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Toxic Leadership

Thomas Hossfeld
Granite State College

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Toxic Leadership
Thomas D. Hossfeld
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Toxic Leadership

- Behaviors
 - Destructive
 - Self-centered
 - Harmful
 - Poisonous
 - Abusive
 - Bully
 - lack of concern for well being of subordinates
- Negative impacts
 - Stressful employees
 - unwanted turnover
 - Lack of employee commitment and satisfaction
 - Negatively impact organizational performance

Toxic Leadership - Study

Command Climate Survey indicates the percent of favorable results the survey produced from the answers received from the Soldiers

Percent rating scores:



Survey:

- 130 Soldiers (Logistics company)
- 73 total participants

Areas of focus

Commitment 79%	Senior leadership – 85%	Inclusion at work – 79%	Sexual assault prevention – 87%
Organizational Performance -78%	Job satisfaction – 79%	Discrimination – 75%	Sexual assault reporting knowledge – 71%
Group Cohesion – 84%	Organizational processes – 79%	Sexual harassment – 86%	Sexual assault response climate -92%
Trust in Leadership – 86%	Engagement – 89%	Sexual harassment retaliation climate – 80%	Sexual assault retaliation climate -

Toxic Leadership - Analysis

Overall the survey and unit ties the category in a favorable none toxic environment.

- Overall rating 82% Favorable / 18% non favorable
- 18% should not be ignored: Toxicity spreads without clear systemic recognition of its source
- It does not take a large number of people to spread toxicity
- Promotion of leaders
 - No emotional inelegance required to be promoted
 - Pass physical standards and one size fits all schooling
 - Don't do anything illegal

Toxic Leadership - Conclusion

The only way to eliminate toxins from "climbing the ladder" in the organization would be to recognize and identify the toxins

- Commanders must
 - Be smart about survey timing (minimal negative training impact)
 - Analyze results
 - Brief/discuss the results
 - Take actions on result (action plan)