TOXIC

IDENTIFYING & ADDRESSING
DYSFUNCTIONAL WORKPLACE BEHAVIOUR

THE *NEW YORK TIMES,*
WALL STREET JOURNAL, AND
BUSINESSWEEK BESTSELLER

With a **NEW CHAPTER**
on the Rule and Its
Surprising Impact

THE
NO ASSHOLE
RULE

Building a Civilized Workplace
and Surviving One That Isn't

#@?!#
delete

ROBERT I. SUTTON, PhD
Author of Good Boss, Bad Boss

Professor Robert Sutton
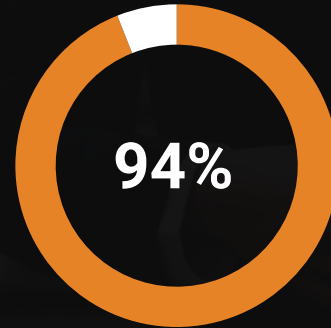Stanford University

'NO ASSHOLE' RULE

Test 1   After talking to the alleged A-Hole, do you feel oppressed, humiliated, de-energised or belittled?

Test 2   Does the alleged A-Hole aim their venom at people less powerful rather than more powerful? (kiss up, kick down)
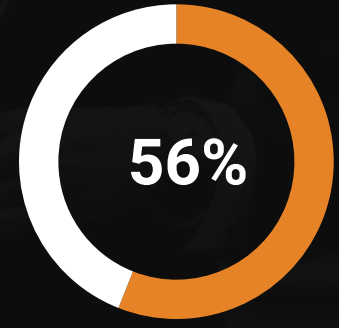
Pr Robert Sutton, Stanford, 2007

TOXIC DAMAGE

Toxic leaders hurt people and organisations.

94%

Have worked with a toxic leader

56%

Top talent likely to leave

Toxic Workplace, Kusy & Holloway, 2009

brainbiz.com.au

ANXIETY &
DEPRESSION

DISENGAGEMENT &
DISULLIONMENT

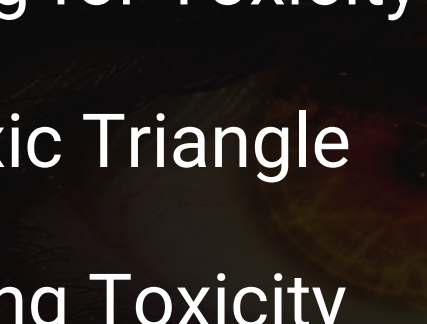SUICIDE

TABLE QUESTION

WHEN HAVE YOU ENCOUNTERED A
TOXIC WORK COLLEAGUE?

WHAT BEHAVIOURS DID YOU SEE?

Let's discuss

1. Scouting for Toxicity

2. The Toxic Triangle

3. Managing Toxicity

Let's discuss

1. Scouting for Toxicity

2. The Toxic Triangle

3. Managing Toxicity

THE LEADERSHIP SPECTRUM

GOOD

Inspiring

Collaborative

Nurturing

BAD

Incompetent

UGLY

Narcissistic

Histrionic

Psychopathic

THE NARCISSIST

ARROGANT

POMPOUS

GRANDIOSE

SELF-GLORIFYING

EXPLOITIVE

DECEITFUL

UNTOUCHABLE

EXCESSIVELY OPTIMISTIC

THE HISTRIONIC

ATTENTION-SEEKING

EXAGGERATED EMOTIONS

CHARMING

DEMANDING

VAIN

EXHIBITIONIST

FLIGHTY

SHALLOW

THE PSYCOPATH

IMPULSIVE

AGGRESSIVE

UNTRUSTWORTHY

VENGEFUL

NON-CONFORMIST

MALEVOLENT

INSENSITIVE

IRRITABLE

Let's discuss

1 Scouting for Toxicity

2 The Toxic Triangle
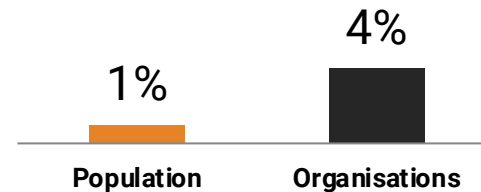
TOXIC TRIANGLE

LEADER

FOLLOWERS

ENVIRONMENT

Prevalence

Toxic Leaders are on the rise:

- Competition & change

- Era of innovation & risk

- Challenging status quo

- Means justifies ends

- Social media channels

CORPORATE PSYCOPATHS

4%

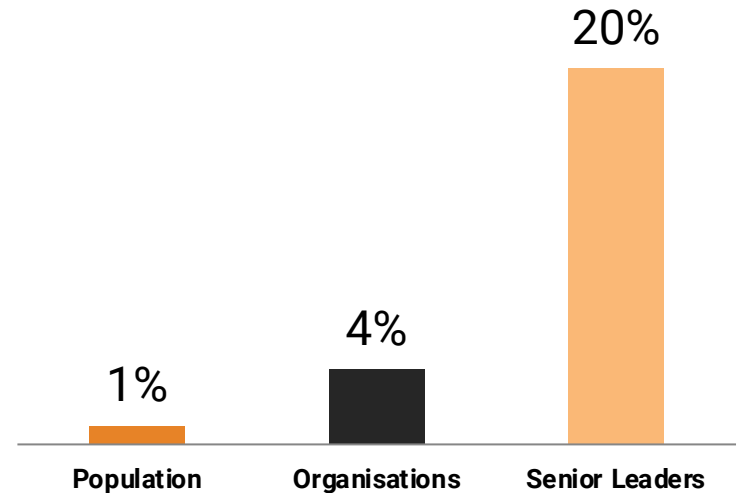1%

Population   Organisations

Corporate Psychopathy, Cheang, Applebaum & Stevens, 2015

Prevalence

Toxic Leaders are on the rise:

- Competition & change

- Era of innovation & risk

- Challenging status quo

- Means justifies ends

- Social media channels

CORPORATE PSYCOPATHS

20%

4%

1%

Population   **Organisations**   **Senior Leaders**

Corporate Psychopathy, Cheang, Applebaum & Stevens, 2015

5 DIMENSIONS OF TOXIC LEADERSHIP

1

ABUSIVE SUPERVISION

Hostile behaviour
Verbal & non-verbal

2

AUTHORITARIANISM

Command and control
Demands unquestioning
obedience

3

NARCISSISM

Arrogant, self absorbed
Motivated by power and
admiration

4

SELF PROMOTION

Impression management
Self advocacy

5

UNPREDICTABILITY

Inconsistent, erratic behavior
Extreme highs and lows

Development & Validation of the Toxic Leadership Scale, Schmidt, 2009

CONFORMERS

Low self worth

External locus of control

Low self identity

Accommodating

Pawns

SNAKES IN SUITS
WHEN PSYCHOPATHS GO TO WORK

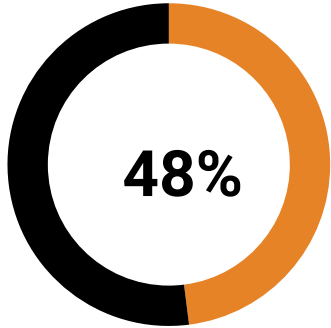Paul Babiak, Ph.D. & Robert D. Hare, Ph.D.

Share leader's goals

Align ambitions
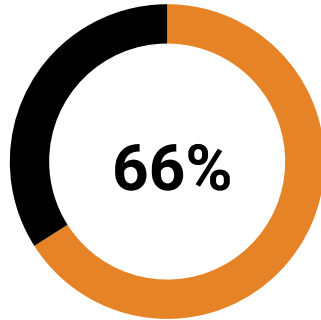
Ride the opportunity
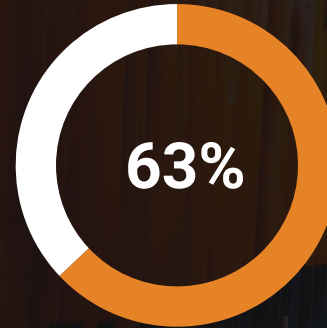
Conspiring

Patrons
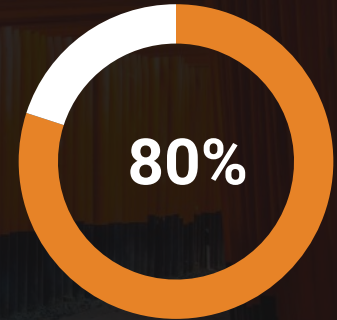
COLLUDERS

TOXIC IMPACT ON FOLLOWERS

48%

Decreased work effort

66%

Decreased performance

63%

Lost time in avoidance

80%

Lost time worrying

Harvard Business Review Study, Porath & Pearson, 2009

ENVIRONMENT

THE TOXIC RIPPLE

ENVIRONMENT

1 Highly Political

Empire building
Personal agendas
Inequitable rewards

2 Highly Stressful

Constant crisis mode
Absenteeism & turnover
Backstabbing & gossiping

3 Poor Communication

Lack of collaboration or debate
Stifled innovation
No 360 feedback

TABLE QUESTION

WHAT APPROACHES HAVE YOU TRIED
TO MANAGE TOXIC EMPLOYEES?

WHAT WORKED, WHAT DIDN'T?

Let's discuss

1. Scouting for Toxicity

2. The Toxic Triangle

3. Managing Toxicity

TOXIC 360

Toxicity occurs at all levels.

Your Manager

Your Peers

Your Subordinates

SELF PROTECTION MEASURES

MANAGEMENT STRATEGIES

COPING STRATEGIES

Adaptive

Problem solving

Support seeking

Accommodation

Self reliance

Negotiation

Reframing

Maladaptive

Helplessness

Delegation

Isolation

Submission

Opposition

Confrontation

MANAGING TOXICITY

MANAGER	PEER	SUBORDINATE
Broaden your network	Don't compete	Set expectations
Document everything	Set boundaries	Use the illusion of choice
Create distance	Get a coach	Monitor tightly
Physical	Communicate openly	Promote transparency
Emotional		
Be professional		

HUMAN CAPITAL MANAGEMENT

AVOID BREEDING

Sourcing

Selection

Promotion

AFFIRMATIVE ACTION

Performance

Development

Exit

CONSIDER

Is your culture tolerating toxic leaders?

Is it creating them?

Can you afford a toxic workplace?

Do you have effective mitigation measures in place?

TOXIC ROLE MODELS

"Frank Underwood"
Jordan Belfort

House of Cards
Wolf of Wall Street