



## **The Leadership Vaccine: Inoculating Your Organization against Toxic Management Styles**

The defining characteristic of the 21st century is an inordinate focus on work. Family and community social structures have been seriously eroded by unrealistic expectations of personal productivity. Work is viewed by many as an all encompassing, difficult and stressful way of life, but when the work environment is also poisoned by toxic leaders, it becomes a living hell.

Unfortunately, in complex organizations, the impact of toxic management often goes unchecked until the company or organization crumbles. Employees living in the “war zone” may not even realize that they are working for a toxic leader. This is especially true when the leader cleverly shifts the blame for “failures” from himself to his employees, thus pushing them into a spiral of self doubt and negativity. The reason that this is of great interest to businesses and organizations is that the cost of even one "toxic" person in position of power can run into hundreds of thousands of dollars for health care, lost productivity and litigation.

In the complex and well nuanced landscape of organizational behavior, good leadership should be considered a moral imperative while bad leadership should be viewed as a virulent social disease. Corporate sectors and academicians can no longer afford to focus exclusively on "good leadership" while ignoring the pathology of Toxic Leadership. This mentality is very much akin to a physician who dedicates his life to making people healthy without knowing anything about the disease process. Little attempt has been made to systematically examine the behaviors, intentions and psychological principles that result in Toxic Leadership. However, to cure this “disease”, it is just as important to create paradigms and taxonomies for Toxic Leadership as it historically has been for excellent leadership. Doing so will enable corporate boards, executive management and human resource professionals to identify toxic behaviors of CXOs and their direct reports early enough to take positive action.

This course presents a new paradigm for combating Toxic Leadership in the work place. Its goal is to make business professionals aware of the various signs and symptoms of a toxic work place by illuminating the psychology of a Toxic Leader. Deliverables include solution scenarios for business professionals that will help them prevent being victimized by a dysfunctional work environment. The course can be offered in various lengths depending on audience and interest.

The course creator and professor, Dr. Vineeth John, is a practicing clinical psychiatrist on the faculty of the University of Miami, Miller School of Medicine. Dr. John has an MBA degree, and having survived toxic workplaces, he possesses a unique and valuable organizational perspective with a particular regard for nurturing ethical organizational leadership in a time of economic crisis.

### **Course Objectives:**

1. Elucidate the various styles of Toxic Management and Leadership.
2. Examine the psychological underpinnings of Toxic Leadership and the dynamics at work between leaders, followers and the organizational culture.
3. Propose various preventive measures to counter the impact of Toxic Management.
4. Estimate the real cost of Toxic Management for the organization with regards to fiscal, psychological, and health care costs.
5. Create a road map for organizations to build toxic-proof work environment fostering creativity, innovation and efficiency.