at work.

Yes, many women swear by their female friends and relatives with whom they live, socialize, work, pray, and with whom they do political or religious work. Most women have several best friends, whose support they value deeply. I certainly do. As so many women say: “I would be lost without my close female friends.”

However, we also live in a world in which second wives assist their new husbands in custody battles designed to destroy the first wife, both economically and custodially; a world in which best girlfriends and female colleagues sometimes steal their friends’ husbands, female partners, social networks, or jobs—and in such a way that the original woman is “disappeared” from her former life; a world in which some female judges and female physicians value male plaintiffs and male patients over their female counterparts; a world in which many female jurors do not believe female rape and battery victims; a world in which many female employers prefer their male employees—and one in which the same female employees who put up with the most arrogant and bullying of male bosses are much harder on their female bosses, whom they resent and often sabotage.

As I’ve noted before: like men, women have internalized sexist values. They do not always respect, trust, or even like other women. Like men, women are, unsurprisingly, human beings and thus are capable of both compassion and cruelty, cooperation and competition, selfishness and altruism...

The reason to explore the shadow side of female relationships is so that we may learn to distinguish ordinary disappointments from profound betrayals. By acknowledging that women are (only) human beings, as close to the apes as to the angels, women may learn to be more realistic, more forgiving, more self-protective, and more capable of forging satisfying relationships with other women, within our families, socially, and at work.

We do not have to love or even like another woman in order to work together productively. All we must do is respect one another...

Table 10: Woman-on-Woman Bullying by Phyllis Chesler

### [Woman-on-Woman Bullying](#)

Six explanations from us for why women bully other women at work.

Solidarity of the sisterhood is a myth and stereotype. It doesn't mean it does not exist, it's just that not all women are nurturant and supportive to one another. Neither is every man macho and hyper-aggressive. Stereotypes are generalizations about sex-role-typed behavior, common acts associated with only one gender and not the other. Many behaviors are gender-typed.

Workplace Bullying is not gender-typed. Workplace environment factors are better predictors than gender. For example, a culture that carries no accountability or negative consequences, regardless of how harmful the behavior exhibited paves the way for bullies. A place where kissing-up (ingratiation) is the norm is fertile territory, where bullying and favoritism (and its converse, ostracism) thrive.

When we discuss the WBI Healthy Workplace Bill, we speak of "status-blind" harassment. Bullying crosses the boundaries drawn by gender, race, ethnicity, age, and disability. Thus bullying is truly "gender-free."

What attracts the [media to woman-on-woman \(WOW\) bullying](#) is the fact that women are targeted at a higher rate by female bullies (71%) than by male bullies (46%). Yes, women are crueler to women than they are to men, and that must be explained. But don't forget that **60% of all bullies are men**. 31% of all bullying is men-on-men, 29% is WOW. Why is there so little interest in the more frequent variety of same-gender bullying? Because it's discounted as routine, expected, predictable. WOW sounds mysterious, counterintuitive, and, I think, somewhat prurient.

So here are some explanations for WOW bullying that rarely make it into TV segments on bullying, print stories and the gabfest which is the blogosphere. We offer this because some readers might get the impression that we are misogynists. We are not! 57% of all bullied targets are women, and the majority of callers seeking help from us are women. We are women's advocates in the fight against workplace bullying.



### **The WBI starter list of explanations**

A. It's the workplace, not the people in it. Employers create work environments where aggression is rewarded. Women see this (as well if not better than men) and learn to abuse others to get ahead. It's the way things are done around here.

In male-dominated organizations, where men hold all the executive positions, women tend to adopt male-sex-typed behavior to survive and succeed. Only in female-run organizations (or those run by males who adopt a female-sex-typed style that values quality of interpersonal relationships as much as power and status differences) can there be hope for a less aggressive, more dignified and respectful way to operate.

See the [Women and Bullying articles in our Research section](#) for relevant studies about this particular angle.

B. A double standard about women is alive and well and practiced by both men and women. If women are "nice" they are too soft. If they are tough, they are "bitchy." There are two social psychological explanations for this.

First, it is gender bias in the causal attribution process. Causal attribution is simply showing a preference for explaining things that happen. Old research found that if a person is described succeeding at a task, the explanation depends on whether the person described is male or female. Success for men is typically explained by a trait, inherent skill, intelligence, ability. With exactly the same information, when it's a woman, success is the result of the task being so easy anyone could have done it or luck. And both men and women elect those different explanations.

Second, the first person to break any barrier and be the lone representative of a group (and therefore, be in the statistical minority) is called a "token." Tokens are subjected to disproportionate pressure. Errors, however tiny, are magnified. Successes can also be blown out of proportion. In practice, token individuals often break from the pressure. Look at what Jackie Robinson had to endure when he broke the race barrier in the white baseball league. Same for the first woman CEO or the first woman to attain a high rank in any organization. Women are natural tokens in male-dominated domains, like business. Men are rarely the only male in any role, but when they are, they, too are tokens and heavily scrutinized.

C. Women targets are less likely to confront in response to being bullied. But targets, of both genders, rarely react with aggression. That's what makes them targets. Bullies sense who will be an easier mark. Targets are sorted into those who take no action because of a higher moral calling. It could be their religion that tells them to turn the other cheek or to never lower oneself to the level of a tyrant. Other targets walk away in fear, stunned at the surprise attack. Getting away is the only reaction they have. Once away, they hope time will heal the wound or prevent it from happening again. Regardless of motive, targets do not defend themselves because either they are unable (it's not their worldview and never acquired the skill of self-defense because

it's a fair world, no one will hurt you) or unwilling to do so. Targets are all "easy marks." It's not just women.

D. Most bullies are bosses (in the US, 72% of bullies are bosses). All bullies prefer to bully subordinates. It's a permitted prerogative that makes being a boss attractive to many people. So, bullying flows downhill.

Women are bosses, too. But they are lower-ranking than men bosses (only 15% of executives are women, only 3% of CEOs). So they are more likely managing other women and not other men executives. They bully whoever they can. So, WOW may be nothing more than proximity at work. You bully those within reach.

E. Though I'm not a woman, I've had a great deal to do with them during my lifetime (and Ruth educates me constantly). (She says that) women are socialized to judge other girls while growing up. They pay attention to how others look and dress all the time. Self-identity can be almost entirely dependent on how others appear and how they are judged by others. Without comparisons to others, some would not know how to make decisions.

Two factors emerge. First, modeling one's personal behavior on the actions of others gives a great deal of power to the other person. Clearly in WOW relationships where apparent friendship preceded bullying, the bully may have been respected by the future target. When she is betrayed, the target ruminates (for way too long) about the inexplicable turnaround, searching for a rational explanation. It doesn't matter, it just happened because the bully wanted it to. Wanting to be like someone else gives away too much personal control over one's own life and choices made.

Second, the skill of paying attention since childhood determines the adult woman's perceptual field. Other women are salient in the social world. More information is gleaned from cultivating relationships with women. Abusive, exploitative relationships with one person dominating the other is simply a twisted, sick reliance upon getting information from another woman (to then be used against her). Targets fall into the trap easily.

F. Feminist writers claim that women grow up accustomed to having their personal boundaries invaded and thus learn to treat other women that same way. A girl's opinions are treated as irrelevant by the father compared to her brother's. A girl's ambitions are tamped down, expectations made more "realistic," dreams treated as impossible. This is denial of her very psychological integrity, a discounting of her humanity. If this is how she is raised, she grows accustomed to being treated rudely or denigrated as not deserving equal status with others. So, when bullied at work, the immediate reaction is rarely outrage and righteous indignation that a fool would dare lie so readily or be so unapologetically cruel. It is more likely a timid turning away, starting immediately to blame herself, buying into the lies (as if some "kernel of truth" is buried in all the manure), and spiraling into a psychologically compromised state.

The Work Place Bullying Institute reports similar rates and statistics of bullying in the workplace, as other institutions report in dealing with bullying in society (notably family courts<sup>8</sup>),

*...once targeted for bullying an individual faced a 78% probability of losing the job he or she once loved....The punishment rate for bullies seems to be rising slowly through the years; having 11% of perpetrators (5% terminated, 6% punished) experience negative consequences is at an all-time high. The impunity, no consequences, rate for bullies is still 89%...<sup>9</sup>*

As seen in the statistics above, the impunity rate for bullies is at 89% (and considered positive by some, as anything would be an improvement over 100% impunity rates). However, that this should be considered acceptable or “a move in the right direction,” from a human rights perspective is unacceptable, as it constitutes tacit acceptance of bullying in the workplace.

Unfortunately, bullying in the workplace does not only have consequences for effective management, compliance with socially responsible directives and policies of Management. It also has serious consequences for the health and well-being of employees, and their families.

Please see **Error! Reference source not found.** for effects on employees when employers fail to effectively deal with bullying in the workplace.

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<sup>8</sup> “In cases of litigated custodial decisions and family mediation 70-75% of the cases involved physical aggression even though the couple was separated.” (Janet R. Johnston, “High-Conflict Divorce,” *The Future of children*, Vol. 4, No. 1, Spring 1994, 165-182.)... “Studies consistently show that 75% of contested custody cases involve a history of domestic violence.” “Studies show that 2 out of every 3 abusers accused or condemned for domestic abuse are given full custody of children by the courts.” (Pr. Joan Meier, - Professor at George Washington University Law School, DV Leap Clinic, Wash., DC, USA, recognized expert in domestic violence. She has participated in a multitude of studies programs and legislation in regards to this issue.)... “Of the 10 years that mothers attempted to protect their children from sexually abusive fathers, in 70% of the cases fathers were given supervised visitation or joint custody; In 20% of the cases mothers lost full custody and even visitation rights.” (Arizona Coalition Against Domestic Violence. Battered Mothers’ Testimony Project: A Human Rights Approach to Child Custody and Domestic Violence (June 2003), pp. 33-34, 47-49.)... “94% of fathers that actively seek full or joint custody of their children obtain it without taking into account reports of abuse.” (The Massachusetts Supreme Judicial Court Gender Bias Task Force. (Nov. 2002).)... “Our analysis indicates that the problem of paedophile fathers that obtain custody is extensive and well documented by studies.” (Sexual Assault Report. Myths that Place Children at Risk during Custody disputes. Volume 9 Number 3. January/February 2006.)... “A pattern of human rights violations by family courts has been encountered, including a failure to protect abused women and children, discrimination against abused women, degrading treatment, and denial of due process.” “When deciding custodial and visitation rights of minors, many judges and court personnel do not consider that domestic violence is a relevant factor.” (The Massachusetts Supreme Judicial Court Gender Bias Task Force. (Nov. 2002).)... “Multiple studies have documented gender-based discrimination against women in custody cases. Contrary to conventional wisdom that women are favored in custodial decisions, testimonies of abused women and empirical studies show that women who allege abuse are profoundly disfavored in custodial decisions.” (Gender Bias Study of the Court System in Massachusetts, 24 New Eng.L.Rev. 745, 747, 825, 846 (1990). -Wellesley Centers for Women Battered Mothers’ Testimony Project, Battered Mothers Speak Out: A Human Rights Report on Domestic Violence and Child Custody in the Massachusetts Family Courts (Nov. 2002). “History of abuse and violence of women and children are ignored or systematically minimized by the courts.” (Wellesley Centers for Women, Battered Mothers’ Testimony Project, Battered Mothers Speak Out: A Human Rights Report on Domestic Violence and Child Custody in the Massachusetts Family Courts (Nov. 2002).) For the full report [Abuses of Power in Our Societies and Court Systems: Implications and Solutions under Human Rights Law](#) by Quenby Wilcox

<sup>9</sup> <http://www.workplacebullying.org/wbiresearch/wbi-2014-us-survey/>

Table 11: Stress Related Health Impairment of Bullying by the WBI

*How Bullying Can Affect Your Brain and Body*

Stressors, aspects of the work environment and the behavior of people working there, can generate stress. Bullies are stressors, but so are coworkers who do nothing when you expect them to help. In addition, do-nothing institutional helpers -- HR and senior management -- exacerbate problems.

Stress is the biological human response to stressors. It is physiological and real, not just imagined. Low-level stress may be necessary to compel people to act. However, severe stress, which prevents rational, controlled action, has overwhelmingly negative consequences.

Distress, not eustress, is the harmful variety of stress. Distress triggers the human stress response which is an automatically coordinated release of glucocorticoids, cortisol being the most prominent hormone, that floods the brain and body. Prolonged exposure of brain tissue glucocorticoids leads to atrophy of areas responsible for memory, emotional regulation and ability to sustain positive social relationships.

**Stress-related diseases and health complications from prolonged exposure to the stressors of bullying:**

Cardiovascular Problems: Hypertension (60%) to Strokes, Heart Attacks

Adverse Neurological Changes: Neurotransmitter Disruption, Hippocampus and Amygdala atrophy

Gastrointestinal: IBD, colitis

Immunological Impairment: More frequent infections of greater severity

Auto-immune disorders

Fibromyalgia (21%), Chronic Fatigue Syndrome (33%)

Diabetes (10%)

Skin Disorders (17%)

**Some physical indications of the above stress might include:**

Nausea

Tremors of the Lips, Hands, Etc.

Feeling Uncoordinated

Chills

Profuse Sweating

Diarrhea

Rapid Heartbeat

Rapid Breathing

Elevated Blood Pressure

Chest Pain

Uncontrollable Crying

Headaches

Each of the symptoms can start small and may seem unrelated, but the presence of such indicators should be heeded as a warning. *The source of the statistics above is the [WBI 2012 Impact on Employee Health Survey](#)*

Table 12: Don't Let a Bully Boss Affect Your Mental Health by Daniel Goleman

**How can I use [emotional intelligence](#) or [Mindsight](#) to manage a bully boss?**

That's what a [Brainpower](#) webinar participant asked me and my friend and colleague [Dan Siegel](#) during a recent webcast. I'd like to expand on the brief response I gave during the webinar.

**First, let's be clear about definitions.** The [Workplace Bullying Institute](#) uses this description in their work:

“Workplace Bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is **abusive conduct** that is threatening, humiliating, or intimidating, or work interference — sabotage — which prevents work from getting done, or verbal abuse.”

Obviously, someone who fits this definition can occupy any position in an organization. When the boss is a bully, their position enhances the power of their abuse. Bullying can be part of a [complex set of dynamics](#) that are more than can be covered in a brief article. However, **the four components of emotional intelligence provide useful perspective on and tools for dealing with a bully.**

**The first component is [self-awareness](#).** What do you feel when your boss humiliates you or intimidates you? Immediately, you might feel angry or afraid. Your heart races, your vision narrows, and you find yourself in the grip of what I call an “[amygdala hijack](#).”

During a hijack, the part of the brain that controls our emotional reactions takes charge. It overrides the calmer, thinking [part of our brain](#). The amygdala triggers a Flight, Fight, Freeze, or Faint response. Or saying something you later regret. With emotional intelligence, we can recognize that hijack and choose to cool down. As Dan Siegel and his colleagues at UCLA say, “Name it to Tame it.” Just acknowledging we're in the midst of an amygdala hijack starts the cooling process.

**The second component is self-management.** Without emotional intelligence, the amygdala is in control and you're off to flee, fight, freeze, or faint. This is the time for self-management tools such as [relaxation](#) or [meditation](#). You can simply step away from the difficult situation and take deep breaths. Practiced regularly, these techniques are more easily accessed in the moment. Psychologist [John Gottman](#) advises couples having arguments to take a 20-minute time out before continuing the conversation. Taking a break isn't always possible in the midst of a high-pressure work environment. And, in work cultures where there are constant threats, a hijack can last for days or weeks.

That brings me to **the third component, [social awareness](#).** The core skill in social awareness is empathy, sensing what others are thinking and feeling without them telling us in words. Are

you the only one being bullied by your boss? Or do you pick up signals that your coworkers are having similar experiences? My guess is you're not alone. If so, others are probably having emotional hijacks and feeling the constant strain. Is anyone in the office less impacted by bullying? Pay attention to them. What can you learn from them about keeping your cool?

Bullying can feel normal if it happens all the time. Using your self-awareness and empathy, you can remind your coworkers that bullying is not normal or acceptable. [Tania Singer](#) and her colleagues at the Max Planck Institute in Germany have developed [tools for developing empathy and compassion](#).

### What About the Boss?

Your job isn't to analyze or fix your boss. And, there are many [strategies for addressing a bully boss](#) beyond the ones I mention in this article. However, emotional intelligence gives us insight and tools for how to interact with a bully boss. Empathy can help you understand what they are feeling and what triggers them.

**Relationship management is the fourth component of emotional intelligence.** Dan Siegel's work with Mindsight and the field of [interpersonal neurobiology](#) has helped us understand more about the "social brain." Our brains make unconscious, automatic connections with the brains of the people around us. [Mirror neurons](#) are one mechanism for that connection. Simply put, mirror neurons fire in our brains in response to the behavior of people around us, including their [facial expressions](#). They produce emotional contagion, the subject of one of my recent [posts](#). With emotional contagion, the most powerful person in a situation is the "sender" of emotions. The rest of us in that moment are receivers, picking up on the emotions of that powerful person. One way bullies impact us is to project feelings that we pick up through our mirror neurons.

[Sigal Barsade](#), a researcher at the Wharton School of the University of Pennsylvania, specializes in studying emotional contagion and its impact in organizations. Dr. Barsade provided [wise advice](#) about how to fend off the emotions of a toxic person. Among other tactics, she suggests avoiding the gaze of negative people to decrease the chance of catching their emotions.

### Perspective

Beyond its specific tools, emotional intelligence provides us with a perspective on ourselves and others. We can be aware of our feelings, manage them, understand other people, and manage our relationships with others. That mindset sets us on the path to skillfully handling all of our relationships, even with a bully boss.

What the case-in-point with ICD demonstrates, is how and why some of the "training" being developed in the global mobility industry to combat bullying, is actually being used to encourage

it. In order to understand how, and why, anti-bullying measures are actually promoting bullying, it is important to examine the respectful work-place initiatives in ICD in the past few years. The first initiative was approximately 3 years ago, and involved a mandatory 3 or 4-hour workshop for all staff and contractual of ICD. The bulk of the time was spent with lots of rhetoric of management jargon on cultural difference, respect, and communications styles, etc.—typical rhetoric in any cultural diversity presentation. **However, the objective of the workshop was bullying and not cultural diversity.**

Bullying, and all forms of abuses of power, exist in all societies, in roughly the same proportions (after making allowances for elevated levels of poverty and/or or conflict zones). Clearly, the issue with abuses of power transcend cultural differences of people, and it is the environment, or paradigm of the situation, which is the true determining factor; noting that in a violent paradigm, rates would be elevated, whereas in a peaceful paradigm rates would lower.

So, it was particularly shocking to me, when the presentators indicated that most instances of bullying were actually “cultural misinterpretation” and “isolated instances” rather than actual bullying. They even went as far as to say that those who felt bullied should ask themselves if they had not misinterpreted the bully, and should simply confront the bully with his or her actions, and how it made you feel, etc.

What these cultural diversity experts were advising IMF employees to do, is exactly what one should NOT do in these cases. David Yamada of, Professor of Law at Suffolk University of Boston, Law School and Director of the New Workplace Institute, why targets should not be instructed by management to “simply confront the bully” as a mechanism of dealing with bullying, as the Winters Group was suggesting.

Table 13: Should You Confront Your Workplace Bully? by David Yamada
<p>This suggestion is popping up with increasingly frequency in well-meaning advice columns about bullying at work: <i>Make your concerns known by confronting your workplace bully.</i></p> <p><a href="#">Recently I praised British journalist Jackie Ashley</a> for calling upon us to stand up to the bullies in our society. But I should’ve been more specific. In agreeing with her, I meant that we should be standing up against bullying behaviors as a community.</p> <p>That’s different than telling a target to confront her abuser individually and await the consequences.</p> <p style="text-align: center;"><i>Questionable advice</i></p> <p>Nevertheless, career advice columns that address workplace bullying often urge targets to do just that.</p> <p>Minneapolis business author Harvey Mackay suggested this option in a syndicated piece that ran in newspapers across the country (link <a href="#">here</a>):</p>



*Speak up to the harasser. Your first step should be to tell the person that his or her behavior, comments or requests aren't welcome. In some cases, the matter may end there. But don't hesitate to inform management if you can't comfortably confront the other person on your own.*

### *Risks of direct confrontation*

If there is one suggestion that causes me to question the wisdom behind one-size-fits-all advice columns on workplace bullying, this is it.

When objectionable behavior involves milder forms of incivility or disrespect, tactfully and directly speaking up may prove to be an effective way to address it. But targeted, malicious bullying is different; it's a form of abuse. In any situation involving genuine abuse, face-to-face confrontation is fraught with risks. Here's why:

First, if there's no third party to observe the conversation, it's the target's word against the bully's as to what transpired in that interaction. The bully could even attempt to turn the tables, suggesting that he was the actual "victim" of the encounter.

Second, targets of abuse usually (and understandably) are not in the best frame of mind when dealing directly with their abuser. People in these circumstances are more likely to say or do something they later regret.

Third, when bullying is covert or indirect, it's doubly hard to confront the tormenter, who often will deny there's any such behavior going on and may even act like she was wrongfully accused.

Fourth, even if one does not wish to confront the bully alone, the question of which third party to enlist can be a vexing one, because frequently the bully is a member of management and/or has friends at that level.

Finally, and most importantly, we know that many bullying targets have tried this approach with disastrous results. Over the years, I have spoken to scores of people who have paid a price for thinking that they could work it out with their tormenter(s).

### *Evaluate each situation individually*

People are different. Bullying situations are different. Stock advice columns about dealing with workplace bullying can be dangerous in that they offer suggestions that may be effective in some situations, while backfiring horribly in others.

As I wrote in a [post here last month](#), there is no substitute for doing your homework in planning a course of action. Keeping a cool head in these situations is very difficult. People who believe they are targets of bullying will benefit from learning and understanding before acting.



Two years later ICD held another all department, mandatory Respectful Workplace workshop. On this occasion I was so surprised as to the rhetoric and advice of the presentators that I brought my concerns to Elizabeth Legrain, Domestic Abuse Prevention Coordinator at the World Bank. I know Ms. Legrain from my tenure at the IMFFA, and my work in DC on domestic violence issues. I did not really expect, or know what Ms. Legrain could concretely do, as this is not her area of responsibility what-so-ever. However, I did want to express my concern due to my work in global mobility, expat spousal issues, and work-life balance issues. My concerns about the content, message, and rhetoric of the Respectful Workplace workshop of the Winters Group go far beyond my concerns for the people who work in ICD (past, present, and future).

Bullying in the workplace, and what “solutions” the global mobility industry is developing and propagating in the public and private sector is of great interest, and concern, for me in relation to my work in Global Expats. Bullying in the workplace has a direct and indirect effect on the families of employees, particularly expat employees with non-working dependent spouses—and these families are my constituency. So my concern over the Respectful Workplace workshop developed by the Winters Group, and distributed by ICD is not just in terms of the detrimental effect it has on ICD employees, but also issues that must be raised and challenged within the global mobility industry.

Additionally, I looked up Mary-Frances Winters and Alan Richter on LinkedIn, and found that they were in my 2<sup>nd</sup> network on LinkedIn. But, what surprised me was that all of our connections, were global mobility and cultural diversity professionals, but no one with any other background or experience. What is telling about this is that I have 6501 1<sup>st</sup> connections on LinkedIn in the following industries: Law & Human Rights, HR & global mobility, Internet & Digital Media, Mgt. & NGO Mgt., Press. What is telling is the lack of diversity in my connections with the diversity experts, compared to the diversity one finds in my networks with Dr. Gary Namie and Dr. Lynne Curry of the Workplace Bully Institute. Those in the Workplace Bullying Institute (WBI) are clearly familiar with the parallels and cross-overs of domestic violence and bullying in the workplace. They are also connected, and influenced by a larger variety of people, and thereby ideas—ie. a more open, free flowing environment, than the Winters Group with the ensuing workshop produced by them, clear evidence of the negative effect closed environments foster.

### Gary Namie, PhD



Foremost Authority on Workplace Bullying  
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Namie is the originator of the specialty workplace bullying consulting field. A consultant since 1985 he began his exclusive focus on bullying in 1997 to a wide variety of organizations, for-profit, government, non-profit.

Namie writes articles for academic journals (e.g., *Journal of Consulting Psychology*, *International Journal of Communication*, *Employee Rights and Employment Policy Journal*, *Ivey Journal of Employee Assistance*) and chapters for academic books. Media accounts of his work include CNBC, NPR, CBC, Today Show, Good Morning America, Early Show, CNN, Forbes, *Fast Company*, *Bloomberg Business Week*, *NY Times*, *Washington Post*, *LA Times*, *SF Chronicle*, *Chicago Tribune*, *Wall Street Journal*, *National Post*

Namie is co-author of three books and co-founder with Dr. Ruth Namie of the Workplace Bullying Institute.

### Lynne Curry, PhD, SPHR



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Curry has consulted with more than 3,700 organizations. Clients include a diverse variety of private sector companies, professional services firms, utilities, governments and non-profit agencies.

Curry's columns appear in the *Anchorage Daily News*, *Tri-City (WA) Herald*, *Morris (IL) Daily Herald (Illinois)*, *Anchorage Times* and the *St. Petersburg (FL) Times*. Her articles have been featured in more than 100 publications including *Entrepreneur*, *Yahoo!News*, *CBS MoneyWatch*, and *Supervision*. Curry is a weekly columnist for *HRC Suite*.

Curry has authored four books and written the "Dear Abby of the Workplace" business column since 1983.

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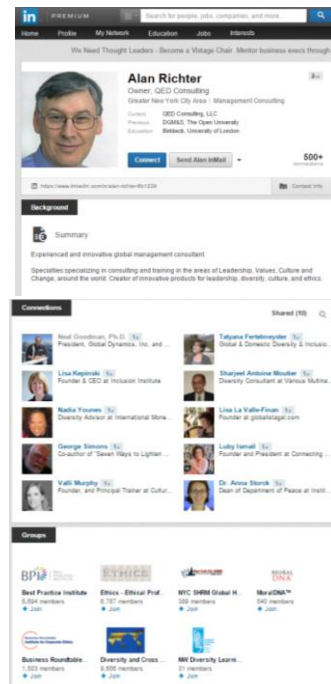
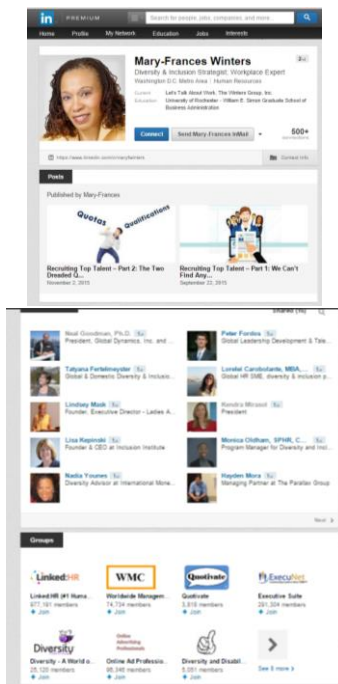
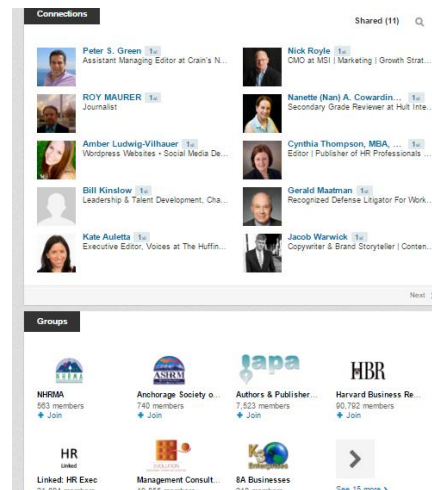
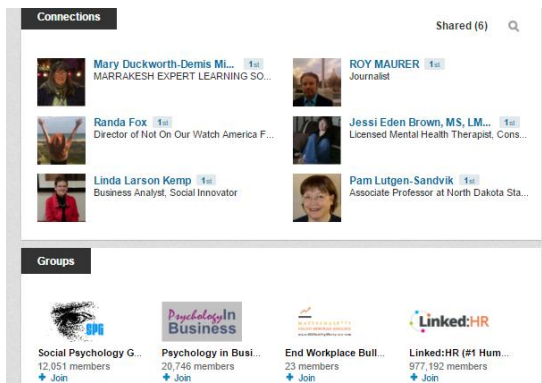
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Any effective analysis of the issues, necessitates examination of the effects bullying has on the health of the employee and his/her family members. First, as seen in a poll by the Workplace Bullying Institute (WBI) in 2013, [WBI Poll-I: Offsetting the Pain from Workplace Bullying](#) bullying not only effects the employee, but also his/her family in a very detrimental (at times fatal) way,

*The empirical research literature on workplace bullying clearly demonstrates the painful impact on recipients, targets. The stress-related physical and psychological health consequences are more extreme than effects of other types of workplace harassment. Thanks to recent advances in neuroscience, we know the effects of psychosocial stressors like interpersonal bullying activate pain pathways in the brain. That is, bullying literally causes pain.*

*This single-question survey asked bullied targets to describe how they chose to offset the pain.*

*Top Five behaviors, in rank order based on sample size n=609:*

- 1. .537 Withdrew from family & friends*
- 2. .453 Overeating*
- 3. .332 Drank alcohol more heavily*
- 4. .310 Took it out on family & friends*
- 5. .287 Turned to religion, faith or spirituality*

Second, the traditions and customs which sustain bullying are the same that sustain abuses of power in all their forms, at all levels of society, from the largest bureaucratic organizations all the way down to the smallest family units. Without a holistic approach to combating these traditions and customs, which aggregately support the social conservative forces that dominate the planet, economies will never become productive and stable.

As seen in the following slides from the ICD's 2<sup>nd</sup> Respectful Workplace workshop, the presentators built on their message from the 1<sup>st</sup> workshop, that victims of bullying should question their perception of the situation, rather than the actions of the bully. The rhetoric, and advice of the Winters Group compared to the *Workplace Bullying Institute (WBI)* are completely opposite. Unfortunately, this dichotomy—with Winters instructing victim blaming, as opposed to explaining the issues and effective courses of action—is the same dichotomy as seen within the domestic violence arena and violence against women arenas.

What the presentators were instructing IMF employees to do, is exactly what victims should not do. And, from a human rights perspective—advising victims to confront their aggressors, and to confront them alone—violates standards under the *Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power* and I quote,

*Cognizant that millions of people throughout the world suffer harm as a result of crime and the abuse of power and that the rights of these victims have not been adequately recognized,*

*Recognizing that the victims of crime and the victims of abuse of power, and also frequently their families, witnesses and others who aid them, are unjustly subjected to loss, damage or injury and that they may, in addition, suffer hardship when assisting in the prosecution of offenders,*

- 1. Affirms the necessity of adopting national and international measures in order to secure the universal and effective recognition of, and respect for, the rights of victims of crime and of abuse of power;*
- 2. Stresses the need to promote progress by all States in their efforts to that end, without prejudice to the rights of suspects or offenders;*

3. *Adopts the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, annexed to the present resolution, which is designed to assist Governments and the international community in their efforts to secure justice and assistance for victims of crime and victims of abuse of power;*

4. *Calls upon Member States to take the necessary steps to give effect to the provisions contained in the Declaration and, in order to curtail victimization as referred to hereinafter, endeavour:*

*(a) To implement social, health, including mental health, educational, economic and specific crime prevention policies to reduce victimization and encourage assistance to victims in distress;*

*(b) To promote community efforts and public participation in crime prevention;*

*(c) To review periodically their existing legislation and practices in order to ensure responsiveness to changing circumstances, and to enact and enforce legislation proscribing acts that violate internationally recognized norms relating to human rights, corporate conduct, and other abuses of power;*

*(d) To establish and strengthen the means of detecting, prosecuting and sentencing those guilty of crimes;*

*(e) To promote disclosure of relevant information to expose official and corporate conduct to public scrutiny, and other ways of increasing responsiveness to public concerns;*

*(f) To promote the observance of codes of conduct and ethical norms, in particular international standards, by public servants, including law enforcement, correctional, medical, social service and military personnel, as well as the staff of economic enterprises;*


5. *Recommends that, at the international and regional levels, all appropriate measures should be taken:*

*(a) To promote training activities designed to foster adherence to United Nations standards and norms and to curtail possible abuses;*

*(b) To sponsor collaborative action-research on ways in which victimization can be reduced and victims aided, and to promote information exchanges on the most effective means of so doing;*

*(d) To develop ways and means of providing recourse for victims where national channels may be insufficient;*





to be the point of  
**Respect**  
show def  
hold in



## Behaviors for a Respectful Workplace Part 2

March 2015

Facilitators:


**Mary-Frances Winters**  
President, The Winters Group, Inc.

**Alan Richter**  
President, QED Consulting





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### What to Do When You Think You Are Being Bullied, Disrespected or Harassed



1. First, assume positive intent...the alleged offender did not mean harm.
2. If you feel that you are being harassed or bullied, first turn finger on yourself and ask yourself why you feel that way?
3. Individual who does not like the behavior should respectfully ask that it be stopped. Try to resolve it between the two parties before taking other recourse.
4. The individual making the comments (whether in agreement or not) should honor the individual's wishes without retaliation.
5. If it does not stop, the individual should tell the bully he/she will report him/her to management.
6. Understand that everyone is different (diversity) and behaviors that do not offend you, may offend someone else.



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### Agenda




Introductions, session objectives and review	<ul style="list-style-type: none"> <li>Definitions</li> <li>Emotional Intelligence</li> <li>Culture and Values</li> </ul>	10 minutes
ICD Case Studies	<ul style="list-style-type: none"> <li>What would you do case situations</li> <li>Role playing to practice skills</li> </ul>	60 minutes
Break		10 minutes
Culture Implications	<ul style="list-style-type: none"> <li>The role of culture in how one might respond to bullying, harassment and intimidation</li> <li>What is your cultural conflict style? Take Intercultural Conflict Style Inventory</li> </ul>	45 minutes
The role of Trust in Building a Respectful Workplace	<ul style="list-style-type: none"> <li>What is Trust?</li> <li>How is trust Built?</li> </ul>	30 minutes
Action Planning	<ul style="list-style-type: none"> <li>What behaviors can I change to support a respectful workplace?</li> </ul>	15 minutes





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### Three Related Concepts That Influence Behavior




- Emotional Intelligence
- Values
- Culture

**CORE VALUES!**

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### Exploring the Elements of a Respectful Workplace




**IMF Code of Conduct**

**Courtesy and Respect**

14. You should treat your colleagues, whether supervisors, peers, or subordinates, with courtesy and respect, without harassment, or physical or verbal abuse. You should at all times avoid behavior at the workplace that, although not rising to the level of harassment or abuse, may nonetheless create an atmosphere of hostility or intimidation.


**Diversity**

15. In view of the international character of the IMF and the value that the IMF attaches to diversity, you are expected to act with tolerance, sensitivity, respect, and impartiality toward other persons' cultures and backgrounds.




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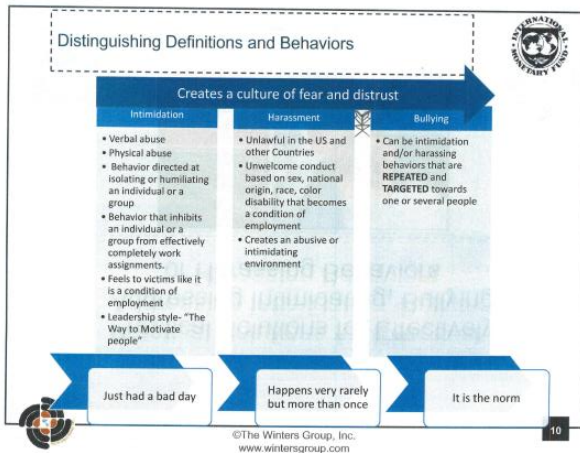
### Options



- Speak to your manager or HR team
- Consult directly and confidentially with the Fund's Ombudsperson or Mediator on your own, without informing other ICD employees, such as managers or the HR team
- Informally and confidentially consult with ICD's Peers for a Respectful Workplace (PRW) on the range of the options available to you



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### Practicing a Respectful Conversation

#### Use "I" Language

- When I **experience** (behavior)...yelling
- I **feel** (emotion)....nervous, frustrated, stressed
- Impact** ....It does not allow me to do my best work

#### Consider Intent vs. Impact

- "I believe there was not an intent to 'bully', but my experience was that I felt bullied"

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### Let's Practice Using "I" Language

Behavior → Feeling → Impact

When I hear yelling → It makes me nervous/anxious → And I am not able to do my best work

- ✓ You have not used "you" language which puts the other person on the defensive...you did not say when you yell
- ✓ "I" language means that you own the feelings...you can describe the behavior without being accusatory

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### Intent vs. Impact

Intent	Transition Sign	Impact
Directing	Bossy	Domineering
Forceful	Insistent	Coercive
Seek Excellence	Uncompromising	Perfectionistic
Analytical	Sharp	Critical

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### Effective Dialogue Technique: Reflective Listening

What I hear you saying is that your input is not acknowledged in meetings in the same way as the input of others. You feel ignored and not recognized for your contributions.

Promotes reciprocity, good will, well-being, inclusion and accessibility

That was certainly not my intent. Can you give me a specific example so that I can better understand how to not have this happen again? I certainly value everyone's input. I thank you for bringing this to my attention and would like you to let me know if it happens again.


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### What Should You Do? Role Play Activity

Is it?.....	Intimidation	Harassment	Bullying	What Should You Do? Use I language and reflective listening to develop a solution	What trust qualities are important?
You witness a supervisor pointing his finger at a subordinate. The look on the subordinate's face suggests that it is not a pleasant conversation. You have actually witnessed such an exchange between these two before. Later you ask the subordinate what was going on. He admits it happens often and says he is afraid to say anything about it for fear of reprisal.					
Your manager has a habit of pointing out individual mistakes in public meetings and/or in group e-mails. It is humiliating to have everyone on your team hear about a mistake that you made.					

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**What Should You Do?** Role Play Activity 

Is it?.....	Intimidation	Harassment	Bullying	What Should You Do? Use I language and reflective listening to develop a solution	What trust qualities are important?
Manager consistently asks you to work over lunch break and is not being flexible in understanding need to leave at end of scheduled work day					
Manager asks you to go out for drinks after work several times. You have declined but manager is so insistent that you feel you must go.					

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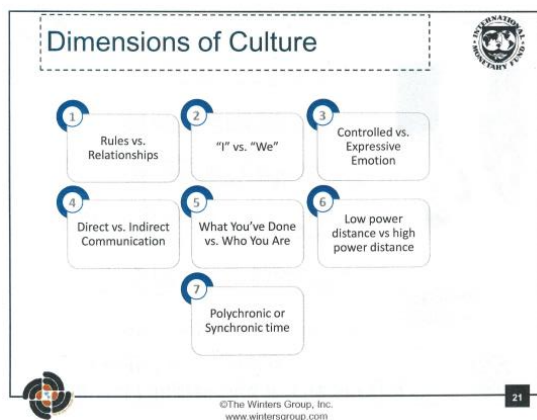
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**What Should You Do?** Role Play Activity 

Is it?.....	Intimidation	Harassment	Bullying	What Should You Do? Use I language and reflective listening to develop a solution	What trust qualities are important?
Manager consistently asks you to work over lunch break and is not being flexible in understanding need to leave at end of scheduled work day					
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**Cultural Differences in Creating a Respectful Workplace** 

*In instances of bullying, harassment or intimidation, how might these scenarios play out:*

1. The manager is from a low power distance country and the employee is from a high power distance country. What would the manager expect relative to reporting the alleged behavior. Why might the employee behave differently?
2. The employee alleging the harassment is from a direct communication culture. The manager to whom he is reporting the infraction is from an indirect communication culture. How might the conversation go?
3. The employee is from a rule oriented culture and the manager to whom the alleged violation is being reported is from a relationship oriented culture. What might some of the differences in viewpoint be?
4. The person who is allegedly harassing comes from an expressive culture and the alleged victim is from a neutral /controlled culture. How will each likely feel?
5. The harasser is from an individualistic culture and the alleged victim is from a collectivist ("we") culture. How would the alleged victim likely respond?

**Group Activity**



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Figure 2: Winter's Group Respectful Workplace Workshop

One telling aspect of the Winters Group's presentation above is that it very concisely reflects the "magic wand" mentality of governments in dealing with, or rather not dealing with, the problems of the modern world. The attitude of "we tell everyone not to bully and to be respectful... And, voila it just happens, because we told everyone to be respectful." The belief that by saying something in a speech, or presentation, or directive, or law... will simply make it come true by osmosis, with absolutely no effort; is THE biggest problem in getting people to integrate new ideas and research into their daily actions, and omission of actions.

As you can see the basic message of the presentation was that anyone who *felt bullied* was actually experiencing a *perception* and *cultural diversity issues*, rather than an actual *situation of bullying*. This also high-lights the fact that HR efforts are seeking to trivialize bullying in the workforce, rather than address the underlying issues.

Just like seen in the debate surrounding false accusations of domestic violence, workplace bullying is transformed into "false allegations"—with authorities telling victims to question themselves, rather than to take action. While abusers are successfully using the false allegation defense in court, time and time again, false allegations are extremely rare (between 1% and



5%<sup>10</sup>). Unfortunately, when the courts, or workplace, trivialize domestic violence and bullying, they are in turn perpetuate the myth within the courts, and society in general that the majority of accusations are nothing more than vindictive accusations of disgruntle spouses, or employees.

It is clear from the scholarly literature that effective anti-bullying programs and initiatives must examine more closely the tactics and agendas of a bullying rather than simply take the easy road and brush off allegations as nothing more than “disgruntled” employees. David Yamada provides some in sight in his article *The Sociopathic Employee Handbook*.

Table 14: The Sociopathic Employee Handbook by David Yamada

[The Sociopathic Employee Handbook](#)

I once had an opportunity to review provisions of an employee handbook from a large, mostly non-union employer in the non-profit sector. Like many employee handbooks, there were sections devoted to employee rights, obligations, and performance expectations. On the surface, this handbook seemed to provide a good number of safeguards for workers to prevent unfair treatment and evaluations. But then I read the document more closely, and a chill ran up my spine. It was a cleverly, nay, ingeniously worded document that exposed workers to severe remedial measures, substantial discipline, or even termination for relatively minor inadequacies and transgressions.

Among my reactions was that this read like the work of a sociopathic lawyer! The handbook contained a lot of cool, calm, bureaucratic-sounding language, mixed in with deftly worded provisions that would allow the employer to make mountains of molehills and to quietly knife people in the back — figuratively speaking, of course.

Employee handbooks are legally significant. During recent decades, state courts have consistently held that handbook provisions can be contractually binding upon employers and employees alike. For better or worse, employee handbooks heavily weighted toward management prerogative are pretty much the norm these days.

However, much worse are those handbooks that have a distant appearance of fairness while actually being loaded with details that can be used to roughhouse rank-and-file employees. I think there is a special place in a certain hot spot for those who write and impose such documents on workers. It is, to be sure, a twisted abuse of power.

Of course, the fact that corporations and managers are failing to implement programs and initiatives that will effectively combat the abuses of power in our workplaces, begs the question

<sup>10</sup> <http://warandomesticterrorism.com/category/report-domestic-violence/>

of why. The Workplace Bully Institute also provides some insight in to *Why U.S. Employers Do So Little to Combat Bullying* in their article below.

Table 15: Why U.S. Employers Do So Little to Combat Bullying by the WBI
<p style="text-align: center;"><i>Poor Leadership, Inept Managers</i></p> <p>The majority of bullies (72%) are bosses...</p> <ul style="list-style-type: none"> <li>• Bullies derive most of their support from...HR. It's a club, a clique, that circles the wagons in defense when one of their own is accused.</li> <li>• Some executives command bullies to target particular employees. Bullies are simply good soldiers following orders in a blind fashion.</li> <li>• Supervisory training is nearly nonexistent. No budget. No time. Few good skills taught. OJT transmits bad habits.</li> <li>• Executives blame the problem on a "few bad apples," deflecting blame for systemic causes and denying responsibility for systemic cures.</li> </ul> <p style="text-align: center;"><i>Employers Don't Know How to Stop Bullies</i></p> <p>Everyone walks on eggshells and is afraid to confront "the golden" bully, the boss's favorite. HR misapplies the tools of traditional conflict resolution, for example, mediation. Wrong solution for the actual problem. The workplace culture holds no one accountable. Confronting bullies is unthinkable. Executives and senior managers have been badgered by the bully, too. They are afraid of an emotional confrontation. They loathe conflict and remain paralyzed. By not acting, they tacitly endorse the bully. They fear lawsuits brought by the bully if they dare investigate or punish the bully. There is rarely a basis for such suits. The fear is irrational.</p> <p style="text-align: center;"><i>Bullying Is Underreported</i></p> <p>Forty percent (40%) of targets never tell their employers...</p> <ul style="list-style-type: none"> <li>• Bullying is erroneously branded as "conflict" or a mere "difference in personality styles." Both are true, but bullying is also a form of violence. Simple labels minimize its impact on both people and the organization.</li> <li>• Historically, complaints lead to retaliation (vengeful hurting) or reprisal (taking away of rights or status).</li> </ul> <p>Knowing this, targets are reluctant to use internal employer processes.</p>

And, finally the Workplace Bullying Institute provides insight into how bullying at the upper echelons of our societies contributed to the global economic crisis, emphasizing the dire necessity for governments and companies to attack this problem head on, rather than with their head in the sand like an ostrich—which is the advice of the Winters Group in their presentations to ICD.

Table 16: It's Time to Start Standing up to the Bullies by the WBI

British journalist Jackie Ashley, writing for the *Guardian* newspaper (link [here](#)), warns about the dangers of “big-man, celebrity politics” and urges us to stand up to the bullies in our society.

### **Bullying silences dissent and dialogue**

Ashley draws from British politician Alistair Dowling's newly-published political memoir, *Back from the Brink* (2011), to examine the sycophantic behaviors of former Prime Minister Gordon Brown's cabinet members. [As I wrote last year](#), Brown is said to be quite the workplace bully. Ashley reports that he apparently intimidated his top lieutenants to the point where they simply went along with all his directives, instead of engaging in exchanges that “produce better decisions and help avoid worse mistakes.”

This problem reaches way beyond the politics of a single Prime Minister, and it extends into the business world as well. Ashley observes:

*The people who rise to the top tend to be the scary bullies. They're the ones with personalities so large, and self-belief so shocking, that people around them shrivel and go quiet. They promote yes-men and yes-women. Their mistakes are unchallenged.*

The smarter approach, she suggests, would be “to concentrate on the merits of the arguments, and welcome the fact of the discussion.”

### **Sound familiar?**

Ashley closes with a call to action, directed at fellow Brits:

*A culture of big-man, celebrity politics, riding on the back of short-term, high-risk celebrity banking, came crashing down between 2008 and 2010, the years at the heart of Darling's self-critical account. As a result we are in a darker, more worrying place: in politics and in business, it's time to start standing up to the bullies.*

Wise advice for those of us across the pond, as well.

~~~~~

### *IMFFA and Ms. Anne-Beatrix Keller Semandeni*

While I do not hold the IMF or IMFFA in any legal way responsible for the actions of Ms. Keller, Mr. Harper, or Ms. Sarah Happel in their illegal termination of me in 2011. However, at the time I did notify Ms. Keller and Mr. Harper that my termination was not only illegal, but entered in to a series of human rights violations associated with me having filed a complaint for domestic violence in Spain—as well as the fact that I would be presenting my case to the international courts, with my illegal termination from the IMFFA included in my complaint.

They told me they understood the implications of their actions, but were still prematurely terminating me. Unfortunately, not only do these human rights violations involve criminal activity, but it also involves substantial financial damages, for which they, and their spouses are liable.

As stated earlier in my first interview with a temp agency in 2009, I was told, “I am going to have a hard time placing you. Anyone interviewing you will be afraid that within 6 months you will have their job.” So when I she, Yvonne Rivera of Global Employment contacted me about a position with the IMFFA, I was delighted. Not only does the IMFFA do exactly the same work as Global Expats, but the Chair, Francis McRae was a volunteer position so she would not be threatened by me (because I was not eligible for her position, just as she was not eligible for mine). Unfortunately, in the course of the year, Ms. McRae’s husband was called back to Canada, and she left. The acting Vice-chair did not want to step in and take the position of Chair, so Anne-Beatrix Keller Semadeni, volunteered.

When I was informed that Ms. Keller would be stepping in, one of the women in the group patted me on the shoulder and said “She’ll be OK.” And, I thought to myself, “Oh, Lord. What do I need to be “OK” about?” In the ensuing months I would find out why there had been a concern of Ms. Keller stepping in as Chair. Unfortunately, the ‘Expat Wives Clubs’ are not always the supportive and welcoming place as they like to appear, as the case in point demonstrates. (However, the instance of the woman patting me on the shoulder, high-lights ways in which women can be supportive of other women in very subtle ways. The woman who said “she’ll be ok” sent a message to me, “be careful this woman is a viper,” and also since she slipped it into the conversation with a group also expressed a “public” message to the group that this was a potentially problematic situation for me, of which I should be protected. The message was not lost on me, but it was lost on the members of IMFFA.)

| Table 17: “Women in Groups,” Woman’s Inhumanity to Woman by Phyllis Chesler                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Some say that traditional, patriarchal women are at their best in groups. To some extent, this is true. Small groups of women as well as larger all-female auxiliaries work together as volunteers in cultural and religious institutions, in hospitals and in soup kitchens, and collect food and money for the poor. In so doing, women also uphold (an unjust) status quo—for which they receive important secondary benefits, such as each other’s social companionship, relief from boredom, and the opportunity to participate in significant work. Women volunteers also achieve social standing without having to meet objective professional standards and without having to compete against each other—or against men—professionally. Women of all classes and races have excelled at such affiliative and compassionate volunteer work.</i></p> <p><i>Historically, women have worked together in groups to feed, nurse, house, and petition for the release of men and children, endeavors otherwise known as “humanitarian.” Some all-female groups have also worked for women’s causes, such as obtaining female suffrage, literacy, higher education, and asylum from pimps, violent husbands, employers, and state jailors, for</i></p> |

*maternal health care, and for wage increases and improved working conditions on the all-female assembly line.*

*Historically, women-only groups have organized food, rent, and trade-union strikes and participated in patriotic, fascistic, racist, anti-racist, nactionalist, internationalist, colonialist, anti-colonialist, capitalist, socialist, communist, democratic, and totalitarian movements and regimes. Women have also worked on many single-issue campaigns such as Mothers Against Drunk Driving, The Mothers of the Plaza de Mayo, Women's Strike for Peace, and Women of Greenham Common.*

*Since men have refused to admit women into what were, until recently, virtually all-male work and play force, women had no choice but to work separately and mainly with each other. Women also fight to work mainly with other women; in some ways it was easier...*

*Clearly, women as women do not naturally gravitate toward one political viewpoint over any other. But, once one woman stands up to be counted, she has the psychological and social power to attract a least one other woman into a working dyad. Once a small clique of women decides on a project, it too has the power to attract other women who may be as drawn toward the magnetic possibility of affiliation with other women as toward any particular social or political goal. This constitutes a great social-emotional power and skill, which women may use for altruistic or for selfish purpose.*

*Feminist scholar and activist Janice Raymond has written about the attractions of all-female convent life for European women of all classes. In her view,*

*The convent also was one of the few female institutions in which older women became tutors and out-of-the-ordinary mentors for younger women who were drawn to their companionship... The presence of women for each other, committed to the same tasks and legitimated by godly motives, created a rich community life... Nun saw themselves as able to change the world, as having spiritual, social, and intellectual mission to the secular world... It helped them to engage in a battle that few women had fought—the battle for souls.*

*... Raymond also discusses Chinese “marriage resister” women who lived together in supportive and powerful communities. Like nuns, such women tended to be more literate, occupationally skilled, and less lonely than married mothers, who suffered the domination of their mothers-in-law and rivalries with co-wives and concubines.*

*Until recently the traditional work done by women in groups may not have been viewed as important enough to study. Psychologist Paula Caplan noted that*

*The phrase “group of women” has until recently tended to elicit images that trivialized women, such as “hen parties,” bridge clubs, the Junior League. Notable exceptions were volunteer organizations, the goals of which were usually to help*

*either men or other people regardless of sex. What was missing was a strong, respected of sex. What was missing was a strong, respected image of women coming together in groups to help themselves and each other*

*Second Wave feminist scholars have discovered, however, that women historically, have enjoyed strong bonds, which enabled them to engage in world-changing works. These researchers discovered that socialist and lesbian friendships networks also made it possible for women of different classes to work together on behalf of women's education and in settlement houses and labor movements on behalf of immigrant and working poor women....*

*Nonetheless, women may also use the power of a group to control, humiliate, or eject its members, as well as those whom they do not accept as members.*

*In her novel The Group, Mary McCarthy paints a savage portrait of an intimate group of mainly upper-class American college women in the 1930s. These women are snobbish, selfish, and cruel. They allow Kay, who hails from more humble beginnings, to count herself, as one of them. Ultimately, Kay has a nervous breakdown and kills herself. This was not entirely an accidental death. Norine, a member of the group, had been having an affair with Kay's husband, Harold; some members of the group knew about it.*

*McCarthy's women are easily bored and bored sexually adventurous. Norine justifies her affair with way: she has always felt sexually deprived, and she has envied the group in general and Kay in particular for their "sexual superiority." Perhaps the group members feel entitled to help themselves to anything that belongs to another woman, especially one of a poorer class; perhaps they feel that telling Kay about Harold's philandering would harm Kay against her philandering husband or exposing Norine's disloyalty does not occur to anyone.*

*I am not sure how much has changed since McCarthy's day. When a group of women betrays or colludes in the betrayal of an individual group member, there is really no higher authority to stop them, no legal or religious council who can rule on the matter in a binding way This is a no-man's land, where anything goes. (Things can get just as wild in all-male groups.)*

*According to one of my interviewees, seventy-three-year-old Nina, who had been employed as one of three professionals in a Jewish organization, the wife-volunteers were always squabbling and "treating each other badly." Nina found a basic, bottomless envy (and powerlessness) among the volunteer-wives. They had never worked for a living. They felt threatened by any woman who had—or could. Wife-volunteers often acted as if they were superior to the hired help, but their need for non-stop "honor and credit and ego-massage" suggests an enormous economic and psychological insecurity. When Nina successfully represented the organization in public, the wife-volunteers experienced Nina's success as a*

*real slap in the face to them. They do not like to give any woman credit. Each of these volunteers knows that she couldn't keep herself in pantyhose much less ultrasuede*

*alone, Men don't behave this way because being a volunteer is not the be-all and end-all of their existence.*

*Frustrated, belittled, outraged, heartbroken, Nina quit.*

*On the other hand, many women respect and depend upon their all-female groups and try to act in kind and responsible ways. They cherish the social skills involved in not offending another group member. Emilia (another interviewee) is one such woman. She is in her early seventies and is an experienced club woman. Emilia cautions me:*

*You have to be careful what you say and how you say it. Women can be so sensitive, and you do want to bring them along. You don't want to frighten them off. You want them to get along with each other, help each other out, get the tasks accomplished. This requires patience, gentleness, a measured approach. We succeed. Each year, we bring in money for good causes. I think all the women appreciate each other.*

*Brittany, whom I also interviewed, agrees. Brittany is in her late fifties. She is a wife, a mother, and the owner of a clothing shop. She says:*

*I love our professional women's club. Everyone is on her best behavior. No one wants to hurt anyone. You can't afford to risk offending someone with whom you might do a healthy business or whose family is well established. There is too much to lose. None of us take kindly to fits of temper or bouts of despair. Some things are to be kept private. We try and put our best faces on for each other.*

*Both Emilia and Brittany have lived in the same city all their lives. Their social relationship are long-term and based on business and family-related hierarchies. Both women understand that "people" resources are finite. Women like Emilia and Brittany know that they are not supposed to confront each other or to fight with each other in direct ways because this would endanger the status quo. In contrast, many younger, professionally mobile women in large cities have no problem with burning their "people" bridges behind them on their way up. Such women function in increasingly successful ways in a man's world and have adopted some male-like styles. For example, Blythe is the forty-eight-year-old president of a publishing house. She says:*

*If I see someone I'm attracted to or a job I want, I tend to go right up, directly, and say that I'm interested. Some women still have a hard time with this. I get looks. Other women experience me as ruthless, selfish. They feel they must attack or destroy me for putting my desires right out there. I hate women who can't say what they mean. This is why men see us as sneaky. Out with it! That's my motto.*

*Other, younger women tend to agree. Avery is twenty. She describes how another young woman behaved when she attempted to join Avery's sorority:*

*The girl didn't have the guts to approach us all together and ask outright. Instead, she started lobbying us, one by one, driving each one of us crazy, making each of us feel guilty if we decided to reject her. Pretty soon, this girl's indirect, manipulative, but non-stop approach had us all acting indirectly. With each other. About her. Her persistence made us feel helpless, or powerless to reject her. Like we'd ruin her life or something.*

*...In her article, "Conflicts with Anger and Power in Women's Groups," Bernardez observes:*

*Women in groups tend to scapegoat one or two group members as a way of refusing to acknowledge unacceptable, dangerous feelings. The scapegoats become the sacrifices for each and every member of the group who support each other in a collective refusal to acknowledge one's own shadow side, risk anger, or take power....*

*...Whatever the provocative or admirable characteristics of the scapegoat, whether she is taking a victim's stance or the tack of courageously exposing the group's denial, the fundamental unconscious agreement of the group is to eliminate, silence, and punish the person who presents the unpalatable truth. In their punitiveness, the members may behave precisely in the fashion they criticize in the scapegoat, all the while feeling supported by other members and by their sense of outrage.*

*Many women bring a dyadic emotionality into groups. Unless a woman is a loner, an athlete, or socially eccentric, she is not comfortable entering a group alone; most women prefer to enter at the request of a sponsoring member or with a best friend in tow—protection against being gossiped against or rejected. In addition, women in groups approach each other indirectly, in order to maintain non-offending connections.*

*Some women dislike another woman's indirect and manipulative style; some admire it. For example, Vivian, a forty-four-year-old corporate manager, detests her friend Nikki's social management style. Vivian told me:*

*Aside from my mother, Nikki is the single most manipulative woman I've ever known in my life. But, unlike me, she gets along with everyone. Nikki told me that "that's the way you get things done." I replied that there are "incompetent women in our school volunteer group who should be told so outright. Instead, you leave them out of the schedule. You placate them. You give them minor jobs. You do their work for them rather than tell them straight up." Instead of arguing, however, Nikki responded "Yes, that's right. I do." What bothers me is that she acts like she's everyone's friend when she really isn't.*

*...many women compete against each other with a vengeance through their children. For a certain kind of woman, her children are statements about who she is, proof of her ability to mold living beings according to her will. Of course, such mothers would argue that they are*



*doing this with their children's futures in mind. And that is also true. As mothers, women can be quite aggressive on behalf of their children...*

*My interviewee Dominique is twenty-nine. With barely contained anger, she describes her perfectionist, social-climbing mother.*

*We were three girls. We were not allowed to fail our mother by ever failing in school or by having less-than-appropriate friends. We had to have perfect manners. We were expected to succeed. We did. It was unthinkable not to. If Mom thought any one of us was doing anything "inappropriate," our perfectly composed mother would get very quiet, then start screaming at the top of her voice. She'd say terrible things. Sometimes, she'd faint. The contrast between her enormous composure and her screaming or playing dead was frightening. When we were little, mom would show us off. "Show uncle Harry your riding trophy." Now that we have children of our own, nothing's changed. She shows off our children as if they were her productions too....*

*Like men, women do not want to be held accountable for the consequences of their actions. Men's power often allows them to escape the results of their wrongful actions with impunity and with no loss of honor. Since women are routinely punished for the very things for which men are rewarded and are not rewarded for doing what is expected of them as women, what many women do is try not to hold themselves accountable for what they do to other women. How? By remaining purposefully unclear about what they are doing—as if not knowing, not owning, and not naming their own unacceptably hurtful behavior means that they haven't done anything bad.*

*According to Bernardez, in women's therapy groups it is often those women who "appear superficially kind and attentive but who deny their share in the anger of the group "who will have the most difficulty in permitting a candid exploration of dangerous emotion...*

*Most women have a repertoire of techniques with which to weaken, disorient, humiliate, or banish other female group members. A woman won't often physically knock another woman down. Instead, she might use silence as a way of unnerving or gaslighting her opponent. The gaslighter will refuse to look at the targeted woman when she speaks, will not engage her in dialogue, will not hear what she says. The gaslighter might subtly but continually move to a more favored woman in the group as a way of rendering the targeted woman ultimately invisible—even to herself. The key to the gaslighter's power is the groups unwillingness to name what she is doing or to stop her...*

*Such group dynamics are not unusual. Things can really heat up when an entire group, not just one member wants to punish a woman who has offended a group norm....*

*Just as women have had to learn how to charm, flatter, seduce, and bond with men, women have also had to learn how to charm, flatter, seduce, and bond with other women. To succeed, a woman does not offer another woman sexual, reproductive or domestic services;*

*what she offers is emotional intimacy and attentive presence, which is experience as benevolent mothering.*

*I have seen women form min-royal courts, even cults around one woman. The primary goal of such women is to gain status through affiliation with a pretty, popular, well-connected, wealthy, or powerful woman. Unspoken, unacknowledged, is the fantasy that all good (maternal) things will flow from such an affiliation. This is similar to the fantasy that looking good and being seen guarantee that only good things (Prince Charmings) will follow. Women who affiliate by serving and flattering another woman may also envy and resent her...*

*In a boundaryless and ruleless all-female social group, an emotionally and socially ambitious/needy woman's goal might be to become the female equivalent of a primate alpha male. This is accomplished not by earning the most money—or by possessing the largest number of young and beautiful women—but by systematically becoming intimate with the most important woman (or women) in the group by mothering her (or them) by grooming upwards, primate-style....*

*In Bernardez's view, there are profound advantages in daring to acknowledge our shadow or dark side and in interacting with a female role model who understands that risking "fine-tuned" expression of anger can, potentially, lead to "a more genuine acceptance of one another, and a less fearful discourse." In her words,*

*The presence of a female group therapist who provides a different image of authority makes it possible for women to acquire a comfort with power and authority so rapidly that one would suspect that the internalization of these conflicts is not as profound as had been assumed at first. This is one of the reasons why the female leader in a therapy group who models the capacity to lead without fear, who trusts her own authority and doesn't surrender it to men, and who is equally free to be angry at men and to love them, is already a formidable asset in the treatment of women.*

*I have never done volunteer work in an all-female but non-feminist group. I have, however, run all-female therapy groups. I have also been a member of many feminist non-therapy groups.*

*Some feminists have engaged in a good deal of navel-gazing. They have transformed political consciousness-raising sessions into group therapy. Other feminists have resisted looking within and scorned psychological ways of thinking partly on the ground that psychology has a misogynist history and partly because they wish to outrun any personal trauma through fast-paced public group activities.*

*In the next chapter I will explore the issue of whether feminist women in groups have exhibited radical or psychologically ethical behavior or whether they have behaved more traditionally, like most other women....*

*Once a small group of women decides on a project, it too has the power to attract other women who may be drawn toward the magnetic possibility of affiliation with other women as toward any particular social or political goal. This constitutes a great social-emotional power and skill, which women may use for altruistic or for selfish purposes....*

My familiarity with the mismanagement, and petty backscratching and backstabbing, that goes on in with the “Expat Wives Clubs” in the modern global world is exactly the reason that I came up with the idea of Global Expats. I was on the board of the *American Women’s Club of Bogota* ([www.fawco.org](http://www.fawco.org)) and *Bogota Accueil* ([www.fiafe.org](http://www.fiafe.org)), and member of the Spanish expat association in Bogota. The type of backstabbing manipulations of Ms. Keller is actually very, very common in these organizations. These organizations are a throw-back to the ‘50s, where social conservatism is alive and well—and in order to “modernize” they must first combat the bullying, nepotism, and pettiness that characterizes them, and some of their members.

Table 18: “The Animal Within: The Female of the Species,” Woman’s Inhumanity to Woman  
by Phyllis Chelser

*Most men are not physically violent. However, the deadliest killers of other human beings on earth are men, not women. Male violence poses a serious threat to human survival and stability. It is therefore, the recurring, often glorified, subject of literature, cinema, and learned treatises... Male aggression is spectacular, terrifying. Male soldiers enter a village and shoot everyone in sight. Male pilots bomb an entire city from a plane. Male soldiers torture, massacre, and imprison enemy men and systematically rape and gang-rape the enemy’s women and children. Individual men dominate others by force and through intimidation. Men, not women, are responsible for ninety percent of the violent crimes in our society. Finally, no more than ten percent of all living men own and control most of the world’s resources, thereby condemning all others to lives of poverty and struggle. In comparison, female aggression is barely visible. What can mere women do that is as violent as this?*

*Women ardently collaborate in the maintenance of this culture. They create homes for such men and socialize children to become—or to marry—similarly successful. Men. Only the rare woman resists doing so.*

*British evolutionary psychologist Anne Campbell, who is now affiliated with Durham University, and University of Texas psychologist David H. Buss and Joshua Duntley agree that women sustain and help to reproduce patriarchy, by systematically choosing men with more resources and by “favor[ing] sons over daughters.” Buss and Duntley argue that female “co-involvement” was crucial in the creation of patriarchy, since women’s evolutionary “preferences [for ‘Alpha’ mates] thus established an important set of ground rules for men’s*

*intrasexual competition.” Buss and Duntley contend that “neither men nor women are united with members of their own sex,” but rather, in main compete with others of their own sex.*

*Indeed the primary target of women’s aggression, hostility, violence, and cruelty are other women. As women know, a woman can make life hell, on a moment-by-moment basis, for any other woman whom she envies, fears, or with whom she must compete for resources. For example, older women and all-female cliques tend to bully girls and women into submission; cliques tend to bully girls and women into submission; cliques shun any woman whom they view as prettier, smarter, sexually freer, or “different.”*

*Female rivalries tend to support, not disrupt, the status quo. Thus, in order to survive or to improve their own lot, most women, like men, collude in the subordination of women as a class.*

*In addition to exercising brute economic and physical force, I believe that women psychologically tame girls and other women into conformity by threatening to withdraw their considerable capacity for emotional intimacy from any girl or woman whose growth or change of circumstances threatens the status quo. In a sense, women maternally enchant—then terrorize or “turn” upon each other. Fairy tales are fraught with just such Fairy Godmothers and Evil Stepmothers, and should be understood as a history of embattled female relationships and other sudden reversals of blissful, dyadic fortune.*

*Scientist have only recently begun to study what has been termed “indirect aggression.” Female indirect aggression can be very painful psychologically, socially, and economically. Such aggression is both verbal and nonverbal and includes reputation-wrecking gossip and shunning, which may lead to social “death” and, in some cultures, to real death as well.*

*...Burbank writes that one of the “most striking findings of this survey is that women are by far the most common targets of female aggression. Women are targets in 124, or ninety-one percent of the 137 societies. Women targeted mainly co-wives, sexual rivals, a wife and ‘the other woman,’ and women whose relationships are not specified.”...*

*From an evolutionary and anatomical point of view, girls and women are less inclined to attack anyone directly, or physically, than boys and men are—unless, as mothers, their offspring are in immediate physical danger. In addition, girls and women are culturally trained to employ indirect, or physically, than boys and men are—unless, as mothers, their offspring are in immediate physical danger. In addition, girls and women are culturally trained to employ indirect methods of aggression, as a low-risk, low injury, approach.*

*Girls learn that a safe way to attack someone else is behind her back, so that she will not know who is responsible. This tracks girls and women into lives of chronic gossip and rumor-mongering, but it also allows girls and women to fight without physically killing each other outright. Primate studies show that a female’s capacity to reproduce or to adequately feed her*

*offspring; an analysis of class, race, tribal, and geographically based warfare among human beings suggests that human beings may accomplish a similar end.*

*The damage that women do to each other begins early, in childhood, and has lifelong consequences. Natalie Angier writes boldly about “women’s ways” of indirect aggression. She says:*

*I’ll admit up front that I dislike this form of aggression, and that to mention it is to reinforce clichés about female treachery and female conniving. Yet it is an aggression that we gals know, because we grew up as girls and we saw it and struggled against it and hated it and did it ourselves. Indirect aggression is anonymous aggression. It is backbiting gossiping, spreading vicious rumors. It is seeking to rally others against the despised but the denying the plot when confronted. The use of indirect aggression increases over time, not just because girls don’t generally use their fists to make their point, but because the effectiveness of indirect aggression is tied to the fluency of a person’s social intelligence. The more sophisticated the person, the cleverer her use of the dorsal blade....*

Briefly, after many years of serving on the board of *Bogota Accueil*, and having refused to run as president in the past, I agreed to run as president. When the post had been vacated several years before, many people had approached me about running. However, I never agreed to run because I knew an American would never be “accepted” as the president of a French organization, particularly a French ‘Expat Wives Club.’ And, eventually two French women agreed to run as president and vice-president so the problem was solved. I had an extremely busy life between my charity work and jewelry-making classes in the morning, my kids in the afternoon, and my social calendar with non-stop lunches, dinners, and receptions in relation to my “job” of expat trailing-spouse. I am an American-French dual national, and my ex-husband is a dual national Spanish-French, with both of us naturalized French citizens, but not of *pur souche* origin.

But, since my children were in the French school, and my ex-husband is more culturally French (as he grew up in Morocco, in the French school, and then France) than Spanish, we were much more involved in the French expat community than Spanish or American. Unfortunately, Spanish bankers are amongst the most highly socially-conservative people I know—often comparing their management styles to that of the Reign of Terror after Louis XVI—with reports of “Madrid” having chopped off someone’s head and replacing everyone underneath with his entourage *du jour* almost a weekly occurrence.

So a *gringa-froggy* married to a *Spanish-froggy* were not an “acceptable” pair amongst the antiquated Spaniards of Banco Bilbao Vizcaya Argentaria (BBVA) in Bogota. Additionally, I was not “liked” amongst the wives of my husband’s colleagues, because, as I was to learn years later, I always had to be “doing something”—and *my activity clearly upset the inactivity of these women*. Additionally, my ex-husband, in his bullying tactics over the years, had always done everything to sabotage my social networking efforts amongst the Americans in the countries we

lived, so my involvement with them was always alone. So as a couple and family, we were almost exclusively involved with the French expat community in Bogota.

I always had lots of ideas of what could be done with Bogota Accueil, or any of the expat associations, with which I was involved, but my input was never welcome anywhere. The president when I entered the board, was an older socially-conservative woman, who clearly never encouraged any kind of openness or free thought in the board meetings. When that woman left, I had had hopes that the incoming president and vice-president, who were younger, would be open to new ideas and projects. My hopes were squashed in the very first board meeting with the two new younger (*mais de pur souche*) French women, who I was to learn had only agreed to become president and vice-president in order to “save” Bogota Accueil from the demise of having an *Amerloque* as president.

The “reprieval” only lasted a few years, as the president’s husband was transferred back to headquarters in Paris, and the vice-president begrudgingly served out the remaining term; at which point I was obligated to volunteer as president. I had done everything except gotten down on my hands and knees to one of the wives of the president of a large French multi-national in Colombia to run as president, instead of me. I even offered to run as vice-president, she as president, and I promised (crossed my heart hope to die, promise) that I would do all the work. All they had to do as president was preside at official functions, and come to enough board meeting to make it legal. I knew I could run the organization, but I also knew I needed a *pur souche* French woman to “legitimize” my authority on the board by serving as president, even in title only, with me assuming the responsibilities and workload. The ‘Expat Wives Clubs’ are increasingly having problems finding volunteers for their boards—particularly presidents—because it is a lot of work, for no money. And, this was exactly the situation in Bogota.

*Presidencyships* of *Expat Wives Clubs* is no longer the enviable sought after position it once was. The aftermath of WWII was the *heyday* of these organizations. And, *presidencyships* were highly prized positions within the expat communities, with Embassies and multinationals opening their doors and pocket-books for these organizations and the local charities they sponsored. Not only have the expat communities changed, but the entire matrix has changed. The world is no longer polarized economically or politically, with the Third World countries and their colonial structures creating much demand for highly sought after *presidencyships* of Expat Wives Clubs which had great power in developing and directing social networks within the expat community, as well as their interaction with local communities.

In their heyday, many of the women on these boards had an entourage of help in their homes, as well as help from the staff under their husbands in the office. Of course, what this structure attracted was *queenships* filled with *intrigues and conspiracies*—with a strong influence on *who knew who*, and *who knew what* in the expat community as well as local upper-classes. Since Third World countries were the exception rather than the rule in post WWII and Europe in ashes, with the Americans on top of the proverbial colonial totem pole. At that time the Federation of American Women’s Club ([FAWCO](#)), was the only *Expat Wives Club* global structure in existence, and were heavily influenced by colonialism, and in later decades by social conservatism.

While both of the women I had been lobbying to become president were conservative, and I knew they would not be willing to change any of the programs or activities Bogota Accueil offered—which was a shame, at least they were both good candidates. Not only were they *pur souche* French, they also had the personal knowledge and experience needed; as well as the fact that their husbands were presidents of two of the largest French multinationals in the country. Finally, one of these women agreed to step in as president. That was until the out-going president and her entourage got in a cat-fight with this woman, who understandably dropped out of the race, leaving me with the booby-prize.

I so, so did not want to run as president, particularly since the incoming board included several vipers whose husband's worked at the French Embassy, and a friend of mine whose husband worked there, had warned me about. So I knew what lurked beneath the *kissy-kissy, smiley veneer* of these women. Also, as stated in [psychological tests on me that I “perceive situations in which I find myself with great clarity.”](#) And it is true. I read people very well.

(But my “reading people very well” is not secret, or magic trick. I read people very well because I actually listen to what they say, and I observe them. Most of our communication is non-verbal, and you can tell a great deal not just by observing people interact with you, but also with others—in which case the veneers of the Good Fairy Godmother which actually hides an Evil Queen Stepmothers (see *Table 20: “Woman’s Sexism,” Woman’s Inhumanity to Woman by Phyllis Chelser*) are quickly seen through, in order to, if not prevent the knives from being thrown in one’s back in the first place, will allow one to know how to pull them out of your back, and maybe even throw a few back.)

Unfortunately, at the time Ingrid Betancourt promoting her book and launching her presidential candidacy in Bogota, and I had the subversive idea that it would be the perfect opportunity for Bogota Accueil to her to speak to the French community—who unfortunately were not being very supportive of Ingrid. I had gone to her book launching and first presidential campaign event, and was dismayed to see very few French, or other expats, in attendance. While the out-going president at first agreed with my idea, when she got together with the other board members, they all decided that this was in violation of the non-political position of the organization, and were scandalized by my subversive idea. (I thought this ridiculous. I was not proposing a \$10,000-a-plate, fund-raising dinner, sponsored by Bogota Accueil—just a speech.) So I told Ingrid’s sister, Astrid, that I would host something personally at my home and invite the French expat community there, so Bogota Accueil would not be involved at all. Ingrid was kidnapped in the interim, so I never was able to organize anything. However, it did give the vipers amongst the group more ammunition for how “highly unacceptable” I was as president of Bogota Accueil—with my subversive and highly unorthodox ideas.

So before I was even voted in as president (with 3 votes *en blanche*), the ambiance within the incoming board members resembled more of a war zone, than a social group charged with task of “welcoming” French families to Bogota. The two women whose husbands worked at the French Embassy proceeded to trash my good name to anyone in the French community who would listen, and after a particularly turbulent annual gala dinner of the association (a month after the elections, changed from before the elections by the out-going president), the vipers called an emergency board meeting requesting my “abdication.”

When I refused to “abdicate,” they called for a vote by the board to oust me (along with one of the *vocales* on the board, that they didn’t “like,”). The *vocale* in question was a woman that these vipers had requested I kick off the board a week after the elections. They had never liked that I had defied them, and had never wanted this particular *vocale* on the board in the first place. When the vipers had requested that I oust the *vocale*, I told them in no uncertain terms, that I did not have the power to do such a thing, nor would I be involved in any such subversive, and highly immoral activities. In response, I sent a copy of the by-laws to all board members to please read them thoroughly—without indicating why I was making a request for obvious reasons.

By afternoon, my illegal “impeachment” as president had made its way around the Embassy people, and my friend who had warned me about the vipers in the first place, saw me while picking up our children at school. She came running up to me shouting “C’est un coup d’état! C’est un coup d’état! Je t’avais dit ! Ces filles-la sont rein d’autres que des vipers! Bien fait pour elle. Laisse-les dans leurs merdes ! Bogota Accueil va se couler sans toi!” I laughed, but unfortunately, I knew what she said was true. Anything left of a semblance of an organization would be destroyed by these two vipers by the end of the year.

Then, my friend (and even my husband), got mad at me when I accepted to return as president the next day. The vipers had been told by the *revisor fiscal* of the association that what they had done was totally illegal. If they wanted to oust me out, they had to have a reason, and call an extra-ordinary meeting of the association for a vote for my impeachment. So they recanted, and asked me to return. Shortly thereafter, the two vipers resigned, and the association was left without a vice-president or secretary. The unliked *vocale* became secretary, but in the process I had lost any kind of power and authority, I might have had to initiate any new ideas or energy into the association. So I kept the association afloat, and found a new French expat woman to come in as president the next year—telling her “it’s really not a lot of work.” After the elections, however, I told her “You are one of the few people I have ever lied to. This is a lot of work.” She responded, “It’s ok. I knew you were lying when you told me.” And, we both laughed.

Unfortunately, what is a lot of work in these organizations is dealing with the back-stabbing, cat-fights that go on. The ‘Expat Wives Clubs’ structure has so much potential of providing the assistance the expat families need, it this petty back-stabbing culture that it so engenders can be removed from the equation. And, is exactly what Global Expats is all about. See the following (with links to the [Global Expats: Concept & Structure](#), [Trailing Spouse and Expats Family: Challenges and Solutions](#), and [Global Expats Business Plan](#)):



Table 19: Global Expats – Concept and Structure by Quenby Wilcox



Huge social, political, and economic changes have occurred since those first studies, drawing married women into the paid labor force. Women's opportunities for paid employment expanded greatly during the 1960s and 1970s... Legislation began to break down legal barriers for women to pursue careers in professions that had largely excluded them before, such as law, medicine, and management.

As more women enter the workforce the dynamics within the household have altered. With relatively more economic independence, women have a greater influence in family decision making which has led to a marked decrease in the migration of professional couples where two careers need to be negotiated before a move is made.

This is borne out in the fact that despite more companies going international and needing additional overseas personnel, they have reported difficulty in recent years in recruiting employees to relocate overseas.

### The Trailing Spouse of the 21<sup>st</sup> Century

"Family considerations" is one of the major reasons given for not pursuing an overseas assignment including spouses not willing to sacrifice their careers by going overseas where finding appropriate employment is unlikely (Horvay 1997; Bellino and Smith 1997; Harvey and Kinsling 2004; Miller 2007). The middle class trailing spouses of the first decade of the twenty-first century have been raised with very different socio-cultural norms than the trailing spouses of the generation before. Many of them are highly educated women with professional statuses that challenge the sex role stereotypes which dominated the first trailing spouse studies.

The struggle by women to acquire all the advantages of the feminist movement are not given up lightly; many are not willing to forfeit them to follow their husbands overseas. Although the feminist revolution is far from complete, women today have greater economic independence and dual career couples often have a much more egalitarian marriage, allowing women greater decision making powers within the marital relationship (Potuchek 1997).

Adaptation of the Trailing Spouse: Does Gender Matter? by Anne Braachy

...Successful career women want to perform like men in their professional lives, but men don't have the pull of family responsibilities that career mothers do. Often women try to "do it all," the superwoman syndrome which inevitably leads to role overload...They rarely feel they are doing either to their own satisfactory level and can lead to a negative self image. Pamela Stone and Mary Blair Loy have written about these professional middle class women who have opted out of the workplace to become stay-at-home moms because they felt they could not "do it all."

...These many competing pressures to be a successful career woman, a good homemaker, a good mother and a good wife, all driven by the ideals of the traditional sex roles, impact women's lives tremendously. It is these competing identities that determine whether women will become trailing spouses, and will affect their adaptation once they have relocated overseas. Men do not have such competing identities, so their reasons for becoming trailing spouses are much more elusive...

...(The model of the traditional nuclear family) is inherent in women's decisions to become trailing spouses. It is reified by the companies that transfer the families overseas and expect the male worker to have a female support at home so he can give 100 percent to the company. It is constructed within the expatriate community with American Women's clubs and schools defying activities and information needed to be a "good mother." And it is shattered when men decide to become the trailing spouse.

...Although stay at home fathering is becoming more frequent, it still remains a difficult decision for most men. To many people stay at home fathers have crossed the boundaries that are considered gender appropriate and tend to be distrusted by others, men and women alike...Men are taught to be powerful, that is economically successful, and staying at home...to look after children is perceived as submissive or dependent. Relying on a woman's income makes them appear particularly unsuccessful. Women's work is devalued in many societies and as such stay at home fathers are devalued too (Wood 2003).

Adaptation of the Trailing Spouse: Does Gender Matter? by Anne Braachy

An overseas experience as a trailing spouse can be an interesting, exciting experience, and it can also be a frustrating, disempowering experience...With dual earners being the norm in American families, why would a spouse give up their career to move overseas where they probably cannot work?

...People who have decided, for various reasons, to follow their partners overseas, often putting their careers on hold, isolating themselves from family and friends and agreeing to live a domesticated life in a strange culture where many find difficulty communicating with the host society...

...Is the female trailing spouse the victim of gendered social expectations where she trails her husband because she is bowing to the traditional breadwinner role as the naive support, or is she using the opportunity to become a willing trailing spouse to liberate herself from some of the gendered societal expectations that have persisted even in the post-feminist era? Likewise, when a husband decides to follow his executive wife overseas, is it purely an economic decision if he earns more than he does? ...Two different types of trailing spouses emerge:

- Those who agreed to relocate not because they wanted to but in order to improve the family's economic position and enhance the partner's career
- Those spouses who, in their words, were "ready for a change." Gendered social expectations weave throughout the decision making process.

These two patterns are not mutually exclusive. Many participants expressed more than one reason as to why they decided to relocate... A study on dual career couples and found even when wives have equal or better salaries, they tend to be unwilling to consider a move to improve their own career prospects if it means their husbands have to find a new job. Conversely, husbands tend to be more willing to support their families if it means their own career prospects will improve. The Bielews conclude that the husband is fulfilling his functionalist role as the "provider" by perceiving economics to be the most important aspect of the move whereas the wife is fulfilling her role as nurturer and taking responsibility for the welfare of the family above her own desires.

Adaptation of the Trailing Spouse: Does Gender Matter? by Anne Braachy

**Global Expats, LLC**

One of the most important developments of the Internet in the coming years, will be how online communities will interact with offline communities, as well as how they will interact with interest groups, advocacy groups, and local consumer markets. Another significant development in coming years will be the role social responsibility, and activism in an organization's Internet presence plays.

Global Expats and its various divisions will utilize these developments and lead the way in demonstrating how an organization can maintain a socially progressive Internet presence and contribute to community development, while remaining profitable.

Global Expats, LLC will tap into the highly educated, global labor market of 13 million expat women, and demonstrate how a profit making entity can assist in the creation of women led businesses, further the rights of women and children, while promoting global peace and socio-economic development. My blogs on the Huffington (huffpost.com) and Reuters (Reuters.com), as well as my on-going work in defending the rights of victims of domestic violence (see Family Counts in Crisis newsletter and my LinkedIn profile).

These various revenue-generating and low-cost activities will contribute to our brand-imaging and brand recognition, substantially reducing the marketing costs involved in turning Global Expats into "house-hold brand-name" in markets around the world.

Global Expats, LLC structure is modeled after existing expat associations (ie. RAWCO - www.rawco.org) but turns the model into a revenue generating organization. Expat, "trailing spouse" women are in the unique position of collectively understanding the ins and outs and realities faced by the globally mobile family. Their unique knowledge and understanding of the needs of higher income family markets provides a competitive edge in producing a top quality product, and thereby assuring substantial revenue growth and long-term profitability.

The project will provide a comprehensive, long-term solution for global employers in their efforts to assist the families of their expatriated employees, as well as a long-term, comprehensive solution to the dual-career challenge of expat employees (through employment opportunities with www.global-expats.com and Global Expats, LLC, as well as through programs and activities of its Career & Entrepreneur Division.)

**A Helping Hand for the Expat Family**

**Global Expats Modeled After Expat Wives Clubs**  
(Non-profit model developed in 1930)

Global Expats will not replace present expat organizations, but will work with them towards our common interests. We will serve as a liaison, provide support, promote the interests of their memberships, and work with them to achieve our common goals.

**WIVES** (Women's International Service) Clubs Overseas, Inc. was founded in 1931 by Caroline Curtis Brown, then President of the American Women's Club in London, who believed that expatriated women working corporations overseas "the world could do much to help achieve international peace. Its objectives, instead of a meeting of women who in London were to "work towards international goodwill and the promotion of world peace, to help one another solve problems common to them, and to do so in ways which would be of benefit to the world." WIVES is a non-profit and non-denominational U.S. corporation, with over 70 chapters in 15 countries representing more than 14,000 American women the world over. It is the largest network of independent American and international volunteer organizations representing expatriate and other American women overseas.

The main WIVES International headquarters at 400 Madison Avenue in New York City was created in 1938 in order to facilitate the adaptation of expatriated women to new homes abroad to work, at a total cost of 246 chapters in 15 countries.

**The Canadian Expat** - The Canadian Expat Association is a Non-Profit, Non-Denominational community helping all Canadians living abroad under one umbrella platform. At least 70% of the total population of Canada, the estimated 2.8 million Canadians living abroad are connected regardless of where they are living in the world. Operating since the summer of 2007, the association now offers the opportunity for members to work in both French & English for global workers, mostly for Canadian service companies operating around the world, travel services and other information that can help improve their lives while abroad. As an advocate for Canadian Expats, the association is a valuable resource for Canadians living and working abroad and in the world.

**The Association of the American Foreign Service (AFAFS)** is a non-profit association that has been representing Foreign Service women, employees and retirees since 1980.

**Outpost** - With over 60 offices in over 65 countries around the world, Outpost is uniquely placed to provide assistance to their expatriates and their families on the ground. The research can provide reliable information on professional services on most aspects of the abroad, and in particular, on anything related to living in specific locations where Outpost is present, it was established to support their expatriates and their families on the issue by providing a more accessible way of obtaining non-confidential advice, information and services regarding postings.

**A Helping Hand for the Expat Family**



## Global Expats, LLC - Products and Services

## Multi-media Division

**Global Expats Survival Guides** – They will be similar in concept to present tourist travel guides, (Fodor's, etc.) but for the globally mobile family rather than those on vacation.

The books will provide general information about the myriad of challenges faced during the entire expatriation process, as well as city-by-city information on housing, schools/education, utilities, home decorating, food, shopping, transportation, places of worship, sports, leisure activities, financial services, treatment advice, and family issues. Updating and maintenance of information in the guide books will be facilitated by [www.global-expats.com](http://www.global-expats.com).

The basic outline and structure of the guidebooks has already been developed based on my own challenges in living abroad. However, my experience, even if extensive, is not all encompassing. Trailing spouses from a wide variety of professions will be consulted to participate in the creation of the final product.

**Expert Ready Show** – Presenting the daily lives and challenges expatriates face during their travels abroad, as well as the various aspects of the different cultures in which they find themselves.

**Expatriates Cookbooks** – One "survive" money-makers are cookbooks. Expats are faced with unique challenges when cooking abroad, and these would provide recipes as well as cooking instructions. My article *An Expatriate Developing Dinner Ideas* is the basic concept of these cookbooks. The distribution of these books would be the same as the guidebooks. The feasibility and profitability of producing an online video cookbook would be examined as well.

## Social Networking Events

Social networking events will include the following:

**Cultural Visits and Art Exhibitions** – A newly-gone guitar or artist who is passionate about higher work or subject can make all the difference with cultural visits.

**Coffee Meetings, Cooking Clubs and Toddler Play Groups** – Even if these groups do give an antiquated reputation to trailing spouse associations as "meeting more than social events," they are very popular and successful. They provide an important source of social interaction and support amongst spouses, and integration of new arrivals.

**Annual Receptions, Happy Hours, and Dinners** – These events provide husbands, wives, partners, and single expats the opportunity to meet and interact.

**Children's Manual Arts Classes and Festivals** – These give expat children and parents the opportunity to meet and interact.

**Global Expats Bazaars** – In developing countries imported "expat" products have traditionally been exorbitantly expensive due to protectionist trade policies. In response expat associations have organized annual holiday bazaars. Embassies, who enjoy the free import status, import goods, food & services from their countries, which are then sold at lower than local prices in bazaars.

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## Jewelry and Accessories Line

These products would be distributed under the same systems as the aforementioned.

**Eco-Friendly, Luxury Jewelry Line** – None and more publicity is given to the damage that mining of precious and semi-precious stones is doing to our ecosystems, as well as the exploitation of local workers and the political ramifications.

Laboratory gems, rather than those mined from the earth would be used. These gems tend to be confused with imitations are often considered of inferior quality, but this is not always the case. Laboratories such as Chatham and Gien produce very good quality gems, and the French company Swire is the only business that has successfully developed this type of retail product.

(Original market research and examination of the idea, conducted in 1996, found little "eco awareness" amongst consumers, a need for enormous start-up capital to produce a large stock inventory, drawing a huge advertising campaign, a conflict with the multi-layered product distribution system. Entry barriers were considered too significant at the time to develop the idea. Renewed market research in 2002 showed consumer "eco awareness" has skyrocketed globally in the previous decade and development of e-commerce on internet had significantly lowered distribution costs, making the venture viable and profitable at present.)

**Eco-Friendly Accessories Line** – Bags of purses, belts, scarves, and shoes is restricted to the imagination of the designers.

**Eco-Friendly Natural Jewelry** – Markets for designer jewelry using beads, seeds, teapots, bone, shells, etc. is growing globally, but lack effective distribution systems. These are businesses that creative women from all socioeconomic levels can produce from their homes, with little investment and a minimum of training.

## Career &amp; Entrepreneurial Development Division

One of the most difficult challenges of the expats is the "job search." The lack of professional contacts within the host country, as well as lack of knowledge of local business and social customs. Seminars, conferences and social events would be developed to fill these needs as well as provide practical advice for the entrepreneurial and job-search efforts of the expats.

**Seminars and Training Programs** – Possible seminars, training programs, certification and higher education courses are wide and diverse. Courses that work well in my experience are single or related, customized, local networking, and coaching, but the opportunity for the client to meet and on-line courses is growing.

**Career Networking Events** – A variety of events and activities designed to connect expat professional communities with corresponding local communities.

**Entrepreneurial Programs and Activities** – Seminars, conferences and training programs on entrepreneurial development, working with foreign and local commercial departments.

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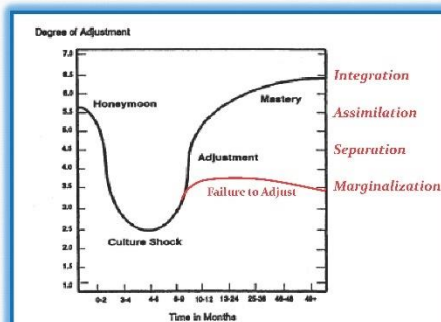


Figure 1. The U-curve of cross-cultural adjustment

(Adapted from Black and Mendenhall (1992))

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Over the years as protectionist trade policies have declined, so have the local prices of imported, luxury goods in many of these countries, eliminating the financial attraction of the bazaar. As a consequence attendance has declined substantially, leaving a myriad of bazaars each year with few participants. The brain-child of this idea said, "Let's bring all of these bazaars under one roof and do a Christmas Around the World Bazaar with everyone splitting the profits." The idea finds solutions for the challenges of present holiday bazaars, and creates a wonderful cross-cultural exchange opportunity for expat communities.

## Social Services Division

**Domestic Abuse Prevention/PAW Division** – Awareness of domestic violence and its prevalence in many of these countries is growing worldwide. The current trend, ending spouse of expatriated employees are particularly vulnerable to this consequence.

They are isolated from support networks, financially dependent upon spouses, & under foreign jurisdiction, customs, & laws, at times in a foreign language.

The unemployed, expat women is in a situation (the different than undocumented, immigrants) open to discrimination, expulsion/expatriation from the host country, and violations of her human, civil and constitutional rights with no legal recourse.

While my research into programs and services offered is on going, this division will not only be involved in protecting expatriated victims of domestic abuse, but will further my present work in community violence prevention & distribution of legal aid to women in the courts.

Cross-country services will be maintained to local law departments from the public and private sector, as well as offered to members of expat communities in general.

**Trailing Spouse Social Services Division** – Health, social & financial benefits packages would be created with under-writing insurance companies. They would then be arranged to expat employees & offered to local business employees. These would include legal fees, which would provide for legal fees in case of divorce.

**International Training Programs** – International training is an enormous, multi-million dollar industry, but mainly concentrates on serving expatriated employees and managers. This division would develop and market seminars designed for expat spouses and children.

## International Equitable Pay Artisan Division

Trailing spouses in developing countries would assist local artisan women in procuring quality raw material, means of production, and design development. These products would then be exported to all distribution divisions of Global Expats in OECD countries.

(Original market research conducted in 1995 found the idea needed a large, global managerial labor force which could oversee quality control & product design. Also, found was that the multi-layered distribution systems, made price of product for end-consumer non-competitive in marketplace. The development of e-commerce on internet has significantly lowered distribution costs, making the idea viable and profitable at present.)

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## Founder of Global Expats

**Quenby Wilcox** was born in New Orleans, grew up in Tucson, Arizona and moved abroad for the first time to England in 1976. She attended Catholic High in Kent, returning to the USA in 1978 to attend Fawcett School in Middleburg, VA. In 1981, she moved to Washington, DC where she attended George Washington University and worked on Capitol Hill. She graduated with a BBA in International Marketing.

After university she worked for several years in the financial markets, and in 1988 packed her bags and was off to Paris to learn French. In 1989 she returned to the USA with the intention of entering law school, but soon returned to Paris to live with her future husband.

Six months later they were off to Madrid, where they were married. In 1991, they were expatriated by her husband's multinational employer in Brussels, where their two children were born. They were then transferred to Paris in 1995.

In 1997, they were transferred to Bogotá, Colombia. While in Bogotá she was active in the Anglophone, Franco-phone and Hispano-phone expat communities, serving on the board of a variety of expat associations, with a tenure as president of Bogotá Accueil (Fédération Internationale des Accueils Français et Francophones à l'Étranger-FAIFE). In addition to her involvement in her children's school, she worked with various local non-profit children's organizations.

At the end of 2003, her family was transferred back to Madrid, where once again she struggled with the perpetual problem of trailing spouses; maintenance of a career. Due to very limited career prospects for a 40+ year old woman in Spain, along with the many entrepreneurial opportunities on the Internet, she decided to start a website for expat families. The idea eventually developed into Global Expats.

In 2007, [www.global-expats.com](http://www.global-expats.com) was launched on the Internet, and the project received enormous interest from the global mobility industry and expats around the world. However, her husband had never wanted her working outside of the home, and when she refused to renounce her work on Global Expats, a very high-conflict, international divorce ensued.

As she continues her legal battles which are now headed towards the international courts on human rights, she has become involved in promoting the rights of women and children within courts around the world. In 2017 she submitted her research and findings on the legal and political issues involved to the United Nations Entity for Gender Equality and the Empowerment of Women – Commission on the Status of Women.

Blogs: [luffpost.com/multiblog](http://luffpost.com/multiblog), [Reuters Foundation](http://luffpost.com/multiblog)

[LinkedIn Profile](#)



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## What is Cultural Adjustment?

• *Manageability of life* – the adaptive to the physical environment and its social structure which includes environmental and structural conditions such as schools, transportation, availability of goods, services, the ability to communicate, consciousness, communication facilities, etc.

• *Acceptance of diversity and change* – "between openness," "adaptation to the situation," "acceptance of culture," "cultural empathy" and "open-mindedness"

• *Trying to communicate successfully* is not the same as having a common language, but about understanding each other's cultural concepts. Many studies today suggest that there are "two different levels of culture, explicit culture, which is that which is visible by symbols and customs, culture which comes to be easily observed and imitated by novices.

## Stages of Cultural Adaptation The Honeymoon Stage

Common thoughts during the Honeymoon Stage include:

Isn't this exciting? I can't wait to go! About that, I never stay interested? Tiringly bored as...

## Characteristics of the Honeymoon Stage:

• You are busy taking care of business (negotiation, housing, bank account, etc.)

• You are observing the new culture and finding it very pretty with the new environment

• You are meeting nice and friendly people

• You are making your first social contacts with members of the host culture

• You are making and doing new things and enjoying a new world

Adapted from the Trailing Spouse Does Gender Battle by Anne Sweeney

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## The Conflict Stage

### Common thoughts during the Conflict stage include:

*We would never do that in my country! Why can't they just...? I only have \_ months before I go home. These people are so...!*

### Characteristics of the Conflict Stage:

- You begin to desire more personal relationships with members of the host culture
- You find you have little time or opportunity to make friends
- You are feeling isolated, out of place
- You may feel tired, sick, depressed, angry, or frustrated
- You have a growing awareness that your home culture's behaviors may not be accepted in the host culture, and you may have to give up, suspend, or modify your own behavior
- Your high expectations remain unmet

## The Recovery Stage

### Common thoughts during the Recovery Stage include:

*You don't understand them like I do. I'm beginning to like this.*

### Characteristics of the Recovery Stage:

- Your language skills improve noticeably
- You begin to understand actions of members of the host culture
- You have finally made friends and feel part of the community
- You develop a greater tolerance for what is strange and new
- You become a mediator between the two cultures
- You feel proud that you can make yourself understood in the target language and that you can understand native speakers
- You blame the host culture for your problems
- You spend lots of time with members of your home culture complaining about the host culture
- You experience problems with the subtleties of the target language

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## The Critical Stage

### Common thoughts during the Critical Stage include:

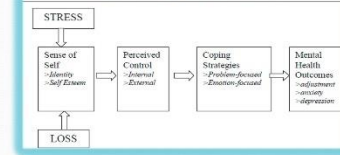
*Why shouldn't they say/do that? We say/do that too, but differently*

### Characteristics of the Critical Stage:

- You choose to become an "explorer" in the new culture
- You accept the challenge of self reflection
- You assume responsibility for your own cultural adjustment

## The Ability to Cope with Life Stressors

Figure 5.1. Conceptual Map of Stress and Coping.



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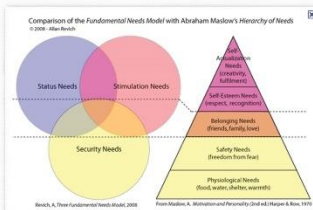
Individuals who possess high self-esteem and in sense of control over their lives have significantly lower symptoms of anxiety and depression when negative events occur.

(Pearlin 1990; Ben, Mikulincer et al. 1992)

The most adaptive forms of coping demonstrate the selective use of both functions of coping (problem and emotion focused) and that when people match or tailor their coping effort to the specific stressors they face, adaptation is greatest and psychological distress minimized.

(Tennen, Becker & Al. 1985; Tennen, Cox & Al. 2001)

## Hierarchy of Needs and the Trailing Spouse



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## Psychological Needs of the Trailing Spouse

### "What relocation support did you receive that helped your family the most?"

"Knowing where the decent suburbs were. What bank to use. How to help a car... help on all aspects of the move... minimizing time in hotels... finding accommodations... taking (and) places to orient ourselves... help moving in, with people to set the utilities (gas, electricity, internet, telephone); help with translator at first; how to buy a car; where, how much; meeting families who can share their experiences of school and living... interview language courses... show me the shops and business I would need... a handbook that was useful. It was the only considered source of information... books about cultural shock and brochures about money... information about living conditions in the new location; advice for career development for the accompanying spouse... assistance in moving pets... get our house settled in and start living... The information received about schools, shopping, and social activities is usually from expatriate (community/spouse) sources.

Source: "Translating and Adapting to a New Cultural Environment: Family Members' Survey"

### What kind of assistance do you get (from HR) at new location?

77.9% - Real estate assistance  
64.5% - Work Permit (for employee)  
49.7% - Set up bank account  
34.6% - medical support (names of doctors...)  
29.8% - School search assistance

23.4% - shopping familiarization  
18.2% - Laundry services  
10.5% - IT assistance for computers  
9.1% - Career counseling  
3.0% - Babysitting service

Companies have reported... that they make cross-cultural training workshops and other pre-departure training available to almost all families. Respondents... reported a different story... such support may be written down in policy, but neither is being communicated or implemented.

The stronger the accompanying family feels, the... happier the employee will be both physically & emotionally, capable of carrying out his or her overseas assignment in a way that is profitable for the company or org & enriching for the family.

Source: "Translating and Adapting to a New Cultural Environment: Family Members' Survey"

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## Safety Needs of the Trailing Spouse

A change in cultural environment can be extremely stressful as it involves a reorganization of cognitive maps, learning new rules for interaction, changing previously learned behaviors and acquiring skills needed to perform in the new situation.

(Gallagher and Gallagher 1981; Torbjorn 1981; Roehner 1986)

The level of cultural difference often indicates the amount of stress or acculturation difficulty a person may experience.

(Sheehan & Pearson 1995)

If the new culture involves differences in language, humor, human rights, laws, or taboos, the process of acculturation is often more difficult.

THE IMPACT OF ACCULTURATION by Jonathan Leggett

...Spouses who had been used to being economically independent before relocation saw the lack of income after relocation as a threat to their financial freedom... [others found] more control of their lives abroad because they viewed their marriage and its resources as a partnership...

(Bischoff)

## Belonging Needs of the Trailing Spouse

Emotional support, particularly in the first few months is especially important to get spouses through the hostility stage of culture shock (Oberg 1966). One way that social support can help with a stressful situation is by providing the necessary resources to help cope with the stressor... exchanging information within a social network, gaining comfort by sharing, and shaping new interpretations to a stressful situation.

(Cohen and Wills 1985; Yehuri 1986; Aguilera and Taylor 1997; Hopkins 1997; Gaskin, Jensen et al. 2004)

Spouses who had been stay-at-home parents found the expatriate community much more of a social and emotional support than the support they had at home... The support can be from individuals, but also from community groups. It is a sense of belonging that is important.

(Edson and Sloan 1992)

...employed transferees who do not have to interface with many of the daily hassles that spouses do, do not understand the stresses that spouses go through... did not understand or appreciate what she had given up. Other spouses felt the international experience enhanced their family ties and they became an emotional support for each other.

Adaptation of the Trailing Spouse: Does Gender Matter? by Anne Bassey

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## Belonging Needs and Expat Wives Clubs

For many spouses, particularly wives, the expatriate community is a social space where resources, help, and support abound. Resources were found through clubs and societies that were run by expatriate spouses... not only gave information that helped relieve some of the stresses (and) provided a space for newcomers to meet people and make friends...

...in some ways the... expat community is a throwback to the 50s when all women stayed at home raising their children and not working. What I have appreciated is the company of so many bright, intelligent women with professional degrees... accomplish great things on a volunteer level. I didn't find that back home...

Not everyone felt the clubs and societies were what they needed for social support... There can sometimes be very negative feelings there. They all want to create a "Little America" and that is not what I am here... Some spouses, particularly non-parents, did not want to join the Club for the same reasons... but could not find another outlet to find their social support.

Adaptation of the Trailing Spouse: Does Gender Matter? by Anne Bassey

## Self Esteem Needs of the Trailing Spouse

Although some spouses felt a loss for some aspects of their identity, people have multiple identities that are formed along axes of identification such as gender, nationality, ethnicity, relationships, profession, or hobbies.

One person can identify herself simultaneously as a mother, a daughter, a wife, a nurse, a dentist, an American, and a Republican, but as her social contexts change, so might her identities. That is, identity is not fixed but plastic and contextual.

Relocation provokes huge context changes that, in turn, generate pressures to alter or change their identifications. Some identities are lost, others are shifted and some are strengthened. Herz and Stroh (Herz and Stroh 1993) refer to the redefining of personal and social roles as identities in a state of transition.

Cognitive dissonance in our beliefs about ourselves can negatively impact our self-esteem and result in a variety of negative emotional states most notably stress, anxiety, and feelings of depression.

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### Self-Actualization Needs of the Trailing Spouse

Two major assets to spousal adaptation overseas are parental status and a readiness for change. Parental status is important to both psychological adjustment and socio-cultural adjustment. Children are an avenue to making social networks to build social support, but they are also a source of an identity that is accepted and respected.

By transferring and building identities and concentrating on activities that provided them with an internal locus of control their self-esteem grew, and they achieved higher levels of adjustment...

Those spouses who were and continue to be stay-at-home parents had less identity dissonance than spouses with professional, high status careers... Spouses who have strong professional identities and firm projections for their career will suffer a great deal of loss if they cannot continue with their careers, especially when they see the transferees enhancing and forwarding theirs...

Adaptation of the Trailing Spouse: Does Gender Matter by Anne Urachy

### Acculturation of the Expatriated Family and Maslow Hierarchy of Needs

### How Does Global Expats Meet the Needs of the Trailing Spouse and Expat Family?

### Trailing Spouse & Expat Family Challenges & Solutions

[www.global-expats.com](http://www.global-expats.com)

"There are two powers in the world; one is the sword and the other is the pen. There is a great competition and rivalry between the two. There is a third power stronger than both, that of the women."

Muhammad Ali Jinnah

"When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up. I wrote down 'happy'. They told me I didn't understand the assignment, and I told them they didn't understand life."

— John Lennon

So as you can surmise my experience with the politicking that goes on in Expat Wives Clubs is extensive. While the above mentioned cat-fight in the *Bogota Accueil Affair* was certainly the most “spectacular” example I have of *walking on eggshells* around the bully, *paralyzed by fear of making any noise lest they also become a target of the bully*, that goes on in these “social” clubs, it is far from the only one. My experience with Ms. Keller and the IMFFA was just another example of the same dynamics, that I have been observing for decades in these associations—and why I am trying to change the structure. One global mobility professional told me when she learned of my project in 2007 “You are just re-inventing the wheel.” And, I responded “No. I am fixing the wheel.”

I thoroughly enjoyed my tenure at the IMFFA, and I did an excellent job while I was there. I created and organized a filing system, not only for their hard-copy archives, but everything in the computer system. My first “real” paying job was at 17 years old on Capitol Hill. And, the woman I worked for was a real drill sergeant, but fair. She ran the Senator’s office like a tight-well-oiled ship. She taught me so much about putting together organizational systems, and how to run an efficient and effective system, and one of the reasons I stayed on as an intern after I had renounced my intentions to enter politics in the international arena. (See my blog [Lessons Learned in Our Nation’s Capitol and Global Governance.](#))

Before I arrived, there was no (organized) record-keeping of any kind at the IMFFA. With each activity, each organizer had to start from scratch. It was sink or swim. This was an issue that I

had desperately fought against as President of Bogota Accueil. The lack of record-keeping. And, the first summer I came on board I worked the month of August while all the members were gone, throwing out old files and junk that cluttered the office, going through all the old records in the computer, putting together a file system with the little that existed and creating folders for a full structure and future files. I also put together an organizational chart with recommendations for how to improve communication and workflow between the board members. There was not much interest in my recommendations, as all of the board members were focused on their careers rather than changing the status quo.

I had a wonderful rapport with the board and all of the members. I adore children and organizing social activities for children and families. For me it was a very therapeutic job after the terrible ordeal I had experienced, and was continuing to experience with my legal battles, in Spain. It was therapeutic that is, until Ms. Keller took over as Chair.

Ms. Keller was totally disorganized, and obviously had no experience or qualifications for the position. The only work experience Ms. Keller possessed was as a freelance translator for the previous 26 years, and organizer of the IMF Teen Summer Program and career networking events for a couple of years. Ms. Keller was conflictual with many people within the organization, with disastrous results for the monthly *Chronicles* magazine.

I was constantly calling Multimedia telling them to “Stop the Press” on yet another final draft that had been approved by Ms. Keller and Mr. Harper. Another example of Ms. Keller’s erratic behavior was with the brochure for the yearly volunteer luncheon. Each year this was done by the same retiree spouse, who had been doing it forever—and who required very little assistance from me, or the IMFFA. Each year she would meet with Multimedia and arrange everything directly with them, I was just to send updated names, dates etc. Then, one day I received a phone call from the retiree spouse, and she said “You can’t believe what it’s like working with that woman [Ms. Keller]...” And, I laughed, and replied, “Yes, I can!” Apparently, Ms. Keller had attended the meetings with this retiree spouses and Multimedia and wanted to micro-manage EVERYTHING.

Unfortunately, like all too many micro-managing managers, Ms. Keller created chaos and disaccord everywhere she turned. Her micro-managing went so far as to include keeping a log of the comings and goings of the members of the IMFFA. I suggested putting a login book for members to sign-in, rather than me registering their movements without their knowledge. But, Ms. Keller insisted that I keep track of who came to the association every day without informing them. (To my knowledge, at least, Ms. Keller never informed the association of my keeping track of their comings and goings. She might have announced it in a public meeting; but through written communication no such announcement was ever forthcoming.)

From the beginning, when I first met Ms. Keller in the summer of 2009 she was condescending and arrogant. I’ve known many women like Ms. Keller. So I took her attitude in stride, and put it down to stupid, petty jealousy. I had nothing of “value” to offer Ms. Keller, so she did not waste her time trying to cultivate a friendship with me. Also, socially I was a threat to her. I was not married to anyone in the Fund, and I was not the usual 20-ish girl they usually had running the

office. The fact that I was highly competent, and around the same age and social-class as Ms. Keller, on top of being divorced, made me a threat to Ms. Keller on numerous levels.

Additionally, since I was totally marginalized by society and literally one paycheck away from homelessness, I was the perfect target for any bully. Not only was I grappling with the daily realities of the total poverty in which I had been thrown, but I was also fighting legal battles in Spain that taxed the rest of my time. I was busy with many battles at so many different levels. Also since I was not married to anyone in the Fund, unlike other women in the association, there would be no *social backlash* or *protests* from an angry spouse with my ousting—for the simple reason that I was the only one who did not have a spouse in the Fund. I was a perfect target, and Ms. Keller took total advantage of the situation—constantly belittling and depreciating me.

Additionally, I had several reports from people about her bad-mouthing me to ladies during IMFFA events. I even received reports that she had asked the board to fire me. The board refused, saying that I was the best assistant the IMFFA had ever had. And, I was. Not only had I been an expat since 1978 and 14 years old; but I have ~20 years' collective experience as board member and president of Expat Wives Clubs; 20 years as member of a variety of Anglo-phone, Franco-phone, and Hispania-phone Expat Wives Clubs; I am tri-lingual (not bi-lingual); and I am a world expert expat divorce issues; and Founder of a global organization that utilizes the Expat Wives Clubs model—the very same model used by IMFFA.) Literally, there is not another person in the work-force with my knowledge, and qualifications, in regards to expat issues, domestic violence within an international context, and trailing spouses—the fact that I was considered incompetent for the job is absolutely ludicrous, and should have raised warning bells with her HR contacts, as to the motives behind Ms. Keller's obvious hatred, and jealousy of me.

The young woman who Ms. Keller eventually brought in to replace me, while not “unqualified” for the position, did not have anywhere near the same experience or knowledge that I did. There was absolutely no basis, or reason that Ms. Keller would have had to request my termination—other than strictly personal and malicious intent upon her part—or the desire to occult a more malicious objective; the fact that the ideas she was promoting to HR as her own, where not in fact hers, but mine. As one of the members of the IMFF said to me when he found out that that she had finally succeeded in illegally terminating me, was “My God! If anyone in this world should be supportive of your efforts, it's the IMFFA!” And, he was right.

When Ms. Keller was unsuccessful in ousting me with the board's approval, her efforts turned to trying to do it behind their back, and she eventually succeeded—due to the support of IMF HR. As already stated, Ms. Keller (and Mr. Harper) had enormous problems in publishing the monthly Chronicles magazine in a timely and orderly manner. It was not uncommon to send 5, 6, 7 “final” draft to Multimedia that had been approved for “final” print. It was due to this disorganization and inability to prioritize and make decisions, that publication of the magazine became a major monthly production.

Additionally, at the time Ms. Happel began working on the *The Compass - Navigating the IMF and Beyond, a Handbook for IMF families*. The working group responsible for compiling the handbook was advancing nicely, until Ms. Keller became involved in the final drafts, and began to micromanage the entire project. While I observed many instances of micromanagement,



bullying, and double standards in Ms. Keller's behavior while I was at the IMFFA, perhaps the worst was when the IMFFA decided that their logo was antiquated and needed updating—which it did.

So one of the new members, Andre Bezerra, a professional graphic designer, was asked to design a new logo. He did, and did an excellent job. His design is the logo that the IMFFA uses today. However, Ms. Keller did not like the design, Mr. Bezerra submitted, and unilaterally decided not to use it. No one else on the board, or any of the members had any issue with the logo—and even like it very much, as did I. But, Ms. Keller told Mr. Bezerra “that just because he had submitted his idea, the IMFFA was not obligated to use it.” I was flabbergasted, that she would be so rude to Mr. Bezerra, when the association has solicited him to design a new logo (see below)—which he did so nicely and with such pleasure. I was so disgusted to see Mr. Bezerra denigrated in that way.



Finally, since Ms. Keller was unable to obtain my termination through the board she began manipulations in order to have me removed. Up until the time, Ms. Keller became Chair, I rarely, if ever did any overtime—and had even reduced the administrative costs of the IMFFA by ~\$10,000 in my first year, by developing a record keeping and organizational system. However, after Ms. Keller became Chair, she and Mr. Harper were constantly instructing me to do overtime work. (The archive emails of the [imffa@imf.org](mailto:imffa@imf.org), from Oct. 2009-February 2011 can confirm said solicitations of overtime work from Ms. Keller and Mr. Harper, noting that written solicitation of work in emails is a tacit “authorization” of overtime work—contrary to the contentions of Ms. Keller and Mr. Harper.)

A few days after the IMFFA Volunteer Lunch in spring of 2011, right before Ms. Keller ended her term as Chair, and was to step down, with Ms. Sarah Happel stepping in as Chair in May 2011; Ms. Keller summoned me into the conference room with Mr. Harper and informed me that she was giving me two weeks' notice, and that I was being fired. She told that I was being terminated because “my situation” made the member “uncomfortable.” I was amazed—not amazed she was firing me. I had known for a long time, she was maneuvering to have me fired. What I was amazed about, was that she would opening tell me that she was firing me for being a victim of domestic abuse. As she fired me, I thought, “I know this country has gone to hell, but to this point?” That someone in an organization like the IMF would so flagrantly break the law!—with no remorse, or concern for the consequences—was incredible, to say the least.

I told Ms. Keller, and Mr. Harper whose presence was to intimidate me (two bullies are more intimidating than one, and often seek allies in their attacks), that what they were doing was highly illegal. My contract had just been extended with the IMF (through Career Blazers, now Global Employment) until the end of April 2011, so legally they had to respect at least that contract. I had done nothing wrong, and it certainly was not my fault that I am a victim of domestic abuse, nor my fault that I am a victim of legal abuse—and now with Ms. Keller, workplace abuse and bullying—not my fault either.



At first Ms. Keller, indicated that they were firing me, but in order to avoid any embarrassment for me, they would tell members of the association that I had decided to leave. I told Ms. Keller, she could tell the members what she wanted, but I would be telling them the truth—that she was unilaterally firing me, because my “situation” (as a DV victim) makes the members “uncomfortable.” Incredible!! What should have been making the IMFFA members much more “uncomfortable” than my situation, is the fact that an ex-IMFFA member and domestic abuse victim was sitting in local prison under charges of international child abduction with her husband requesting a transfer to another country with her children, who “at least were only be abused psychologically”—while they were firing me. If Ms. Keller had been as concerned about this woman as she was in trying to get me fired, maybe the woman would have never ended up in prison in the first place.

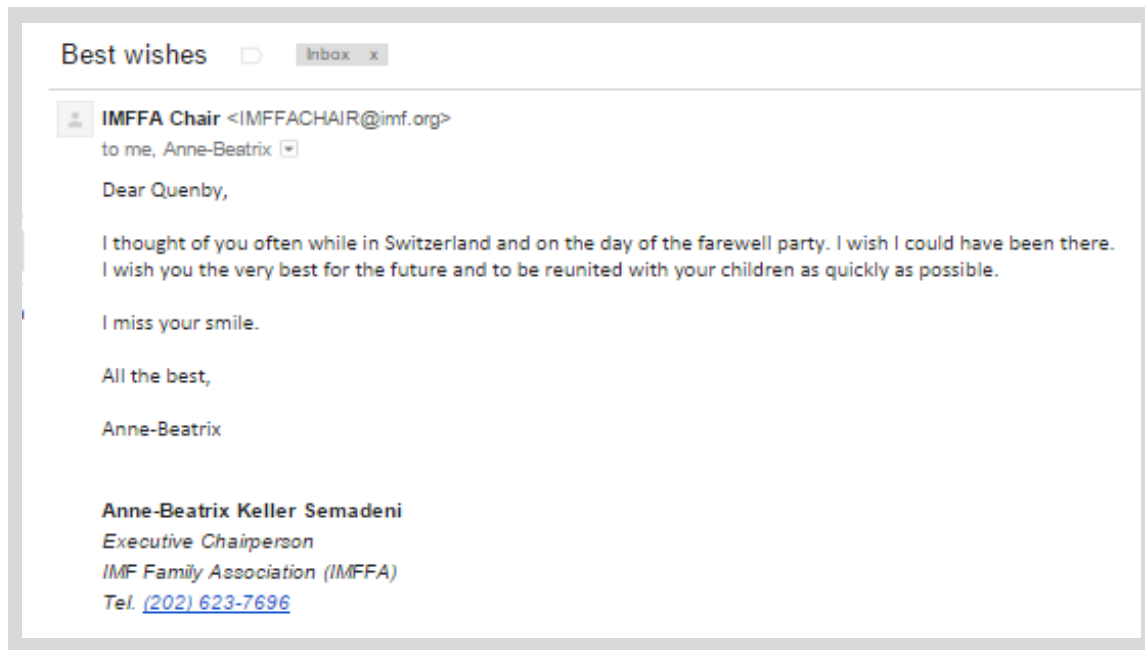
Additionally, I told Ms. Keller and Mr. Harper that while I was sorry that my situation made IMFFA members “uncomfortable,” I told her “I’m not having a real good time here myself—believe me! If I had another option in life, I would take it. But I don’t.” Then, when Mr. Harper added, “It is what it is!” I responded, “John, it is because of that exact kind of attitude, that we have women and children dropping like flies all over the world.” The callous disregard for people, and any semblance of humanity of two people who are supposed to be heading up a “charitable” organization, was disgusting.

The conversation ended with me making it very clear to Ms. Keller and Mr. Harper that what they were doing was not only highly illegal under US labor laws, as well as international human rights standards, but that I would eventually be taking my case to the international courts detailing all of the violation of my rights during my entire ordeal, with this being included. They said they understood, but did not care. Which brings me to my case at present, which I will be submitting in the coming month detailing all of the violations of my rights in the past 8 years.

Ms. Keller sent an email informing the IMFFA that I was terminated, and disappeared in Switzerland for my remaining 2-weeks, with instructions that she was unreachable by email or phone for those 2-weeks. It was my understanding that 2 board members contested Ms. Keller actions, but since Ms. Happel and none of the incoming board wished to contest the actions of Ms. Keller, my only course of action remained a legal one against the IMF and/or IMFFA.

However, I believe that one of the reasons Ms. Keller was attempting to change the legal status of the IMFFA vis-à-vis the IMF in 2010-11 was that under the old regime (see her LinkedIn profile job description below), if I had sued for false termination, I would have been suing the IMFFA (with board members personally and financially liable). But under the new MoU initiated by Ms. Keller; if I sued I would have been suing the IMF. I had read through the old statutes of the association, and the new MoU that Ms. Keller was pushing through, and saw exactly what Ms. Keller was doing. And, why she waited to fire me until she had the new MoU signed, seal and delivered. I believe the signature date on that MoU would correspond to the date of the Volunteer Luncheon with Ms. Anne Sinclair in attendance in spring of 2011—a few days before I was terminated. (I don’t recall the exact date of the luncheon, but I recall the events of the morning of the Volunteer Luncheon very well.)

However, the truly callous and vicious nature of Ms. Keller is reflected in the following email that she sent to me in 2011—full well knowing that all I lived for, and live for, is to be reunited with my children, and get me life and property restored to me. Given the manner in which Ms. Keller had fired me, this email while on the surface may seem *kissy, kissy nice*, it is in reality it is a cruel, cruel attack—and demonstrates the true nature of this woman who waste so much of her energy and life on facades and social climbing.



While Ms. Sarah Happel was not a principle in my illegal termination, she was certainly informed of it, and therefore an accessory after the fact to any criminal liability, as well as civil damages. However, the legal implications for Ms. Keller, Mr. Harper, and Ms. Happel go far beyond the violation of US labor laws, defamation of character, and intellectual property rights violations, but also include human rights violations. While I believe the illegal manipulations were orchestrated by Ms. Keller exclusively, Mr. Harper and Ms. Happel did voluntarily enter into what they knew to be not only illegal, but also immoral activity—thereby rendering themselves complicit to all legal and financial liabilities produced. It should be noted that in terms of human rights violations, torts are on-going, as is the financial liability of all parties implicated.

However, what the case in point highlights is to what extent the narcissistic, self-serving personality is detrimental to society as well as themselves. From the very beginning of my project I have been looking for partners and collaborators for Global Expats, more than willing to offer equity in the company in exchange for its development. Over the years I have repeatedly contacted IMF and World Bank spouses in the hopes of finding a spouse that might in turn get some support or backing from the IMF or World Bank for the project. On several occasions, I have spoken with Ms. Sheila McKenna at lengths about offering IMFFA members remunerated positions once I can get the platform up that I need. But, I have never found a spouse interested.

All I have needed from the beginning of this project has been a website platform, similar to any of the big local search directories on the Internet today—[www.tripadvisor.com](http://www.tripadvisor.com), [www.yelp.com](http://www.yelp.com), [www.zomato.com](http://www.zomato.com), along with networking capabilities of facebook, etc. And, while Ms. Keller does not have any management experience, not only does Ms. Happel have a background in management, but she also is a “leadership coach.” If Ms. Keller and Ms. Happel had not been so intent on promoting my ideas as their own, for their own credit and glory—trying to destroy me in the process, they would have realized the “pie was much bigger than they thought.” They were both so busy pursuing their personal, narrow interests they could not see beyond the tip of their noses.

But, perhaps the most perplexing, or rather telling, incident involving Ms. Happel was that in May 2011, we exchanged the following emails.

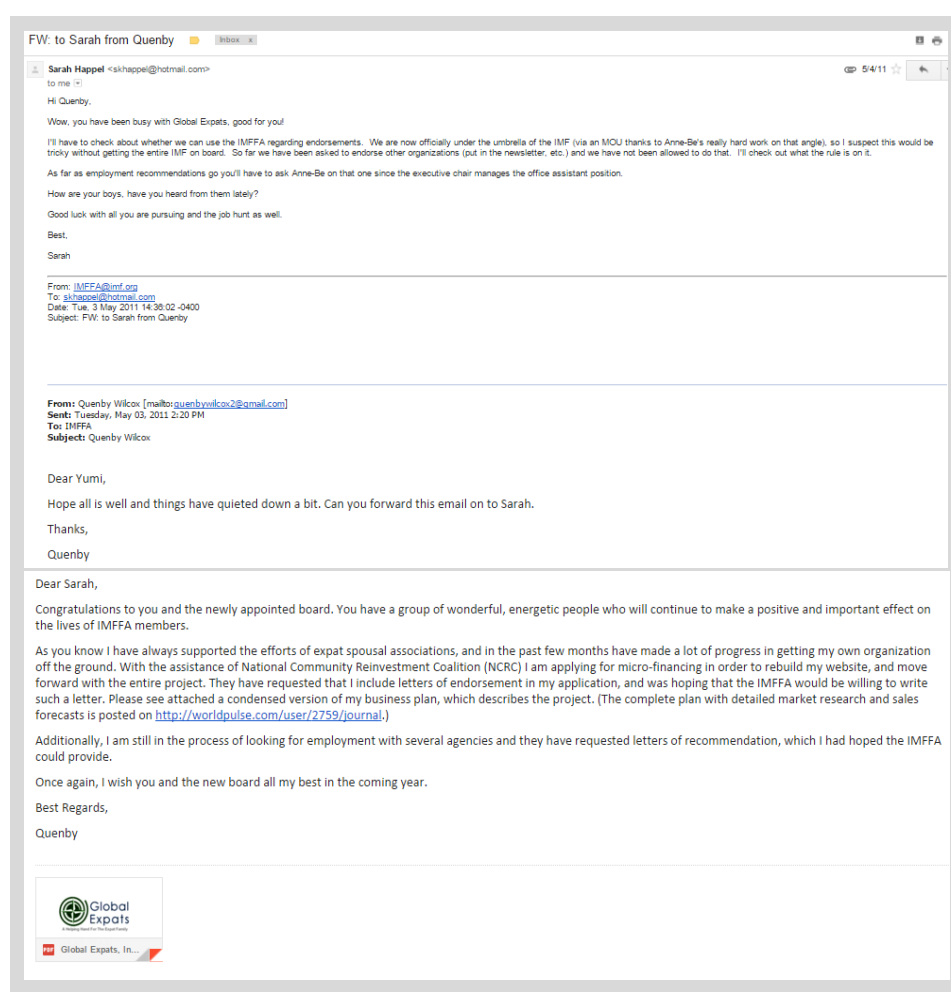


Figure 3: Emails Ms. Happel, Chair IMFFA

I never heard back from Ms. Happel concerning any kind of endorsement from the IMFFA, which I found incredible given the fact that I was not suing them for wrongful termination. I thought the least they could do was assist me in trying to get some funding for my project. Additionally, I thought at the time, “Is Sarah an idiot? I understand Anne-Beatrix can’t understand the value of this project—she’s a translator, and nothing more—but Sarah?! She’s one of these life/leadership coaches I keep on hearing about? This would be a bee in her bonnet, to

help me, not only professionally to help me get up and running, but also for her husband at the Fund. And, leadership. She needs to learn that leadership is about more than standing up and giving speeches. Typical. All rhetoric and hot-air, while making a quick, easy buck!”

It is worth noting that Ms. Happel does not “produce” anything except advice on how to be a leader. In order to teach people how to be a leader, one must first be able to be a leader. And, Ms. Happel, clearly demonstrated her inability to do so in this instance. Ms. Keller was the original author of her manipulations, but Ms. Happel became a willing participant in those manipulations, even if she was unaware of her complicity in the conniving of Ms. Keller—and the financial liability her complicity was generating.

This is THE number one problem. People who don’t produce anything but hot air, and get paid lots of money to do it?! (See [FfD: A Midsummers Night’s Dream](#).) I assume what happened was that Ms. Happel did not want to show IMF HR my Business Plan and project for fear they would realize the ideas of Ms. Keller, were not in fact her ideas. (This is a supposition on my part, as I have no way of verify it, but would be the logical conclusion in this case.)

However, unlike the intentions of Ms. Keller, I did not end up totally destroyed and homeless, and I have survived all of these years—without once seeing my children and rarely speaking with them—I am sure she will be happy to hear. Additionally, it should be noted that Ms. Keller wrote me a very favorable letter of recommendation (see *Figure 4: Letter of Recommendation from Ms. Keller*)—which of course she would not have done, if she did not know that she was lying to IMF HR about my over-time, and afraid I would sue if she continued with her false accusations against me. She was afraid of a lawsuit—and rightfully so.

However, it should be noted that at present, instead of a full-fledged company with thousands of employees around the world, and revenues generated in the billions of dollars—and everything moving forward, I am still at square one. I was finally able to save enough money to get a working prototype on the Internet this past summer, [www.global-xpats.com](http://www.global-xpats.com), and can now meet with potential investors and partners—5 years later. Five more years of my children’s life, and my life that I have missed—in part because Ms. Keller and Ms. Happel wished to cut off their nose to spite their face.

letter of recommendation

Inbox x

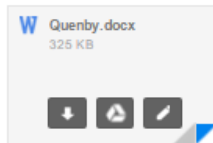
Anne-Beatrix Keller-Semadeni <anbkeller@gmail.com>  
to me

Hi Quenby,

please find attached a letter of recommendation.  
The one called "Quenby.tif" is a scanned version with my signature.  
I put the date "April 30", which was the last day of my tenure.

I hope you find a job you like and wish you the best for the future.

2 Attachments



Quenby Wilcox <quenbywilcox2@gmail.com>  
to Anne-Beatrix

Dear Anne-Beatrix,

Thank you. Hope you and your family are well and all my best for the future.

Regards,  
Quenby

Anne-Beatrix Keller-Semadeni <anbkeller@gmail.com>  
to me

You're welcome Quenby. Take care.  
Anne-B



April 30, 2011

TO WHOM IT MAY CONCERN:

As Executive Chairperson of the IMF Family Association, I have had the pleasure of knowing Quenby Wilcox since June 2009. Ms. Wilcox worked as the Membership Coordinator/Administrative Assistant of our association until February 2011.

I feel confident that Ms. Wilcox will continue to succeed in the responsibilities that she will be given wherever she goes. She is dedicated and flexible, and understands the needs of other people, in particular expatriates and their families. Her languages skills - she speaks French and Spanish fluently, are excellent.

Ms. Wilcox assisted us in our office and administrative duties and successfully demonstrated a pleasant and encouraging attitude towards our members and a positive attitude towards work. She has also proven to be a take-charge person who is able to develop plans and implement them.

She served as contact person for IMFFA members, providing information about services, activities and events; provided assistance to board members and committee chairs; helped with the coordination and implementation of activities; provided administrative services; took care of logistics and deadlines; worked on IMFFA's weekly newsletter and flyers; assisted with the final edits of our monthly magazine; and updated our website. Ms Wilcox was always punctual, reliable and with a smile.

It is for all these reasons that I recommend Ms. Wilcox. Her drive and abilities will truly be of interest to your establishment.

Sincerely,

Anne-Beatrix Keller-Semadeni  
Executive Chairperson 2009-2011

Figure 4: Letter of Recommendation from Ms. Keller

**Unfortunately, the type of immoral and unethical behavior of Ms. Keller and Ms. Happel, is standardfare in the development world, and is why the funds destined for Financing for Development will be used to force the world deeper and deeper into its economic crisis and abyss, if government's do not first address rampant corruption in its judicial systems, see [FfD: A Midsummer Night's Dream](#),**

*While [FfD]these goals are certainly ambitious, what guarantees exist that the problems in systems and financial markets which created the global economic crisis in the first place, will not repeat themselves – sinking economies further into decay, rather than lifting them into prosperity? Why, this time around, will the rampant greed and immorality within the financial markets and its players, not use the monies in FfD in the same irresponsible manner that they have in the past? Creating financing crazes and financial bubbles wherever is easiest, and wherever people are most exploitable.*

*In fact, if one examines the big picture of events of the past four decades culminating in the present economic crisis, not only is it highly unlikely, it is almost a certainty that if the world continues on its present political, economic, and social trajectory, then the outcome of FfD and SDGs will contribute to sending us down the same dysfunctional path as before.*

As I told Ms. Keller in the meeting when she wrongfully terminated me. I will be pursuing my case all the way to the international courts, and while there was nothing I could do at the time that she terminated me, I can, and I will denounce her actions to the international courts. I, and my project, Global Expats, are very well known in the global mobility industry and I receive

invites from coaches on Linked on almost a daily basis. Not only will the professional reputation of these women be damaged by their manipulations, but they have also put their families in potentially serious financial problems with the damages their actions have caused.

Unfortunately, as I have seen over the years, many women do not get involved with Expat Wives Club for philanthropic motives. Most get involved to help the breadwinning spouse's career and/or have their photo taken with the Ambassadors wife (or MD's partner, as the case may be). This is also why these structures are often more riddled with bickering and mud-slinging, than constructive projects and programs. One of the main issues I wished to address in transforming Global Expats into a for-profit organization was to stop (or at least reduce) the inherent bullying that goes on in these non-profit structures. Since these organizations have in essence no oversight, board members are constantly bickering over power and glory—leaving the few who are committed to the cause doing all the work, and getting none of the credit. As Phyllis Chesler states in *Woman's Inhumanity to Woman*,

*Although women have increasingly entered what were once male-only professions, many women still experience each other's overt, visible, direct, or covert, competition as not only dangerous, but demonic too.*

*[Among women], power becomes centralized into an informal elite or oligarchy. In the absence of formal rules or authority a power vacuum is created which is filled by those who have the time, energy, and skills to act, usually linked by an informal network based on friendship rather than skill, with no formal accountability. In our case, Barbara [the woman who sued Onyx], with her partner, was able to form a strong informal pressure group. Within the collective, the emotional is as important as the rational.*

*Some women also use the "intimacy card" and informal emotional networks at work as a way of manipulating, controlling, or paralyzing their potential female opposition. A woman may hope that by engaging in bonding and intimacy with female colleagues, she can guarantee that those colleagues will "watch her back" and not treat her as an enemy...*

*...Indeed the primary targets of women's aggression, hostility, violence, and cruelty are other women. As most know, a woman can make life hell, on a moment-by-moment basis, for any other woman whom she envies, fears, or with whom she must compete for resources. For example, older women and all-female cliques tend to bully girls and women into submission cliques shun any woman whom they view as prettier, smarter, sexually freer, or "different."*

*Female rivalries tend to support, not disrupt, the status quo. Thus, in order to survive or to improve their own lot, most women, like men, collude in the subordination of women as a class... In a sense, women maternally enchant—then terrorize or "turn" upon each other. Fairy tales are fraught with just such Fairy Godmothers and Evil Stepmothers, and should be understood as a history of embattled female relationships and other sudden reversals of blissful, dyadic fortune....*

*Pulitzer-Prize-winning science writer Natalie Angier does not view women as innocent victims. She writes:*

*They have complied with customs that control female sexuality, such as infibulation, purdah, and clausturation, and they have insisted that their daughters comply as well. They may even be the active agent of such customs.*

*In Ilsa Glazer's view,*

*The more subordinate women are to men and the more dependent they are on patriarchal social structures, the more injury they inflict on each other.*

*Whether female-female cruelty is caused by female opportunism or by female captivity, the harm done is real...*

*According to Indiana sociologist Donna Eder and educational researcher David A. Kinney, white, Midwestern teenager girls are attracted to popular and attractive female cheerleaders; they want them as friend for status reasons. However, non-cheerleaders teens also resent cheerleaders and view them as stuck up and unfriendly. [ ] Thus, paradoxically, girls tend not to bond with the cheerleaders in their school...*

*When a woman admires a woman who is different from herself, she may also envy her... Laura Tracy is enlightening on this. She writes:*

*When women compete with each other, we are trying to differentiate ourselves. But since knowing we are different from other women frightens us and makes us feel that we will be abandoned and alone, most of us have learned to disguise our competitiveness. Instead, we feel envy. We feel envious of the women with whom we compete, far more consistently than men envy the other men they come up against...*

*Many women will say: "She's my friend, she'll back me, she'll lie for me, no matter what I do." This kind of personal loyalty must be tempered by an equal loyalty to justice and honor. Many women have been trained to choose peace as the path of least resistance. This usually means accepting the status quo and on its behalf, punishing anyone who challenges it... A woman must be taught to take sides in matters of justice...*

Please see the professional experience of Ms. Keller and Ms. Happel, prior to the IMFFA, and since then, compared to my own.



[Anne-Beatrix Keller Semadeni<sup>11</sup>](#)  
[Washington D.C. Metro Area](#)  
[Public Relations and Communications](#)

[Director of Development](#)

[Knowledge Ecology International](#)

December 2015 – Present (4 months) Washington D.C. Metro Area

[Executive Chairperson, IMF Family Association](#)

October 2009 – April 2011 (1 year 7 months) Washington, DC

Supervised 30 committees/activities; **advocated for and secured IMFFA's legal status vis-a-vis -the IMF through a memorandum of understanding**; reinforced IMFFA's mission, visibility and impact; obtained substantial budget increases in times of financial constraint ; attracted highly skilled volunteers; strengthened relationships with sister organizations at the World Bank and the Inter-American Development Bank; conceived and oversaw publication of *The Compass - Navigating the IMF and Beyond, a Handbook for IMF families*; provided content and oversaw publication of *Chronicles*, a monthly magazine, as well as other publications.

[Board Member; Career Networking Chair; Teen Summer Program Director](#)

[International Monetary Fund Family Association \(IMFFA\)](#)

2007 – 2009 (2 years) Washington D.C. Metro Area

[Freelance Translator](#)

[IMF, WB, IDB, AfDB, OAS, ILO, BIS, etc.](#)

1983 – 2009 (26 years) Washington, DC/Basle/Geneva

Figure 5: Anne-Beatrix Keller LinkedIn

[Sarah Happel](#)

[Washington D.C. Metro Area](#)

[Professional Training & Coaching](#)

[President & Founder, Spectrum Leadership Solutions](#)

[Spectrum Leadership Solutions](#)

September 2002 – Present (13 years 7 months) Vienna, Virginia

My background is in cross-cultural communication and transition management. I help professionals explore leadership from a career development transition point of view, whether from across divisions, organizations or countries. I spearhead and facilitate leadership programs for international employees and leaders of large organizations. I design appropriate strategies to create & encourage cultural understanding as well as individual growth and transformation both personally and professionally. I have worked with large international companies such as PricewaterhouseCoopers in Germany, Luxembourg, Spain and the USA.

[Executive Coach & Leadership Consultant](#)

[Human Capital Advisors](#)

<sup>11</sup><https://www.linkedin.com/in/anne-beatrix-keller-semadeni-b23a4919>

2012 – 2015 (3 years)

**Intercultural Trainer & Coach**  
**Spectrum Leadership Solutions**

2005 – 2013 (8 years)

**Former Executive Chair, International Monetary Fund Family Association**  
**International Monetary Fund Family Association**

2010 – May 2012 (2 years)

Lead and oversaw a 9-member board, 40 Committee Chairs and 1,500 members of the IMFFA. Spearheaded and managed dozens of professional, educational and cultural events, workshops and seminars in addition to growing awareness and membership.

**Cultural Trainer**  
**Dean Foster Associates, Intercultural Global Solutions**  
2010 – 2010 (less than a year)

**Intercultural Training**  
**PricewaterhouseCoopers**  
2005 – 2009 (4 years)

**George Mason University**  
**Advanced Coaching Certification in Well-Being**  
2013 – 2014

**Georgetown University**  
Certification, **Leadership (Executive) Coaching**  
2010 – 2011

**Kansas State University**  
Master of Science, **Communications & International Relations**

Published by Sarah  
**SOAR Program for Business Leaders in Tysons**  
February 3, 2016  
**Discovering Deep Leadership**  
October 15, 2015

Figure 6: Sarah Happel LinkedIn

**Quenby Wilcox**  
**Washington D.C. Metro Area**  
**Marketing and Advertising**

**Founder**  
**In Defense of Freedom of Speech in America!**  
January 2016 – Present (3 months) Washington  
Please read my posts regarding the issues Mr. Penn wished to raise, and feel free to post comments. That WAS the object of Mr. Penn! posted on  
<https://www.linkedin.com/today/post/author/posts#published?trk=mp-reader-h>

~~~~~

Most people are familiar with the scandal in the press regarding Sean Penn's Rolling

*Stones article on El Chapo, and his ensuing interview on 60 Minutes.*

*I read not only Mr. Penn's article, but also all those by "journalists" attacking Mr. Penn's literary style, as well as his "qualifications" as a journalist. It should be noted that most "journalists" launching character assassinations against Penn do not possess journalism degrees either. So this is definitely a situation of the pot calling the kettle black.*

*The world is on the brink of collapse, w/ the Failed War on Drugs one of the central issues & everyone wants to talk about writing styles? This is ludicrous & a huge violation of freedom of speech for media outlets to simply delete comments they do not "like". And, now the mediators at HuffPost have gotten in VIOLATION OF RIGHTS GAME by not posting all my blogs SEE <http://www.huffingtonpost.com/quenby-wilcox/>*

*The Penn Affair is 4th smoking-gun of FAILURE TO REPORT of American media - others in my [CEDAW case](#) for discrimination against women are ABC/Sawyer, Washington Post/Pincus & WSJ/Expat section. The legal question is "do media outlets have OBLIGATION to report human rights violations when they obtain knowledge w/ verifiable evidence? Is FREEDOM OF THE PRESS A HUMAN RIGHTS OBLIGATION?*

*Issues Mr. Penn wished to raise are of such importance in this upcoming election year, & simply must be injected into the presidential debates; as was Mr. Penn's very noble intention.*

*Do not let those who use the press to manipulate public opinion, again mock & ridicule the important issues. PUT THESE HARD QUESTIONS TO CANDIDATES IN THE DEBATES!!*

*PLS. WATCH (<https://www.youtube.com/watch?v=ANUETHTYfcU>). THESE ARE THE IMPORTANT ISSUES!*

*Sean Penn hopes to talk to "El Chapo" again*

*Founder*

*[War on Domestic Terrorism / www.warondomesticterrorism.com](http://www.warondomesticterrorism.com)*

*January 2013 – Present (3 years 3 months)Global*

*You only have to tune into a news channel these days to hear how we are 'winning' the 'War on Terror' — just before another bomb goes off, or some kid opens fire on a slew of people in another mass-shooting. Then, speculations run rampant in the news, while authorities determine whether this was a "terrorist" attack, or just some kid "run amuck" — with the criteria used rather vague & arbitrary.*

*What few people, & even less 'authorities', are realizing is that the profile & upbringings of these mass-murders are always chillingly the same. While some use religious or political rhetoric to justify their actions, & others are labeled "as having suffered from psychological problems" (whatever that means), when the press & 'authorities' start digging into the murderer's past, the stories of dysfunctional and/or violent childhoods are always omni-present.*

*What I hope people might realize in visiting [www.warondomesticterrorism.com](http://www.warondomesticterrorism.com) is that until 'those in power' really, truly get serious about combating domestic abuse, their 'War on Terror' will never be won. Not only are they fighting a losing battle against 'Terror', but the true 'Enemy' (the 'Enemy Within') continues to grow; getting stronger & stronger every day, & will eventually engulf us all. (See my blog *Terrorism Around the World: The War Within* - <http://www.global-xpats.com/blog/terrorism-around-the-world-the-war->*

*within.html).*

*This is why, after much reflection, I have decided to call this website & my campaign for action, the 'War on Domestic Terrorism'.*

*This war will not be won with weapons, nor words, nor empty promises, it will only be won by ACTION.*

*ACTION, not only by governments who for decades have been making speech after speech, & empty promise after empty promise, with death tolls mounting, & societies sinking deeper & deeper into social, economic, & political decay. But, also action by people... see <http://warondomesticterrorism.com/>*

### **Founder**

[Global Expats / www.global-xpats.com](http://www.global-xpats.com)

*February 2005 – Present (11 years 2 months) Madrid, Spain*

*I originally came up w/ the idea for [www.global-xpats.com](http://www.global-xpats.com) in 2005, utilizing a "local search directory" business model ([zomato.com](http://zomato.com)/[yelp.com](http://yelp.com)/[tripadvisor.com](http://tripadvisor.com)), to provide a comprehensive solution to challenges faced by expat families, & expat employers.*

*In the past 9 years it's development has been impeded by an intl. divorce, criminal negligence of 8 lawyers in Spain & Arnima Web Design - [www.arnima.com](http://www.arnima.com) (who can explain their actions to the intl. courts in the coming months).*

*While the past years have been filled with many difficult challenges, they have only strengthened my resolve to turn this project into a reality.*

*During my years abroad, I have known many wonderful trailing spouses, filled with ideas, energy & an enormous capacity to persevere. Global Expats is designed to mobilize this highly educated & skilled work-force to provide a solution to the dual-career challenge of the trailing spouse while providing hands-on, continuing support for the globally mobile family (300M people).*

*Responsibilities include:*

*2010 - Present - [www.global-xpats.com](http://www.global-xpats.com)*

- Promotional & outreach campaigns on LinkedIn, Facebook, & Twitter amongst global relocation cos. & vendors, multinatls., expats & prospective advertisers*
- Prepared detailed Business Plan including market research, product-development, advertising strategies & marketing campaign*
- Developed a political & legal platform that promotes the rights & interests of homemakers*
- Uploading & maintenance of all info. & data-base on our new website*

*2005-2007 - [www.global-xpats.com](http://www.global-xpats.com)*

- Handled all R&D for project & admin. duties, marketing & financing*
- Compiled & uploaded website's data-base*
- Developed the framework for an org. designed to provide practical & grass-roots assistance to expats, as well as employment opportunities & career assistance for spouses*
- Wrote a guide book; a blue-print for a series of global travel guides designed to assist expat families in their relocation process*

[Global Expats - Business Plan](#)

### Editor-in-Chief

#### Family Courts in Crisis Newsletter (English & Spanish versions)

May 2013 – Present (2 years 11 months) Washington, D.C.

*Family Courts in Crisis (FCC) & Crises en tribunales de familia (CTF) newsletters expose the problems & discriminatory traditions in family courts & justice systems around the world. The failure of these systems to protect victims of domestic abuse is resulting in human rights violations by govts across the globe, under their "obligation to protect" & the "principle of due diligence" (Gonzales vs. USA, Inter-Amer Commission on Human Rights, 2011), inter alia.*

*The newsletter is distributed to 3500+ journalists, activists & human rights advocates in USA & Europe/month, & are posted on <http://worldpulse.com/node/71182> & as follows:*

- June '14 Judicial Corruption & Human Rights
- May '14 Transparency Intl.-Global Corruption Report-Part I
- Apr '14 Integrating Human Rights in the Anti-Corruption Agenda
- Mar. '14 Corruption & Human Rights-Making the Connection
- Feb. '14 The Relationship Btwn. Human Rights & Corruption / Organised Crime & Corruption
- Jan. '14 - Amnesty Intl (Spain) - What Specialized Justice?
- Dec. - United Nations Secretary General's Report - Advancement of Women: In-depth Study on VAW
- Nov. - Save the Children Report - The Spanish Justice System Confronted with Sexual Abuse w/in the Family
- Oct. - The Emperor's New Clothes – Domestic Violence, International Divorce, and a State's Obligation to Protect under International Law
- Sept. - Hague Convention Domestic Violence Project
- Aug. - works by Barry Goldstein, Dr. Mo Hannah & Elizabeth Liu
- July - documentary "Now Way Out But One" by Garland Waller & Barry Nolan
- June - Safe Kids International & Damon's List
- May - Battered Mother's Custody Conference (BMCC), Mothers of Lost Children (MOLC) White House Demonstration, & National Safe Child Coalition (NSCC) lobbying efforts on Capitol Hill.

*If you should have any questions about these issues or my on-going lobbying work (all posted on <http://worldpulse.com/user/2759/journal>) I can be reached at [quenby@global-xpats.com](mailto:quenby@global-xpats.com).*

### Blogger on Huffington Post

#### Huffington Post

November 2013 – Present (2 years 5 months) Washington D.C. Metro Area

*In my blogs on the Huffington Post for Global Expats I will explore the many challenges trailing-spouse, homemakers face in their efforts to provide the loving & supportive environment the expat family needs in order to thrive in their new communities.*

*I will also explore the issues women face when they lose their careers (thereby for some, their identities) & struggle to find ways to create a new sense of purpose & focus in life. Even going to the "politically incorrect" side of this issue, as I will explain how in my own case, my identity became that of a contented, fulfilled mother. Never for one moment did I miss the high-powered career or corporate life I had left behind. I even reveled in my "domesticated" life, w/ my children the center of my world.*

*While the 'trophy-wife'/country-club life of expat moms may still exist, they are antiquated relics & dinosaurs amongst the 'trailing spouses' of today. While many of these women have given up high-power & high-paying jobs for their families, they have not given up*



*their desire & ABILITY, to use their brains & skills. (The antiquated, derogatory attitude towards women & homemakers - calla tonta - is THE MOST EXACERBATING, INFURIATING, AND ILLEGALLY DISCRIMINATORY ELEMENT OF ALL.)*

*Unfortunately, as I was to learn during my divorce, in the eyes of all too many, I was a traitor to the 'Cause;' thwarting over 100 years of feminists efforts to remove the “shackles of oppression” of women everywhere.*

*Hopefully by sharing my own experiences that span 35 years & 8 international moves, w/ the past 10 years filled with drama, intrigue, and decadence, I will assist other expat women (and prospective expats) fully understand the challenges & opportunities a life abroad has to offer.*

*At another level, my stories will show how and why societies around the world are failing miserably to address the many problems & issues common to us all, with a perfection of means, and confusion of aims the main problem.*

#### [Blogger - Having It All](#) [Blogger on Womenalia](#)

*February 2014 – Present (2 years 2 months) Washington D.C. Metro Area*

*The phenomenon of the dual-career family is a growing reality in societies around the world, and as a consequence women (and men) are increasingly focusing their time and energy on work-life balance and family life. In my blog on Womenalia, 'Having it All', I will explore the realities of women who have 'opted-out' of the workforce for over the past decades, the challenges they face in workplace re-insertion, as well as their efforts to re-invent themselves after children 'leave the nest'.*

*Originally from Tucson, Arizona, I moved abroad for the first time in 1977 to London, England and since then have embraced a nomadic life, moving to New Orleans, Washington (DC), Paris, Miami, Paris, Madrid, Brussels, Paris, Bogota, Madrid, and back to DC in 2009.*

*Since my arrival in DC I have returned to my original career path – politics and political activism; putting women's rights within the home, family and marriage onto a political platform and pushing the issues into a political sphere. My blogs on Huffington Post and Family Courts in Crisis newsletter explore the issues.*

#### [Advocate/Activist](#) [VAW/DV as Human Rights Violations](#)

*January 2008 – Present (8 years 3 months) Madrid, Spain / Washington, DC*

- *Speaker at the 11th Annual Battered Mothers Custody Conference (BMCC XI): Presentation - VAW/DV as A Human Rights Violation (See <https://www.youtube.com/watch?v=zV9sfxSWDqM>)*
- *Researched and prepared a case study of domestic violence and discrimination against women as a human rights violation and a State's obligation to protect under the principle of due diligence; submitting my research and findings to the Commission on the Status of Women (United Nations)*
- *Lobbying campaign on Capitol Hill; advocating for the rights and interests of American victims of domestic abuse living abroad, as well as challenging the US Department of State's policy of non-compliance with the Convention of Consular Relations, US federal law and State Department guidelines in defense of victims rights*
- *Outreach campaign to domestic violence organizations and activists in the USA, France, Spain and the UK designed to promote information-sharing, communication, and*

cooperation between the various groups

- Outreach and activist building campaign amongst FAWCO (Federation of American Women Clubs Overseas) & FAUSA (FAWCO Alumnae USA) members, designed to raise awareness of DV issues amongst expat communities, expat employers, global mobility vendors, Congress, and the US Department of State
- Created an activist website - [www.warondomesticterrorism.com](http://www.warondomesticterrorism.com)

***Battered Mother's Custody Conference BMCC XI - DV-VAW as a Human Rights Violation presentation - Quenby Wilcox***

[View On SlideShare](#)

**Administrative Assistant**

**International Monetary Fund**

May 2011 – November 2015 (4 years 7 months) Washington, DC

Administrative assignments in Monetary and Capital Markets, European, Legal (Financial Integrity Group,) External Relations, and Institute for Capacity Development.

**Administrative Assistant**

**International Monetary Fund Family Association (IMFFA)**

May 2009 – March 2011 (1 year 11 months) Washington, DC

- Dispersed information and provided assistance to members
- Coordinated the organization of monthly and annual activities
- Assisted in publication of information booklet, monthly magazine, and weekly newsletter
- Re-organized the administrative office, creating an information system and data-base
- Analysed procedural policies and norms, making recommendations which elevated efficiency and effectiveness of programs and services offered by organization
- Reduced annual administrative costs by 10%

**Volunteer Event Planner & Gourmet Chef**

**Global Homemaker - Madrid, Brussels, Paris, Bogota, Madrid**

January 1989 – October 2009 (20 years 10 months) Global

- Organized receptions & dinners for up to 200 people, including menu planning and food preparation as well as conducted cooking demonstrations for local expat groups
- Organized a wide variety of events, outings and travel arrangements for groups of all sizes

**Volunteer Secretary**

**International Group of Bogotá**

January 2001 – August 2004 (3 years 8 months) Bogotá, Colombia

Assisted in the formation and development of this cross-cultural group whose mission was to coordinate communication and cooperation between the various expatriate clubs and communities in Bogotá

**Volunteer Teacher**

**Niñas de Vera Cruz**

September 2000 – May 2004 (3 years 9 months) Bogotá, Colombia

Taught English classes in school for abandoned girls, and organized and participated in their extra-curricular activities

**Volunteer Présidente**

**Bogota Accueil (FIAFE)**

February 2002 – April 2003 (1 year 3 months) Bogota, Colombia



- Directed the management team and monthly board meetings
- Represented the French community of Bogotá at official functions and Embassies
- Organized monthly cultural visits, educational seminars, guided tours of museums and art expositions, dinners and formal functions, parties and manual arts classes for children, and English classes
- Organized a conference for Ingrid Betancourt, Colombian Presidential candidate for 2002, within the French community of Bogotá (Conference cancelled due to her kidnapping by the FARC)

#### Volunteer Membre de Bureau

##### Bogota Accueil (FIAFE)

February 1999 – February 2002 (3 years 1 month) Bogota, Colombia

- Assisted in the management of Bogota Accueil
- Organized and animated the children's manual arts activities and parties

#### Volunteer Secretary

##### American Women's Club of Bogotá (FAWCO)

February 1999 – February 2000 (1 year 1 month) Bogota, Colombia

- Attended monthly board meetings and participated in management of the organization.
- Participated in monthly international cooking club and annual fund-raising Bazaar.

#### Executive Assistant/Office Manager

##### Dean Witter

March 1989 – December 1989 (10 months) Miami, Florida

- Managed the administrative staff of office
- Handled client complaints and administrative problems, and maintained accounts payable

#### Sales Assistant/Program Coordinator

##### Shearson Lehman Brothers

January 1987 – December 1987 (1 year) Washington, DC

- Managed approximately \$10 million within a \$20 million blue-chip stock trading program
- Monitored the movements of 200 stocks and option, maintaining at least a 10% profit margin on all trades
- Compiled financial reports and analysis
- Developed organizational system for stocks and options trading

#### Sales Assistant

##### EF Hutton

1985 – 1986 (1 year) Washington, DC

- Handled all administrative work and client contact, executed trades and processed legal documents

#### Intern

##### Senator J. Bennet Johnston (D) LA.

April 1981 – December 1985 (4 years 9 months) Washington, DC

- Responsible for a total re-organization of administrative archives.
- Supervised the summer interns, organized in-coming mail, and maintained filing system.
- University Thesis on nuclear non-proliferation.

#### Publications

[\*\*Government's Failure to Protect Victim's of Abuse - Submission to the United Nations, Commission on the Status of Women\*\*](#)

Quenby Wilcox

August 1, 2012

*The democratic model offered by the Spanish nation & its people is a truly exemplary structure in advancing the principles of democracy as well as advancing the rights of women. However, the failure of judicial actors (State & non-State) to uphold & promote these principles & laws show that the true challenge in developing democracies, & eliminating discrimination &...[more](#)*

[\*\*Domestic Abuse – A Human Rights Violations, the Duty to Protect & Due Diligence\*\*](#)

April 2011

*"Domestic Abuse as a Human Rights Violation, the Duty to Protect & the Principle of Due Diligence" provides a historical examination of the development of human rights principles; domestic abuse in our societies and the norms which sustain it; corruption in the courts and organized crime; and implications for foreign relations amongst nations in case of international child abduction.*

[\*\*Domestic Violence and Abuse in Our Societies and Court Systems\*\*](#)

June 2011

*"Domestic Violence and Abuse in Our Societies and Court Systems" defines and explains the various forms of domestic violence and abuse; the role of family courts and judicial actors re-victimization of victims; international divorce and custody battles in cases of domestic abuse; and human rights implications.*

[\*\*Failure of Family Court to Protect Child Victims of Sexual Abuse\*\*](#)

July 2011

*"Failure of Family Court to Protect Child Victims of Sexual Abuse" examines the prevalence of child sex abuse in our societies and homes; the problems, biases and prejudices protective parents are encountering in the courts; the widespread re-victimization of victims by judicial systems; and human rights implications.*

**Posts**

[\*\*Jimmy's Wish for Life Shows the Reality Behind...\*\*](#)

March 5, 2016

[\*\*Harper Lee's Passing: A Legend Dies, But Not Sa Raison d'Etre – Part 4.\*\*](#)

February 29, 2016

[\*\*Harper Lee's Passing: A Legend Dies, But Not Sa Raison d'Etre – Part 3.\*\*](#)

February 25, 2016

[\*\*Harper Lee's Passing: A Legend Dies, But Not Sa Raison d'Etre – Part 2.\*\*](#)

February 24, 2016

[\*\*Harper Lee's Passing: A Legend Dies, But Not Sa Raison d'Etre – Part 1.\*\*](#)

February 22, 2016

[\*\*Finale for Sean Penn: Freedom of Speech in America...\*\*](#)

February 19, 2016

[\*\*Economic Stability, the Puritan Manifesto and the...\*\*](#)

February 18, 2016

[\*\*Economic Stability, the Puritan Manifesto and the...\*\*](#)

February 17, 2016

[\*\*Economic Stability, the Puritan Manifesto and the...\*\*](#)

February 16, 2016

[\*\*The Global Economic Crisis, Phishing for Phools,...\*\*](#)

February 15, 2016

[\*\*The Global Economic Crisis, Phishing for Phools,...\*\*](#)

February 14, 2016

[\*\*The Global Economic Crisis, Phishing for Phools,...\*\*](#)

February 13, 2016  
[Reclaiming Democracy: The First Step Toward Peace...](#)  
February 12, 2016  
[Reclaiming Democracy: The First Step Toward Peace...](#)  
February 11, 2016  
[Reclaiming Democracy: The First Step Toward Peace...](#)  
February 10, 2016  
[Outlaw Heroes, Drug Lords, and Illegal Commerce -...](#)  
February 9, 2016  
[Outlaw Heroes, Drug Lords, and International...](#)  
February 8, 2016  
[Outlaw Heroes, Drug Lords, and International...](#)  
February 7, 2016  
[Mexican Drug Trade: A Look into the Future by...](#)  
February 6, 2016  
[Mexican Drug Trade: A Look into the Future by...](#)  
February 5, 2016  
[Mexican Drug Trade: A Look into the Future by...](#)  
February 4, 2016  
[Human Rights, War on Drugs, and Sean Penn on...](#)  
February 3, 2016  
[Human Rights, War on Drugs, and Sean Penn on...](#)  
February 2, 2016  
[Human Rights, War on Drugs, and Sean Penn on...](#)  
February 1, 2016  
[El Chapo, Sean Penn, and the Failed War on Drugs...](#)  
January 31, 2016  
[El Chapo, Sean Penn, and the Failed War on Drugs...](#)  
January 31, 2016  
[El Chapo, Sean Penn and the Failed War on Drugs -...](#)  
January 31, 2016  
[Claim Submitted to UN on Modern Day Human Rights...](#)  
August 4, 2015  
[Opting Back Into the Job Market: a 'Piece of...](#)  
June 5, 2015  
[Equality Is Only an Illusionary Fairy-Tale](#)  
February 9, 2015  
[Wolves in Sheep's Clothing Are Guarding the Hen...](#)  
December 1, 2014  
[Window Dressing, Smokes Screens, and Hellfire...](#)  
November 29, 2014  
[A Mile in My Shoes](#)  
November 26, 2014  
[The Power of the Female Consumer \(and...](#)  
July 21, 2014  
[Is 'Alpha' Leadership Responsible for Modern...](#)  
May 1, 2014

Figure 7: Quenby Wilcox LinkedIn

Table 20: “Woman’s Sexism,” Woman’s Inhumanity to Woman by Phyllis Chelser

*Such studies confirm that women attract others in positive ways that tend to inspire trust. But, as we have seen, studies also demonstrate that the same interpersonality skillful women may be aggressive and cruel—mainly toward other women. It is psychologically difficult to accept the fact that one’s mother, sister, best friend, or female co-worker, who can be comforting and understanding at one moment, can, in the next moment, turn cold and rejecting. People often deal with this by “splitting” women in half: the Good Fairy Godmother and the Evil Queen Stepmother—who may in reality be the same woman, compartmentalized.*

*Class and race differences exist. As we have seen, daughter of poverty and victims of racial discrimination are more directly aggressive than more privileged women, and they expect other women to behave similarly. Middle-class and white women do not like to admit that they are competitive or aggressive or that they are afraid to stand up for women who have been targeted for ostracism by other women.*

*As girls, most women have learned how to express aggression in indirect ways, behind someone’s back. And they have learned how to pretend, even to themselves, that they have not been aggressive, especially when they have been; or that they didn’t really mean it and, therefore, it doesn’t count, or that no serious harm resulted from what they didn’t “really” do...*

*...both historically and cross-culturally, women have been very aggressive toward other women. According to University of California anthropologist Victoria Burbank, women mainly target other women for aggression. They did so in ninety-one percent of the 137 societies Burbank surveyed; men were victims of women’s aggression in fifty-four percent of the societies studied.*

*Historically, in ancient China, Japan, and India and on other continents as well, mother-in-law have wielded great power over their daughter-in-law, whom they have physically and psychologically abused and overworked. Female servants, slaves, adopted daughters, and even biological daughters often fared equally poorly at female hands. Rivalries between co-wives and between wives and “other women,” have always been—and remain—intense and painful.*

*In the Mother-Daughter section [], we will find psychological themes coming into play, such as envy and competition, fear of merging, fear of abandonment, and a terror of “difference” as persecutory. Such themes often accompany otherwise “good enough” contemporary mother-daughter relationships.*

*Women, as noted, aggressively compete against each other, sexually, for men and for the resources men have. Poor women have tried to use their youthful beauty in order to marry “up.” Of course, most can’t; there aren’t enough Princes to go around. And, poor women face*

*formidable opposition from more educated and wealthier women, who are also young and sexually alluring.*

*In the United States, according to anthropologist John Townsend, of Syracuse University, one way to compete sexually is either to make oneself look more attractive or to make one's competition look less attractive. In review of the literature, Townsend writes:*

*A common method of making someone appear less attractive is to derogate, slight, and insult them... women criticized other women's physical appearance, and implied either that they were promiscuous or that they were sexual teases.*

*...Townsend conducted a study in which female medical students described their female competition less intelligent than themselves. According to Townsend, one reason "professional women might derogate a competitor's intelligence is that their own criteria for attractiveness—which are largely socio-economic and include intelligence—seem natural and right." Men's preference for female youth and beauty rather than for female brains or accomplishment seemed "foreign, incomprehensible" to Townsend's female medical students.*

*Numerous women in the study deprecated female competitors with lower Social Economic Status (SES) by calling them bimbos, airhead, and dingalings. These women also derogated male peers who dated women with lower SES, particularly if those women were younger.*

*Townsend's study confirms that a woman's educational and professional achievements do not always eradicate her need to compete with other women in more traditional ways as well.*

*...Hines and Fry's male and female interviewees said that women lied about other women more than men lied about either men or women, spread rumors, interrupted, judged, and excluded others from social events.*

*Finnish psychologists Kaj Bjorkqvist, Karin Osterman, and their colleagues report that, although both sexes engage in competitor derogation, women are more likely than men to use subtle forms of aggression such as starting and perpetuating rumors, talking behind someone's back, or manipulating who's "in" and who's "out" socially. Women told Bjorkqvist and Osterman that women use indirect aggression as a means of workplace aggression. The researchers found that women in the workplace will, more than men, spread false rumors and refuse to speak to someone, usually another woman...*

*... Such behavior on the job is not unique to Scandinavia or to Europe. For example, in their study of Argentinian women, Hines and Fry similarly note that female university employees tend to employ a "direct-yet-indirect" kind of aggression. In one instance, when students arrived late for meals, a female university food-server expressed her annoyance by roughly slopping the food onto the tray, giving the students less desirable food, and ignoring their food requests. If challenged, such direct-yet-indirect behavior can be readily disavowed as an*

*accident or as a misrepresentation by the recipient. The food-server does not have to acknowledge that she has been aggressive. (Nor do overcritical mothers have to acknowledge that their constant criticism of a daughter is aggressive or hostile. When challenged, such mothers usually insist that they love their daughters and mean no harm; often, their daughters concur.)*

*Columbia University's professor of Public Affairs Robin Ely found that professional women were reluctant to describe themselves as competitive, but they had no trouble attributing competitive behavior to other women...*

*Women are adept at masking anger and aggression. However, a woman's intense stare can turn another woman to stone. According to psychology professor Dana Crowley Jack, in *Behind the Mask: Destruction and Creativity in Women's Aggression*:*

*Certain types of looks—steely-eyed hatred, cold disdain—are ways of delivering aggression indirectly....*

*One Argentinian woman informant explained to anthropologists Hines and Fry that women are "quicker to anger than are men." She and other interviewees strongly (and correctly) believed that "the jealous, impassioned woman is equally capable of murder as her male counterpart." In reality, Buenos Aires homicide statistics showed that men were almost nine times more likely to commit murder than women were.*

*One must always remember to take people's (unconscious) sexist perceptions with a large grain of salt. To what extent have social scientists been able to measure conscious and unconscious bias? After the Second World War, scientists began to measure racism—no doubt, in the hope that its study might lead to its abolition. With the advent of the Second Wave of feminism in the late 1960s, psychologists developed measures of sexist as well as racist bias...*

*Sexism is both similar to and different from racism. Both are complex prejudices. Neither sexists nor racists hate The Other. A toxic ambivalence reigns. White racist like or depend upon those Blacks/Hispanics/Asians/Jews/Arabs who "know their place," or who have, themselves, internalized racism and share its prejudices. Racists may depend upon the labor of The Other, but they do not have to marry those whom they dislike, distrust, or despise. On the other hand, most heterosexual male sexists still have to marry or live with women in order to have families and children. Women do not.*

I had no desire to enter into a legal battle with the IMF, and since I was soon offered a temp position with the IMF through Randstand, another temp agency, I let it go. All I wanted was a job to pay my bills while I fought for my rights, and assets, in Spain—as everyone was aware from the beginning.

When Ms. Keller terminated me, she told me that she was firing me because I was a victim of domestic abuse—in, and of, itself illegal. However, I was to learn from Career Blazers that the reason Ms. Keller gave for my premature termination was that she accused me of having filed overtime that had not been authorized by her or Mr. Harper. This was a gross and flagrant lie.

However, since I was literally one pay check away to a homeless shelter—and Ms. Keller knew it, I did not have the luxury of protesting, or doing anything about it. I had to spend every second of my time and energy trying to find a job—anything. My problem was that not only had Ms. Keller damaged my reputation with Career Blazers, but I was back to “no one will hire me because I am over-qualified, and they are afraid for their job.” Ms. Rivera, did believe me, and appreciated the fact that I was not going to initiate a law-suit, but was obviously in a difficult position in my regard.

Officially I had been fired for a very serious professional fault. The way that Ms. Keller maliciously trashed my good name is testament to her true character. (All declared overtime for the period in question is easily verifiable, by simply examining IMF archives of emails to and from the [imff@imf.org](mailto:imff@imf.org), during those months and the times noted in my calculations below. I did not have time to document all overtime charges up to March 2011, but as seen below from October 2009 to September 2010 I did many more hours overtime that was not declared, than was declared. Ms. Keller’s allegations against me are absolutely ridiculously if one examines the evidence—the paper trail of emails). See endnote for full calculations.<sup>i</sup>

Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10
6.5 hrs.	13.5 hrs.	3.5 hrs.		5.75 hrs.	1.5 hrs.	14.75 hrs.		10.5 hrs.	8.25 hrs.		64.5 hrs.		
		10 hrs.	28 hrs.	10 hrs.							48 hrs.		
			1 hr.	28.5 hrs.	10.5 hrs.	17.5 hrs.	13 hrs.	10.5 hrs.			81 hrs.		
* OT = charged Over-time													
OT = uncharged Over-time													

Ms. Keller’s successful efforts to have me ousted from the IMFFA were purely personal, and for the simple fact that I was the perfect target for a bully—and to cover up that she was stealing my ideas. I had been completely and totally marginalized, and severely psychologically tortured by everyone for the past 5 years. At this point in my life my nerves were stretch to their maximum. While I was not in any shape to return to stock trading in volatile markets, I was certainly not only capable of doing a good job in an administrative capacity, but I was doing an excellent job in my position in the IMFFA.

Any of the members, particularly newcomers of that time, can attest to the fact that not only was I competent, but, I was friendly and helpful to everyone. I never “flaunted” my domestic violence case amongst the IMFFA members, as Ms. Keller contends. I was certainly open about the problems victims of domestic violence are facing in family courts. However, I do not believe any of the members would contend that I was ever “inappropriate” in what I said, or my work in domestic violence issues. There were even a few members who came to me to discuss some personal issues in their own marriages—things that did not constitute domestic violence, as of yet, but areas of concern. I believe my ear, if not advice was helpful to these members, and that me being open and forth-coming, yet not invasive as Ms. Keller contends, was helpful to the members of the IMFFA and, thereby the IMF. It is imperative that domestic violence and other



taboo issues of our society stop being swept under the carpet, and whispered about behind closed doors, as Ms. Keller was, and is, trying to do.

I have worked with many women on the board of ‘Expat Wives Clubs,’ and I am very familiar with the narcissistic personality who participate in these organization, and charity efforts in general, in their efforts to give the appearance of the generous, kind, helpful person to the community. And, Ms. Keller is a perfect example. This type of narcissistic woman is endemic to the ‘Expat Wives Clubs’ of today, and exactly why I want to turn the structure into a for-profit organization. I thought I could minimize, if not completely remove this type of person; who is the first to raise her hand for “the photo,” but when it’s time to roll up your sleeves, she is never to be found.

Amongst some of Ms. Keller’s more narcissistic accusations against me for my “violation of ethics,” was upon the first snow date during my tenure with IMFFA. I found out that the Fund was closed, when I arrived to work that morning. Since an IMFFA activity was planned that day at the Fund, I wanted to make sure all members were informed that the Fund was closed, and for that I need to access the computer in the office. So I entered the IMF, and IMFFA office.

I was on a temp contract, and the Fund was closed for the day, but I do not believe I infringed any security (or labor law) issues, by having enter the Fund on the day in question. Ms. Keller and Mr. Harper knew I was in the office, and they did not express any problem with me being there. (Please check archived email for the [imffa@imf.org](mailto:imffa@imf.org).) Also, as Ms. Keller is aware from the very beginning of my tenure with the IMFFA, that since I was living in literal squalor, I preferred to work on my research, etc. from the office rather my “no heat and/or rodent infested” rooms, I had been reduced to. The fact that Ms. Keller accused me of having “accessed the Fund without proper authorization,” on the snow day in question, is just another example of her bullying tactics designed to humiliate and intimidate me. On no other occasion, in all the time I work at the IMFFA, did anyone complain because I was too diligent in keeping the office open for IMFFA members—except that one snow day where Ms. Keller contends I have “illegally accessed the IMF and IMFFA premises.”

While Ms. Keller was not directly threatened by me professionally—that in 6 months I would have her job, so to speak. But, she was threatened by me psychologically, because not only was I capable of doing her job, I was holding the office together in terms of logistics, and sanity.

I worked in the stock market in the ’87 crash, and was even program coordinator of our trade group, and it **was a Casino as well as a war zone**. We would have periods of calm, but when the markets would move—they moved fast. And, when they started moving, I had a phone on each ears, shouting orders to the other traders, back-office, and my bosses all at the same time—holding it all together. No problem. Ms. Keller managed to create more disorder and chaos with her total lack of organizational skills, empathy, or emotional intelligence, than I ever saw in the market in the meltdown of ’87—that meltdown was calm and orderly compared to the meltdowns and hysteria of Ms. Keller’s as Chair.

Ms. Keller has a friendly outward demeanor, and I am sure she is very nice to many people. But, she is the classic bully. In her manipulations, it is my understanding that Ms. Keller used the

same argumentation with IMF HR, as my ex-husband and my lawyers used to defame me—that I was useless....

The bias towards homemaker as the stupidest, lowest life forms alive (even from other homemakers) is THE biggest impediment to these women reclaiming their rights. If anyone had bothered to look at my resume, they would have known that Ms. Keller’s contention were flagrantly and totally false. Her contention of the time, that she need to get rid of me so she could replace “the stupid, stay-at-home, mom/divorcee, charity case,” with a “real” professional is absolutely ridiculous. The girl who replaced me was very nice, and competent enough, but a kid with very little professional experience, and much, much, much less life experience than I. Under any kind on “logical” rationalization, I was clearly the better candidate for any kind of “new direction” the IMFFA wanted to go. (Also, please see job description and lists of task for the Administrative Assistant position when I started at IMFFA.<sup>ii</sup>).

Additionally, important to consider in my precipitated termination from the IMFFA in 2011, was that Ms. Keller, as well as the majority of the board was leaving, and a new Chair and board was forming. To have fired me, someone who had been there for almost 2 years, and ran the administrative side of the organization extremely well and competently—even in face of great challenges and chaos—was extremely detrimental to the incoming board who were losing all of my experience and know-how. Additionally, the board under Ms. Keller had clearly indicated that they would not support my “ejection.” So from an ethical perspective, Ms. Keller was at liberty to express any concerns about me she might have to the new incoming board and chair. However, as to my continued employment with the IMFFA, that was up to them, not Ms. Keller—who clearly overstep her power and authority –in part because Ms. Happel and others on the board allowed her to do so.

While expat trailing spouses, need assistance as shown in the report below. As seen above, they also need lots of moral guidance, leadership and directions.

Table 21: The Expatriate’s Spouse: an Influential Factor on International Assignment Success by Maaike Deen
<p><i>The expatriate’s spouse: an influential factor on international assignment success</i>  <i>An in-depth spouse perspective on adjustment issues, organizational support and the relationship</i></p> <p><i>An important determinant of international assignment success refers to expatriate adjustment. In general, expatriate literature is characterized by the popularity of the adjustment concept. Expatriate adjustment most often used definition is: —the degree of fit or psychological comfort and familiarity that individuals feel with different aspects of the foreign culture<sup>ll</sup> (Black et al 1989, Takeuchi, 2010). These different aspects refer to the work and the non-work domain. Results from several studies show that expatriate’s adjustment can influence organizational commitment (Shay &amp; Baack, 2006), performance (Caligiuri, 1997, Kraimer et al. 2001, Kraimer &amp; Wayne, 2004) and lead to withdrawal (e.g. Bhaskar-Shrinivas et al. 2004, Shaffer &amp; Harrison, Shaffer et al., 2006, Wang &amp; Takeuchi, 2007).</i></p>

### *1.1.2 The accompanying spouse and the indirect impact on the MNC*

*From a non-work domain perspective, an important influential factor of expatriate's adjustment refers to the accompanying spouse. How is this explained? First of all, the adjustment process of the spouse is assumed to be a difficult process. While the expatriate's adjustment process takes place in a somewhat familiar organizational context in which the employee's role and the organizational support system are present (Shaffer & Harrison, 2001), the spouse's adjustment process takes place in a complete new context. First of all, the spouse may be forced to give up a job and a social life. As a result, the accompanying spouse does not have access to several support systems in the new country (Guzzo et al., 1994, Harvey & Buckley, 1998, Takeuchi et al. 2002). In conclusion, the spouse may experience difficulties in adjusting to a new living environment including a new unfamiliar context and is not able to lean on a social network for support. As a result several negative issues may arise like isolation, insecurity and stress (Guzzo et al., 1994, Harvey & Buckley, 1998, Takeuchi et al., 2002), particularly in the early periods of the assignment (Punnett, 1997). In case the spouse has children, additional challenges arise, such as the children's anxiety and uncertainty related to identity formation, break-up of friendships, and disruption of schooling (Borstoff et al., 1997; de Leon & McPartlin, 1995; Harvey, 1985; Lazarova et al., 2010). In the meantime, the expatriate must find a balance between the family and work domains. Expatriate's stress or strain experienced at work or at home influences the stress or strain of the significant spouse and vice versa (Takeuchi et al., 2002). This means that problems of the spouse cross over to the expatriate. As a consequence, the stressful experiences in the family domain may spill over to the work domain (Takeuchi et al., 2002). Thus the concept of —spillover and crossover is a possible factor to explain spouse's influences. The intensity of the spillover and crossover effects during an international assignment is explained by the lack of support systems which makes the frequency and degree of interaction between the expatriates and spouses greater. This results in of spillover and crossover effects having a significant impact (Takeuchi et al., 2002). It is clear that- As a conclusion of the knowledge in this section, the previous section and a study by Takeuchi (2010) the accompanying spouse should be considered as a secondary stakeholder of the MNC that indirectly influences organizational achievements. Based on the intensity of spillover and crossover effects and support that can moderate the influences, support is considered to be the tool in the direct influence of spouse adjustment and the indirect influence on expatriate effectiveness.*

### *1.1.3 The need for organizational support*

*With the loss of the spouse's social support network, assistance with of the adjustment process of the spouse is limited or non-existent in the first stages. In order to prevent a dependency on the expatriate, which increases spillover and crossover effects and is found to be detrimental to spouse adjustment (e.g. Ali et al., 2003), the spouse must depend on the organization for support. The importance of MNC's influence is demonstrated by the fact that when the spouse lacks affiliation with the organization, the adjustment process of the spouse is delayed compared to the expatriate's adjustment process (Copeland & Norell, 2002). Thus, the MNC*

can to a certain degree influence international assignment success in supporting the spouses in their adjustment process. Throughout the years, MNC support largely centered on company practice items like: housing with good living conditions, security for the family, schools for children or other forms of childcare, help in finding a job for the spouse, western-style family healthcare and family crosscultural training (e.g. Guzzo et al., 1994; Harvey, 1998). However, MNCs do not always undertake spousal programs because of several reasons (Punnett, 1997). Firstly, MNC's may see additional programs for spouses primarily as unnecessary extra costs. A second reason is that some HR-managers are unsure about the effectiveness of spousal programs. Finally, there is often little preparation time in the period before the expatriation, which precludes in setting up rigorous selection and trainings programs for expatriates and spouses. This lack of undertaking is supported by examples in literature throughout the years. In a study by (Forster, 2000), only 10% to 50% of the spouses received some form of cross-cultural briefings, and only 7% received language training. In another study by Shaffer & Harrison, (2001), spouses could not give any information about the organizational support in the interviews since the organizations attending the research prohibited this. Also, a recent study by Lazarova et al. (2010) states that for years organizations have been aware of family contributions to expatriate success but that is has not led to consistent consideration of the family and adequate family support (GMAC, 2008, Lazarova et al., 2010).

## *1.2 Problem statement and research objectives*

Despite the importance of the spouse and their influence on the MNC having been acknowledged in expatriate literature from the 1980's onwards (e.g. Black & Gregersen 1991; Harvey 1985; Tung, 1981; Bhaskar-Shrinivas, 2004, Caligiuri et al., 1998, Lazarova et al., 2010; Shaffer et al., 1999; Takeuchi et al. 2002, Takeuchi, 2010, van Erp 2011) there has been very little support for the investigation exclusively into the spouse topic, especially from the spouse perspective (Punnett, 1997). Most often, spouse adjustment is the common focus in the studies that have been conducted (e.g. Ali et al., 2003, Black & Gregersen, 1991, Black & Stephens 1989, Herleman et al., 2008, Mohr & Klein, 2004, Shaffer & Harrison, 2001). Several adjustment dimensions like general adjustment, interaction adjustment, personal adjustment, role adjustment and others are considered to be important spouse adjustment dimensions. Other adjustment studies focused on the adjustment process (Punnett, 1997) or the determinants of spouse adjustment (Black & Stephens 1989, Caligiuri et al., 1998, Copeland & Norell, 2002, Herleman et al., 2008, Mohr & Klein, 2004, Shaffer & Harrison, 2001).

Examples of these determinants are: expatriate adjustment, language fluency, changes in employment status, age and personal characteristics. Although organizational support is also found to be a determinant of spouse adjustment, very few studies focused on the relationship between organizational support and spouse adjustment...

Also, it should be noted that the standpoint of the research was that spouses miss a support network in the early-stages of the assignment. Since internet communication methods made it

*easier to stay in touch with people all over the world, the present thesis focuses on spouses who were in the host-country after the year 2000. ...*

*The investigation of the relationship serves the purpose of highlighting the significance of organizational support influence on spouse adjustment. With this relationship investigation, the present thesis aims to reduce the International Human Resource Management's possible reluctance to undertake spousal supporting programs. The thesis will also contribute to the field of International Human Resource Management by enhancing and improving the understanding of the spouse's perspective on positive and negative spouse adjustment issues and suitable and lacking organizational support...*

### *2.3 The Reciprocal Relationship of the Expatriate and the Spouse: The Need for Support*

*Instead of proving the existence of spousal influences, other studies focus on how these influences work. Shaffer et al., (2001), with emphasis on work-family conflict, support and commitment and its influence on the struggle for balance on international assignments. The authors state: —it is the interplay between work and family domains that directly influence organizationally relevant outcomes (Shaffer et al., 2001 p:115). The expatriate must find a balance between the family and work domains. This interplay can be more specifically described in terms of spillover and crossover effects. Crossover effects refer to the influence of one individual on another individual. This means that stress or strain experienced at work or at home by an individual (the expatriate), is influential to the stress or strain of the significant other (the spouse), and vice versa (Takeuchi et al., 2002). Spillover effects can be described as: the effects of —a process in which affect, attitudes, and behavior carry over from one role to another for the same individual (Lazarova et al., 2010 P: 96). In other words: spillover concerns the transference of moods, skills, values and behaviors from one role to another (Lazarova et al., 2010 p: 96), which means that an employee's experiences at work can affect the experiences at home and vice versa. The reason for the intensity of the crossover and spillover effects during an international assignment is explained by the fact that a lack of support outside the direct family makes the frequency and degree of interaction between the expatriates and spouses greater, which results in a bigger influence of spillover and crossover effects (Takeuchi et al., 2002). These findings indicate that there is a need for a support source to moderate the intensity of possible negative crossover and spillover effects. Support literature findings confirmed that, —supported people are physically and emotionally healthier than non-support people (Shumaker & Brownell, 1984, p: 22). Support is considered to be the moderator that decreases the negative impact of stressors, like feelings of insecurity/uncertainty, on strains (Herleman et al., 2008) which is especially suitable for the spouse because of the isolation from physical and psychological support systems that was caused by the international relocation (Guzzo et al., 1994, Harvey & Buckley, 1998, Takeuchi et al., 2002) Several studies focused on crossover and spillover effects between the expatriate, the spouse and the MNC as described in table 1.*

*Author: Result: Caligiuri (1998) Spouses' cross-cultural adjustment influences expatriates' overall cross-cultural adjustment caused by crossover effects Shaffer & Harrison (1998)*

*Spouses' overall satisfaction with the foreign environment is positively related to expatriates' non-work satisfaction caused by crossover effects Van der Zee et al.(2005) Stressors from the expatriate crossover to the spouse's subjective well-being Expatriate's emotional distress crossover to their spouse's distress Lazarova et al. (2010) Partner adjustment affects not only expatriate adjustment but can also cross over to expatriate engagement in both the work and the family context Harvey (1997) Spillover effects influence the level of stress, which in turn, can alter satisfaction with work and family life. Takeuchi et al. (2002) There is strong support for both spillover and crossover effects between expatriate and spousal cross-cultural adjustment Table 1: Crossover and spillover effects in expatriate/spouse literature*

*An important aspect that can be derived from the literature findings is the influence of support on spillover and crossover effects' the intensity level. Commonly, stress management scholars have highlighted the role of social support in novel situations by helping individuals for example in reducing uncertainty (e.g., Ashfort & Taylor, 1990; Feldman & Brett, 1983; Fisher, 1985; Pinder & Schroeder, 1987). Social support can be provided by the individual's family or social network (Caligiuri & Lazarova, 2002) or the work environment (e.g. Shaffer et al, 2001).*

#### *2.4 Existing Organizational Support-Spouse Adjustment Relationship Confirming Literature*

*Most spouse adjustment studies did not focus on organizational support as an influential factor on spouse adjustment. Literature studies focused on other variables and found important positive predictors of spouse adjustment like: motivation (Black & Stephens 1989, Caligiuri et al. 1998, Mohr & Klein, 2004), involvement in the decision making process, self-initiated pre-departure training, premove visits (Black & Gregersen, 1991), family cohesion, family adaptability (Ali et al. 2003, Caligiuri et al. 1998), personality characteristics of open-mindedness and emotional stability (Ali et al. 2003), social support of the expatriate (Copeland & Norell, 2002, Herleman et al. 2008), age (Mohr & Klein, 2004). Herleman et al. (2008) found a relationship between spouse adjustment and —Ibasho which is a concept derived from Japanese culture and is defined as —a sense of comfort and psychological comfort and psychological security that a person feels in specific locations they regularly visit (Herleman et al. 2008, p:284). Black & Gregersen (1991) included some organizational aspects in their model of spouse adjustment. The authors investigated anticipatory and in country spouse adjustment variables. The first study outcome confirms the positive relationship between spouse's involvement in the decision making process and spouse adjustment. The authors also found a negative relationship between firm provided training and spouse adjustment. However, the authors explained this negative relationship with the possibility of an intervening variable since only 10% of the spouses received pre-departure training for only a couple of hours which questions the quality of the training.*

*With an adaptive version of the model of Black & Gregersen (1991), Shaffer & Harrison (2001) created a model of spouse adjustment. According to the authors, spouse adjustment exists of three dimensions: cultural adjustment (refers to the adaption to various environmental and situational conditions), interaction adjustment (refers to relationships or*

interpersonal associations with host country nationals) and personal adjustment (refers to the sense of becoming part of, belonging to or feeling at home in a foreign environment) Results of the investigation highlight eleven influencing variables which are expressed in figure 1.

Organizational support was not included in the research model of Shaffer & Harrison (2001) because of the specific request of participating organizations. The authors state: —We encourage future researchers to consider other variables not included in our model (...) Several spouses noted their companies provided meager resources in terms of practical information (...) and in terms of emotional support (..) Future studies could examine various types and degrees of predeparture and in - country support (Shaffer & Harrison, 2001 p: 291)

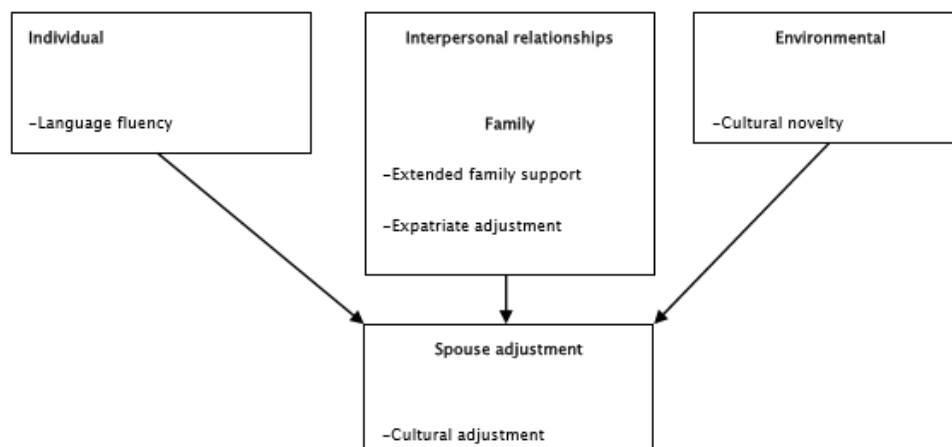


Figure 1: A model of influencing variables of spouse adjustment by Shaffer & Harrison (2001)

In general, little research is dedicated to the relationship between organizational support and spouse adjustment. The research by Ali et al (2003) is one of the few studies in which organizational support is included in the spouse adjustment model (figure 2). The authors investigated the relationship between personality, family characteristics, and expatriate's work life characteristics as potential determinants of spouse adjustment. According to the authors, spouse adjustment consists of three adjustment dimensions: psychological adjustment (refers to mental health and personal satisfaction), socialcultural adjustment (e.g. the ability to deal with daily problems) and intercultural adjustment (refers to the ability to deal with people from other cultures). Study outcomes confirmed that the received organizational support is significant related to psychological adjustment and contributed to sociocultural adjustment and the amount of intercultural engagement. It should be noted that family characteristics are influential to spouse adjustment but not to the same extent as work characteristics. Personality traits were also considered to be important determinants of spouse adjustment. The authors recommend the use of a multicultural personality questionnaire (MPQ) (Van der Zee & van Oudenhoven, 2000) by international companies to the accompanying spouses. According to the authors, the tool can be used in the consultation process before the international assignment is accepted or refused, and it can be helpful in the detection of the degree of the organizational support required for spouses.



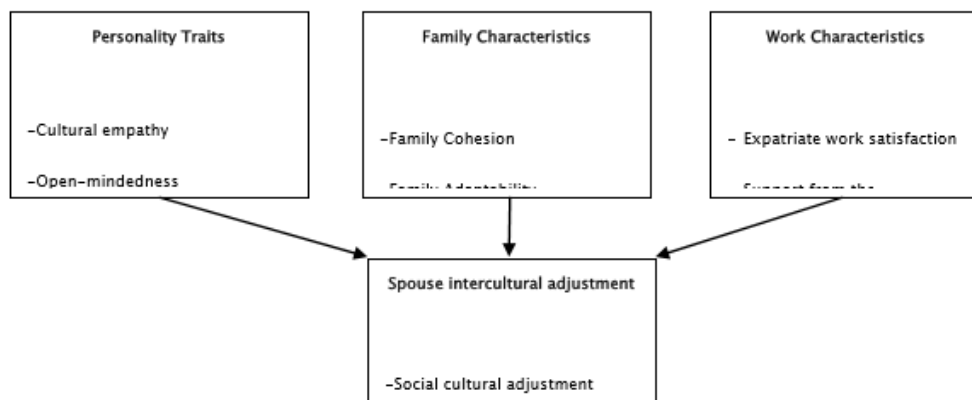


Figure 2: A model of the determinants of spouse adjustment by Ali et al. (2003)

As explained earlier, the most commonly used definition of adjustment refers to —the degree of fit or psychological comfort and familiarity that an individual feels with reference to a specific context‖ founded by Black and colleagues. Some examples of literature findings in which a different adjustment definition or description is used are listed in table 2.

Reference Adjustment definition/description Hippler, 2000 (p:493) (based on other unknown research) —The general satisfaction with one’s life in the new environment‖ Mohr & Klein (2002) (P:6) (Based on Eckert et al., 2001) —The degree to which individuals on overseas assignments perceive their norms and behavioral patterns to be compatible with those common in the host country‖ e.g. Bhaskar & Shrinivas et al. (2005) The degree of comfort or the absence of stress associated with the new situation abroad Shaffer et al. (2006) (p: 109) —The psychological (dis)comfort or (dis)stress experienced while on assignment Lazarova et al. 2010 (p: 104) —Adjustment is an affective psychological state that enables expatriates to put more effort into their roles both as employees and as partners‖ Table 2 : Different adjustment formulations

Reference	Adjustment definition/description
Hippler, 2000 (p:493) (based on other unknown research)	"The general satisfaction with one’s life in the new environment"
Mohr & Klein (2002) (P:6) (Based on Eckert et al., 2001)	"The degree to which individuals on overseas assignments perceive their norms and behavioral patterns to be compatible with those common in the host country"
e.g. Bhaskar & Shrinivas et al. (2005)	The degree of comfort or the absence of stress associated with the new situation abroad
Shaffer et al. (2006) (p: 109)	"The psychological (dis)comfort or (dis)stress experienced while on assignment"
Lazarova et al. 2010 (p: 104)	"Adjustment is an affective psychological state that enables expatriates to put more effort into their roles both as employees and as partners"

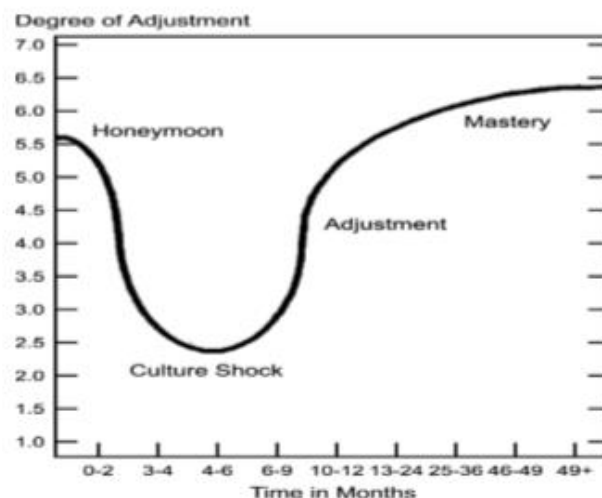
Table 2: Different adjustment formulations

Another characteristic of the adjustment concept is its multidimensionality. Adjustment studies in the 1980’s (e.g. Black & Stephens, 1989) made a distinction between the different dimensions adjustment referred to. According to the authors, adjustment can be viewed as a three-dimensional construct including work adjustment, interaction adjustment and

cultural/environmental adjustment (also known as general adjustment). Throughout the years, these dimensions have been used frequently in expatriation literature. One of the first attempts to conceptualize spouse adjustment was made by Black & Stephens (1989). According to the authors, adjustment should be conceptualized as a two-dimensional construct. Work adjustment was not included in the conceptualization because it was assumed that the spouse would not have a job after relocation.

### 2.5.2 The spouse adjustment process

The foundation of the spouse adjustment process is the culture shock concept. In expatriate literature, the culture shock concept is often found in terms of the U-curve of adjustment, based on U-curve theory (Lysgaard 1955, Oberg 1960). The theory explains adjustment in terms of the different phases an individual is going through, each having a different belonging state of mind. These phases were represented as a U-curve. A study by Punnett (1997) explained the adjustment process of spouses in terms of different stages of the expatriation life cycle and used the model of the expatriate adjustment process from Black & Mendenhall's (1991) as presented in figure 3



**Figure 3: The expatriate adjustment process by Black & Mendenhall (1991)**

According to Punnett (1997), the expatriation life cycle encompasses four stages: pre-assignment, early assignment, late assignment and post-assignment. The pre-assignment is the period before the relocation in which the spouse's main purpose is the preparation. The early assignment stage refers to the first six months of the journey and consists of two separate stages. The first is the —honeymoon-stage. Based on the model of Black & Mendenhall (1991) the most common aspects in this stage are the spouse's exhilaration of the new setting and trial and error learning. The second stage of the early-assignment is the —crisis-stage in which uncertainty, stress and learning to cope and behave are the most common aspects. The late assignment-stage is considered to be the period in which a spouse should be adjusted to the environment. Based on the model of Black & Mendenhall (1991), in this stage there should be a gradual reduction in stress, and spouses have learned to cope and to behave and experience feelings of satisfaction and increasing self-worth leading to an increased effective

functioning. Finally, the post-assignment stage is the stage when the expatriate and the spouse repatriate, meaning that they move back to the home-country. It should be noted that the pre-assignment and the post-assignment stages are not explicitly included in the Black & Mendenhall's study.

Another study that discussed the early stages of the spouse adjustment process is conducted by Shaffer & Harrison (2001). According to the authors, the spouse adjustment process can be explained with the use of Identity Theory (Burke, 1991). The authors state that in a familiar setting of the home country with a specific culture, the individual is familiar with his or her identity. A familiar identity results in specific personality traits, which are defined as the —relatively stable and enduring patterns of how an individual thinks feels and behaves (Shaffer et al., 2006, P: 111). Identity is shaped by three types of identification: personal (within oneself), social (from interaction with others), and situational (from interactions with one's situational context or environment (Ogden, 1995; Shaffer & Harrison, 2001). Because of this identification, specific social and personal roles can be fulfilled. In case of an international relocation, a disruption causes the familiar setting to become unfamiliar (Black et al. 1991). This unfamiliarity causes disruptions in the identity, which may affect personality traits. Because of the perception and interpretation of a different environment, including its new demands (e.g. different family responsibilities) and (missing) resources (e.g. language skills, social network support), the individual may experience high levels of uncertainty, insecurity, confusion and stress (Shaffer & Harrison, 2001). Reestablishment of identity is difficult because social and situational identification possibilities are often non-existent especially in the early stages of an international relocation. Personal identification is also affected because of missing resources like for example a lack of hostcountry language skills (Mael, 1991). The described spouse adjustment process literature is in line with the earlier discussed adjustment criticism and the assumption to include cognitive, affective and behavioral variables...

The Subjective Well-being Theory (SWB) (Diener, 1984) represents cognitive and affective related issues. Subjective well-being is used in psychology science to discover how people evaluate their lives in terms of cognitions, satisfaction, and in terms of affect, the experience of unpleasant and pleasant moods and emotions (Diener et al. 1997). The theory is considered to be particularly suitable to the present research because of its focus on the internal experience of the respondent (Diener et al. 1997). This means that authority is given to the individual, which fits with the self-perceptive experience based character of the present thesis. Table 4 is used to explain the components and descriptions of Subjective Well-Being Theory. Cultural Competence Theory (Johnson et al., 2006) is used to explore behavioral and cognitive variables. Cross-cultural competence refers to effectively functioning in another culture (Gertsen, 1990) which suits the present thesis' research topic. Cultural competence is based on several components. Two of these components are used to represent cognitive and behavioral related issues (table 5). The other dimensions are assumed to be irrelevant in exploring spouse adjustment issues. Looking at the adjustment issue content, the different spouse adjustment dimensions that were discussed in the paragraph 2.5.1 are included in the

*present thesis' research model. These adjustment dimensions are used to highlight the areas of life in which the spouse experiences the particular adjustment issue.*

### *2.8.2 The gap between organizational support provision and spousal needs: Dissatisfaction*

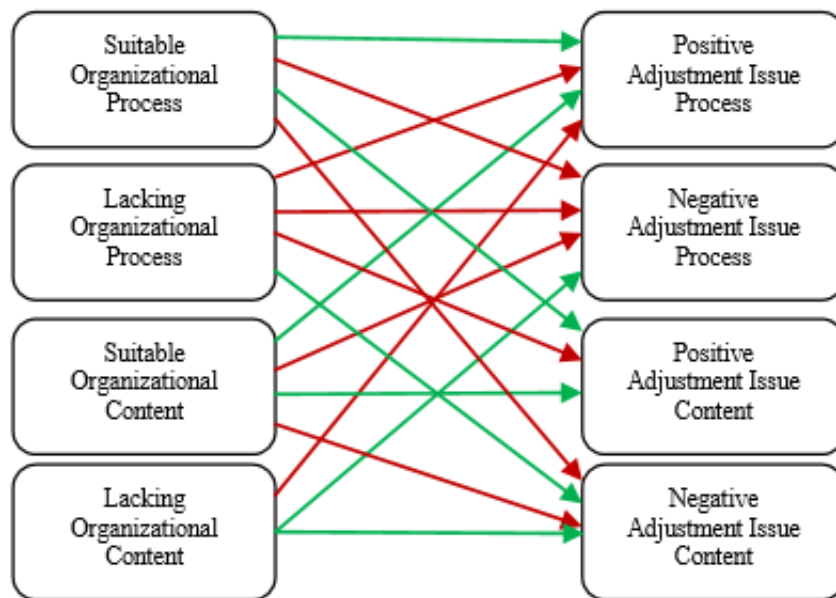
*Despite the importance of the spouse to international assignment success, and some existing organizational support study outcomes and practical suggestions, there seems to be a gap between the factual organizational support provision and the organizational support needs or desires of spouses. First, the described practical suggestions, especially the ones by Shaffer et al. (2001), Shaffer & Harrison, (2001), and Takeuchi et al. (2002), suggest that the organizational support practices should be improved. The assumed gap is also based on literature findings in which it was stated that organizations claim to put effort into spousal support but this organizational claim did not correspond with spouses' experiences (Punnett, 1997, Ali et al. 2003). Other studies made notion of this dissatisfaction of spouses with reference to the received organizational support (Ali et al., 2003, Forster, 1997, Forster, 2010). For example, spouses were dissatisfied about the provided relocation support (Forster, 1997). Three years later, the same author found that only 57% of the spouses in the sample received some form of cross-cultural training, and language training is only received by 7% of the spouses (Forster, 2000)....*

*With reference to instrumental support it is expected that spouses experienced language training, career consultancy, house and relocation support, host country administrative support and for example arrangements regarding the schools for children. Emotional support is assumed to be the least experienced organizational support. Expectations of emotional organizational support findings are the influence in the decision making process and the dedication of the support staff. Based on this knowledge a reverse sequence of lacking organizational support is expected. In the early-stage, it is assumed that most suitable organizational support is instrumental based. Expected examples are financial support for education, research, other productive activities, and home leave tickets. Administrative support and assistance with daily activities is also expected, which can be both instrumental as informational support. It is expected that emotional support is the second most experienced organizational support. It is expected to find statements of spouses about counseling possibilities, social network support and again a dedicated support staff. With reference to lacking support, it is expected that spouses particularly miss informational organizational support. It is also expected that not all organizations provide the earlier mentioned suitable emotional organizational support thus it is expected that this is the second most experienced lacking organizational support. Based on the fact that instrumental support is the expected most suitable organizational support in the early-stage, it is expected that this is the least experienced lacking organizational support. In the late-stage, it is expected that most suitable organizational support is instrumental and emotional based. Informational support is expected to be less provided. An example of instrumental support in the late stage refers to financial support for home leave tickets. A dedicated support staff is an example of an expectation that refers to emotional support in the latestage. With reference to lacking support, it is expected that emotional support is the most common experienced lacking organizational support for the*

same reason as in the early-stage. Informational support is considered to be the least experienced lacking organizational support...

As discussed in paragraph 2.5, organizational support is a determinant of spouse adjustment. Based on this knowledge, four presuppositions underlie the central hypotheses:

- There is a positive relationship between suitable organizational support and positive adjustment issues
- There is a positive relationship between lacking organizational support and negative adjustment issues
- There is a negative relationship between suitable organizational support and negative adjustment issues
- There is a negative relationship between lacking organizational support and positive adjustment issues



**Figure 4: The conceptual research model of the relationship investigation**

The preliminary research findings pointed in the direction of a general decrease of suitable organizational support in the organizational process resulting in low amounts of organizational support in the late-stage. It was also noticed that most of the suitable organizational support in the late-stage belonged to spouses living outside of Europe. Based on this knowledge, a Mann-Whitney Test was conducted to see if there is a difference between being based inside or outside of Europe and the amount of late-stage suitable and lacking organizational support that is experienced. The test showed that spouses based outside of Europe experienced significant (0,023) more organizational support in the late-stage than the spouses based in Europe.

*The accompanying spouse is considered to be exceptional in the population of interest. A potential way to get in contact with expatriate spouses would be assistance of multinationals. This is not done for several reasons. First of all, earlier research showed the reluctance of companies to participate in accompanying spouse studies (Shaffer & Harrison, 2001), which lowers the chances to find cooperating spouses (or in fact multinationals). Since it is a high priority to look at organizational support from an honest in-depth spouse perspective, an attempt was made to contact the spouses without an intervening organization, which is considered to ease the expression of critique towards the organization if that is the spouse's perspective on the experience. First, an attempt was made to find respondents via a magazine of a global expat network. Unfortunately, no addresses were provided because of privacy restrictions. Thus, practical and deliberate constraints have influenced the eventual selection method. As a consequence several specific non-probability sampling methods (Wellington & Szczerbinski, 2008) are used. First, a convenience sample method is used with which an accessible, easy-to-contact, well-known (to the researcher) respondent is selected (Wellington & Szczerbinski, 2008). This respondent is asked to participate in the pilot interview. At the same time, the Guided method is used which means that with the use of informants, respondents are suggested (Wellington & Szczerbinski, 2008). With social media like Facebook and LinkedIn, people were asked if they knew an expat spouse and if it was possible to contact them....*

*Three negative adjustment issue themes are the most common in the early-stage. The first theme Environmental related ignorance refers to environmental knowledge. Several spouses experienced general environmental ignorance. More specifically, spouses mention ignorance regarding shopping and products, housekeeping and home decoration. Other spouses refer to ignorance with regard to the host country's school system, language and finally direction and traffic. A spouse explains:*

*(India) —In Holland I knew where to go. For example when I need a new glass I go to the Hema or the Blokker. In the host country I had no idea where to go, also with reference to other products. The supermarket for example, in the beginning I had no idea what to buy because I couldn't find anything*

*Environment related incapability is a theme that belongs to the environmental skills adjustment issues.*

*Probably resulting from the latter described theme, spouses found themselves incapable when it comes to their behavior in the new environment. Some statements refer to a loss of orientation. Other spouses experienced food and products purchase failure. A spouse says:*

*(India) —When I did my groceries at a Dutch Albert Heijn supermarket, I knew every product I bought is of sufficient quality. In the home country, you might as well buy a fish from the freezer at a nice looking store but it really makes you sick .*

*Culture related habits and HCN's behavior dissatisfaction is a cultural satisfaction adjustment issue theme common in the early-stage. Some spouses were not satisfied about differences in rich and poor and the countries cast system. In other cases, statements referred to host country nationals' behavior in general and in case of misunderstanding. Also spouses did not like the country's corruption and the fact that money is found to be the most important tool in getting things done by locals. A spouse says:*

(Italy) —The only reason they tolerate me because I have money and give them jobs. They always look for a way to take our money

*Most positive issues in the early-stage refer to environmental satisfaction, interaction satisfaction, interaction skills and role satisfaction. The most common adjustment issue theme is Interaction related changed social network satisfaction . Spouses positively evaluated having a new social life, social network, friends, contacts, neighbors or acquaintances and other expat spouses. A spouse says:*

(Middle - East) —From the beginning, we were introduced here to a large group of nice people. It helps a lot to have a social life again in such a short notice of time  
Personal related joy/excitement is another common theme which refers to personal affect. Spouses particularly experienced positive feelings of joy or excitement. Other spouses described the experience of a holiday-feeling.

*A third common adjustment issue theme is Interaction related new social network creation capacities .*

*Spouses experienced positive capacities with reference to making new contacts, friends, neighbors or host country nationals in general. One respondent says:*

(United Kingdom) —Making contact with my neighbors for example, went really well...

*Most of the mentioned organizational support in literature is not mentioned by the spouses in the present thesis research. Only a small part of Punnett's support suggestions were found in practice. Particularly assistance with job/employment and network assistance are not common in the support that was provided to the spouses in the sample of the present thesis. The recommendation by Shaffer & Harrison (2001) that organizations should provide for practical information corresponds with the findings. However, in several cases, organizations did not provide for practical information. This is also the case for the stressed importance of a dedicated support staff by Shaffer et al. (2001).*

*The lacking and suitable organizational support findings confirm to a certain extent the existent literature statements by Punnett (1997), Ali et al. (2003) and Forster that there is a gap between the factual organizational support provision and the needs and desires of the spouse. However, the opposite was also found to be existent. In cases where this gap was particularly not the case, the spouse lived in a compound or in some sort of area in which the*



*obstacles for social network creation are minimal. This seems to be more common in countries outside of Europe. Future research can include country specific variables when investigating organizational support. In the interviews, it was noticed that the support provision for the same MNC seems to differ per country. This means that the organizational support for spouses depends on the local MNC's specific norms and policies. Future research could investigate the extent of these differences or the possibilities to increase unity in the support provision of spouses.*

*Ali et al. (2003) found organizational support to be significantly related to psychological adjustment which referred to mental health and personal satisfaction. According to the authors, organizational support also contributed to socio-cultural adjustment referring to the ability to deal with daily problems and to the amount of intercultural engagement which refers to the ability to deal with from other cultures. Psychological adjustment was measured with a Satisfaction for Life scale. It is a fact that the focus on positive and negative adjustment issues is different from the study by Ali et al. (2003). However, it is particularly noticed that satisfaction being significant related to organizational support in the study by Ali et al. (2003) was the least found adjustment issue component to be significantly related to organizational support in the present thesis.*

*More research is needed in the investigation of the relationship particularly with reference to the influence of other spouse adjustment determinants like personal characteristics. Future research can also consider the possibility to investigate organizational support as a separate determinant of spouse adjustment and the extent to which organizational support influences other adjustment influencing determinants. A final direction for future research is the influence of the development of social media, and other information and communication technologies on the relationship between organizational support and the adjustment process of spouses. This development could have consequences for organizational support possibilities, but it is also assumed to be influential to the spouse's adjustment process since information is easier to be obtained, and it is also easier for spouses to stay in touch with the home country social network. However, it may also have several disadvantages...*

#### **6.4 Conclusion**

*Irrespective of the amount of suitable or lacking organizational support, spouses will most probable experience negative adjustment issues in the period before the journey due to leaving a familiar life. This means that with reference to negative adjustment issues, other influencing variables than organizational support are important. However, lacking informational support is found to be significant positively related to negative satisfaction related adjustment issues. It is implied that particularly a lack of information clarity of completeness is influential to more or less negative adjustment issues in this period. Looking at the positive adjustment issues in this stage, positive satisfaction and affect related adjustment issues are most probable to be influenced by other variables since the relationships with organizational support were found to be weak. It is assumed that variables like motivation, personal characteristics and the personal context are more important in influencing the number of positive satisfaction and*

*affect related adjustment issues. However, there is one exception. Lacking emotional organizational support, most probable a lack of support staff dedication staff, is related to less positive adjustment issues in general. Spouses with more experiences towards the lack of support staff dedication (more specifically, a lack of concern or guidance or a non supporting attitude) experience significant less positive adjustment issues.*

*The first six months in the host country is a period in which the spouse experiences the most positive and the most negative adjustment issues. This is also the period in which the provided organizational support before the relocation is found to be most related to the adjustment issues. However organizational support that is provided in the first six months is also found to be important. In general, organizational support is more related to negative adjustment issues than to positive adjustment issues. Spouses with more lacking organizational support experiences before the relocation or in the first six months after the relocation do not necessarily experience more or less positive adjustment issues in the first six months than spouses with less lacking organizational support experience. This means that other variables like personal characteristics and the spouse's social and situational context are assumed to be important in influencing the number of positive adjustment issues in the first six months. However, more lacking emotional support experiences in the first six months is found to be related to less positive adjustment issues. Looking at the negative adjustment issues, spouses with more lacking emotional, instrumental and informational support experiences in the home country experience significantly more negative knowledge, skills and/or affect related adjustment issues in the first six months in the host country. Also, spouses with more suitable support experiences in the first six months, experience less negative adjustment issues in general. Satisfaction related adjustment issues are probably influenced by other variables than organizational support. With the notion that lacking support is particularly related to negative skills, knowledge, role and environmental related adjustment issues, it is thus assumed that spouses with experiences towards a lacking dedicated support staff, lacking clarity and completeness of information and lacking career consultancy spouses will particularly have more negative knowledge, skills and affect related adjustment issues.*

### *6.5. Recommendations*

*An important question that international HRM could ask itself is to what extent the organization acts to provide for the wellbeing of expatriate spouses to make the adjustment process easier and to secure the spouse's loyalty to the organization. The present thesis found that this extent of support provision is different for MNC's. In general, spousal program reluctance is most of all influenced by the fact that some MNCs consider these support programs as unnecessary costs or they are not convinced about the effectiveness. However, the present thesis also found evidence for the fact that there are managers who are convinced about the benefits of spousal programs as is highlighted with a statement from a spouse:*

*—What I heard at the office, and I agree, is the notion of a manager that if the accompanying spouse is not happy with life, then the employee is not valuable for the company. There are managers who are aware of this and managers who are not*

*Specific organizational support related recommendations are the following. Culture courses and specific spouse related courses in the period before the journey are found to be valuable to spouses and should not only be provided to spouses who will be based outside of Europe. Several spouses found cultural and specific spouse courses to be particularly valuable because it enhanced cultural, environmental and personal related knowledge which increased the general understanding of what to expect in the host country. However, the number of cultural and personal related adjustment issues seems to be underestimated for spouses based in Europe. The present thesis found that considered less culture novelty in countries closer to the home country also leads to cultural adjustment issues and personal related adjustment issues.*

—What I learned during the culture course and the spouse course is the culture shock curve that was really valuable to me. Before attending the spouse course my I considered this spouse course to be denigrating . —Will I learn how to make coffee, or how to be the perfect housemaid? —. However the information was very valuable to me. I was very content with the fact that the company made it possible to attend these courses||

*Spouses experience little preparation time/ a heavy task load in the preparation process. Formality arrangements like administrative support or school arrangements for the children are found to be helpful. Also it is important to provide for a clear and complete information provision. In particular, there is a need for practical information about environmental related knowledge especially after arrival in the host country. This does not have to be cost increasing, a printed scenario roadmap is sufficient. It is also important to spouses to experience suitable support staff dedication. In case the spouse experiences a lack of concern or guidance or a non-supporting attitude, this will probably result in more negative adjustment issues in the first six months of the host country. It is particularly recommended to show empathy in the communication with the spouse. Organizations can also consider including the spouse to the organization. The organization could for example invite the spouse to specific arranged happenings. This is highlighted with a spouse statement:*

—The company was very attentive in inviting me and my children for company arranged happenings instead of only inviting my husband||

*With reference to the social network, the organization could bring the spouse in contact with other expatriate spouses who are already in the host country or have been in the host country. Finally, career consultancy is particularly recommended. This recommendation is only applicable in countries where there are no work restrictions for the spouse. When this is the case, organizations can consider providing for financial support for educational opportunities.*

### *Conclusion*

As seen in the cases of bullying presented in this complaint, women-on-women bullying exists in organizations of all shapes and sizes, with the tactics used by bullies the same worldwide. Bullies will always seek networks of allies, and build their attacks well in advance, relying on pundits and gossip which discredit and defame their targets within the community. In political campaigns

this often takes the form of accusation in the press of sexual affairs of the candidates and their underlings, as it exposes the politician as immoral, and thereby corruptible. In the divorce courts accusations include sexual promiscuity, substance abuse, and/or psychological or psychiatric problems. In the *workplace*, *accusations include incompetence, laziness, and/or unethical behavior*. But, as demonstrated by the reports from *The Workplace Bullying Institute*, the tactics used are the same.

When examining cases of bullying it is important to consider that bullies will always seek “easy prey.” So it is important to examine the personal situation of the people who file the complaint, as well as the bullies, rather than brush them off as “isolated incidents of disgruntled employees.” When these people file official complaints for bullying, it is extremely important to examine all of the evidence and instances of bullying over a long period of time, as well as the underlying reasons as to the whys, and the wherefores.

For example, in the case of Ms. Keller and Ms. Happel, it is clear that they used many of my ideas for Global Expats, and incorporated them into their “plans” for the IMFFA, the reasons it’s budget was expanded, and the reason that it has grown and offers much more today, than in the past. Which is great. This is exactly what I want to promote within the Expat Wives Clubs. (And, I would like to see more done for the IMFFA association and its members. This organization has an important role in injecting dialogue about work-life balance issues of IMF employees to IMF HR. The spouses of these organizations needs a voice, and a voice that is heard and listened to.)

It has never been my intention to be in competition with these associations. In fact, I encourage their existence, creation, communication, and collaborations. It is important that Expat Wives Clubs organized by criteria of nationality or multinationals, lobby those governments or organizations in terms of their needs, wants, and rights. What I envision for Global Expats is more of an ally of these organizations, with economic, and thereby political power, to lobby governments at an international level on our common issues—with the issue *du jour* in my upcoming [CEDAW case](#) homemaker’s rights. In the past decade I have literally put myself through the gauntlet of the social “nets” available for victims of domestic violence, as well as legal abuse, and these “nets” are in *reality spider webs being crushed under the weight and enormity of the problems*.

I suspected from the beginning it was a lost cause. But, I also knew that I had to knock on every single door, stick my nose “where it did not belong,” and basically become a pest to the US State Department civil servants, Congressional staffers, and consular officials in order to demonstrate something I already knew—THEY ARE NOTHING MORE THAN RHETORIC AND RED-TAPE. My years of working on the Hill, in large bureaucratic organizations, as well as decades of dealing with the most apathetic, nonsensical consular agent in existence, trained me well in dealing with evasive ways and around the world games of civil servants everywhere—and in exhausting domestic remedies. I have exhausted remedies that these public authorities never even knew existed—nor could have fathomed!

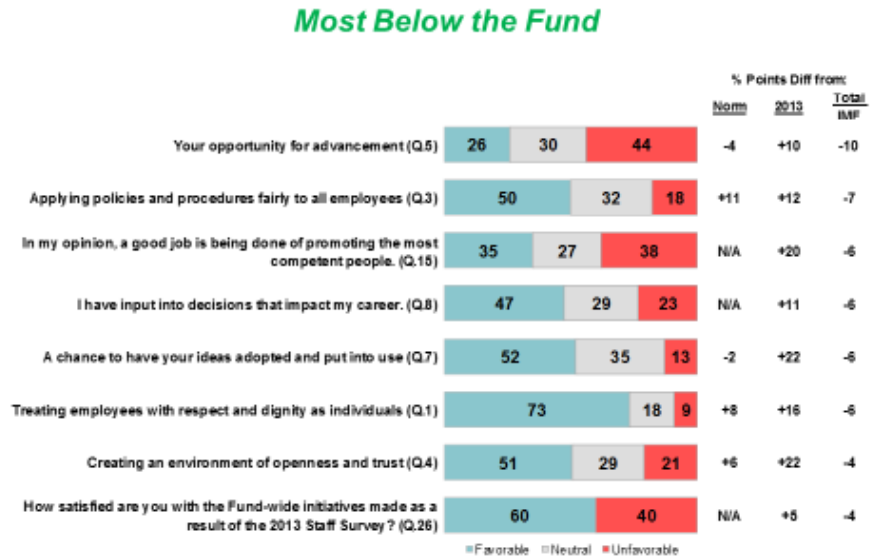
If one examines the case in point of Ms. Keller, it was imperative that she have me terminated before she left. She knew I was highly competent, and if I remained, the incoming board would realize that she had been lying about my incompetence—and that in fact many of the ideas she

was proposing were mine, not hers. Ms. Thapa was very much aware of my illegal termination, and it begs the question, that if she was aware of the fact that Ms. Keller was making false accusations against me, why did she not clarify the issues with IMF HR at that time? There are many things in the checks-n-balances of the HR which failed in that instance.

The type of bullying behavior described in this complaint is an increasing phenomenon in organizations and societies around the world, due to the fact that everyone keeps on turning a blind-eye to signs of victimization; rationalizing them away as nothing but complaints from gold-diggers looking for a law-suit, and easy money.

However, perhaps the most important part of what the case with Ms. Thapa and ICD raises, in terms of the bigger picture, is the way in which “progressive” anti-bullying workshops are in reality being used to subversively promote and encourage bullying, and thereby social conservatism in our societies. As stated before, this phenomenon is not unique to the work-place. It is happening in family and criminal courts at about the same rates. However, as seen in the various [reports I have compiled in the past 5 years](#), and my on-going research (see [Bibliography](#)), the forces at work are so sublime, that most people do not even realize what is happening right under their nose.

In ICD’s October Townhall, Sharmini Coorey presented the results of the IMF 2015 Interim Staff Survey to the department. While on the surface the results look positive. When one scratches the surface a very different story appears. For example, as seen in *Figure 8: Most Below the Fund*, ICD scored below the Fund average in the following areas: *opportunity for advancement, fairness in application of procedures and promotion of competent people, input into one’s career decisions, chance to implement ideas, creating and environment of openness and trust, and progress made since 2013 Interim Survey.*



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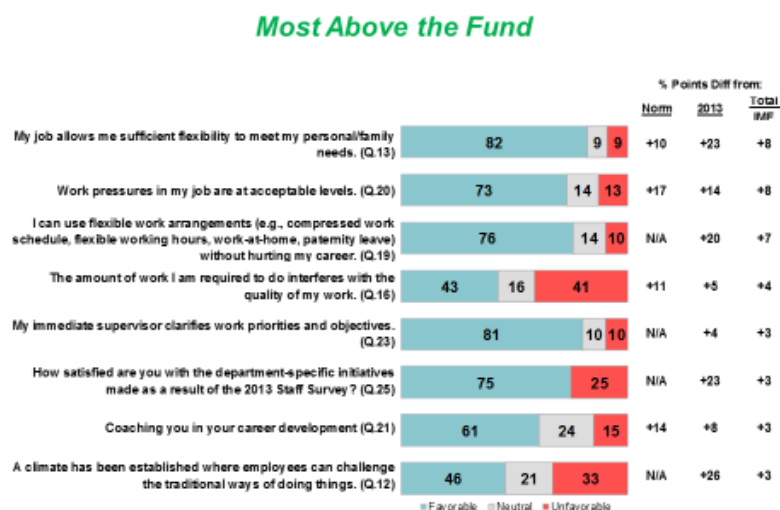
Figure 8: Most Below the Fund

First, it should be noted that as seen above, ICD scored below the Fund in *respect, dignity, fairness, openness, trust, competence, and up-ward mobility*, which should be sending warning bells to top management of ICD that there are serious issues not only with bullying (or potential bullying) in ICD, but also serious issues in the effectiveness of the Respectful Workplace workshops provided by the Winters Group in the past few years.

As seen in *Figure 9: Most Above the Fund*, ICD has effectively implemented a more flexible workplace, and are improving work-life balance as well as departmental implementation of initiatives from the 2013 Interim Staff Survey. However, there are areas between “Most Above the Fund” and “Most Below the Fund” which are conflictual and merit further examination. For example, ICD scored “Most Above” on “creating a climate where employees can challenge the traditional way of doing things” versus “Most Below” in “creating an environment of openness and trust.” There is a clear discrepancy here in areas which should be showing a congruency. However, if one examines the situation in a larger context, with an understanding and appreciation of the “honeymoon” period within any publicity or awareness raising campaign, these discrepancies have a logical explanation.

While the Winters Group, along with the initiatives of ICD in the past few years, has provided the rhetoric for explaining different communication styles between cultures, they did not provide an explanation of how abuses of power and bullying function within an organization or group, as did *The Workplace Bullying Institute*, nor effective ways of dealing with it. It is for this reason that we see incongruences, such as “employees can challenge traditional ways of doing things” in “Most Above,” while at the same time seeing “creating an environment of openness and trust” in the “Most Below” categories. Additionally, we see “my supervisor clarifies work

priorities and objectives” in “Most Above,” while finding “apply procedures and policies” as well as “chance to put ideas into practice” in the “Most Below” categories. Another flagrant dichotomy exists within “coaching in career development” in the “Most Above” category, while “good job of promoting people” and “opportunity for advancement” are found in the “Most Below” category. And, finally in the terms of implementation of initiatives from the 2013 Staff Survey at the departmental level were in “Most Above” category, while the Fund wide initiatives were in the “Most Below” category.



*Figure 9: Most Above the Fund*

The contradictions above reflect certain double-standards and disorder that I have observed at various levels in my years at ICD. While I have the highest regard for many of the economists and other professionals in ICD, and elsewhere in the Fund, for their level of intelligence and dedication to their work, I have also observed an undertone of dissatisfaction and frustration of employees at every-level, due to antiquated management styles through-out the Fund.

While the IMF has a very culturally diverse labor force, with employees, at all levels, faced with cultural issues and “misinterpretations” on a daily basis. In all of my year at the Fund, I have never experienced serious misunderstanding or altercation in regards to customs, or traditions. In fact, this is one of the things I have most appreciate of working in the Fund—a truly international and multicultural environment—where cultural differences are accepted in stride, to such an extent that many can laugh at the “cultural anomalies” amongst us.

The problems of bullying at the Fund have nothing to do with cultural “misunderstanding.” The problems of bullying, are strictly related to antiquated management styles which are by definition, founded on abuses of power and bullying. Rigid, hierarchies promote and sustain this type of dynamic, whether it be in the workplace or home. Daniel Goleman in *Emotional*



*Intelligence* demonstrates how parents, just like managers, instill an environment which engenders and even incites bullying with an oscillation between ignoring their children (and their problems) to harsh punishment for anything they perceive will threaten the status quo and their authority—which corresponds with the antiquated management style of “sink or swim.”

One of the underlying issues is that ICD employees are so fixated on climbing the “corporate ladder,” and filling quotas for publishing working papers, or attending training, or attending meetings, that they have little time for anything else. Granted, my position is rather unique. And, I would not want, or expect anyone to work the 20-hour days that I put in, and I am fighting so no one has to. However, I have not attended one meeting, seminar, or conference, nor have I travelled for my work, but I have read, and read, and read, and read.... And, then written, and written, and written...

As see in this complaint the problem I am encountering in defending my rights, is that everyone in government agencies are so busy going to meetings, luncheons, seminars, conferences, cocktails, retreats, that “no one is minding the store.” Sometime less is more. And since coming back to the work-force, I have observed my co-workers in an environment that is like a merry-go-round, which people simply do not know how to get off of. Slide #3, *IMF Highlights*, of the ICD Briefing of the Staff Survey states,

*Many staff (859) took the opportunity to write in a comment. Career development was the most commonly discussed topic.*

As previously stated in this complaint. One economist in ICD explained it, “You can take the nicest person in the world. Put him/her into a highly-competitive, grappling-up the ladder workplace, and he/she will become a royal SOB. Take him/her out, he/she becomes nice again.”

And, he is right. While bullies exist everywhere (because we teach all too many of our children to be bullies). They are empowered by the apathy and silence of others.

Table 22: Emotional Intelligence: Why It Can Matter More than IQ by Daniel Goleman
<p><i>How to Raise a Bully</i></p> <p><i>Much can be learned about the lifelong effects of emotionally inept parenting—particularly its role in making children aggressive—[those] who were belligerent among the children—those quickest to start fights and who habitually used force to get their way...also seemed to be handing down their propensity to violence: their children were [] just like the troublemakers their delinquent parent had been.</i></p> <p><i>There is a lesson in how aggressiveness is passed from generation to generation. Any inherited propensities aside, the troublemakers as grownups acted in a way that made family life a school for aggression. As children, the troublemakers had parents who disciplined them with arbitrary, relentless severity; as parents they repeated the pattern.... And while they punished their children with special severity, they otherwise took little interest in their</i></p>

*children's lives, in effect ignoring them much of the time. At the same time the parents offered these children a vivid—and violent—example of aggressiveness, a model the children took with them to school and to the playground, nor did they fail to wish the best for their children; rather, they seemed to be simply repeating the style of parenting that they had been modeled for them by their own parents.*

*In this model for violence, these children were disciplined capriciously: if their parents were in a bad mood, they could get away with mayhem at home. Thus punishment came not so much because of what the child had done, but by virtue of how the parent felt. This is a recipe for feelings of worthlessness and helplessness, and for the sense that threats are everywhere and may strike at any time. Seen in light of the home life that spawns it, such children's combative and defiant posture toward the world at large makes a certain sense unfortunate though it remains. What is disheartening is how early these dispiriting lessons can be learned, and how grim the costs for a child's emotional life can be.*

Unfortunately, as seen in the case of Winters Group's Respectful Workplace workshops, which in essence told victims of bullying to question themselves, and their "interpretation" of the situation, not only created a situation that encouraged bullying, but encouraged management to turn a blind-eye to allegations of bullying. It does not matter whether a bully is in the home or workplace, until, and unless they recognize that their behavior is abusive, they will NEVER change. The attitude that the victim must question their "interpretation" of the bully is exactly what abusers do to rationalize their abuse. Lundy Bancroft in *Why Does He Do That? Inside the Minds of Angry and Controlling Men* explains how even when abusers and bullies promise to change, they are often unable to do so—for the simple that that fundamentally they do not want to give up the power and control that is their ally (and drug,) as much as their nemesis.

Bullies, be they large or small, rationalize their abuses of power with the same rhetoric.

Table 23: Why Does He Do That? By Lundy Bancroft

*Steps to Change*

1. *Admit fully to history of psychological, sexual, and physical abusiveness...*
2. *Acknowledge that the abuse was wrong...*
3. *Acknowledge that [] behavior was a choice, not a loss of control...*
4. *Recognize the effects [] abuse has had on you....*
5. *Identify in detail [] pattern of controlling behaviors and entitled attitudes...*
6. *Develop respectful behaviors and attitudes to replace the abusive ones...*
7. *Reevaluate his distorted image of you, replacing it with a more positive and empathic view...*
8. *Make amends for the damage he has done. He has to develop a sense that he has a debt to you and to your children as a result of his abusiveness...*
9. *Accept the consequences of his actions.*

10. Commit to not repeating his abusive behaviors and honor that commitment. He should not place any conditions on his improvement...
11. Accept the need to give up his privileges and do so. This means saying good-bye to double standards...
12. Accept that overcoming abusiveness is likely to be a life-long process....
13. Be willing to be accountable for his actions, both past and future. His attitude that he is above reproach has to be replaced by a willingness to accept feedback and criticism, to be honest about any backsliding, and to be answerable for what he does and how it affects you and your children.

*Abusers don't make lasting changes if they skip any of the above steps, and some are easier than others. Most of my clients find it fairly easy to apologize... But a genuine and sincere apology is only a starting point. Many of my clients make it through first three steps... Step number four, for example, demands that the abusive man accept his partner's right to be angry. He actually has to take seriously the furious things that she says and think about them rather than using her emotional pitch as an excuse to stuff her opinions back down her throat as he has normally done. When I explain this step, my clients at first look at me as though I had an eye in the middle of my forehead. "I should do what?? When she is yelling at me, I'm supposed to just sit there and take it??" More than that, you actually. You should reflect on the points she is making and respond to them in a thoughtful way."...*

#### *The Abuser's Outlook on Change*

- *"The change game is just like the rest of the routine" – Abusers can turn their manipulative skills to creating an appearance of change....*
- *"I can stop abuse by learning nonabusive ways to control and manipulate my partner"- I hear [] the voice of the client [] "I thought you were going to be giving me tools to help me manage my partner's [the victim] crazy behavior. But you are not helping me with that at all."*
- *"Change is a bargaining chip." ...I won't push you up against the wall if you drop your side of the argument whenever you see that I'm really upset." To him, these seem like fair deals, but in reality they require a woman to sacrifice her rights and freedom in return for not being abused—a coercive bargain that is in itself abusive.*
- *"I don't mind changing some of what I do as long as I don't have to give up the attitudes and behaviors that are most precious to me." - ... An abuser who does not relinquish his core entitlements will remain nonabusive...*

#### *How to Assess an Abuser's Claim of Change*

*No one is in a better position than the abused [] to distinguish genuine progress from window dressing....You are the only one who can judge [] change. There are men who join my group and become model clients... yet I talk to their partners I find out that life at home is business as usual.. And I work with other men who are cantankerous during meetings, but the report I*

*receive from the front lines is that their treatment of their partners is noticeably improved. What the client shows me matters little.*

*There are two main principles to keep in mind when deciding how much potential an abuser has to become a kind, respectful partner in the long run:*

- 1. He cannot change unless he deals deeply with his entitled and superior attitudes. No superficial changes that he may make offer any real hope for the future.*
- 2. It makes no difference how nice he is being to you, since almost all abusers have nice periods. What matter is how respectful and noncoercive he chooses to become.*

As seen above, much of what is need in combating bullying, whether it be in our workplace, communities, homes or societies, is more about changing habitual ways of dysfunctional or violent communication, and the environment that engenders that type of behavior, than changing laws. Clearly, answers do not lie in more speeches, workshops, and roundtable talks which yield little effective results. The only effective way to challenge bullying, and abuses of power in all their forms, is head-on, on a case-by-case basis—assuring that no one is immune from investigation or sanctions. As Daniel Goleman explains in *Working with Emotional Intelligence*,

Table 24: Working with Emotional Intelligence by Daniel Goleman

*Change leaders are not necessarily innovators. While leaders recognize the value of a new idea or way of doing things, they often are not the one who originated the innovation. For organizations riding the waves of change (and what organization is not these days?), traditional management is not enough. In times of transformation, a charismatic, inspiring leaders is called for.*

*The model of “transformational leadership” goes beyond management as usual; such leaders are able to rouse people through sheer power of their own enthusiasm. Such leaders don’t order or direct; they inspire. In articulating their vision, they are intellectually and emotionally stimulating. They show a strong belief in that vision, and they excite others about pursuing it with them. And they are committed to nurturing relationships with those they lead.*

*Unlike more rationale modes of leadership, in which leaders use standard rewards like pay and promotions to encourage their workers, the transformational leader goes to another level, mobilizing people for organizational change by arousing their emotions about the work they do. In doing so, such leader appeal to people’s sense of meaning and value. Work becomes a kind of moral statement, a demonstration of commitment to a larger mission that affirms people’s sense of sharing a valued identity.*

*Doing this requires the leader to articulate a compelling vision of the new organizational goals. Even though the goals may be somewhat utopian, committing to them can be emotionally satisfying in itself. Arousing people's emotions in this way and harnessing them in pursuit of lofty or noble goals gives a leader a powerful force for change. Indeed, studies show that this kind of leadership brings greater efforts and better performance from subordinates, making their work more effective.*

i

IMFFA Overtime Hours Quenby Wilcox Log												
Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10
9-5:30	SUN	9-6:30 OT/ Art	closed	9-8:00 /OT em	9- 7:30/ memb	9-7:00/OT- TSP	SAT	9-6:30/membe	9- 6:15/OT - TS	SUN		
9-7:00 /OT /ne	9-7:00 /OT	9-6:00 /OT	SAT	9-6:30 /OT em	9-6:00 /OT - A	9-6:30/membe	SUN	9-6:30/membe	9-6:00/OT - ne	closed		
SAT	9-5:30	9-5:30	SUN	9-7:00 /OT acti	9-7:00/ memb	SAT	9-8:30 /memb	9-7:00/membe	SAT	closed		
SUN	9-6:15 /OT	9-7:00 /OT	9-6:00 /OT	9-6:00 /OT em	9-7:00/membe	SUN	9-7:30 /memb	9-6:00 /OT - TS	SUN	closed		
9-5:30	9-6:30 /OT	SAT	9-6:30 /OT	closed	9- 7:00/ memb	9-7:00/membe	9-5:30	SAT	closed	closed		
9-5:30	9-7:00 /OT	SUN	9-8:00 /OT new	SAT	SAT	9-6:30/membe	9- 6:30/membe	SUN	9- 7:00/OT - TS	closed		
9-5:30	SAT	9-7:00 /OT(ofc	9-5:30	SUN	SUN	9-7:00/membe	9- 6:00 /memb	9-6:30/membe	9-7:15 /OT - TS	SAT		
9-7:00 /OT	SUN	9-7:00 /OT(ofc	9-6:30 /OT(em	closed	9-6:30 /memb	9-6:00/membe	SAT	9-7:00/membe	9-6:30/membe	SUN		
9-5:30	9-5:30	9-7:00 /OT	SAT	closed	9-6:30/membe	9-7:00 /OT - AG	SUN	9-6:30 membe	9-8:30 /OT - TS	/member /		
SAT	9-5:30	9-7:30 /OT	SUN	closed	9-7:30 /memb	SAT	9-5:30	9-7:00/membe	SAT	/member /		
SUN	9-7:00 /OT	9-6:00 /OT	9-6:00/OT(em	closed	9-7:00/ memb	SUN	9-6:30/membe	9-6:00/membe	SUN	/Recycle		
9-5:30	9-5:30	SAT	9-6:30 /OT	9-5:30 / (Board	9-6:30/ memb	9-6:00 /OT - AG	9- 6:00/membe	SAT	9-6:15 /OT - TS	pub for door		9- 6pm / OT pi
9-6:00 /OT	9-7:30 /OT	SUN	9-6:00 /OT	SAT	SAT	9-6:30/ memb	9-6:30/membe	SUN	9- 7:30 / memb	filling		9- 6pm / OT Ch
9-5:30	SAT	9-6:00 /OT (ofc	9-7:00 /OT	SUN	SUN	9-6:00/OT - TS	9-6:30/membe	9-6:30/membe	9-7:00/membe	SAT		9- 7:30 pm
9-5:30	SUN	9-6:30 /OT(ofc	9-7:30 /OT new	closed	9-7:00/membe	9-6:30/membe	SAT	9-7:00/membe	9-7:30/membe	SUN		
9-5:30	9-6:00 /OT	9-5:30	SAT	9-6:30 /OT em	9-6:30/membe	9-6:00/OT - AG	SUN	9-7:00/membe	9- 6:30 / memb	9- 6:30 /member		
SAT	9-6:30 /OT	9-7:00 /OT	SUN	9-6:00 /OT em	9-7:30/membe	SAT	9-5:30	9-6:30 /OT - TS	SAT	9- 7:00 /member		
SUN	9-5:30	9-6:30 /OT/me	closed	9-6:30 /OT em	9-7:00/membe	SUN	9-5:30	9-5:30	SUN	9- 7:00 /member		
9-5:30	9-5:30	SAT	9-6:30 /OT web	9-6:30 /OT Vol	9-6:00/membe	9-7:30/OT- AG	9-6:30/membe	SAT	9- 6:30 /memb	9- 5:30		
9-6:00 /OT	9-9:15/OT /ne	SUN	9-5:30	SAT	SAT	9-6:15/OT - AG	9-6:00/membe	SUN	9- 6:30 /memb	9-5:30		
9-5:30	SAT	9-5:30 (ofc. Su	9-7:30 /OT necc	SUN	SUN	9-8:30/OT - AG	9-5:30	9-5:30 (newsle	9- 6:30 /memb	SAT		1:30- 5:00 OT T
9-5:30	SUN	9-5:30	9-9:30 /OT new	9-5:30	9-6:00 membe	9-8:10/OT - AG	SAT	9-6:30 /OT - TS	9-6:30 /memb	SUN		OT / Invitation for Paola 6 pm
9-5:30	9-5:30	9-5:30	SAT	9-5:30	9-7:00/membe	9-7:00 membe	SUN	9-6:30 /OT - TSP	(ofc. support	9- 6:30 /member		
SAT	9-5:30	9-1:00	SUN	9-7:45 /OT Vol	9-7:30 /memb	SAT	9-6:30/membe	9- 7:00 /OT - TS	SAT	9- 8:30 / member		
SUN	9-5:30	closed	9-8:00/OT assi	9-6:30 / memb	9-6:30 /memb	SUN	9-6:00/membe	9-7:00 /OT - TS	SUN	9- 6:00		
9-7:30 /OT	closed	SAT	9-8:00 /OT Chr	9-5:30	9-7:00 /memb	9-9:30/OT - AG	9-7:00/membe	SAT	closed	9- 6:00		
9-5:30	closed	SUN	9-8:00 /OT Chr	SAT	SAT	9-6:00/membe	9-7:00/membe	SUN	closed	9- 6:30		9- 6:30 pm / ne
9-5:30	SAT	9-6:00 /OT	9-7:30 /OT em	SUN	SUN	9-5:30	9-7:00/membe	9-6:30 /OT - TS	closed	SAT		
9-6:30 /OT	SUN	9-6:30 /OT	9-6:30 /OT Creative writing ca	9-7:30 /OT - A	9-6:00/membe	SAT	9-7:30 /OT - TS	closed	SUN	OT / Invitation for Paola 6 pm		
9-5:30	9-5:30	SAT		9-7:00/membe	9-6:30/membe	SAT	9-6:30 /OT - TS	closed	9- 6:30 /OT			
SAT		9-12:00 noon	SUN		9-6:30 /members	closed		SAT				
IMFFA Overtime Hours Quenby Wilcox Log												
6.5 hrs.	13.5 hrs.	3.5 hrs.		5.75 hrs.	1.5 hrs.	14.75 hrs.		10.5 hrs.	8.25 hrs.		64.5 hrs.	
		10 hrs.	28 hrs.	10 hrs.							48 hrs.	
				1 hr.	28.5 hrs.	10.5 hrs.	17.5 hrs.	13 hrs.	10.5 hrs.		81 hrs.	

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## IMF Family Association

### Membership Coordinator/ Administrative Assistant

#### Job Description

Under the general supervision of the Executive Chairperson, perform administrative tasks and contribute to the smooth functioning of the IMFFA office and activities:

#### Duties

- Serve as contact person for all IMFFA members: provide information about the association's activities and events by phone, email, or in person.
- **Provide administrative services**, including, but not limited to: sending out and responding to correspondence and emails (as directed by executive chairperson or committee chairs); answering phone calls, keeping a record of office activities and visitors, setting up and maintaining IMFFA files; keeping monthly, quarterly and annual calendars updated; helping prepare for board meetings; and other committee or IMFFA meetings.

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- Ensure proper maintenance of IMFFA office and of all IMFFA equipment, supplies (for coffee break, etc.) and make them available for members and during meetings.
  - Monitor internal procedures to ensure compliance with IMFFA rules and procedures.
  - **Manage and update IMFFA membership database.** Coordinate all survey responses, enter information into database, and update member profiles.
  - **Assist IMFFA web content manager** prepare and upload website content and keep website up to date. Coordinate new content from committee chairs.
  - Under the supervision of the Chairperson, **create and send weekly e-newsletter** to all IMFFA members. Coordinate new content from committee chairs and members
  - Assist with final **preparation and distribution of Chronicles**, the IMFFA monthly newsletter. Coordinate content from chairs and members and send to editor of Chronicles. Coordinate calendar.
  - Provide assistance (to board members and committee chairs) as needed during the preparation of association activities, ensuring complete confidentiality. Assist with coordination and implementation of social events and programs.
  - Provide other administrative services as requested by the Executive Chairperson.

### **Skills and Experience Requirements**

- Minimum of three (3) years' secretarial experience
- University education
- Demonstrated experience and proficiency in computer technology, Fund's standard soft wares, Microsoft Office Suite (Advanced Word, Excel, Outlook, PowerPoint), Microsoft Publisher
- Excellent oral and written communication skills in English; other languages an asset
- Strong organizational, coordination, and planning skills. Attention to detail and conscientious
- Demonstrated ability to manage simultaneous tasks and in a diverse environment.
- Strong interpersonal skills, ability to interact with people from different backgrounds
- Demonstrated tact and discretion.
- Capable of working without supervision, strong sense of initiative.

### **IMFFA Tasks**

**1) Newsletter:** The newsletter is prepared every Friday. Technically the e-newsletter will only highlight what is coming up that week but often it also includes what is coming in the next few weeks. Try to organize activities in Chronological order and leave the HR content last. The first couple pages will be IMFFA announcements and the last couple pages will be HR or Other announcements. Try to avoid large pictures since it makes the attachment heavier. Save it in word first, then click on Adobe PDF and Convert to Adobe PDF, save it with the same name. Open the Adobe file and click on Edit and then Office Clipboard. Copy each page and copy it directly onto the body of the email. Use the standard message to send out email. **It is very important that the distribution lists go in the bcc line and no cc.** Pay close attention to the mark your Calendar section so all events are listed. Some emails do come back, this can be for many different reasons, person is out of the office, inbox is full or it is rejecting the email because of its size. Check the email address and try to resend if needed or send link to website.

**2) Chronicles:** Send the electronic file to the distribution lists on the first day of the month. Also upload to website. When you receive the electronic file, usually in publisher send it to Frances for review. When all changes are made convert to PDF, fill out a requisition form and email both files to Multimedia. The turn around is usually 48 hours for a proof and 48 hours for the final printed document. Specify how many copies you need keeping in mind the events for each month. Example, 80 copies are needed the for Information Symposium so the June number of copies needs to be adjusted accordingly. When you receive the printed copies they need to be stuffed in envelopes (previously ordered through Erik Lorenzana, [elorenzana@imf.org](mailto:elorenzana@imf.org) at Envelope printing acct. – electronic/EXCEL file in Chronicles folder) and shipped out through internal mail.

Also, specific 10 copies go to each of these offices:

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- Jumana Shammout HRD HQ2 5-751
  - Matthew Levine HRD HQ2 5-571 (40 copies – this includes the 10 with Jumana)
  - Joan Dubinsky ETO HQ1 5-548B
  - WBFN World Bank H-2-204 (10 copies confirmed June 2009 )
  - Elizabeth Legrain World Bank MC-8-800
  - James Boughton (for Bretton Woods) 5-713B
  - Abby Hedahl (for Fitness Center, Orange Level)
  - Boubacar Fall HQ2 5-421
  - Kozue Tominaga HQ2 5-691 (30 copies)
  - Gudule Theunissen (Klara's husband's office) HQ1-208 (wants 7 copies – conf. June 2009)

**3) Website:** You need to upload the newsletter every Monday and Chronicles once a month. Also, keep the calendar, directory, committees, etc...up to date. Inez Lambregts and Krisztina Drotos will also be helping on this task. The main IT person/contact is Susan Tembo: [stembo@imf.org](mailto:stembo@imf.org) or x39035. For all Sharepoint classes contact Kelly Spittal: [kspittal@imf.org](mailto:kspittal@imf.org). You also need to add new members if they request to be added and send them their password. This should be done regularly so people can access the site.

**4) Food orders:** Food orders should be placed through Jumana Shammout 3 days in advanced [jshammout@imf.org](mailto:jshammout@imf.org). It is very important to be as detailed as possible, specific delivery times, special requests, quantities, room number to be delivered to, etc...When the order is confirmed and TGS events send invoice, make sure to print it and keep copy in the 2009-2010 Food Orders folder for the treasurer. These orders need to match up with HR's budget at the end of the year.

**5) Office supplies:** All orders need to be approved by Frances McRae and usually the Board (more expensive items such as refrigerator, printers, laptops, etc....) Most items are purchased from the OfficeMax catalog in the office and the request is placed with Jumana Shammout. Orders need to be at least \$50.

**6) Newcomers:** Klara Bakker-Staals is the newcomers' chairperson, she usually meets with newcomers on Tuesdays. Newcomers' folders need to be ready for her meetings and include brochures, Chronicles, annual report, etc... When a newcomer's form comes in this needs to be entered into outlook and added to the corresponding distribution list. Then a newcomers' letter is sent on behalf of Frances McRae, cc Klara and Frances. If the email comes back follow up with Kozue Tominaga.

**7) Parking:** Parking is arranged for all Board members and all IMFFA members who are conducting IMFFA's related business. Contact Denise, the Parking Administrator, x37093. She will need the car make and model, color, license plate, and state where it is registered as well as spouse ID number. Place all requests before 3 PM the day before parking is required.

**8) Visitors' passes:** Request passes one day in advance through Jumana Shammout (later Arianne Thapa) via email. Visitors usually need to be escorted by a staff member.

**9) Reimbursements:** All reimbursements are processed by the treasurer. Members must fill out reimbursement form and attach original receipt, make 2 copies for treasurer. When Yazgul processes reimbursements send all original copies and cover letter with detailed information to Jumana. When reimbursement checks arrive notify each member that their check is in the office and cc Yazgul. Most members will come to the office to pick them up but they may also request to have it sent to them.