

*Webinar on*

# **Managing Toxic and Other Employees Who Have Attitude Issues**

# • Areas Covered

Human & Financial Costs Resulting from Toxic Employees

Toxic Employees Create:

- *Chaos & unnecessary complexity*
- *Overt damage*
- *Covert damage*
- *Strife, stress & emotional damage*
- *Productivity, quality & financial losses*

The A, B, C's Related to Toxic Employees

- *Employee attitudes*
- *Employee behaviors*
- *Consequences that managers can exert*

## *The Psyche of a Toxic Employee*

- *Frequently seen toxic behaviors*
- *Utilize 'star status' & technical expertise to intimidate & manipulate*
- *A chameleon who knows who to flatter & who he/she can abuse*
- *Turn their toxicity on & off depending on the impression they want to make*
- *Three common forms of toxic behavior*

## *Common Reactions to Toxic Employees That Frequently Don't Work*

- *Restructuring his/her job to accommodate the toxic employee*
- *Tolerating toxic employees who bring rare expertise or experience*
- *Not assertively seeking feedback from employees as to whether there is toxic behavior in the workplace*

Not communicating to all employees the specific behaviors that will not be tolerated – with associated consequences

Effective Approaches for Addressing & Preventing Toxicity  
Organization-wide strategies:

- Making positive interpersonal behavior an organizational value
- Evaluating interpersonal behavior as a part of the performance appraisal system
- Training leaders in how to address toxic behavior
- Using behavioral-based interview questions to screen toxic applicants
- Exit interviewing to identify any toxic behavior in the workplace

*Departmental & team strategies:*

- *Defining appropriate interpersonal interactions with behavior-specific descriptions & standards*
- *Using team discussions & role-plays to clarify the application of the behavioral descriptions & standards*
- *Utilizing a 360-degree feedback process to assess the work environment*

*One-on-one strategies:*

- *Stating explicitly that the behavior is not acceptable & why*
- *Describing both unacceptable & acceptable behavior*
- *Asking the employee to commit to & describe how he/she will change his/her behavior*

• *Frequent, targeted counseling feedback*

- *Executive coaches*
- *Progressive discipline*
- *Termination*

*But even terminations are not a cure-all because of the:*

- *Toxic-enabling people & organizational culture tendencies may remain*
- *Employees may still be resentful of the way they were treated by the employee & the time it took the organization to react*
- *Expertise & experience of the toxic employee are lost*

Toxic Employees have interpersonal styles that demonstrate a pattern of counter-productive work behaviors. While Emotionally Intelligent employees being aware of their feelings & those of others exhibit a the pattern of appropriate self-management.

**PRESENTED BY:**

*Pete Tosh is Founder of The Focus Group, a management consulting and training firm that assists organizations and Pete holds a B.A. degree in Psychology from Emory and Henry College and Masters degrees in both Business Administration and Industrial Psychology from Virginia Commonwealth University.*

On-Demand Webinar

Duration : 60 Minutes

Price: \$200

# Webinar Description

Toxic employees cause significant overt, covert, people-related & financial damage with their visible behavior just being the tip of the iceberg. For example, in one organization the day a former employee left the organization is considered one of their annual holidays.

Clever toxic employees :

- Utilize their technical expertise to intimidate & manipulate
- Know who to flatter & who they can abuse
- Turn their toxicity on & off depending on the impression they want to make

Unfortunately, organizations can work against themselves & even promote toxicity by:

- Restructuring his/her job to accommodate a toxic employee
- Tolerating toxic employees who have valued expertise





- Not assertively seeking employee feedback as to whether there is toxic behavior in the workplace
- Not communicating to all employees the specific interpersonal behaviors that will not be tolerated – with the associated consequences

Managers sometimes attempt to fix this type of problem by addressing a toxic employee's attitude. And while a toxic employee's attitude certainly affects his/her behavior, managers usually find that controlling an employee's attitude is next to impossible.

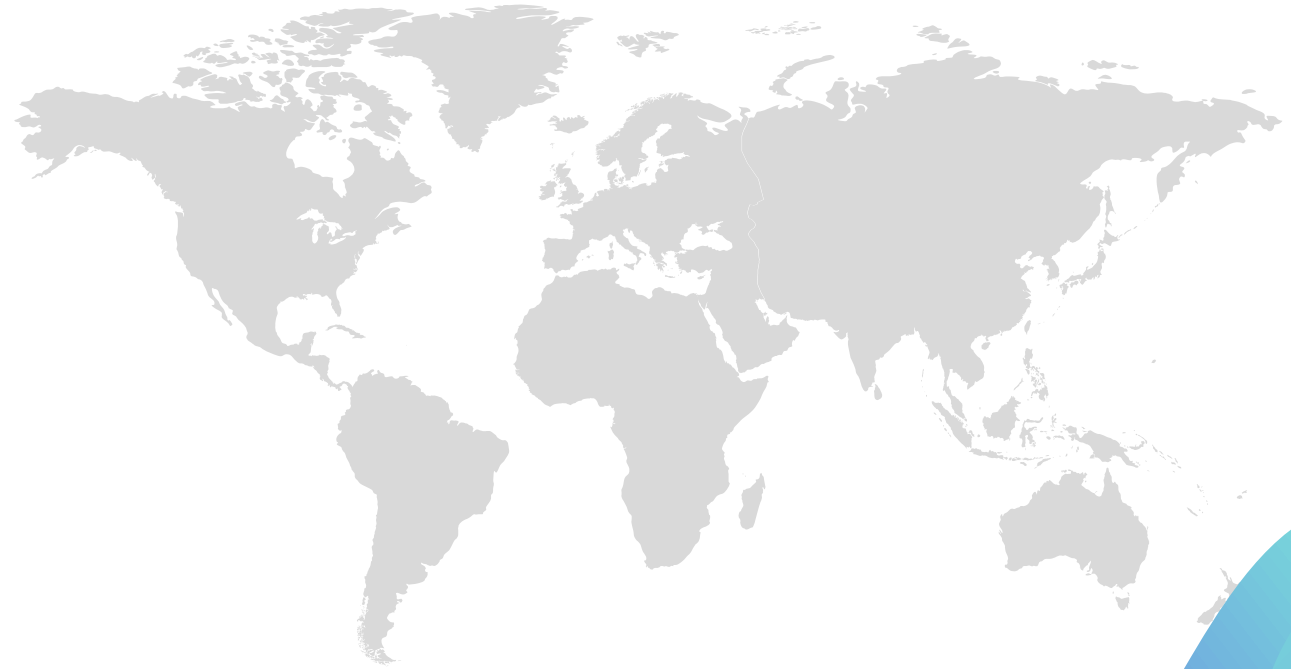
Managers can be much more effective by:

- Discussing the specific behaviors that are negatively impacting other employees and/or the organization
- Using positive & negative consequences to influence that behavior



# Who Should Attend ?

*Anyone with managerial or leadership responsibility*

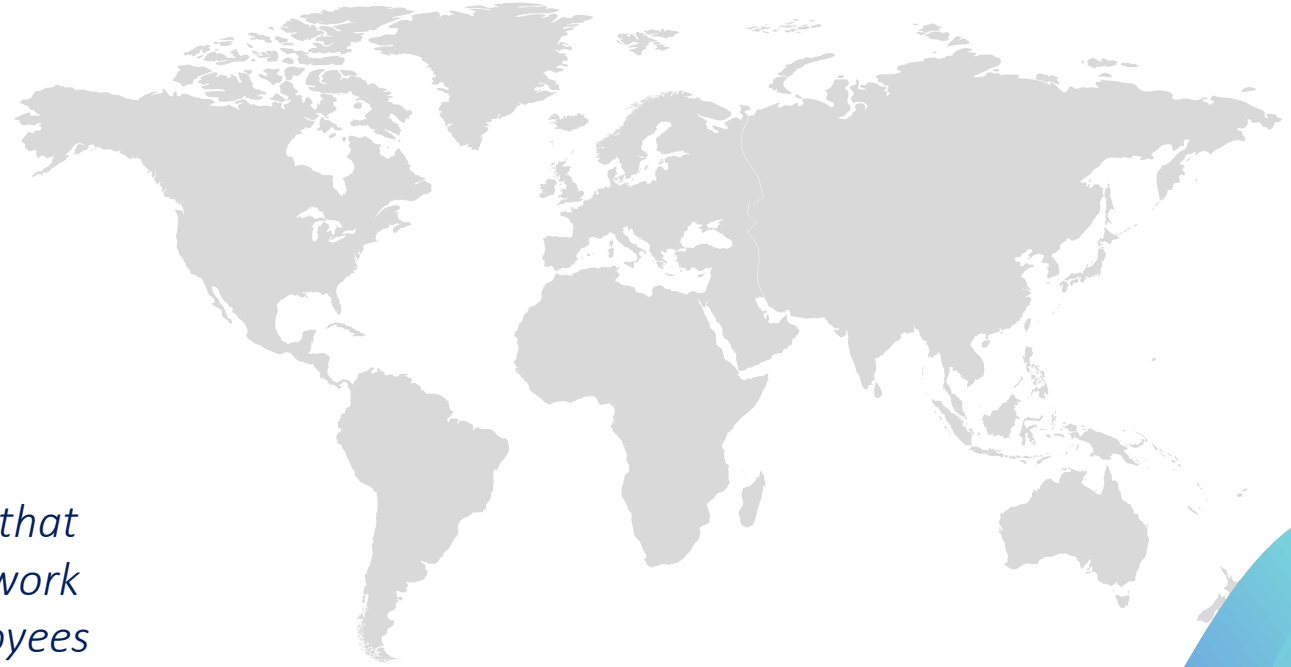


# Why Should You Attend?

*Most organizations have employees who on occasion:*

- *Complain & gossip excessively*
- *Use inappropriate language*
- *Are mildly insubordinate*

*But Toxic Employees have interpersonal styles that demonstrate a pattern of counter-productive work behaviors. While Emotionally Intelligent employees being aware of their feelings & those of others exhibit a the pattern of appropriate self-management.*



*The toxic employee problem is surprisingly prevalent with research showing :*

- 95% of employees have & 64% are currently working with a toxic employee*
- 50% of employees have thought of quitting & 12% did because of a toxic employee*
- 25% of employees have reduced their work effort due to a toxic employee*
- 20% of employees feel they are a target weekly & 10% of employees see toxic behavior daily*



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