Index

Benchmarking, 194–195 Bullying: hidden costs of, 15 Butterfly effect, 85 C Campbell-Hallam-Team Development Survey (TDS), 152-135 Cerner, 5–6 Check-up 360, 166 Climate, 74–76 Cluelessness of one's own toxicity, 31–32, 184–185. See also passive hostility Coaches, 64-65 Coaching, 168-169; accountability to the organization, 170–171; assessing information from multiple stakeholders, 171-172; external coaching for leader healing and employee assistance programs, 203-204; knowing when coaching won't work, 172-173; with people who resist change, 170; recommending reassignment of toxic individuals, 173-174; reintegrating

Abuse of authority, 35-36. See also team

Aggression: legal threshold of abuse, 27.

See also passive hostility

Bad apple syndrome, 18-19

A

В

sabotage

Agreeableness, 116

Authority, 178-179

the toxic person into a team, 174–175; system's approach to coaching leaders (SACL), 171–172; using a systems approach, 169–170 Coaching up, 59
Cognitive tests, 116
Communities of practice, 199–203
Competence vs. likability, 114, 191–192
Conscientiousness, 116
Consultants, 64–65, 187–188; and exit interviews, 138–139

D

Damage control, 61–62 Distrust, 29. *See also* passive hostility Dr. Jekyll/Mr. Hyde, 39–40

E

EAPs. See Employee Assistance Programs Emotional stability, 116
Employee Assistance Programs, 203–206
Enabling, 73–74, 76–77, 79–81, 190;
identifying enablers, 140–148
Evaluations: performance appraisal forms, 93–94; skip-level evaluations, 95–98. See also feedback
Exit interviews, 135–140
Extraversion, 116

F

Feedback, 77–78, 185–187; 360-degree feedback systems, 95; 360-degree team feedback systems, 131–135; Campbell-Hallam-Team Development Survey (TDS), Feedback (*Continued*)
132–135; during performance appraisals when values are clearly identified, 163–167; targeted feedback, 154–162. *See also* negative feedback
Feedback strategies, 57–59
Firing toxic people, 17–18, 63, 175–178, 189–190
Formal strategies, 62–65

Η

Health: and toxic behaviors, 40–41 Homeostasis, 37 Human resource (HR), 64, 187–188; view of toxicity, 15–17 Humiliation. *See* shaming

T

Impersonal style, 9
Incivility: hidden costs of, 14
Individual strategies, 151–154; coaching, 168–175; importance of formal authority, 178–179; performance appraisals, 163–168; targeted feedback, 154–162; terminating a toxic individual, 175–178. See also team strategies
Informal strategies, 59–62
Intergroup warfare, 35–36
International Coach Federation, 168
Interventions, 89
Interviewing, 113–116, 191–192; exit interviews, 135–140

L

Language, 158
Leader healing, 203–204
Leader reactions, 43–45; adjust or leave, 46–50; reconfiguring the situation, 50–54; survey, 44
Leader strategies, 54–56; feedback strategies, 57–59; formal strategies, 62–65; informal strategies, 59–62; survey, 55–56
Leadership development programs, 195–196; integrating values into, 94–95
Leadership modeling, 99–100

Legal threshold of abuse, 27 Likability vs. competence, 114, 191–192 Lorenz, Edward, 85

M

Masking toxicity, 22

Max-mix groups, 103-104, 106 Meddling in teamwork, 33–35. See also team sabotage Meetings: facilitating, 201–202; scheduling regularly, 201; tolerating less productive meetings, 78–79 Mentoring for leadership, 197–199 Mistake pointing. See shaming Myths, 183; bosses see the systemic effects, 192; choose competence over likability when hiring, 191-192; don't mess with the success of toxic people, 183–184; fire them to resolve the issue, 189-190; give them feedback an I they will change, 185–187, HR and other consultants solve the problem, 187-188; most people won't put up with toxic behaviors, 187; toxic behavior is a olo act, 190; toxic people know exactly what they're doing, 184–185

N

Negative feedback, 30–31. See also passive hostility

0

Openness to experience, 116
Organizational culture, 67–69;
climate, 74–76; contributing to
toxicity, 81–84; enabling toxic
behaviors, 79–81; evaluating, 69–71;
leaders unaware of toxic behaviors,
76–78; less productive team
meetings, 78–79; restructuring to
accommodate toxic people, 72–73;
survey, 69–70; system dynamics, 71;
tolerating toxic behavior from
productive people, 73–74
Organizational values, 81–84;
developing team values without
clearly defined organizational values,

123–128; translating into behavioral team norms, 117–123

Passive aggression, 39. See also passive hostility Passive hostility, 28-32, 52-53 Patterson, Neal, 5-6 Performance appraisals, 163–168; forms, 93-94 Personal competence, 16 Personality tests, 17, 116 Planning-to-plan (P2P) teams, 102–108 Policies: integrating values into, 91-93 Potshots. See shaming Power differentials, 79-81 Power protectors, 144-145 Proactive approaches, 11 Productivity protectors, 145, 183-184

R

Reactive measures, 11 Reassigning toxic individuals, 173-174 Recognizing toxicity, 21–23; types of toxic behaviors, 23–36 Reintegrating the toxic person into a team, 174-175 Renewal process, 193; benchmarking, 194–195; coaching, 203–70-1; communities of practice and values building, 199-203; leadership development, 195-196; matrix of options for organizational and leader renewal, 194, mentoring for leadership, 197–199; team healing through retreats and employee assistance programs, 204-206 Reporting relationships, 80-81 Research studies, 7–10 Respectful engagement, 92-93, 105 Restructuring, 72–73 Results: sharing, 202 Retreats, 204-206

S

SACL, 171-172 Sarcasm. See shaming Shaming, 26–27 Skip-level evaluations, 95–98 SMART model, 161-162 Social competence, 16 Spread epidemics, 76 Steinhafel, George, 181 Sticking to one's own agenda, 60-61 Surveillance, 33. See also team sabotage Sutton, Robert, 5–6 System dynamics, 71; climate, 74–76; contributing to toxicity, 81–84; enabling toxic behaviors, 79-81; leaders unaware of toxic behaviors, 76–78; less productive team meetings, 78–79; restructuring to accommodate toxic people, 72-73; tolerating toxic behavior from productive people, 73-74 Systemic effects, 192

T

Targeted tecaback, 154–157; identifying the problem, 157-158; providing a process for achieving performance goals, 160–162; using a sequential process to target a resolution, 159-160 TDS, 132-135 Team development sessions, 118–123 Team healing, 204-206 Team sabotage, 32–36, 52–53 Team strategies, 111-112; 360-degree team feedback systems, 131–135; developing team values without clearly defined organizational values, 123-128; engaging the team to integrate values (case study), 129–131; exit interviews, 135–140; identifying toxic protectors, 140–148; proactive strategies, 112–131; reactive strategies, 131-148; selecting the right team members, 113–117; translating organizational values into behavioral team norms, 117-123. See also individual strategies Team values development, 199-203; (case study), 129–131;

engaging the team to integrate values implementation matrix, 127–128; without clearly defined organizational values, 123–128

Teamwork, meddling in, 33–35. See also team sabotage

Terminating a toxic individual, 17–18, 63, 175–178, 189–190

Territorial behavior, 25, 29–30. See also passive hostility 360-degree feedback systems, 163–166; integrating values into, 95; during performance appraisals when values are not clear, 167–168; team feedback systems, 131–135. See also feedback

TOCS model, 11, 85–87, 181–182; organizational strategies, 91; principles of, 89–90; team-level strategies, 113

Toxic behaviors, 187; bullying, 15; how they work together, 36–39; human and financial costs of, 12–15; incivility, 14; making people sick, 40–41; overview, 23–26; passive hostility, 28–32; shaming, 26–27; survey of, 23–24; team sabotage, 32–36; territorial behavior, 25, 29–30. See also leader reactions

Toxic buffers, 141

Toxic organization change system. See TOCS model

Toxic people: conditions facilitating, 37–39; masking toxicity, 22; recognizing toxicity, 21–23; abiquity of, 5–6

Toxic personality: defined 4

Toxic protectors, 140–141, 190; intervening with, 146–148; power protectors, 144–145; productivity protectors, 145; with special relationships, 141–144 Toxic systems, 10–12 Toxicity scale, 8–9 Turnover, 16–17

V

Value cards, 120

Values, 81–84; formally integrating into organizational system, 90–91; integrating into 360-degree feedback systems, 95; integrating into an organization's policies, 91–93; integrating into leadership development program, 24–95; integrating into performance appraisal forms, 93–94; integrating into skip-level evaluations, 95–98; integrating through leadership modeling, 29–100

Values development: creating planning-to-plan teams to guide process, 102–108; involving key stakeholders, 101; leadership approval, 108–109; relevant to an organization, 100–101. See also team values development

Verbal attacks following negative feedback. See passive hostility Virtual technology, 202