

# Contents

<b>Part One: Understanding Toxic People and Toxic Environments</b>	<b>1</b>
1. The Human and Financial Costs of Working with Toxic People: Toxic Behaviors Are Just the Tip of the Iceberg	3
2. Recognizing the Toxic Personality: It Isn't as Easy as You Think	21
3. Leader Reactions and Strategies That Typically Don't Work: Why Identify Strategies That Don't Work?	43
4. Organizational Culture: How Toxicity Spreads Like an Infection	67
<b>Part Two: The Toxic Organization Change System Model</b>	<b>85</b>
5. Organizational Strategies: Dealing with Toxicity at the Highest System Level	89
6. Team Strategies: Dealing with Toxicity at the Team Level	111
7. Individual Strategies: Dealing with Toxic People One-on-One	151

vi CONTENTS

---

8. Myths and Truths About Toxicity—and Renewal from a Toxic Environment: How to Move Beyond Toxicity	181
Appendix A: Our Research Methodology	209
Appendix B: National Survey Responses on Toxic Behaviors	215
Notes	233
The Authors	237
Index	239

<http://www.pbookshop.com>