

Toxic Employees

Toxic Work Environments

Presented by:

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About Mauricio

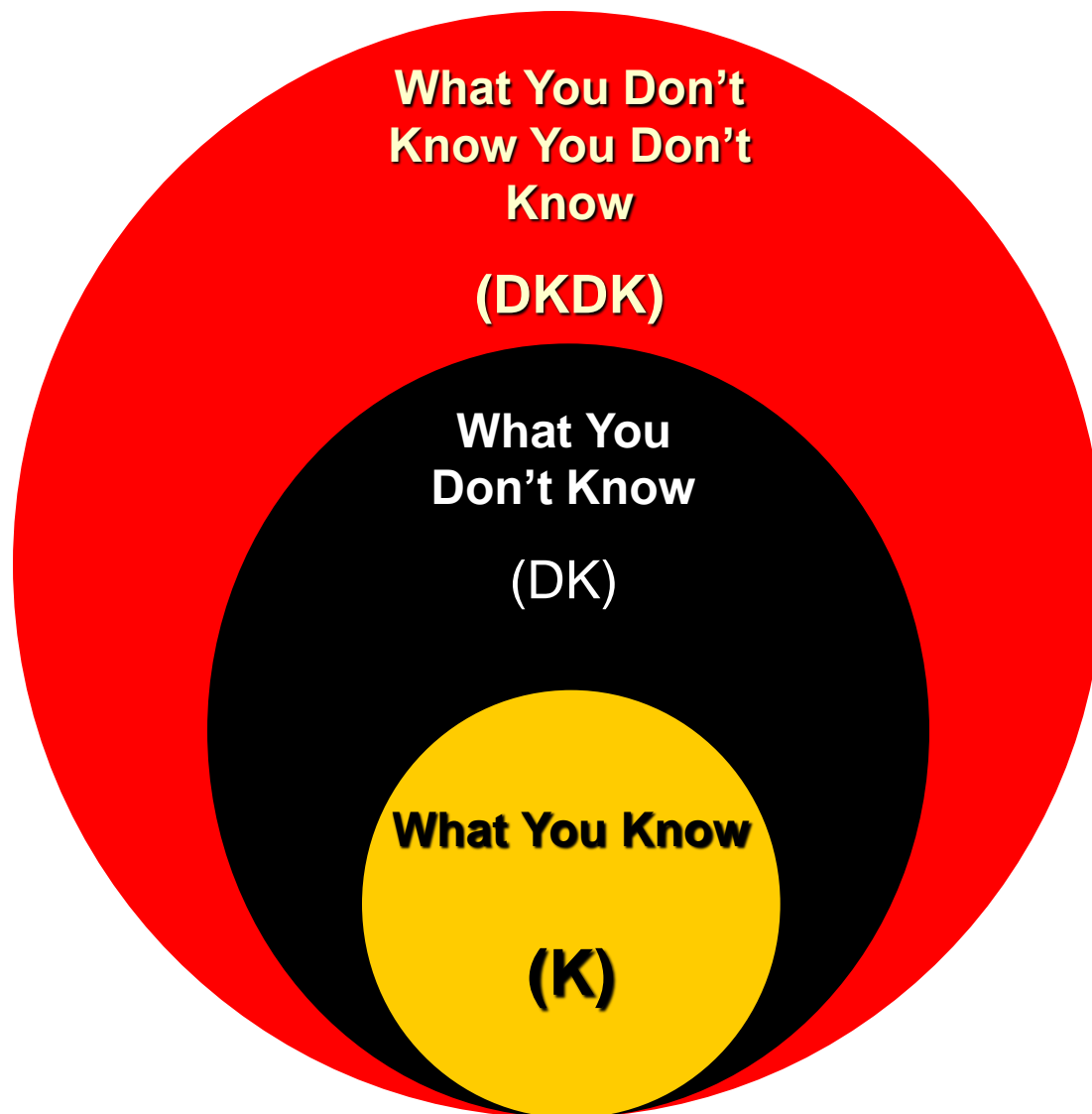
Mauricio Velásquez is the President and CEO of The Diversity Training Group (DTG) in Herndon, VA. Mauricio serves as a diversity strategy consultant, diversity trainer, sexual harassment prevention trainer, executive coach, mentoring trainer, and expert witness. Mauricio holds a BA (Economics, Psychology double major) from UVA and an MBA from GWU.

DTG's client include particular schools, school systems, charter schools, public and private schools, colleges and universities. Mauricio and his firm have partnered with the NEA and NPTA for years. Mauricio will be conducted two national webinars for NPTA and recently conducted Leadership Training in select cities and is also working with NPTA Board. Mauricio is working with many schools and school systems in Pennsylvania.

Mauricio has trained more than a half million participants in every state but North Dakota. With recent work in Cuba, Italy, Spain, Guam (United States Navy) work and life has taken Mauricio to over 75 countries.

Mauricio has three kids – Ethan (15), Elise (13), and Maya (10) and he is active in their school parent teacher organization.

About Toxic Employees, Environments





We all mean well but...

Intent

(What you meant to say)

MEAN TO SAY/DO

vs.

Impact

(What you actually said)

ACTIONS/RESULTS



Why is this topic so popular?



In The News - Everyday

- **Shootings everywhere – Toxicity gone wild**
- **Congress, politics**
- **Bad economy (insecurity, ambiguity)**
 - **Economic times make employers and employees do crazy things**
- **They have always been this way – no surprise, no change – “accept me”**
 - **People “don’t say anything”**
 - **Toxic person is the “last to know” – who me?**
- **“People allowed to be awful” – most important – organization knew**




My Favorite Toxic Participants

- **“I will take anybody but that guy Mauricio”**
- **“I don’t give a flying (blank) what this is about, I am not interested!”**
- **My “Alaskan Moment of Truth”**
- **“You can’t train all of us, some of us you will have to kill!”**



Agenda Today

- **Understand the toxic employee**
- **Understand the toxic work environment**
- **Learn how to deal with toxic employees and toxic work environments**
Relationship between Toxicity, Engagement and High Performance
- **Toxicity and “Being a World Class Organization”**
- **Build a tool kit/skill kit and plan of action**



Mauricio's Mission

- **Provoke Thought**
- **Facilitate Discussion and Learning**
- **Surprise You/Entertain You - Edutain**
- **Add Value**
- **Provide Subject Matter Expertise**
- **Make it interactive and “harness talent in this room”**
- **#1 Ground Rule: PARTICIPATE - Ask Questions!!!**



Toxic Employee (family member)

- **When you hear the phrase - “toxic employee” what pops into your head?**



Toxic Employee / Family Member

- **Always unhappy and negative but they don't keep their misery to themselves.**
- **Why? Because misery loves company!**
- **Body language tells it all**
- **Glass is always half empty**
- **Incredible memory – remembers stuff from years ago**
- **Love to say “Not my job!”**
- **Recruit people to “join them, share their views”**
- **Always “looking for proof”**



Toxic Employee (Continued)

- **Can also be bigoted – negativity is projected towards a particular group – gender, race, age, sexual orientation, religion, management or new management**
- **Can be a bully – big, loud, angry (back of my mind – potential for violence in the workplace)**
- **Always recruiting!.... Always approach new hires**
 - **“Let me tell you who to watch out for! You with me?”**
 - **“Get that smile off your face – don’t you know where you work? Slow it down. You are making the rest of us look bad!” (Encourage mediocrity!)**
- **Ultimate risk - sabotage**



Toxic Work Environment

- **When you hear the phrase - “toxic work environment” what pops into your head?**
- **Toxic family environment?**



TE “Poisons” the work environment

- **First – we all know who they are!**
- **But what do we do about them?**
 - **Send them to individual 1:1 coaching or**
 - **Train everyone – “dip everybody” and sometimes the TE does not even show up**
 - **Or do nothing until something happens – what I call a “moment of truth”**
 - **Too many organizations contact us with a reactionary posture or “a real sense of urgency”**
 - **Don’t wait – sometimes it is too late**
 - **Ignoring these issues/this person – does not mean they go away!**



The Perfect Toxic Storm

- **Toxic employee or manager is a bully (well known)**
- **They have a false sense of security – they have never been challenged**
- **How does TE interpret silence of peers?**
- **Peers are avoiders of conflict or they expect “Manager to do something!” BUT**
 - **Manager is not skilled to deal with TE**
 - **Could be a “Reluctant Manager”**
 - **Manager is the smartest and promoted for their technical expertise but they don’t have the interpersonal/human relations skills = DKDK and they MEAN WELL**



What does all of this toxicity have in common?

What DTG keeps coming across..

Massive Conflict Avoidance!

- No cost-benefit analysis – cost of doing nothing was not calculated
- If we deny the issues exist
- If we look the other way – these issues go away by themselves or
- If we look the other way – these issues will just “work themselves out”
- Total break down in trust

They don't go away, they fester, they escalate!



Trust & Conflict – Go Hand in Hand

Stephen M. R. Covey – in his book: *The Speed of Trust* talks about Trust - Taxes and Dividends

When there is high trust – there is an actual dividend for this trust – tasks, work, progress, cooperation, collaboration - success is easier

When there is low or nonexistent trust – there is an actual tax – tasks, work, is harder, indifference, bogged down, sabotage

I highly recommend you read this book for your employer, for your kids, for your families and jobs, of course!

SPAC 2015





Trust Behaviorally (no names)

What builds trust

What undermines it

What does it look like

Not look like





Trust Defined

“Trust means confidence. The opposite of trust is suspicion. When you trust people, you have confidence in them – in their integrity, and in their abilities.

When you distrust people, you are suspicious of them – of their integrity, their agenda, their capabilities or their track record.” S.M.R. Covey

Toxic Individuals are often suspicious and spread suspicion throughout their ranks and create and nurture and welcome long time unresolved conflict because it “maintains the toxicity.”



Toxicity and Being in a Healthy

Toxic Environments

- ☀ Demotivating
- ☀ Disengagement is norm
- ☀ Active disengagement is encouraged
- ☀ Allow unresolved conflict to fester
- ☀ Low performing
- ☀ Lo to nonexistent trust

Healthy Environments

- ☀ Motivating
- ☀ Engagement is norm
- ☀ Active engagement is role modeled
- ☀ Identify and address conflict
- ☀ High performing
- ☀ Hi trust



S.M.R. Covey says....

“Leadership is getting results in a way that inspires trust.”

Trust is the key.... You don't trust toxic individuals, toxic work environments are not trustworthy.



So how do we create a more...

- ❖ **Effective**
- ❖ **Respectful**
- ❖ **Trusting**
- ❖ **Highly Engaged**

...work environment and workplace culture (family culture)?

Or, a less Toxic Workplace?



You have to say something..

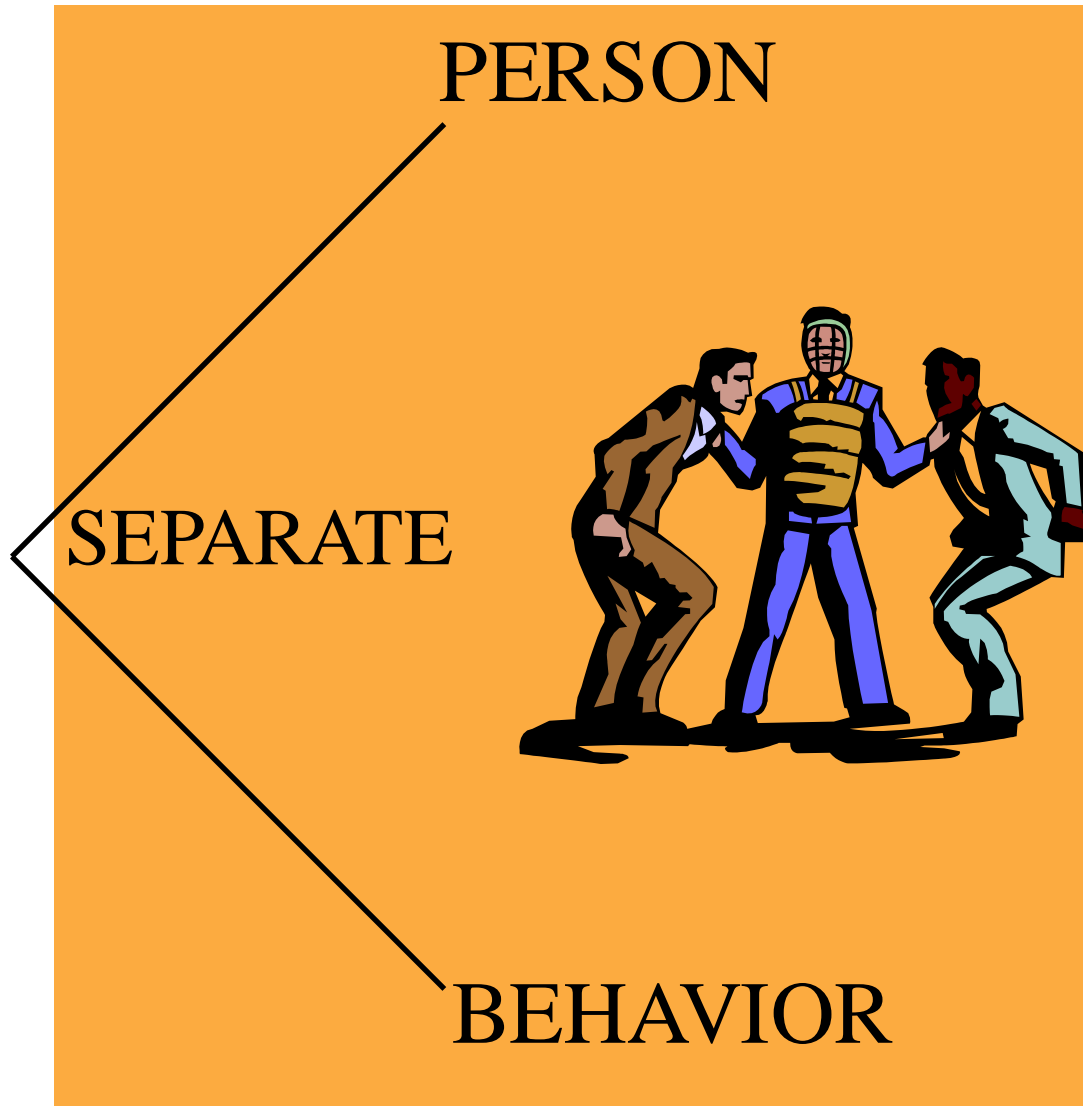
- ✿ **You have to do something**
- ✿ **Saying or doing nothing is not an option / No innocent bystanders**
- ✿ **If you are not part of the solution – you are part of the problem**



Now for Specific Tools

- ★ **I want to give you, build you a tool kit, a skill kit**
- ★ **These tools work if you use them!**
- ★ **It is up to you – to use them!!**

Approach is Key





Critical – Your 1st Reaction (Public)

★ “Ouch”

★ “Really” “Really?” “Really!”

★ “Come on now....”

★ Again, if you don’t say something – how is your silence interpreted?



Start-Stop Coaching Tip

Start with a Positive

Please stop _____
(describe negative/unproductive behavior)

Start _____
(describe new, more appropriate/positive behavior)

Continue _____
(describe ongoing positive behavior)

End with a Positive



I- Message Coaching Statement

(Start with a Positive)

When you _____, I feel _____
(describe behavior) (impact of behavior)

I would prefer _____
(new behavior – more appropriate/productive)

OR

I feel _____, when you _____
(impact of behavior) (describe behavior)

I would prefer _____
(new behavior – more appropriate/productive)

OR

When I see _____, it makes me feel _____
(describe behavior) (impact of behavior on you/group)

I would prefer _____
(new behavior – more appropriate, more productive)

(End with a Positive)



2 Kinds of Behaviors

PREFERS

- Promote respect
- Diversity friendly
- Inclusive
- Promotes trust

NEVERS

- Disrespect
- Bias/prejudice
- Exclusive
- Undermine trust



Favorite Quotes

**"Folks are usually about as happy
as they make their minds up to be."**

- Abraham Lincoln

**"You cannot talk yourself out of what you
behaved your way into."**

- Stephen Covey



In Closing....

Ultimately it comes down to this one point

SHARED RESPONSIBILITY – we all have a shared responsibility, a responsibility to each other, to hold each other accountable and to be the best we can be.

Say to each other - “I can’t be successful without you. We are all in this together!”



Action Plan

- **How can I create a more productive and less toxic work environment?**
- **How can I use what I have learned in this class in my organization and beyond?**



THANK YOU!

FOR.....

YOUR TIME

YOUR CONSIDERATION

and your

PARTICIPATION



For more information...

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