Toxic Leadership

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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:

- **90% > Favorable**
- **70% - 89% Favorable**
- **50% - 69% Favorable**
- **50% < Favorable**

Survey:
- 130 Soldiers (Logistics company)
- 73 total participants

## Areas of focus

<table>
<thead>
<tr>
<th>Area</th>
<th>Rating</th>
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<th>Rating</th>
<th>Area</th>
<th>Rating</th>
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</thead>
<tbody>
<tr>
<td>Commitment</td>
<td>79%</td>
<td>Senior leadership</td>
<td>85%</td>
<td>Inclusion at work</td>
<td>79%</td>
<td>Sexual assault prevention</td>
<td>87%</td>
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<tr>
<td>Organizational Performance</td>
<td>78%</td>
<td>Job satisfaction</td>
<td>79%</td>
<td>Discrimination</td>
<td>75%</td>
<td>Sexual assault reporting knowledge</td>
<td>71%</td>
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<tr>
<td>Group Cohesion</td>
<td>84%</td>
<td>Organizational processes</td>
<td>79%</td>
<td>Sexual harassment</td>
<td>86%</td>
<td>Sexual assault response climate</td>
<td>92%</td>
</tr>
<tr>
<td>Trust in Leadership</td>
<td>86%</td>
<td>Engagement</td>
<td>89%</td>
<td>Sexual harassment retaliation</td>
<td>80%</td>
<td>Sexual assault retaliation climate</td>
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</tbody>
</table>
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)