

## 362. Adult Bullies and High Conflict People with Bill Eddy

**Bill Eddy:** [00:00:00] So blame speak is the term that I use for the repeated behavior of blaming others and that it has some characteristics, it's all or nothing, and it, it's emotionally upsetting and I developed a method called Biff. BIFF for email conversations and texts. And it's brief, informative, friendly, and firm.

And it's a way to counteract blame, speak. So you don't just blame, speak back That was Bill Eddy on psychologists off the clock. We are four experts in psychology here to bring you cutting edge and science based ideas to help you flourish in your relationships, work, and health.

**Debbie Sorensen:** I'm Dr. Debbie Sorensen, a clinical psychologist [00:01:00] practicing in Mile High, Denver, Colorado, and author of Act for Burnout, Act Daily Journal, and the Act Daily Card Deck.

**Emily Edlynn:** From America's Heartland, I'm Dr. Emily Edlynn a clinical psychologist based in Chicago, Illinois, and author of Autonomy Supportive Parenting.

**Michael Herold:** Calling in from Vienna, Austria. I'm Michael Herold, ACT coach, confidence trainer, and author of an upcoming book on being a better conversationalist and making friends.

**Jill Stoddard:** And from coastal New England, I'm Dr. Jill Stoddard, author of Be Mighty, The Big Book of Act Metaphors, and Impostor No More.

**Emily Edlynn:** We hope you take what you learned here to build a rich and meaningful life.

**Michael Herold:** Thank you for listening to Psychologists Off The Clock.

**Debbie Sorensen:** Hi everyone. My guest today is Bill Eddy. He is a trained lawyer and a trained therapist, and he has books about bullies and other high conflict people. And I'm here with Michael today to introduce the episode and, and [00:02:00] we had a little bit of high conflict when it comes to this, this episode, didn't we, Michael?

**Michael Herold:** Yeah. Um, when the pitch came in, we both wanted this guest because bullying is something that I've experienced a lot in my, uh, young life and is something that I work with a lot now. But it turns out, uh, dear listener, that Debbie just. Adult bullied me into giving out the podcast. No, this was very consensual.

It was just a little bit off threatening and, and blunt force, uh, involved. Most of it was just consensual. Yeah.

**Debbie Sorensen:** Which actually doesn't meet the definition of bullying, Michael, you know, because bullying is a little bit more extreme than that.

**Michael Herold:** Ah, so I, I, I get the definition of, because that was a question I had for bullying, but the definition of bullying is that if Debbie does it, it's not. But Okay. No, but, but in all seriousness, so, so this is a question I wanted to ask you for our little discussion before the interview goes out.[00:03:00]

Um, the, the definition of bullying, because listening to you to talk, I was asking myself, where would I be able to draw the line in an interaction with. A colleague like Debbie with, uh, a friend where where does something that is maybe legitimate and harsh feedback critique that is fully justified.

When, when does that turn on the other end of the spectrum into me dealing with a bully and that needs to be addressed. Was there any form of like definition of, or guidelines that make it clear that a line has been crossed?

**Debbie Sorensen:** I mean, we're making light of it, but when real bullying happens, it's serious. I think. Um, Bill Eddy talks about these types of high conflict personalities and what that behavior means, and he talks about adult bullying as an extreme version of that. And so in his book, he writes that bullies have [00:04:00] unrestrained aggressive behavior.

They tend to have win lose relationships. They want domination. They want control. They kind of want to destroy the other person. And, and I think it's really important to note we're, we're making a joke about this, but in the case of bullying, it's, it's really extreme and it's kind of repeated over the course of the time.

So we all might have a moment here and there where we say something mean, or we try to, you know, take the interview we want from someone

**Michael Herold:** Yeah, yeah, yeah. Just, just, just make, just make, make fun about it. Uh, no, but, but you're right. And you know what I have, to say, and I'm just realizing this now as we joke about this, that I think that with my own experience, uh, as, as being on the other side of bullying during, uh, high school years, I.

Joking and making fun and, uh, almost like crossing the line. Fun, uh, of, of this bullying has been my I would say, very healthy coping [00:05:00] strategy. So you are now at the other end of this as we choke about this, of course, that whenever I'm confronted with bullying behavior, Michael goes into making it all silly.

**Debbie Sorensen:** Yeah, and I mean, I think that there's something beautiful about that because it kind of disempowers the person and the situation. Like if you can name it and see it where, where it is, and you know, of course you need to protect yourself and that kind of thing, but to actually make light of it or even just being able to name it.

And I think that's one of the things I really love about Bill's work is that I think often when people are in relationships like this, it's very confusing people. Second guess themselves. They don't understand what's happening, and he helps put labels to things that many people experience. I mean, he says that about one in 10 people has a high conflict personality.

That means most of us are gonna encounter some version of this. Hopefully it will be a milder version of it. But, you know, people can experience [00:06:00] this in pretty scary ways. And so it's really important to understand what's happening and to know what to do about it.

**Michael Herold:** Yeah, and I think the interview does a really good job of explaining this. You go into the theory of it all and the and then, um, at, at towards the end, you give some very concrete advice on how to deal with bullying behavior in certain situations.

and one of my favorite stories that I will tell anyone over a glass of wine, but definitely not on a PO podcast, like this is how I wrapped up the story of my own like.

Being a victim of bullying and, uh, sort of like getting back at the bully that made my high school life a little bit of a hell. So, uh, if anyone ever meets me in real life and gets to buy me a glass of wine, you get to hear that story.

**Debbie Sorensen:** That might be worth a trip to, to Vienna for, but, but I do think that, that's the question, right? If [00:07:00] you end up in a situation where you're dealing with an adult bully or a high conflict person. What do you do and say, and there's all kinds of myths out there about this, right? Like fight back or just, you know, there, there's some unhelpful advice I think like if you're in a workplace situation, this whole idea that you're just gonna avoid the person or go beat them up in the parking lot, you know, these are not helpful suggestions.

And you don't wanna escalate the situation and become more of a target by just kind of, you know, when they bait you, you always kind of fall into their trap.

Um, but on the other hand, you have to kind of deal with it. When you're sucked into a situation like this, you kind of need to protect yourself and stand up for yourself. And so I think it's really helpful that Bill in the interview and then also in his books, he gives some very practical advice about ways to approach this, you know, things to say and things not to say when you're in a situation where you're the target of a bully. And so we hope that you're [00:08:00] not getting bullied, and we hope that you're not the target of a high conflict person, but whether you are or aren't, we hope that you find this, this conversation interesting and helpful.

My guest today, Bill Eddy is a lawyer, therapist, mediator, and co-founder of the High Conflict Institute based in San Diego, California. He trains lawyers, judges, mediators, and therapists throughout the US and internationally in managing high conflict, family, workplace, and legal dispute.

Bill serves on the faculty of the Strauss Institute for Dispute Resolution at the Pepperdine University School of Law. He has a popular blog on the Psychology Today website with millions of views and co-hosts the podcast, it's All Your Fault.

He is the author or co-author of over 20 books and manuals about high conflict disputes and personalities. His most recent book is called Our New World of Adult Bullies, how to Spot Them, how to Stop Them. Welcome to the podcast, bill. It's great [00:09:00] to have you here.

**Bill Eddy:** Thank you so much debbie, glad to be on.

**Debbie Sorensen:** Well, and I'll apologize to you and to our listeners. I've had a cold for a few days and I'm feeling much better, but I have some lingering

congestion, so please excuse my voice. Maybe it sounds better. I don't know. I dunno. But I'll try. Do my best not to sneeze and cough. Um, So Bill,

I started reading your book, our New World of Adult Bullies, and it led me into kind of a rabbit hole with your work because it was so fascinating and intriguing. And as a psychologist I just wanted to learn more. I think you have a really helpful framework. So I ended up actually reading several of your books to uh, prepare for the interview today.

And I do wanna talk about your new book on adult. Bullies. But before we get in specifically into that topic, I wanna talk more generally about the concept of high conflict people ~~of~~ of whom bullies are a subset. Um, but I think it's a little broader. Could we [00:10:00] start out with just your ideas of some of the main characteristics of high conflict people?

**Bill Eddy:** So I came to this when I. Left being a therapist and became a family lawyer and started seeing that ~~what,~~ what judges and mediators and lawyers called high conflict families were the ones that just kept coming back to court, staying in court, mostly fighting over custody of the children, but also fighting over finances, fighting over everything you could possibly fight about.

And I wanted to point out because of my therapist background, that I didn't think this was high conflict families. I thought this was a family who that had a high conflict personality in it, maybe two, but often one. And so I really wanted to focus on the personality aspect because my background with personality disorders, [00:11:00] working in a psych hospital and being trained around that.

And so I wanted to point out individuals could have personality disorders and that often the high conflict behavior was rooted in at least traits of a personality disorder. So the fact that people didn't change or were very unlikely to change, it's a trait of personality disorders, and that's what we were seeing in family court.

But everyone thought it was about an issue. This is about property or this is about Johnny's parenting time. ~~And I said, no, no, this is about something else.~~ This is really about how the person sees the world and is stuck. They have a narrower range of behavior and and way of thinking, and that's why they get into high conflict cases at court because they have this

narrow range, they don't change and they're preoccupied with blaming others. And I'd been trained in cognitive behavioral [00:12:00] therapy, and one of the people I really liked with that, Aaron Beck wrote books on cognitive therapy for

personality disorders. And one of the things he said at the beginning is they see themselves as victims in life.

And they really see problems as all coming from outside themselves, someone else causes them. So I started putting together high conflict behavior in family court and traits of personality disorders. And so rather than say this person has a personality disorder, 'cause I don't know, I can't diagnose 'em as the other person's lawyer, ~~but~~.

High conflict personality is more a pattern of behavior, and so I narrowed it down to four things. Preoccupation with blaming others and goes with that is not taking responsibility, a lot of all or nothing thinking, you know, it's my way or the highway. ~~Um~~, often unmanaged emotions, but not [00:13:00] always, but often inside that's driving the person, even if it doesn't show outside and not unusual, they engage in extreme behavior.

So we have like domestic violence spreading rumors on the internet, hiding money. Hiding children, things like that, that 90% of people don't do. So I kind of came to say, I think about 10% of people have high conflict personalities, and in family court it's probably more like 20%. And they may have personality disorders, just some traits, but that helps us understand them and also what needs to be done.

**Debbie Sorensen:** Yeah. And some of the personality, ~~uh~~, disorders that are most prevalent, you write about this, especially in your book that's titled Five types of People who Can Ruin Your Life, which you actually give some examples of people's lives really being ruined. I mean, it was pretty upsetting, I think, to read. Um, but these five personality disorders [00:14:00] are

narcissistic borderline histrionic, antisocial and paranoid. And we could of course, spend the whole episode talking about each of these, but for now, I'm wondering, first of all, do all high conflict people have one of these personality disorders? And do all people with these personality disorders fit the profile of high conflict people?

**Bill Eddy:** What I wanna say is there's overlap, but some high conflict people don't have personality disorders, but I really see that they usually have some traits. And the way the diagnostic system works is if you don't have a ~~distort~~ personality disorder, you just have traits is that's not a disorder.

So you don't count as having a mental health disorder and, and I'm comfortable with that 'cause I don't really wanna label people, but I wanna recognize

behavior. So I would say there's an overlap that some high conflict people certainly have personality disorders, but many of them don't. I also wanna say people [00:15:00] with personality disorders aren't all high conflict, and ~~the~~, the key factor is this preoccupation with blaming others.

And so, you know, I worked in psychiatric hospitals, outpatient clinics for 12 years as a therapist, and I had clients, especially with borderline personality disorder, who struggled with themselves, they struggle with their depression, with acting out, maybe cutting on themselves, different behaviors, but they weren't really preoccupied with blaming other people.

whereas in family court what's interesting, people I think have borderline personality disorders or traits are preoccupied with the other person and, and even may have homicidal thoughts or may be violent, like domestic violence.

We see that borderline pattern in domestic violence cases, more male borderline pattern. So there's a relationship, but it isn't direct. I guess There's some [00:16:00] overlap, but not absolute.

**Debbie Sorensen:** Okay. Yeah, that makes sense. First of all, a lot of these behaviors describing including personality disorder traits are on a spectrum ~~and~~, and that there's overlap, but it's not a perfect 100% over. Overlap, but there's a lot, um, driving both of these things so they can go together.

Yeah.

**Bill Eddy:** I think from 44 years that I, I was trained in 1980 in personality disorders when the DSM three came out. So that tells you how kind of far back I go.

**Debbie Sorensen:** You've been doing this a while.

**Bill Eddy:** yes, and the first time they had the personality disorders that way in the diagnostic manual. And just over all these years, what I've seen is I would say maybe half of people with, um

personality disorders may have these traits and half aren't, um, high conflict people. And when I get clients that say, [00:17:00] well, I've been diagnosed borderline, do you think I'm a high conflict person? And I'll say, no, I don't think so. You don't seem to have that preoccupation with blaming somebody.

So you can have both. I've had students as a, as a faculty person, I've had students that in their, uh, uh, we have reflective journals to process the information and how you're going to use it as a lawyer. And I've had students say, you know, I've been diagnosed with borderline personality disorder, so I was a little uncomfortable when you talked about that.

But I agree with you. And, and I'm working on myself and I'm like, good for you. Because there's many people that I think would qualify as recovering, uh, from a personality disorder. So it's, it's all possible. Like you said, it's a spectrum and no one's locked into any one thing.

**Debbie Sorensen:** And people go beyond their labels and can learn to, you know, adapt and these kinds of things. Right, right. [00:18:00] So I think one of the things that, that your work has helped me put a framework on that I think both I've experienced personally and also a lot of my clients have talked about are when there's someone who just have this tendency for a lot of conflict and drama and personally, I mean, I find that kind of interaction to be incredibly stressful.

You know, I get preoccupied by it, I lose sleep. And I think your books are actually written toward people who are experiencing this, who are the target of a high conflict person or a victim or a target of this kind of behavior. Um, could you talk a little bit about what that experience is like when you're someone who's in a relationship with someone like this?

How do you know?

**Bill Eddy:** Yeah, so that's the how do you spot them part or identifying part. So how do you recognize that? So, you know, I mentioned four characteristics of a high conflict, personality, blame all or nothing thinking [00:19:00] unmanaged emotions, extreme behavior.

And I think those are recognizable that as people, like when people are dating, for example, and they see their partner just really blaming other people. Not them, that they think, oh, he doesn't like that kind of person. Well, if you see that kind of behavior, that's a, personality based behavior and eventually it's gonna come around to you.

So if you see your partner treating other people in a way you would not want to be treated, that's a red flag to me. Beware. But also what I find, and I put this in the book, is feeling like you're being personally attacked. That the person's



making it personal. Maybe you're at work discussing a problem and they start saying, you know, you're really stupid.

You, you don't understand this problem. What's the matter with you? There's something wrong with you. And you feel that they make it personal. I.

[00:20:00] Most people don't do that. They stay focused on the problem, but bullies cross the line and often high conflict people cross the line into making it personal and feeling like, you know, I, I could hurt you if I wanted to.

And when you get that, you do lose sleep and you do, you know, people get headaches, stomach aches, et cetera, because they feel in danger. And the the reason I think you feel in danger. Is that people with these personalities are unrestrained. They don't stop themselves. So you're gonna have to stop them or get away to protect yourself.

And, and this is, this is a big feature, is this unrestrained personality. I made a chapter in the bullies book about that, and I think this overlaps with our earlier discussion about personality disorders. I see three I. Seem related to [00:21:00] the bullies, and I see bullies as the most high conflict people. So they're a subgroup of high conflict people, and some are narcissistic bullies.

Some are antisocial bullies, some are borderline bullies, and they lack restraints. The narcissist lacks empathy. That's a normal relationship restraint that we have. We have empathy for each other. We wouldn't wanna hurt each other. That antisocial, lack, remorse. They lack a conscience. It's like they're okay with hurting you and maybe they enjoy it a little bit.

I. Then people with borderline personalities often have emotion dysregulation, a lack of emotional self-control, and so they go beyond and they may go into a borderline rage at somebody where most people don't go into a rage at their partners ever. People go, oh, well I guess she really loves me. That must be a sign.

And it's like, no, she lacks emotional [00:22:00] self-control. That's what's a sign of. Or he, like I said, we may see with domestic violence, we see male borderlines and they lack, lack that emotional self-control. So that's why they go beyond and that's why you feel distressed. You feel the discomfort. You feel it physically, you feel it intellectually.

It's like I'm in danger here. And what I try to say in the book is actually you are. It may be your relationship is in danger, your reputation is in danger, but

sometimes you're physically in danger. People get killed, people get raped. All of that by people with these bully personalities.

**Debbie Sorensen:** So it's activating your threat system. And the truth is, in especially in extreme cases, it really can be a threat. And so that if you have that constant feeling with someone, that might be an indicator, right? You just feel it feels scary. You don't know what's coming around the corner,

**Bill Eddy:** Right.

**Debbie Sorensen:** on eggshells, that kind of [00:23:00] thing.

**Bill Eddy:** Yes, absolutely. And what happens is people tend to disregard that they go, but I, I love him, you know, and he said, he made me feel so good. So this is just kind of a blip, and, and this will probably never happen again. And then when it happens again, you say, well, we're already engaged to get married, so.

You know, I'm gonna hope that this goes away. And then they get married and then this really comes on strong. So people ignore warning signs, um, partly from wishful thinking and partly just because they don't know these are warning signs. they never experienced that. People come from a loving family sometimes.

That's who I see get in a relationship with someone who's violent because they really had no radar for this. It's just totally out of the picture for them.

**Debbie Sorensen:** Right. You don't see it coming until it happens, and sometimes people can. Put on a good, they can seem fine in the [00:24:00] beginning, right? I mean, you, you give an example in the book of when this comes out on the honeymoon, right? Or the wedding night is the first time people see it once they're kind of tied to this person.

They've known a while, but they didn't see this behavior before until they're sort of sucked in.

**Bill Eddy:** Absolutely. And it's, it's, we, we realize that, that that charm is a warning sign of a bully, of a high conflict person. Now, not always, but it's worth checking out. Is this a coverup for someone's bad behavior that's gonna come later on, or is this really just part of who this person is and they're not? A negative person underneath, and that mostly just takes time asking friends in the dating world.

Take your, your dating partner out with other friends and see what they think, and see how that person interacts with other people. You know, if they just like curse a waitress in a restaurant, [00:25:00] that's a warning sign. They may do the exact same behavior with you someday. So get other perspectives and see what they're like in other settings, um, because of the charm.

**Debbie Sorensen:** I'm glad that you mentioned this because I've seen something that's happened before when someone has been in a romantic relationship with a high conflict person and then they're, you know, that relationship's in ends and they're out dating, they don't really trust themselves anymore. You know, what are the red flags and how do you know?

And it, and you, this 90% rule I think is helpful.

**Bill Eddy:** Yeah, they do things that 90% of people wouldn't do. And so pay attention to that and, and pay attention to your internal response because these, these may be warning signs. And one thing I mentioned in the bullies book is primitive emotional power that all mammals have some basic emotional systems and we share them with mammals, [00:26:00] fear, um, anger or rage and caring or love or loyalty, and those get activated in us.

To our surprise, 'cause we're not used to that being activated. We're not used to being in a fearful state in a routine day at the office, you know?

**Debbie Sorensen:** Mm-Hmm.

**Bill Eddy:** when that hits is pay attention to that. Say, what is going on? Am I in danger because maybe I am.

**Debbie Sorensen:** Yeah. Yeah, that's helpful. so bullies, as you say, are the most extreme version of high conflict people. And a couple quick distinctions here. First of all, how are adult bullies different from children who bully? I think this is an important one because there's a lot of talk about bullying in the, you know, in the schools these days.

**Bill Eddy:** yes. The vast majority of attention about bullying is with children and teenagers, and that's why I wanted to put adult bullies in the title to make it clear I'm not [00:27:00] talking about them. And I would say most children, I. Go through experimenting with bullying and they quickly, or maybe slowly learn, that's not a good idea.

People don't like you. People punch you in the face. Um, people don't invite you to their parties. Um, and so I'd say 90% of child bullies outgrow it by adulthood. The 10% really seemed to have gone back to early childhood. They've been bullies all along, but they didn't outgrow it. And there's three reasons I think for that.

One is they may have been born with some genetic tendencies to bullying, because I think this is part of the human gene pool that goes back centuries and thousands of years. Um, so they might have genetic tendencies, especially antisocial, uh, bullies. They seem to be a more genetic, uh, [00:28:00] they pass it on genes of this kind of lack of conscience and stuff.

The, the second cause is often early childhood. Trauma, child abuse, um, attachment disruptions, first five or six years of life so that they learn that you have to either be bullied or be a bully. And by experiencing child abuse, they learn this is how people relate. The third is, I think there's some kids today who were indulged as children and they really got to do whatever they wanted and they got to hit their friends and hit other kids and get away with it.

And their parents said, it's your son's fault, not my son. He's never, you know, whatever he does is fine with me. And so you have kids who, who grow up bullying and getting away with it and maybe even getting laughed at by their parents. Some, some parents get a kick out of it. So there's those three things.

So [00:29:00] once they become adults, if they've lasted this long, they probably have it as part of their personality 'cause that's really personality development. So that's why they're not as easy to change. But, but some are. They just have to have like a program of change. Just like we have alcohol and drug treatment.

Bullies need some, either some kind of coaching and sometimes, um, they go to prison. I. In prison, they learn conflict resolution methods they wish they had before they went in. A friend of mine taught a method, I think is alternatives to violence in prison. And the prisoners loved it 'cause they said, I'm gonna be different when I come out.

And so I think people can learn to be different, but it's harder because it's part of their personality to start with.

**Debbie Sorensen:** Okay. Well that's a ray of hope that sometimes people can and do change when they're an adult bully that they can, they can [00:30:00]

work on it. Because I was wondering about that. You know, I think sometimes it feels a little disturbing and hopeless. but that's good to know.

**Bill Eddy:** Yeah, let me, let me add, the environment makes a difference. And so like if you work in a place that's well run and people are respected and have rules, and someone steps out of line, and there's some consequences for that. They realize I've gotta restrain myself to the extent that I can. If you're an environment that's super competitive, maybe chaotic, disorganized, bullies often rise in those circumstances, I.

They feel there's no restraints. Oh, I can get away with anything. And they do things they might have held back on. They can't totally restrain themselves, but they may be able to restrain themselves enough. So I do wanna say environment matters, and so that brings out the best or the worst.

**Debbie Sorensen:** Yeah, one of the examples you give in your book, which I think is [00:31:00] about workplace bullying, and that is a big thing. And one that I'm really glad that you addressed because it happens unfortunately, at work sometimes you gave the example of meetings in a particular workplace where bullying was happening and they set up some guidelines for the meeting, shared that with everyone, and then when the bullying would start, the meeting would stop.

It would, okay, we're stopping them. Or you know, maybe say, okay, if we don't stop this behavior, the meeting will not continue. And I thought, wow, that's a pretty effective behavioral strategy for dealing with this.

**Bill Eddy:** Yes. And that that came from several years ago, I think 6, 7, 8 years ago. I was doing a training at a company that had, um. Uh, outside consultants would come in, it was a tech company, and that managers for different divisions would have meetings with the consultants and the whole teams. There might be 20 people there [00:32:00] and some of the outside consultants would harass.

The, the team leader who was leading the meeting who tended to be young women who had gotten into management positions in a tech company and that the consultants were older men who were really comfortable with harassing the younger women managers, and they asked me, what, how, why do we tell. How do we tell them to deal with this?

And so I developed what we call the respectful meeting policy and that that's something you can add to the agendas. Just print it out or put little cards on the table or just announce or just have people aware if someone disrupts this

meeting and I ask them to stop and they don't, then I'm gonna stop the meeting and take a break and talk with them and see if they should continue being in the meeting.

And then I. Continue the meeting or end the meeting at that [00:33:00] point. And the young women didn't know they could have that authority. And that really helped solve the problem because it empowered them to say, write off, Hey, you can't talk that way in this meeting. You know, just to back, back off a little bit and then we can continue and they don't back off.

They say, okay, I'm gonna have to stop this meeting. And that really jolts people

**Debbie Sorensen:** Yeah. Shapes them up. Yeah.

**Bill Eddy:** And you know, there was a recent incident at a congressional hearing where somebody said some bullying types of things and the meeting chair ignored it. And so other people started adding bullying comments back and, and it just lost control.

And I say, oh, I wish they knew the respectful meeting policy. 'cause right away someone makes a negative, nasty comment you say. Hang on, you gotta cut that out or we're gonna stop the meeting. And if that happens right away, and I teach people with [00:34:00] role play, practice and trainings that we do, it really stops people.

But you have to be ready to do that.

**Debbie Sorensen:** Well, I hope we have time to get more into the politics, uh, element of this later because you do talk about that in your book, right? When bullies are in leadership positions and you know, some of these kinds of more global bullying situations that we've seen around the world. Um, so hold that thought because I do think that's really interesting that you bring up that example.

You know, we're seeing all kinds of public behaviors. Broadcasted all over the place that are quite

shocking,

. so what is driving bullies, like when they're doing this kind of bullying behavior? What is it that they're trying to get?

**Bill Eddy:** Well, I think it's their personality and I think their personality is driving them to dominate others, so that's, that's how I distinguish bullies from the other high conflict personalities that they. They have an [00:35:00] additional quality, and that is a drive to dominate others or destroy them and to create a win-lose relationship.

And it's not like winning a ball game or winning an award. It's like I win and you lose. I'm gonna dominate you. I can boss you around and get away with it. That's what they're, they're driving for. And they often don't even understand why, because it's kind of part of their personality. So they wanna dominate you and get you to kind of stay in a position of one down with them, and then they feel comfortable, they feel safe, but they also may be harmful.

**Debbie Sorensen:** Mm-Hmm. Yeah. And, and I think some of the examples that you give in your books are extreme and, and people who really will stop at nothing to have that kind of power and control over someone else.

**Bill Eddy:** Yeah, and that really surprises people. They're waiting for the person to stop [00:36:00] themselves and they don't, and they keep going and there's like, whoa, I don't, this is weird. I don't understand this. And yet they're immobilized. Because they, they don't feel like they can leave like, like a lot of people. And then I just training some people yesterday saying, I don't like to interrupt people.

And I said, with bullies, with being a mediator between people. You do need to interrupt when people are saying or speaking badly. And most people are nice people. And so if someone starts being disrespectful, they're kind of like, well, I don't wanna be disrespectful back, so I'm just gonna wait until they're done.

And then they're never done. And so that's, that's where. Part of the remedy is teaching people to be assertive and say, Hey, you can't talk to me that way. You gotta cut it out, or I'm gonna lead the conversation. Things like [00:37:00] that is what we like to teach.

**Debbie Sorensen:** Yeah, it's sort of against what we were trained to do, which is to be polite and not interrupt. Right? I mean, it's kind of counter to what we always learned growing up.

**Bill Eddy:** Yes. And as bullies seem to be growing as a society, we need to not only learn to manage ourselves, but we need to help. We need to learn. We have to manage bullies too by setting more limits and having more consequences

because things are changing that way and we've gotta slow it down. Uh, otherwise everyone's anxious.

**Debbie Sorensen:** Which is part of what I appreciate about your work is you're giving people concrete tools when these kinds of situations happen, of things that they can say and do. Um, before we talk about a few of those, um, strategies, which you have a lot in your book, so we won't get to all of them, but actually before we get into that, I wanna talk about a couple of patterns I thought were especially interesting that, I [00:38:00] think people.

We'll be curious about, um, there are more in your books, but one of them is projection or playing the victim, and could you tell us about that?

**Bill Eddy:** This is so common with bullies, and yet people are so oblivious to this. I'm, I'm just shocked, but I want to educate people about it. So I have a whole chapter on that. So I. Of course, as mental health professionals, we know projection is when people see something in other people. That's really their own characteristic, so they're projecting it.

I like to say it's like projecting onto a movie screen. Oh, you're angry. Why are you angry? When in fact that person wasn't angry. It's this person. It's me who was angry, so I projected onto the other person, but. What bullies do is they project onto the other person that the other person's being a bully, [00:39:00] and with that they add, and I'm your victim.

And so they, they can disarm people by saying, stop bullying me. And you might say, I'm not bullying you, you're bullying me. And they say, no, I'm not. You're bullying me and I'm your victim. Hey everybody, this person's picking on me. And suddenly you can turn a whole work group against somebody because the bully convinces the work group that they're a victim and everybody likes to help victims.

We don't like to see people be bullied or abused or whatever. So the first person that says that sometimes is the bully. And yet people, people don't have that frame of reference. They don't think, Hey, I gotta always be cautious here. When someone says someone else is being a bully or just acting badly, you gotta have three theories.

One is maybe it's true and look into it. 'cause we don't want bad behavior. We don't want that to [00:40:00] happen. The second is it may not be true at all and the person saying it is acting badly is being a bully or a high conflict person. And the third possibility is they may both be contributing to the problem, but.



That's what I've learned in legal cases is, and I tell that to the judges, to the clients, to the lawyers, you have to consider all of these. And in this case, it's a false statement. It's not true, and you've gotta recognize that. So I think in society, everyone's going to need to start adopting that. Kind of three theories approach when someone complains that they're being treated badly.

So that's the projection in playing the victim, and it is so widespread and people just don't realize it.

**Debbie Sorensen:** Well, and it's widespread and it's confusing because if you're the victim, you don't it. I think sometimes people, there's a little gaslighting that goes on and you get confused and you're like, am I? ~~You know~~ what I mean? People, [00:41:00] I think reasonable people will take a look at their own behavior and think.

Did I do something wrong here? Did I make a mistake? And sometimes it's very confusing and then these other people are only hearing part of the story, and so I don't know. It's just, it's very, I, it's helpful to think clearly about it because it is so confusing to people, right?

**Bill Eddy:** Absolutely. Yeah. And, and what you're saying is normal human behavior is you question yourself. And I like to say ~~that~~, that people say, do you think I'm a high conflict person, bill? ~~Um~~, or do you think I have a personality disorder? And I say, if you can ask yourself these two questions, you probably don't.

The first is, what's my part in this problem? The second is, what can I do different in the future? Regular, maybe 80, 90% of people regularly ask themselves that, oops, did I do something wrong here? Did I step on somebody's toes and I'm gonna try a different strategy next [00:42:00] time? that's one characteristic of personality disorders is they can't do that.

Self-reflection. you know, a lot of high conflict people have personalities or so they don't do that. Self-reflection. Bullies make you think it's you. And that's why it's so confusing, like you said, but the, the damage that bullies do with this is getting other people to pick on you. And I've, I've been involved in court cases sometimes where my client's been a victim and the other party convinces the judge.

My clients acted badly and the judge comes down hard on my client and it's like not only are they wrong, but this is harmful. This is hurtful, and I find sometimes with legal cases, it takes several months or a year to turn this around

and then help the judge see, no, it's the person making these [00:43:00] complaining comments.

That's really the problem.

**Debbie Sorensen:** That must be upsetting when cases like that come your way. It must be

really painful to be part

**Bill Eddy:** It is. Yeah. And after a while I got a reputation for working with high conflict cases. And so people would come to me with cases that were really going badly, and it's like, can you fix this? And so I developed strategies to maybe fix this, but it's, it's often not easy because opinions get formed, fortunately.

A, a lot of judges do have the ability to change their mind, and I really appreciate it when that's happened and they've got a bigger picture. but sometimes the, the truth never really fully comes out and people are blamed for things they didn't do.

**Debbie Sorensen:** Another pattern that I, I thought was really interesting was, um, surprise attacks. Can you tell us about that one?

**Bill Eddy:** Yeah, so bullies have learned that [00:44:00] they're gonna get pushback if they just bully somebody. And so they don't want people to fight back and they don't want other people to help out. So they often use surprise attacks as a way to get, um, just kind of disarm. The target of their attack. And so the target's like, whoa, what's happening?

Where did this come from? I'm really confused. And I think you, you, you know, we mentioned earlier, like, um, in dating that on the wedding night, sometimes people say, okay, now I'm not interested in that thing anymore. I am in charge. And you know. I said I liked bowling or birdwatching. I don't really like that.

I'm not gonna do that ever again. And I'm in charge now. And you better watch out it's like, where did this come from? And so they gain a lot of power that way because the person's intimidated [00:45:00] into not fighting back. And if there's other people around, then they're also intimidated.

It's like. We don't know what to do. This is such odd behavior. Well, the thing I say is a lot of the surprise attacks really shouldn't be a surprise if you know their dynamics and you would see warning signs, and I give some examples in the book of that. So the more aware people are, the less vulnerable they are to surprise attacks.

**Debbie Sorensen:** It reminds me a lot of the cycle of violence you see with domestic violence a lot where the person's nice most of the time, maybe even love bombing you or something like that. And it just, when it seems like everything's normal and okay, then something happens, right? There's a violent incident and you know, that pattern just keeps repeating, but it's very, I think one of the things that's really hard about it is people don't know when it's [00:46:00] gonna happen.

It has that unpredictable quality.

**Bill Eddy:** Right, and for targets or victim survivors of domestic violence. It doesn't take a lot of violence to make you walk on eggshells because you're always worried, when's the next surprise attack going to come?

And you know, a domestic violence perpetrator may be violent once a year, maybe. The person's kept in check because they're always worried about the next surprise attack.

And I would also say children and I found some research that that parents with, with these kinds of personalities, that children with the unpredictability and hostility can't really cope. So they're always hypervigilant. Walking on eggshells because they don't want another surprise attack. And yet, you know, this, [00:47:00] this, this pattern needs to be recognized so we can protect people, uh, from child abuse, from domestic violence, and, and, and from society.

Of tolerating this kind of behavior that happens that needs to get stopped right away and not tolerated. 'cause once it's tolerated, that reinforces it.

**Debbie Sorensen:** And I think often it's the person who's the, again, the victim or the target, at least the. Most therapists would probably see in their office and be wanting to help. And you know, just thinking about the emotional consequences of that and how hard it is sometimes to get out of those kinds of situations.

Because it can be really scary if you call the person out on it or if you try to leave the situation often the behavior sort of escalates. So it's, it gets to be really hard to get out of those relationships.

**Bill Eddy:** Yes, and, and I have an an example of domestic violence in the book. I've got two or three, but one [00:48:00] of them is a woman who's a successful musician, a singer. And songwriter in, uh, England or Great Britain, and she got into a, a bully. Domestic violence relationship with someone. Another, um, celebrity I guess in the US in Los Angeles, and her self-esteem just slowly wore down.

And he said, you can't look at men in the eye. You have to look down and, and you have to pay this much attention to me and your creative team. You can't trust them. They're out to get you. Take advantage of you. Only trust me. And she became isolated over the course of a year and then she was able to get out with the help of therapy.

She went to a therapist and was able to get out, but she told her story, her stories in public. That's how I found it. And what she said is, look, I'm wealthy. I've got a home in London. [00:49:00] I can, you know, fly anywhere I want. And I became a, a victim, a survivor of this because of that wearing down process. You know, just slowly and you walk on eggshells, you don't trust yourself.

Your self-esteem goes down, you blame yourself. And it's, it's a really helpful example because it can happen to almost anybody.

**Debbie Sorensen:** It can, and I think that's so important to recognize that you know, people sometimes I think. Really question themselves when they end up in this situation. And like you said earlier, most people aren't raised to be on the lookout for this kind of stuff. And so it really can happen to smart good people.

In fact, they're often the ones who are susceptible. I think that's important mostly because people do end up thinking, what's wrong with me for getting into this situation?

**Bill Eddy:** Yeah. Yeah. And and that's very true because people question themselves, doubt themselves and become immobilized. And I put [00:50:00] that in the book that bullies immobilize people against themselves. And mobilize them against other targets that the bully has that that's also possible that they may grow to hate somebody else who they don't even know because the bully said that person's a problem.

And so people are so caught off guard by this and self-doubting, and that's what I wanna do. I wanna say, no one deserves this. People say, do, is there something wrong with me that I'm the one getting picked on? You shouldn't be getting picked on. There's nothing wrong with you that deserves that. Now, if you're passive around a bully, it may be reinforcing to the bully, but it's not because you shouldn't be who you are.

You know, it should be okay to be like a quiet person or a respectful person. That should be okay. And when a bully comes in and pushes against all of that, um, don't blame [00:51:00] yourself. But if you can try to be assertive, get some

help, et cetera,

**Debbie Sorensen:** yeah, I really love that. Get some help. ~~Um,~~ yeah, that's always, always a good idea. If you're in a situation like this. Get support, get a, you know, an outsider's point of view on what's happening

, uh, one last pattern that I really wanna talk about is negative advocates. So those people who sort of side with the bully help them.

**Debbie Sorensen:** What is a negative advocate and how do people end up in that role?

**Bill Eddy:** So negative advocates a term that I coined about 20 years ago in legal disputes because I saw the same pattern that I saw as a therapist dealing with addicts and alcoholics where they have codependents or enablers. And so in legal disputes. Uh, high conflict people would collect negative advocates.

They would bring in their coworkers, their neighbors, their family members to say how wonderful they [00:52:00] are, even though they've been acting badly. And what's interesting, I noticed the di same dynamic. And that is negative advocates didn't really know what was going on, but they'd been emotionally hooked, which goes back to the projection and playing the victim.

Well, often negative advocates would see that and they would try to help the bully. Or high conflict person against their victim 'cause they thought the victim was actually the problem. And so negative advocates are emotionally hooked but uninformed. And that's what I found over and over again. And they're in a position of more credibility.

Uh, someone might bring, their therapist or their minister or, or you know, certainly their lawyer would speak for them in confident terms. They might

bring a family member that's respected in the community to speak on their behalf, [00:53:00] and so they advocate for them, but they advocate for them despite their negative behavior and maybe even

deny their negative behavior. Say, you know, my son would never abuse his wife when in fact his son had abused his wife, but he couldn't believe that and had been told false things. So the dynamic is they're, they're emotionally hooked, they're uninformed. But what often happens in legal cases, they eventually become informed and realize, oh.

I may be defending bad behavior here, and I often saw negative advocates drop out that they would stop being an advocate for the person. Now, family members sometimes persist, but boyfriends, girlfriends, et cetera, knew new ones would come along and they'd defend the [00:54:00] person, but they didn't really know the person.

Then when they really heard that, yeah, their, their new boyfriend had beat up the prior girlfriend, maybe that's not someone I wanna stick with. So negative advocates often abandon their high conflict, uh, person.

**Debbie Sorensen:** I think, I can't remember the exact words you used in the book, but sometimes people start defending the bully or the high conflict person and get kind of locked into that pattern. Um, and it is, I think, something to be aware of. I was thinking, you, you mentioned that therapists can, sometimes you're only hearing one side of the story sometimes.

You know, you have a good relationship with your client. You see the best in them. You could be prone to that. I mean, I could see how that could easily happen.

**Bill Eddy:** Yes. And what's interesting with some of the worst bullies, the antisocial bullies who are willing to lie and manipulate and totally fabricate things, is sometimes they'll go to a therapist and say, I'm a [00:55:00] victim of this other person. You've gotta help me. And so. What they do is get the therapist emotionally hooked, and if the therapist specializes, let's say in uh, domestic violence or, or some kind of abuse, then they say that experienced them.

To them. And so the therapists go, oh, wow. Well, I really wanna help here. And so what happens is they get you hooked to become their advocate. Maybe write a report or vouch for them in a declaration or a letter to the court. And you're on the wrong side, but you don't know it.

So one thing I hope is to make professionals have a healthy skepticism ~~and~~ to always consider am I being manipulated or is this really true? One of my favorite questions as a therapist in general is, is this really true? You know, because not necessarily that I have a bully for a [00:56:00] client, but that clients can distort stuff and people with personality disorders especially have a lot of cognitive distortions they're not aware of.

And coming out of that is teaching them to ask themselves those two questions. What's my part in this problem and what can I do different so that they don't? Try to, you know, get negative advocates and therapists don't get hooked by them. So always think to yourself, is what I'm hearing accurate? Or there may be some shading here and help your client think about that also.

**Debbie Sorensen:** Is this the whole story? That's somehow times how I like to think about

**Bill Eddy:** Yeah. Yeah.

**Debbie Sorensen:** right? It's one point of view. Well, one of the things that you write about in terms of how to overcome bullying, is about being aware. And I think we've, we've come a long way so far today with.

Awareness, just recognizing ~~these~~ patterns, seeing what's happening, having a really good understanding of [00:57:00] them, ~~um~~, setting consequences and limits. And, and we talked a little bit about that, but I think, you know, one of your books is actually probably more than one, but one that I've read is, is about how to do that effectively.

Um, and just this general idea of effective communication, right? How do you communicate effectively with people who have these. Kinds of patterns. So I wanna talk a little bit about that, starting with the idea of blame speak, as you call it. So what, what is that and how can that kind of escalate into a bad place?

**Bill Eddy:** So blame speak is the term that I use for the repeated behavior of blaming others and that it has some characteristics, it's all or nothing, and it, it's emotionally upsetting and all of that. And I developed a method called Biff. BIFF for email [00:58:00] conversations and texts. And it's brief, informative, friendly, and firm.

And it's a way to counteract blame, speak. So you don't just blame, speak back.

**Debbie Sorensen:** Mm-Hmm.

**Bill Eddy:** So if you get a hostile email and they say, Hey, you know, you've done everything wrong, and, and let's say it's it's co-parents after a divorce, they say. Hey, co-parent. You've done everything wrong, and, and by the way, I need to know, does, does, uh, Johnny need a release form for the trip next week?

And so you're tempted to say, no, I haven't done everything wrong. Instead, all you need to say is, yeah, Johnny needs the permission slip for next week for the trip and skip over all the blame and stuff like that. Just be brief, informative, friendly, and firm, and that really takes out a lot of conflict. And we've been teaching that now for 15, 16 years and we [00:59:00] estimate, we taught about half a million people that method through, through our books, trainings, seminars, videos, all that stuff.

And continuously we hear from people. It, help them feel confident, help them calm a conversation, and when they write a good Biff response, often that ends the conversation. They don't get any more hostility back. So that's one of the methods we really encourage people to use.

**Debbie Sorensen:** Well, as a therapist, I find it incredibly helpful because you spend all this time thinking about. Out how to handle these situations, you know? And this just gives you this incredibly helpful go-to kind of rubric for this brief, informative, friendly, and firm. And I think what it does is it just kinda, it deescalates it.

It's like you're responding and sometimes you don't respond. I think that's an important thing from your work. Sometimes it's best to just kind of disengage, but sometimes just given that really [01:00:00] pithy. You know, response, it just kind of takes you out of the situation.

**Bill Eddy:** Exactly, and yeah, in many cases you don't need to respond, but I find sometimes it is better to do a Biff response because then that person knows that you're pushing back a little, that you're not just accepting whatever they said or. Their behavior that you're saying, here's some information. You may not have A, B, C, or X, Y, Z, and then you're done.

So they know they're going to, you're, you're not just going to be passive

**Debbie Sorensen:** well, and if you don't respond, that.

can be sometimes interpreted as hostile too, right? If they send you this long thing and you just don't respond at all, that can be interpreted as a hostile response in and of itself.



**Bill Eddy:** Right, and so a Biff response is usually a paragraph. And so you've got three pages telling you how you've done everything wrong, and maybe there's a [01:01:00] question in the middle of it. And so you, you take a paragraph and answer the question and just ignore the rest, and so they know you've seen it. Here's your response.

So you're not ignoring me, but you're just giving me information, not not energizing them emotionally. 'cause bullies like it when you're upset, whether you're sad or angry, it proves to them, I got them upset. I have power over their emotions, and you don't want to give them that.

**Debbie Sorensen:** Now, why is it important not to tell them that they're being a bully or that they're being a high conflict person, or that you think they have a personality disorder? Why? Why is that not a good idea? I.

**Bill Eddy:** It's, it's not a good idea in general to label people. Nobody really likes to be put in a box like that. But with high conflict people and bullies, they're very defensive people and they're very aggressive, so they, they're gonna treat that as an [01:02:00] aggressive act, and they're gonna come back at you and say, well, let me tell you about you.

You know, you think I'm a bully. Well look at all these 20 things you did, and. What you get is someone arguing with you for the next week or month or year because they're trying to prove to you they're not someone like this, which in fact helps prove to you that they are. Um, but you don't wanna activate that.

It really doesn't help. A lot of times people think, well, I'm just going to bite them back a little bit. That'll teach 'em a lesson. Not with high conflict people and certainly not with bullies. You know, they, this is who they are. They want to dominate people, and if they feel you're trying to dominate them, they're gonna come back really strong to try to dominate or destroy you.

**Debbie Sorensen:** Right. That's what you're trying to avoid.

**Bill Eddy:** Right,

**Debbie Sorensen:** And you know, another thing that we all learned growing up to be decent human [01:03:00] beings is to apologize and to apologize for our own mistakes and behaviors. But you recommend against that with bullies and high conflict people. Why? Why is that not a good idea?

**Bill Eddy:** It's really paradoxical because apologies with, I say 80 to 90% of people can be really helpful, but with bullies and high conflict, people in general, when you apologize to them, they use that as ammunition against you later on. And so I really recommend against doing that in writing and even in person because it puts you in a one down position and it encourages them to see you.

In a one down position. So rather than apologizing for something in the past, I say focus on the future and how you're gonna avoid that problem in the future. So if you forgot to do something, rather than saying, oh, I'm an idiot, I forgot to do that, or saying, oh, I'm so [01:04:00] sorry, I forgot to do that, is to just say, oh.

I should have done that in the future. I'm gonna put that on my list to make sure I remember. Because if you make a big deal about having done something wrong, bullies who are always perfect in their own minds will see that as leverage against you and you don't want to give them that. And I've seen victims of domestic violence write notes.

To their bully in their family saying, I'm sorry, I don't, you know, cook better, or clean better or do something better. And I know they're trying to calm that person, but the bully carries that around and shows it to other people. See, she agreed it's all her fault. And so high conflict, people and bullies are part of them, see things in all or nothing terms.

So if you apologize for a little thing, what they hear is it's all your fault and you agree.

**Debbie Sorensen:** Okay. Okay. Well that's a cautionary tale. Um, there's a lot more to all of this we [01:05:00] could talk about, but I know that we have to wrap up so people can definitely check out your books. I do wanna kind of end on the note, though, of talking about bullying on the rise in this bigger cultural context. If we could just.

Spend a couple minutes on that. I know that's a big one, but in your book, you really do note that we're seeing more bullying. We're seeing it, you know, around the world in some of these different, political and, kind of war type situations that are happening. We're seeing a lot of online bullying, you know, just these trolls and people being so obnoxious.

Um. Does this scare you, bill? And, and can we do anything to stop it? Because it's definitely, I mean, it's disturbing and I, I mean, I see it like I know what

you're talking about. You read the news and there's some really bad behavior out there.

**Bill Eddy:** Right, right. Well, I think education, that's my approach. That's my role is try to educate people about this and that. A lot of what people are arguing about look like issues, but [01:06:00] they're really about. About personalities and people who need to be restrained, who need to be stopped from their, their bullying behavior.

And as a culture, we need to start setting limits more. Realize this is now part of modern life, that there's bullies, um, among us. And we don't need to eliminate them, but we need to set limits on them so we can get the positive benefits of what they have to contribute without the dangers and and harm that they can do to people.

So I think a lot of what's feeding it. Interestingly is our screens that TV screens, social media on iPhones and other cell phones, twenty four seven cable network news that our screens give us images of bullying behavior. 'cause that's what grabs your attention. And so networks promote bullies. To grab our attention, [01:07:00] and so we need to figure out how to set limits on this.

I think as a society, but more so as individuals, I don't see getting governments to, you know, say you can't put bullies. Although I'd like them to do that, just like they stopped putting cigarettes on TV screens said you can't do that anymore. It's not, it's a public health problem. I'd like them to say, you can't put bully language on tv.

I don't expect that'll happen. So we need to have our own filters. We need to say, okay, that's a bully and I don't need to listen to that, or that's a false statement. I can't believe that. 'cause a lot of bullying, like I talk in the book about the bully story is a false story that will give them power.

They say there's a crisis, there's an evil villain. Give me your power. And we're seeing in politics around the world. That people are being pulled towards more authoritarian leaders because they fit the bully [01:08:00] story of there's a crisis, there's an evil villain, and you need me to take care of you. And so.

Democracy's a messy thing. Decisions are a messy thing. So much easier. Just picks a strong leader to take care of everything for us. But if you look around the world, the strong leaders actually are bullies in disguise. So people have to use their critical thinking of what they believe and get many points of view, many points of news, so you don't just get one, one way of looking at things.

And with AI today, we're gonna see more and more misinformation. What that means is we just have to really think harder and look, is that a bully story or is that really true?

**Debbie Sorensen:** Yeah. Yeah. Well, I really have learned a lot. From reading your work and talking to you today, that's gonna really help me open my eyes. And I think the more people can just look at behavior patterns, both in [01:09:00] the individual scale and then also on this broader kind of cultural scale, I think the better. So thank you for doing your part, bill, and thank you for coming on the podcast.

I wanna ask, um, where can people find you online so that they can learn more about your work?

**Bill Eddy:** They can find the books everywhere, Amazon independent bookstores, but they can come to our website, high conflict institute.com. That's www dot high HIGH, conflict Institute. Dot com and we've got books. We've got video training, we have consultation, we have coaching, and we also have a lot of free articles, probably more than 50 free articles that have short tips on how to deal with potentially high conflict situations, like how to write a Biff response and other things.

So books, articles, videos, consultation, high conflict [01:10:00] institute.com. Come and check us out.

**Debbie Sorensen:** Great. Lots of resources for people and I hope people will check out your books, your new one on adult bullying and some of your other ones 'cause they are so helpful and really disturbing, but fascinating to read. So check those out. And Bill, thank you again so much for joining us today. It was a pleasure talking to you.

**Bill Eddy:** Thank you for having me on. I really enjoyed it as well. thank you for listening to Psychologists Off the Clock. If you enjoy our podcast, you can help us out by leaving a review or contributing on Patreon.

**Emily Edlynn:** You can get more psychology tips by subscribing to our newsletter and connecting with us on social media.

**Michael Herold:** We'd like to thank our podcast production manager, Jaidine Stoutt Williams.

**Debbie Sorensen:** This podcast is for informational and entertainment purposes only and is not meant to be a substitute for mental health treatment. If you're looking for mental health treatment, please visit the resources page of our website, [01:11:00] [offtheclockpsych.com](http://offtheclockpsych.com).