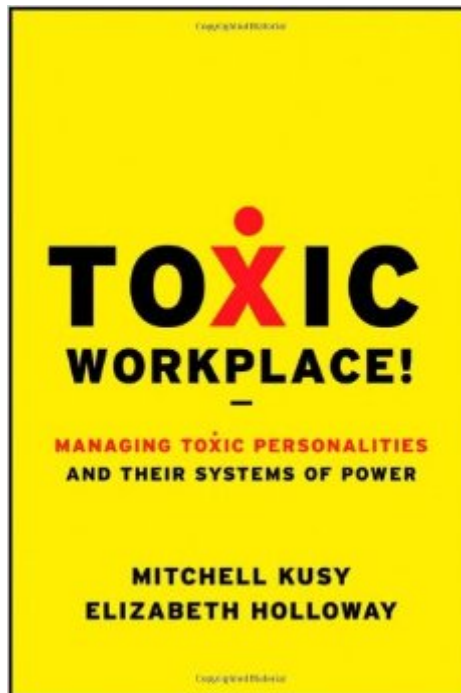


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# Toxic Workplace!: Managing Toxic Personalities And Their Systems Of Power



## Synopsis

Praise for Toxic Workplace! "Toxic Workplace! describes how to identify and best work with toxic personalities. It also provides a systemic approach for creating a culture that's positive and respectful while improving the bottom line. Kusy and Holloway share how their national research translates into real-world practices in organizations. I endorse their practical, concrete approaches that will make a significant difference in organizations today and in the future." âGregg Steinhafel, president and CEO, Target Corporation "Toxic Workplace! brings a rare and valuable view of one of the great challenges facing leaders in today's organizations. It is a significant guidebook to the healthy enterprise of the future, not only because of Kusy and Holloway's systems approach to dealing with toxic personalities, but also their unique practice of creating communities of respectful engagement. This book demonstrates how this impacts both organizational social responsibility and the bottom line." âFrances Hesselbein, former CEO of the Girl Scouts of the U.S.A.; founding president and chairman of Leader to Leader Institute, formerly The Peter F. Drucker Foundation for Nonprofit Management "Transforming the culture to support the strategy and mission is the real stuff of leadership. Toxic Workplace! gives you the research-based tools to identify and deal with the 'dark side' of this important dynamic. Read it and you will engage your organization in new, more authentic, and effective ways!" âKevin Cashman, author, Leadership from the Inside Out and senior partner, Korn/Ferry Leadership & Talent Consulting

## Book Information

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## Customer Reviews

I stumbled across this book while trying to make sense of my workplace. This is the first book I've seen that takes a detailed look at what to do with a dysfunctional organization member and prescriptions for preventing future misbehavior. Like most business-related books, the prescriptions seem common sense but so few organizations implement them. A prerequisite for this book would be *Crucial Conversations*, as the authors promote some similar best practices in communication when alerting the toxic member to his behavior and how best to communicate to bring about results. I looked at this book primarily through the lens of church discipline, as I found it quite relevant and I recommend this to anyone who reads the IX Marks literature. The authors surveyed managers and lower-level employees at hundreds of organizations to get feedback on "toxic" individuals and how they'd been dealt with. The result is a convincing argument about strategies that don't work, some of which seems counter-intuitive. Leadership intervening or confronting the person is not nearly effective as peer intervention. Firing the person, all else constant, will not solve the problem. There are cogent explanations that just to "expel the immoral brethren from among you" is not enough because you have to deal with the structures that were constructed both to enable and avoid the toxic personality. The entire culture of the organization has to be addressed. You have to build a culture with clear mission and expectations about negativity and acceptable behavior, so that everyone can be evaluated against clear standards. Exit interviews are crucial with anyone leaving your church to help identify organizational weaknesses that can be fixed.

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