Please find below the results of your literature search request.

If you would like the full text of any of the abstracts included, or would like a further search completed on this topic, please let us know.

We’d appreciate feedback on your satisfaction with this literature search. Please visit [http://www.hello.nhs.uk/literature_search_feedback.asp](http://www.hello.nhs.uk/literature_search_feedback.asp) and complete the form.

Thank you

**Literature search results**

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**Search details**

Toxic leadership – characteristics and working effectively with toxic leaders

**Resources searched**

- NHS Evidence; TRIP Database; Cochrane Library; BNI; CINAHL; EMBASE; Health Business Elite; HMIC; MEDLINE; PsychINFO; Google Scholar; Google Advanced Search

**Database search terms**

- “toxic leader*”;
- “toxic manage*”;
- “toxic boss syndrome”;
- “destructive behavio*”;
- leader; leaders; manager; managers; boss; bosses; toxic ADJ2 boss*;
- toxic ADJ2 leader*;
- toxic ADJ2 manager*;
- toxic ADJ2 colleague*;
- toxic ADJ2 coworker*;
- toxic ADJ2 co-worker*;
- negative* ADJ2 leader*;
- negative* ADJ2 manager*;
- “destructive leader”;
- “destructive manager”;
- “destructive boss”

**Google search string**

- "toxic leader" OR "toxic leaders" OR "toxic manager" OR "toxic managers" OR "toxic boss syndrome" OR "negative manager" OR "negative managers" OR "negative leader" OR "negative leaders" OR "negative boss" OR "negative bosses" OR "toxic boss" OR "toxic bosses" OR "destructive leader" OR "destructive manager" OR "destructive leaders" OR "destructive managers"

**Summary**

Quite a lot of information for you. In terms of the characteristics of toxic leadership, and based on the abstracts, see studies: 6; 11; 16; 24; 25; 43; 44; 46; 48; 51; 56; 62; 73 and 76. For studies answering your other question about working effectively with toxic leaders, please see: 22; 25; 26; 27; 28; 30; 38; 42; 43; 46; 51; 53; 55; 59; 60; 62; 65 and 66. In addition the results from the Google searches may also be relevant.

**Guidelines**

None found.
Evidence-based reviews
Chartered Institute of Personnel and Development

Engaging leadership: creating organisations that maximise the potential of their people 2008

Leadership in every guise has a bearing on organisational performance – potentially positive or negative: a mass of research studies provides evidence for this assertion. But much of this research fails to identify direct causal links between leadership behaviours and employee engagement – the engine of performance. This research explores the causal link between leadership and employee engagement.

Published research

1. Nursing unit managers, staff retention and the work environment.

Author(s): Duffield CM, Roche MA, Blay N, Stasa H
Citation: Journal of Clinical Nursing, January 2011, vol./is. 20/1-2(23-33), 0962-1067;1365-2702 (2011 Jan)
Publication Date: January 2011
Abstract: AIM AND OBJECTIVE: This paper examined the impact of leadership characteristics of nursing unit managers, as perceived by staff nurses, on staff satisfaction and retention. (c) 2010 Blackwell Publishing Ltd.BACKGROUND: A positive work environment will increase levels of job satisfaction and staff retention. Nurse leaders play a critical role in creating a positive work environment. Important leadership characteristics of the front-line nurse manager include visibility, accessibility, consultation, recognition and support. (c) 2010 Blackwell Publishing Ltd.DESIGN: Secondary analysis of data collected on 94 randomly selected wards in 21 public hospitals across two Australian states between 2004-2006. (c) 2010 Blackwell Publishing Ltd.METHODS: All nurses (n = 2488, 80.3% response rate) on the selected wards were asked to complete a survey that included the 49-item Nursing Work Index-Revised [NWI-R] together with measures of job satisfaction, satisfaction with nursing and intention to leave. Subscales of the NWI-R were calculated. Leadership, the domain of interest, consisted of 12 items. Wards were divided into those reporting either positive or negative leadership. Data were analysed at the nurse level using spss version 16. (c) 2010 Blackwell Publishing Ltd.RESULTS: A nursing manager who was perceived to be a good leader, was visible, consulted with staff, provided praise and recognition and where flexible work schedules were available was found to distinguish the positive and negative wards. However, for a ward to be rated as positive overall, nurse leaders need to perform well on all the leadership items. (c) 2010 Blackwell Publishing Ltd.CONCLUSION: An effective nursing unit manager who consults with staff and provides positive feedback and who is rated highly on a broad range of leadership items is instrumental in increasing job satisfaction and satisfaction with nursing. (c) 2010 Blackwell Publishing Ltd.RELEVANCE TO CLINICAL PRACTICE: Good nurse managers play an important role in staff retention and satisfaction. Improved retention will lead to savings for the organisation, which may be allocated to activities such as training and mentorship to assist nurse leaders in developing these critical leadership skills. Strategies also need to be put in place to ensure that nurse leaders receive adequate organisational support from nursing executives. (c) 2010 Blackwell Publishing Ltd.

Source: MEDLINE
Full Text:
Available in fulltext at Ovid

3. If you're close with the leader, you must be a brownnose: The role of leader–member relationships in follower, leader, and coworker attributions of organizational citizenship behavior motives.

Author(s): Bowler, Wm. Matthew, Halbesleben, Jonathon R.B., Paul, Jeff. R.B.
Citation: Human Resource Management Review, 01 December 2010, vol./is. 20/4(309-
Abstract: Abstract: Although scholars have recognized that organizational citizenship behavior (OCB) can be attributed to either self-serving or other-serving motives, little research has addressed the conditions under which different observers will make positive versus negative attributions for OCB. We draw on leader-member exchange (LMX) and attribution theories to propose that high-quality LMX relationships are associated with positive attributions of OCB motives by the follower and the leader but negative attributions of OCB motives by coworkers. We theorize that while high-quality LMX relationships are associated with attributions of pro-social and organizational concern motives by the follower and the leader, coworkers view OCB performed by those in high-quality LMX relationships as driven by impression management motives. We discuss implications for theory and research on OCB and LMX.

Source: HEALTH BUSINESS ELITE

4. Factors that influence pediatric intensive care unit nurses to leave their jobs.

Author(s): Foglia DC, Grassley JS, Zeigler VL

Citation: Critical Care Nursing Quarterly, 01 October 2010, vol./is. 33/4(302-316), 08879303

Publication Date: 01 October 2010

Abstract: The purpose of this qualitative study was to discover why 10 nurses voluntarily left the pediatric intensive care unit (PICU) at 1 large pediatric hospital in the southwest. Critical theory provided the philosophical framework, whereas action research and Heideggerian hermeneutic phenomenology provided the methodological framework. Data analysis was conducted using the circular hermeneutic process described by Heidegger and explicated by Diekelmann. From the findings of this study, it was concluded that there is an inescapable and inevitable tension between the human factors and the PICU work environment. Nurses identified the constitutive pattern of unrelieved job stress as the major reason they left the PICU. The multidimensional and interactive environmental characteristics of nature of the job, insufficient resources, and negative perceptions of managers/team leaders contributed to the development of job stress. The results of this study revealed the evidence needed to begin to focus on interventions in the areas of nursing practice, education, and research required, reducing the likelihood of losing more PICU nurses.

Source: CINAHL

5. Gender differences in responding to conflict in the workplace: Evidence from a large sample of working adults.

Author(s): Davis, Mark H, Capobianco, Sal, Kraus, Linda A

Citation: Sex Roles, October 2010, vol./is. 63/7-8(500-514), 0360-0025;1573-2762 (Oct 2010)

Publication Date: October 2010

Abstract: This investigation tested for gender effects in conflict behaviors by examining the ratings made by the bosses, peers, and subordinates of over 2,000 working adults participating in leadership development programs conducted in the U.S.; the effects of two confounding factors--age and organizational status--were controlled in all analyses. Consistent with predictions derived from a gender role analysis, women were rated as significantly more likely to engage in almost every constructive behavior. Also as predicted, men were rated as more likely to engage in active destructive behaviors. Rater gender had no effect for peers and subordinates, but female bosses made more positive ratings of targets than male bosses. In general, bosses rated targets somewhat higher on passive responses. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)

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<tr>
<td>6</td>
<td>Personal check: recognizing negative leadership behaviors.</td>
<td>Chilcutt AS</td>
<td>AGD Impact, 01 September 2010, vol./is. 38/9(24-25), 0194729X</td>
<td>01 September 2010</td>
<td>Recognizing negative leadership behaviors.</td>
<td>CINAHL</td>
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<td>7</td>
<td>The prevalence of destructive leadership behaviour.</td>
<td>Aasland, Merethe Schanke, Skogstad, Anders, Notelaers, Guy, Nielsen, Morten Birkeland, Einarsen, Stale</td>
<td>British Journal of Management, June 2010, vol./is. 21/2(438-452), 1045-3172,1467-8551 (Jun 2010)</td>
<td>June 2010</td>
<td>This study investigates the prevalence of the four types of destructive leadership behaviour in the destructive and constructive leadership behaviour model, in a representative sample of the Norwegian workforce. The study employs two estimation methods: the operational classification method (OCM) and latent class cluster (LCC) analysis. The total prevalence of destructive leadership behaviour varied from 33.5% (OCM) to 61% (LCC), indicating that destructive leadership is not an anomaly. Destructive leadership comes in many shapes and forms, with passive forms prevailing over more active ones. The results showed that laissez-faire leadership behaviour was the most prevalent destructive leadership behaviour, followed by supportive-disloyal leadership and derailed leadership, while tyrannical leadership behaviour was the least prevalent destructive leadership behaviour. Furthermore, many leaders display constructive as well as destructive behaviours, indicating that leadership is not either constructive or destructive. The study contributes to a broader theoretical perspective on what must be seen as typical behaviour among leaders.</td>
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<td>8</td>
<td>Negative workplace behaviours: An ethical dilemma for nurse managers.</td>
<td>Lindy, Cheryl, Schaefer, Florence</td>
<td>Journal of Nursing Management, April 2010, vol./is. 18/3(285-292), 0966-0429,1365-2834 (Apr 2010)</td>
<td>April 2010</td>
<td>Aims: To discover nurse managers' perception of negative workplace behaviors (bullying) encountered by staff on their unit. Background: Negative workplace behavior is a worldwide phenomenon happening in all types of work settings. Absent from the literature were studies specific to the nurse managers' perception on this topic. Methods: A phenomenological qualitative research methodology was used to gain insight into the perceptions of nurse managers about negative workplace behaviors that they have observed or addressed. Results: Nurse Managers described their perceptions of, and experiences pertaining to, instances of negative workplace behavior. Six themes emerged from the data analysis: 'that's just how she is', 'they just take it', 'a lot of things going on', 'old baggage', 'three sides to a story' and 'a management perspective'. Conclusion: Nurse Managers had observed, experienced and/or had received reports of negative workplace behaviors. While some felt comfortable addressing the behavior, others experienced ethical dilemmas when trying to treat all fairly. Implications: The results of the present study provide guidance for nurse managers to address negative workplace behaviors occurring on their units.</td>
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<td>10</td>
<td>The effects of favored status and identification with victim on perceptions of and reactions to leader toxicity.</td>
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This experimental study examined the roles of leader-member exchange (LMX) relationships and social identity (i.e., identification with victim) on two dependent variables: perceptions of leader toxicity and intentions to challenge the leader. According to LMX theory, leaders treat subordinates unequally, favoring some (the in-group) with greater autonomy, trust, and support than they do other employees (the out-group). Assignment to the LMX favored status group is based on the leader's perception that the follower is dependable, competent, and likeable. Followers who are not liked by the leader and are viewed as less competent than other employees tend to be relegated to the LMX out-group. Out-group members do not have the same access to the leader, receive fewer resources, and are typically excluded from key organizational activities. Observers' identification with the victim might also influence perceptions of the leader and willingness to challenge, especially when the LMX status of the victim is salient to the observer. In Study One, 269 college students, most of whom had work experience, evaluated 51 leader behaviors and indicated the degree to which they perceived each behavior to be helpful or harmful. Behaviors rated as most harmful were incorporated into a video used in Study Two. For Study Two, 298 graduate and undergraduate students with work experience were recruited at a southern California university. Participants were randomly assigned to a favored or out-group status observer condition. Favoring status was established by the experimenter telling the favored status participants that the leader had recognized their performance on an unrelated task as being superior, and having them wear a colored vest that signified their LMX status. Participants assigned to the LMX out-group were not recognized individually and were not complimented on their performance. They wore vests that signified they were in the LMX out-group. To reinforce the manipulation, once seated at their respective tables, both participant groups read a written narrative that described each participant's LMX relationship with the leader. The favored status narrative included statements that indicated the participant was regarded highly by the leader; the out-group narrative described the leader-follower relationship as impersonal and transactional. Social identity was made salient through the assignment of different colored vests to each LMX group. Participants viewed one of three videos showing a leader being toxic to a favored status or LMX out-group member as denoted by the color of the vest worn by the victim in the video, or a target not identifiable as a member of either group (the target did not wear a vest). It was expected that LMX status of the observer would have a significant effect on perceptions of leader toxicity and intentions to challenge the leader. Interactions were predicted between observer LMX status and observers' identification with the victim on the two dependent variables. Mean differences were tested using t tests; analyses of variance were used to assess simple effects and interactions specified in the hypotheses. Results indicated that LMX status influenced perceptions of toxicity and intentions to challenge. LMX out-group participants perceived the leader as toxic more so than participants with favored status and were more likely to challenge the leader. A significant interaction between LMX status and identification with victim on perceptions of toxicity was found. Participants perceived the leader to be toxic to a greater extent when they identified with the victim. Identification with the victim was not a significant factor in observers' willingness to challenge; however, when the victim was ambiguous, LMX out-group observers reported greater willingness to challenge than those with favored status. (PsycINFO Database Record (c) 2010 APA, all rights reserved)
given to the topic however, the area still suffers from a lack of attempts to define and measure negative leader behavior as a broad-level construct. The present research project addressed both issues through four studies. In Study 1, a comprehensive inventory of negative leader behavior was generated. Using multidimensional scaling, in Study 2, three dimensions were found to underlie the inventory of behaviors, including "organization-directed/subordinate-directed," "insidiously-damaging/immediately-damaging," and "norm-violating/rule-violating" dimensions. Study 3's confirmatory factor analysis identified three negative leader behavior factors, including "subordinate-directed," "organization-directed," and "sexual harassment" factors. Finally, in Study 4, evidence of the construct and criterion validity of the new measure of negative leader behavior was obtained. Based on findings across the four studies, the similarities and differences between negative leader behavior, as a broad-level construct, and other forms of leader and non-leader-specific negative workplace behavior are discussed, along with implications of the project for future research and potential practical applications. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

Source: PsycINFO

12. The good, the bad and the ugly: Leadership and narcissism.

Author(s): Higgs, Malcolm

Citation: Journal of Change Management, June 2009, vol./is. 9/2(165-178), 1469-7017;1479-1811 (Jun 2009)

Publication Date: June 2009

Abstract: Leadership is becoming increasingly recognized as a crucial issue for organizations facing change in a complex and volatile environment. This leads to a need for an understanding of the extensive leadership literature. However, it is notable that this literature is primarily focused on 'good' leadership. Until relatively recently it has ignored 'bad' or 'dark-side' leadership. Yet recent research in the field of change has provided evidence that such 'negative' leadership impacts adversely on change implementation. The purpose of this paper, therefore, is to review the literature on 'bad' leadership and to explore the extent to which leader narcissism provides an explanation of 'bad' leadership behaviors. Building from this review the paper presents recommendations for future research. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)

Source: PsycINFO

13. Leadership and team cohesiveness across cultures.

Author(s): Wendt, Hein, Euwema, Martin C., van Emmerik, I.J. Hetty

Citation: Leadership Quarterly, 01 June 2009, vol./is. 20/3(358-370), 10489843

Publication Date: 01 June 2009

Abstract: Abstract: This study examines the relation between leadership and team cohesiveness in different societal cultures. We expect direct effects of societal culture on leadership and team cohesiveness, as well as a moderating effect of culture on the relationship between leadership and cohesiveness. Data were collected from 29,868 managers and 138,270 corresponding team members in 80 countries. Multilevel analysis was used to test the hypotheses, relating societal individualism–collectivism (IC), with directive and supportive leadership, and with team cohesiveness. In individualistic societies managers use less directive and less supportive behavior, compared with collectivistic societies. Team cohesiveness is not directly related with IC. Directive leadership and supportive leadership are negatively and positively related with team cohesiveness respectively and these relations are stronger in individualistic societies. Implications for managerial education and practices are discussed.

Source: HEALTH BUSINESS ELITE


Author(s): Porath, Christine, Pearson, Christine

Citation: Harvard Business Review, 01 April 2009, vol./is. 87/4(24-), 00178012
Publication Date: 01 April 2009

Abstract: The article reports on the authors’ study on the effect of incivility and antisocial behavior on job satisfaction and performance. A survey of managers and employees found that nearly half of the people who were treated rudely reduced their work effort, a majority of them lost work time by worrying or avoiding the offender, and 78 percent were aware that their organizational commitment had declined.

Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host

15. Does a change in psychosocial work factors lead to a change in employee health?
Author(s): Lohela M, Bjorklund C, Vingard E, Hagberg J, Jensen I
Citation: Journal of Occupational & Environmental Medicine, 01 February 2009, vol./is. 51/2(195-203), 10762752

Publication Date: 01 February 2009

Abstract: Objective: The aim was to identify psychosocial factors at work that promote positive changes in employee health and factors that prevent negative changes in employee health. Method: This study is part of a large longitudinal study and includes 1212 employees. Data for psychosocial work factors and self rated health was collected in 2000 and 2003. A modified Poisson regression was used to find factors of relevance for positive and negative changes in health. Results: A negative change in leadership, organizational commitment and reporting job strain increased the risk for negative change in health. Improved leadership and social climate increased the chance for positive changes in health. Conclusion: By improving psychosocial factors at work, it is possible to promote employee health as well as prevent employee ill-health.

Source: CINAHL

16. From ineffectiveness to destruction: A qualitative study on the meaning of negative leadership.
Author(s): Schilling, Jan
Citation: Leadership, February 2009, vol./is. 5/1(102-128), 1742-7150;1742-7169 (Feb 2009)

Publication Date: February 2009

Abstract: This article aims at analyzing the content and structure of managers’ conceptions of negative leadership. Using semi-structured interviews, 42 managers were asked about their conceptions of negative leadership, its antecedents and consequences. Results show that the concept of negative leadership is associated with eight behavioural categories: insincere, despotic, exploitative, restrictive, failed, laissez-faire, and active- and passive-avoiding leadership. Negative leadership was causally attributed to the environment of the leader, especially the followers, the immediate working field, as well as organizational processes, structures, and resources were seen as potential sources for negative leadership. The main factors regarded as its consequences included negative follower feelings and attitudes, destructive follower behaviour, and devastating organizational results. An analysis of the relationship between the leadership categories revealed two underlying dimensions of human-versus task-orientation and passive versus active behaviour. Limitations of the present approach, implications for future research and organizational practice are discussed. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)

Source: PsycINFO

17. Age differences in responses to conflict in the workplace
Author(s): Davis M., Kraus L., Capobianco S.
Citation: International Journal of Aging and Human Development, January 2009, vol./is.
Publication Date: January 2009

Abstract: Socioemotional selectivity theory (SST) has been used successfully to explain age differences in interpersonal conflict behavior: older adults are generally less likely to engage in destructive responses, and more likely to employ nonconfrontational ones. However, this research has focused almost exclusively on conflict with intimates (spouses, family, friends), and has typically not examined conflict in the workplace. The present investigation uses behavior ratings made by bosses, peers, and subordinates of 2513 working adults to examine the association between age and workplace conflict behavior; more specifically, it tests three hypotheses generated from socioemotional selectivity theory. Consistent with predictions, raters generally agreed that older working adults were more likely to engage in nonconfrontational responses (yielding, delaying responding); also as expected, older and younger respondents did not consistently differ in their efforts to constructively solve conflict. Unexpectedly, little evidence was found that older adults engage in less active destructive behavior.

Source: EMBASE

Full Text:
Available in fulltext at EBSCO Host

19. The quick wins paradox.

Author(s): Van Buren ME, Safferstone T

Citation: Harvard Business Review, January 2009, vol./is. 87/1(54-61, 116), 0017-8012;0017-8012 (2009 Jan)

Publication Date: January 2009

Abstract: Many leaders taking on new roles try to prove themselves early on by going after quick wins--fresh, visible contributions to the business. But in the pursuit of early results, those leaders often fall into traps that prevent them from benefiting from their achievements. To succeed in their new positions, leaders must realize that the teams they have inherited are also experiencing change. Instead of focusing on an individual accomplishment, leaders need to work with team members on a collective quick win. In a study of more than 5,400 new leaders, the authors found that those who were struggling tended to exhibit five behaviors characteristic of people overly intent on securing a quick win. They focused too much on details, reacted negatively to criticism, intimidated others, jumped to conclusions, and micromanaged their direct reports. Some managed to eke out a win anyway, but the fallout was often toxic. The leaders who were thriving in their new roles, by contrast, shared not only a strong focus on results--necessary for early successes--but also excellent change-management skills. They communicated a clear vision, developed constructive relationships, and built team capabilities. They seemed to realize that the lasting value of their accomplishment would be the way they managed their teams through the transition. Collective quick wins established credibility and prepared them to lead their teams to harder-won victories. The authors provide a diagnostic tool for identifying opportunities for collective quick wins, and they share some advice for organizations: When grooming new leaders, don't just shore up their domain knowledge and technical skills; help them develop the change-management skills they will need as they settle in with their new teams.

Source: MEDLINE

Full Text:
Available in fulltext at EBSCO Host


Author(s): Illies, Jody, Reiter-Palmon, Roni

Citation: Journal of Business Ethics, 30 September 2008, vol./is. 82/1(251-272), 01674544

Publication Date: 30 September 2008
Abstract: This study explored the influence of personal values on destructive leader behavior. Student participants completed a managerial assessment center that presented them with ambiguous leadership decisions and problems. Destructive behavior was defined as harming organizational members or striving for short-term gains over long-term organizational goals. Results revealed that individuals with self-enhancement values were more destructive than individuals with self-transcendence values were, with the core values of power (self-enhancement) and universalism (self-transcendence) being most influential. Results also showed that individuals defined and structured leadership problems in a manner that reflected their value systems, which in turn affected the problem solutions they generated.

Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host

21. Following toxic leaders: In search of posthumous praise.

Author(s): Lipman-Blumen, Jean

Citation: The art of followership: How great followers create great leaders and organizations., 2008(181-194) (2008)

Publication Date: 2008

Abstract: (from the chapter) Cultural anthropologist Ernest Becker proposed that the human condition, beset by our awareness that we all inevitably die, evokes both a terror and denial of death. In this chapter, I would like to build on Becker's insight by proposing that, to cope with our existential angst, most of us choose to live by illusions. We seek illusions that lull our existential anxiety, reassure us that we are safe, even convince us that we shall attain immortality, which, as Napoleon Bonaparte argued, exists only "in the memory in the minds of men." We might even think of immortality as posthumous praise. Our choice to live by illusions leaves us susceptible to dream merchants, who often appear in the guise of toxic leaders, leaders who leave us worse off than they found us. In this chapter, after briefly defining "toxic leaders," I discuss how we fall victim to them, particularly why we cling to the myriad illusions they toss us as lifelines in our uncertain, unfinished, and unfinishable world. After that, I focus on two related, central illusions that toxic leaders offer us as dangerous, seductive gifts: first, that we are "the chosen," and second, that we are at the center of action. In the next section, I explore the relationship among our existential anxiety, the exhilaration of being at the center of action, and the thrill of war. The chapter turns to a discussion of the euphoria of war and what we can learn from it. In this section, I also differentiate between two sources of exhilaration: the grand illusions of toxic leaders who often draw us into their destructive enterprises, and the noble visions of nontoxic leaders who offer us opportunities to contribute to the world. The chapter concludes with a few thoughts about how we might transform our exhilaration and anxiety into positive forces to help free us from the allure of toxic leaders. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

Source: PsycINFO

22. Using positivity, transformational leadership and empowerment to combat employee negativity.

Author(s): Avey, James B, Hughes, Larry W, Norman, Steven M, Luthans, Kyle W

Citation: Leadership & Organization Development Journal, 2008, vol./is. 29/2(110-126), 0143-7739 (2008)

Publication Date: 2008

Abstract: Purpose: The purpose of this study is to hypothesize and test a conceptual model linking concepts of leadership and positive organizational behavior to a reduction in employee negativity, with empowerment as an important mediator in the causal relationships. Design/methodology/approach: A heterogeneous sample of 341 working adults completed survey measures as two separate points in time. Confirmatory factor analysis was used to validate psychometric properties of instruments, and path analysis using structural equation modeling software was used to test hypotheses. Findings: As
hypothesized, both transformational leadership (beta = 0.27) and positive psychological capital (hope, efficacy, resilience and optimism) (beta = 0.61) were significantly related to feelings of empowerment. Empowerment was significantly related to intentions to quit (beta = 20.38) but not employee cynicism. Empowerment also fully mediated the relationship between the independent variables and intentions to quit. Research limitations/implications: A convenience sampling method limited the generalizability of results. Causal and longitudinal research designs would extend findings discussed here. Implications for management are significant in terms of countering employee negativity using leadership processes, employee selection and development. Originality/value: This study offers the first conceptual model integrating emerging concepts from positive organizational behavior, in the form of positive psychological capacities, with validated leadership models (transformational leadership). Both were suggested to influence negative outcomes, with empowerment as an effective mediator of these relationships. Findings generally support the hypotheses advanced herein. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)

Source: PsycINFO

24. The toxic triangle: Destructive leaders, susceptible followers, and conducive environments.

Author(s): Padilla, Art, Hogan, Robert, Kaiser, Robert B.

Citation: Leadership Quarterly, 01 June 2007, vol./is. 18/3(176-194), 10489843

Publication Date: 01 June 2007

Abstract: Abstract: Destructive leadership entails the negative consequences that result from a confluence of destructive leaders, susceptible followers, and conducive environments. We review how destructive leadership has been discussed in the literature and note that it has not been clearly defined. Building on prior research, we develop a definition of destructive leadership that emphasizes negative outcomes for organizations and individuals linked with and affected by them. Then we outline the toxic triangle: the characteristics of leaders, followers, and environmental contexts connected with destructive leadership. We illustrate the dynamics of the framework using Fidel Castro's career as the dictator of Cuba.

Source: HEALTH BUSINESS ELITE

25. Destructive leader traits and the neutralizing influence of an “enriched” job.

Author(s): Schaubroeck, John, Walumbwa, Fred O., Ganster, Daniel C., Kepes, Sven

Citation: Leadership Quarterly, 01 June 2007, vol./is. 18/3(236-251), 10489843

Publication Date: 01 June 2007

Abstract: Abstract: This study tested a model of the interactive effects of perceived job characteristics and potentially destructive leader traits on the physical and psychological strain of their subordinates and their job attitudes and commitment to the organization. A composite measure of the characteristics of enriched jobs (job scope) was positively related to more favorable outcomes (e.g., organizational commitment) and negatively related to unfavorable outcomes (e.g., somatic complaints). Hierarchical linear modeling tested the moderating effects of leader hostility and leader negative affectivity on the effects of perceived job scope. Subordinates (n =203) with leaders (n =47) scoring high on hostility and low job scope consistently exhibited less favorable outcomes than subordinates with low hostility supervisors and low job scope and high hostility supervisors and high job scope. Leader trait negative affectivity exhibited similar interaction effects for three of the outcomes (organizational commitment, overall job satisfaction, and anxiety). The implications of these findings for leadership are discussed.

Source: HEALTH BUSINESS ELITE

26. Applying transformational leadership theory to toxic management.

Author(s): Natal G

Citation: Pelican News, 01 June 2007, vol./is. 63/2(13-14), 00314161
27. Work to counteract negative thinking.

Author(s): Warren, Claire

Citation: People Management, 03 May 2007, vol./is. 13/9(13-), 13586297

Abstract: The article features George Kohlrieser, a professor of leadership and organizational behavior at the Institute for Management Development Business School in Switzerland, and his views on how successful leaders counteract negative mindsets. The creation by leaders of secure environments to allow staff to flourish is one way of counteracting negative thinking. Kohlrieser believes that leaders should create bonds with individuals in order to change mindsets.

Source: HEALTH BUSINESS ELITE

28. Tackling toxic leaders.

Author(s): Taylor, Ros

Citation: Director (00123242), 01 May 2007, vol./is. 60/10(27-), 00123242

Abstract: The article discusses several issues related to leadership skills of managers. It tells a story of a chief executive officer who does not believe in his employee's capabilities. A survey conducted by Ros Taylor Ltd. of 1,500 employees showed that 77 percent of respondents believe that their boss is not interested in them, while 90 percent believe that their boss does nothing about poor performers.

Source: HEALTH BUSINESS ELITE

29. High toxicity leadership: Borderline personality disorder and the dysfunctional organization.

Author(s): Goldman, Alan

Citation: Journal of Managerial Psychology, 01 December 2006, vol./is. 21/8(733-746), 02683946

Abstract: Purpose - This paper aims to assess highly toxic personality disorders in leaders, implications for organizations, and methods for assessment and intervention. Design/methodology/approach - Action research was used, including a thick description case study narrative and application of the DSM IV-TR. Findings - Personality disorders are a source of a highly toxic and dysfunctional organizational behavior: borderline personality disorder in a leader may serve as a systemic contaminant for an organization. Research limitations/implications - A qualitative, case study approach may not lend itself to replication or quantification; usage of the DSM IV-TR requires clinical training in counseling psychology; the growing incidence of personality disorders in leadership warrants cognizance, ability to assess, the creation of early detection systems and methods of intervention. Practical implications - Through the narrative of a case study researchers and practitioners can obtain a glimpse into the day-to-day operations and nuances of a highly toxic leader and how it impacts an organization; interventions and solutions are provided.
Originality/value - This paper calls attention to highly toxic leadership and organizational dysfunction by investigating borderline personality disorder as a prototype.

Source: HEALTH BUSINESS ELITE

30. Eliminate destructive behaviors through example and evidence.

Author(s): Ramos, M

Citation: Nursing Management USA, September 2006, vol./is. 37/9(34-41), 0744-6314 (2006 Sep)

Publication Date: September 2006

Abstract: Negative interpersonal relations, bullying and psychological violence in the workplace in nursing and their effects on personal and professional wellbeing. Costs and causes are discussed and strategies to help managers address the problem are suggested, based on appropriate policies and processes. 29 refs.

Source: BNI

Full Text:
Available in fulltext at Ovid
Available in fulltext at Ovid
Available in fulltext at EBSCO Host
Available in fulltext at EBSCO Host

31. When values backfire: Leadership, attribution, and disenchantment in a values-driven organization.

Author(s): Cha, Sandra E., Edmondson, Amy C.

Citation: Leadership Quarterly, 01 February 2006, vol./is. 17/1(57-78), 10489843

Publication Date: 01 February 2006

Abstract: Abstract: Theory on charismatic leaders suggests that shared values play an important role in promoting employee effort and organizational performance. This article proposes a theoretical model to identify conditions under which charismatic leadership and values inadvertently give rise to employee disenchantment, despite the good intentions of leaders and followers. The model integrates findings from a qualitative longitudinal study of a small advertising firm with prior research to develop new theory on unintended negative consequences of charismatic leadership. We propose that employee sensemaking triggered by strong organizational values can increase the risk of attributions of leader hypocrisy, which lead to employee disenchantment in a process we call the hypocrisy attribution dynamic. Value expansion, organizational tenure, and perceived benefit/harm are proposed to moderate the hypocrisy attribution dynamic, influencing the chances of negative sensemaking about leaders” behavior. This research sheds light on mechanisms through which charismatic leadership and values achieve their effects, and suggests that value expansion may be a double-edged sword—heightening followers” experience of meaning at work but also increasing the risk of subsequent disenchantment.

Source: HEALTH BUSINESS ELITE

32. Review of The Allure of Toxic Leaders.

Author(s): Grodnitzky, Gustavo R

Citation: Journal of Cognitive Psychotherapy, 2006, vol./is. 20/4(461-462), 0889-8391 (Win, 2006)

Publication Date: 2006

Abstract: Reviews the book The Allure of Toxic Leaders by Jean Lipman-Blumen (2004). This book stands as a unique and welcomed offering on bookshelves today. Where many books in the field of leadership, management, and business focus on improving individual leadership skills, this book takes a step back and offers a different, more global view of leadership, toxic leadership, and what can be done to address toxic leaders. The book is
divided into four parts and has a total of 13 chapters discussing from, a rationale for the central premise of the book, the need to identify the factors that compel followers to accept, support, and sometimes favor toxic leaders, to offering a vision of a world that is complex, but driven more by the focus on leadership through others, rather than of toxic leadership qualities previously defined. It begins with a look from within, allowing for a self-assessment that is vital in preparing us for the challenges of confronting toxic leaders. Additionally, it offers as us a bird's-eye view of the toxic leader, the world he or she creates, and how we have the capacity to change that world. Finally, and thankfully, it gives us a map to do so. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

Source: PsycINFO

33. Health-promoting leadership - Recognizing deficits and reducing mental stress of employees [German] Gesundheitsförderliches führen - Defizite erkennen und fehlbelastungen der mitarbeiter reduzieren

Author(s): Stadler P., Spiess E.

Citation: Arbeitsmedizin Sozialmedizin Umweltmedizin, July 2005, vol./is. 40/7(384-390), 0944-6052 (Jul 2005)

Publication Date: July 2005

Abstract: Employees are the central resource for achieving company goals. Supporting them is an important task for executives, and determines whether employees are able to show high quality performance in the long term. In business reality, however, managers too often fail to recognize health promotion as a leadership task and accordingly fail to put it - with the support of the company's health protection system - into action. The results of empirical studies show that inadequate leadership behaviour has negative effects on motivation, health and work-attendance, and demonstrate how important it is that leaders be aware of the needs of the employee and their effects on health. This article discusses aspects of health-promoting and employee-oriented leadership behaviour. It shows how to recognize negative leadership attitudes and how to act in a manner which has positive effects on health. The example "Delegating new tasks to employees" demonstrates how to anticipate and prevent negative mental stress in corporate reality.

Source: EMBASE

34. Perfectionism in leadership: Exploring the link between leader self-esteem, leader self-efficacy, leader narcissism and perfectionism.

Author(s): King, Jacque L

Citation: Dissertation Abstracts International Section A: Humanities and Social Sciences, 2005, vol./is. 65/7-A(2671), 0419-4209 (2005)

Publication Date: 2005

Abstract: Perfectionism in leadership is hypothesized to be a result of low self-esteem, low self-efficacy and a high level of narcissism with its underlying elements of need for power as a result of humiliation. This exploratory study seeks to determine a clear link between a leader's self-esteem and perfectionism, a leader's self-efficacy and perfectionism and a leader's narcissism and perfectionism. More specifically, the relationship between how a leader feels about himself/herself, feels about his/her capabilities and if leadership fills a need for power in the leader as a result of humiliation. Through stepwise multiple regression, the results of the 1965 Rosenberg Self-Esteem Scale, the 2001 Chen, Gully & Eden New General Self-Efficacy Scale, the 1988 Raskin & Terry Narcissistic Personality Inventory, and the 1990 Frost Multidimensional Perfectionism Scale, this is administered to students enrolled in an applied doctoral program offered through a Christian university in southeastern section of the United States. The regression analysis indicates that leader perfectionism correlates positively with leader self-esteem and negatively with leader self-efficacy and leader narcissism. Leader perfectionism also correlates negatively with age. These results key to the development of new training opportunities in leadership that will benefit both leader and follower. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

Source: PsycINFO
35. Can studying bad leadership be good?

Author(s): Brown, Paul B.

Citation: CIO Insight, 01 October 2004, vol./is. /44(22-), 15350096

Publication Date: 01 October 2004


Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host

36. The Allure of Toxic Leaders. (Book).

Author(s): Buchanan, Leigh

Citation: Harvard Business Review, 01 October 2004, vol./is. 82/10(32-), 00178012

Publication Date: 01 October 2004


Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host


Author(s): Arond-Thomas, Manya

Citation: Physician Executive, 01 July 2004, vol./is. 30/4(18-21), 08982759

Publication Date: 01 July 2004

Abstract: Reports that physicians have moved into leadership and executive roles. Examination of leadership style; Negative characteristics of physicians; Expansion of leadership styles.

Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host

38. COPING WITH TOXIC MANAGERS, SUBORDINATES, AND OTHER DIFFICULT PEOPLE (Book).

Author(s): Corsini, Skip

Citation: Training, 01 June 2004, vol./is. 41/6(48-), 00955892

Publication Date: 01 June 2004


Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host
39. **Group leadership between “negative capability” and interpretation: Observations from a participant’s viewpoint.**

**Author(s):** di Valentina, Chiorino  
**Citation:** Gruppi, May 2004, vol./is. 6/2(43-60), 1826-2589;1972-4837 (May-Aug 2004)  
**Publication Date:** May 2004  
**Abstract:** The article deals with forms of group leadership from a group’s viewpoint (considering a participant’s experience). Starting from clinical reports, a number of themes are introduced, such as the importance of the capacity for waiting (negative capability); the structuring function of speech and interpretation; the focus on the build-up of communication on specific themes so as to grasp the significance of the group's emotional-imaginary constellation; dreams as “effective narratives” that stimulate collective work and assume a self-representative value for the group. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)  
**Source:** PsycINFO

40. **Leader behaviors and the work environment for creativity: Perceived leader support.**

**Author(s):** Amabile, Teresa M., Schatzel, Elizabeth A., Moneta, Giovanni B., Kramer, Steven J.  
**Citation:** Leadership Quarterly, 01 February 2004, vol./is. 15/1(5-32), 10489843  
**Publication Date:** 01 February 2004  
**Abstract:** This exploratory study investigated leader behaviors related to perceived leader support, encompassing both instrumental and socioemotional support. The study first established that leader support, proposed to be a key feature of the work environment for creativity, was positively related to the peer-rated creativity of subordinates working on creative projects in seven different companies. Then, to identify the specific leader behaviors that might give rise to perceived support, two qualitative analyses were conducted on daily diary narratives written by these subordinates. The first, which focused on specific leader behaviors that had significantly predicted leader support in a preliminary quantitative analysis, illuminated both effective and ineffective forms of leader behavior. In addition, it revealed not only subordinate perceptual reactions to this behavior (their perceptions of leader support), but affective reactions as well. The second qualitative analysis focused on the behavior of two extreme team leaders in context over time, revealing both positive and negative spirals of leader behavior, subordinate reactions, and subordinate creativity.  
**Source:** HEALTH BUSINESS ELITE

41. **Sad, bad and mad managers.**

**Author(s):** Persaud, Raj  
**Citation:** Hospital Doctor, 06 November 2003, vol./is. /(42-43), 02623145  
**Publication Date:** 06 November 2003  
**Abstract:** Offers advice on how to deal with incompetent managers. Negative effect of an incompetent manager; Basic types of incompetent managers.  
**Source:** HEALTH BUSINESS ELITE  
**Full Text:**  
Available in fulltext at [EBSCO Host](#)

42. **Toxic managers at all levels... "Overcoming toxic management” (January 2003).**

**Author(s):** Orze B  
**Citation:** Nursing Management, 01 June 2003, vol./is. 34/6(8-8), 07446314
43. Triumph over toxicity... "Overcoming toxic management".

**Author(s):** McCabe G

**Citation:** Nursing Management, 01 June 2003, vol./is. 34/6(8-8), 07446314

**Abstract:** Review tips for determining whether or not to retain problem employees.

**Source:** CINAHL

**Full Text:**
Available in fulltext at Ovid
Available in fulltext at Ovid; Note: not incl 2003-04 to 2005-09
Available in print at Pilgrim Hospital Staff Library
Available in fulltext at EBSCO Host
Available in fulltext at EBSCO Host

45. Managers' fast track. Negative behavior doesn't help the shortage.

**Author(s):** Cohen S

**Citation:** Nursing Management, 01 April 2003, vol./is. 34/4(10-10), 07446314

**Abstract:** Review tips for determining whether or not to retain problem employees.

**Source:** CINAHL

**Full Text:**
Available in fulltext at Ovid
Available in fulltext at Ovid; Note: not incl 2003-04 to 2005-09
Available in print at Pilgrim Hospital Staff Library
Available in fulltext at EBSCO Host
Available in fulltext at EBSCO Host

46. Overcome toxic management.

**Author(s):** Kimura H

**Citation:** Nursing Management, 01 January 2003, vol./is. 34/1(26-29), 07446314

**Abstract:** Ineffective, ill-tempered managers hurt employee morale and productivity. Learn what behaviors characterize toxic managers, how they damage an organization, and how to lessen their impact.

**Source:** CINAHL

**Full Text:**
Available in fulltext at Ovid
48. Leadership and negative capability.

**Author(s):** Simpson P, French R, Harvey CE

**Citation:** Human Relations, 01 October 2002, vol./is. 55/1(1209-1226), 00187267

**Publication Date:** 01 October 2002

**Abstract:** Our aim in this article is to explore and explain the concept of 'negative capability', in the context of the current resurgence of interest in organizational leadership. We suggest that negative capability can create an intermediate space that enables one to continue to think in difficult situations. Where positive capability supports 'decisive action', negative capability supports 'reflective inaction', that is, the ability to resist dispersing into defensive routines when leading at the limits of one's knowledge, resources and trust. The development of negative capability is discussed but it is suggested that its status is problematic in the context of a societal and organizational culture dominated by control and performativity. The practice of negative capability is illustrated throughout the article, using a case study of the leadership of an international joint venture.

**Source:** CINAHL

50. A better way to deliver bad news

**Author(s):** Manzoni J.F.

**Citation:** Harvard business review, September 2002, vol./is. 80/9(114-119, 126), 0017-8012 (Sep 2002)

**Publication Date:** September 2002

**Abstract:** In an ideal world, a subordinate would accept critical feedback from a manager with an open mind. He or she would ask a few clarifying questions, promise to work on certain performance areas, and show signs of improvement over time. But things don't always turn out that way. Such conversations can be unpleasant. Emotions can run high; tempers can flare. Fearing that the employee will become angry and defensive, the boss all too often inadvertently sabotages the meeting by preparing for it in a way that stifles honest discussion. This unintentional--indeed, unconscious--stress-induced habit makes it difficult to deliver corrective feedback effectively. Instead professor Jean-Francois Manzoni says that by changing the mind-set with which they develop and deliver negative feedback, managers can increase their odds of having productive conversations without damaging relationships. Manzoni describes two behavioral phenomena that color the feedback process--the fundamental attribution error and the false consensus effect--and uses real-world examples to demonstrate how bosses' critiques can go astray. Managers tend to frame difficult situations and decisions in a way that is narrow (alternatives aren't considered) and binary (there are only two possible outcomes--win or lose). And during the feedback discussion, managers' framing of the issues often remains frozen, regardless of the direction the conversation takes. Manzoni advises managers not to just settle on the first acceptable explanation for a behavior or situation they've witnessed. Bosses also need to consider an employee's circumstances rather than just attributing weak performance to a person's disposition. In short, delivering more effective feedback requires an open-minded approach, one that will convince employees that the process is fair and that the boss is ready for an honest conversation.

**Source:** EMBASE

**Full Text:**

Available in fulltext at EBSCO Host

51. Effective versus destructive leader behavior: The motivating role of personal values.
18

Author(s): Illies, Jody J

Citation: Dissertation Abstracts International: Section B: The Sciences and Engineering, February 2002, vol./is. 62/8-B(3835), 0419-4217 (Feb 2002)

Publication Date: February 2002

Abstract: This research explored the role of values in the problem-solving and decision-making activities of leaders using an established and validated theory on the content and structure of personal values. Undergraduate student participants completed a managerial assessment center that required them to solve managerial problems, complete an in-basket exercise, and respond to several questionnaires. Participants’ past leadership activities were assessed along with their willingness to engage in destructive leader behavior and their ability to generate original, high quality solutions to leadership problems. Destructiveness was defined as striving for personal gains over collective organizational interests and/or focusing on short-term gains over long-term organizational goals. Results revealed that achievement values and power values were positively related to leader emergence whereas hedonism goals were negatively related to leader emergence. Participants’ value systems were also found to predict their willingness to engage in destructive behavior. In addition, having an authority figure support destructiveness moderated the effect of values such that with the support of the company president, participants with self-enhancement values were more destructive than were those with self transcendence values. These groups did not differ when the authority support was not present. Results also showed that participants’ defined an ambiguous leadership problem in a manner that reflected their personal values, which mediated the relationship between values and solution destructiveness. Although personal values influenced problem definitions and the destructiveness of problem solutions, they did not directly affect the quality, originality, or creativity of the problem solutions. However, participants who engaged in problem construction generated solutions that were more original, higher in quality, and more creative than did participants who did not engage in problem construction. Overall, results of this study provided empirical support for the popular assertion that personal values play an important role in organizational leadership. Implications of the results for today’s organizational are discussed along with suggestions for future empirical research that will help to delineate further the complex influence personal values have on organizational behavior. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

Source: PsycINFO

52. Variability in staff reports of the frequency of challenging behavior.

Author(s): McGill P, Hughes D, Teer K, Rye L

Citation: Research in Developmental Disabilities, May 2001, vol./is. 22/3(221-31), 0891-4222;0891-4222 (2001 May-Jun)

Publication Date: May 2001

Abstract: Information was collected from 88 staff about their observations of the occurrence and frequency of challenging behaviors in 22 individuals with developmental disabilities with whom they worked. Staff reports suggested considerable variability in challenging behavior in the presence of different staff and, from day to day, in the presence of the same staff. Variability was greater for stereotyped than for aggressive/destructive behavior, and for more frequent behavior. Managers reported generally less challenging behavior than their staff. The validity of the findings was discussed and their implications for research and practice considered.

Source: MEDLINE

53. There’s hope for healing an unhealthy relationship with a manager.

Author(s): Lloyd, Joan

Citation: Receivables Report for America's Health Care Financial Managers, 01 March 2001, vol./is. 16/3(6-7), 10600418

Publication Date: 01 March 2001

Abstract: Provides advice to a hospital personnel on improving an unhealthy relationship
with managers. Importance of tact and neutral language in giving feedback to supervisors; Importance of focusing on the positive instead of the negative qualities of managers.

INSET: Barrier to effective communication.

Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host

55. Disempower 'toxic bosses'.

Author(s): Fitzpatrick, M

Citation: Nursing Management USA, November 2000, vol./is. 31/11(6), 0744-6314 (2000 Nov)

Abstract: Editorial on coping with poor or difficult managers. 2 refs.

Source: BNI

Full Text:
Available in fulltext at EBSCO Host
Available in fulltext at EBSCO Host

56. Oh no! The boss has gone "psycho!"

Author(s): Fitzpatrick, Melissa A.

Citation: Nursing Management, 01 October 2000, vol./is. 31/10(4-4), 07446314

Publication Date: 01 October 2000

Abstract: Provides information on toxic boss syndrome. Factors that may cause the syndrome; Classic symptom of toxic bosses; Approach that toxic bosses use in confronting issues or providing feedback; Other characteristics of toxic bosses.

Source: HEALTH BUSINESS ELITE

Full Text:
Available in print at Lincoln County Hospital Professional Library
Available in print at Pilgrim Hospital Staff Library
Available in fulltext at EBSCO Host
Available in fulltext at EBSCO Host

57. Nurse executive leadership and the relationship to organizational commitment among nurses.

Author(s): Leach LS

Citation: , 01 January 2000, vol./is. /(0-149),

Publication Date: 01 January 2000

Abstract: A key challenge for organizations as they respond to increased competitiveness, the work force demonstrates generational and cultural diversity, and the nature of work itself changes, is to maximize the contributions of all workers by cultivating their commitment. Nurses work in demanding and cost-constrained organizational environments. One problem is an inadequate understanding of how their commitment to an organization is affected by profound organizational change. Nurse leaders are in a position to influence organizational commitment (OC) among nurses. OC is something to be nurtured and sustained as a competitive advantage, particularly since it is believed to be a more stable predictor of turnover, group performance and satisfaction. The purpose of this study is to examine the relationship between leadership and OC among nurses in the context of profound organizational change.

Source: CINAHL
58. Positive and negative words: Their association with leadership talent and effectiveness.

Author(s): Yuan, HaiHai, Clifton, Donald O, Stone, Phil, Blumberg, Herb H

Citation: Psychologist-Manager Journal, 2000, vol./is. 4/2(199-213), 1088-7156;1550-3461 (2000)

Publication Date: 2000

Abstract: Examined the relationship of language patterns (positive and negative words), leadership talent (measured by a structured interview) and effectiveness (assessed using a 360-degree feedback approach) in a sample of 804 high-level executives from a variety of public and private organizations. It was found that the leaders used nearly 4 times as many positive as negative words. However, negative words demonstrated discriminating impact with regard to the assessment of leadership talent and effectiveness, while positive words failed to do so. The results lead to an intuitively surprising inference that word positivity and negativity are independent, not bi-polar, influences. Gender differences were also found: female leaders used fewer negative words, but the unfavorable impact of their negative words on leadership effectiveness perceived by the others was stronger for this group than for the male group. Possible explanations for the small correlations between word categories and leadership performance are discussed. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

Source: PsycINFO

59. Toxic coworkers: How to deal with dysfunctional people on the job.

Author(s): Cavaiola, Alan A, Lavender, Neil J

Citation: Toxic coworkers: How to deal with dysfunctional people on the job., 2000 (2000)

Publication Date: 2000

Abstract: (from the cover) Investigates personality disorders in the workplace. The authors discuss how to recognize a variety of common personality traits and disorders, understand how they come about, and learn to develop effective strategies for dealing with them. The authors also discuss how to make sense of work relationships by learning how to understand and manage difficult people. The result is increased productivity and decreased frustration on the job. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

Source: PsycINFO

60. Stop Toxic Managers Before They Stop You!

Author(s): Flynn, Gillian

Citation: Workforce, 01 August 1999, vol./is. 78/8(40-44), 10928332

Publication Date: 01 August 1999

Abstract: Provides information on how a human resources (HR) professional handles managers and their employees. Characteristics of toxic managers; Why should HR be concerned about toxic managers; What should HR do. INSET: Eight Toxic-Manager Behaviors-and the Cultures That....

Source: HEALTH BUSINESS ELITE

Full Text: Available in fulltext at EBSCO Host

61. The toxic handler: organizational hero--and casualty.

Author(s): Frost P, Robinson S

Citation: Harvard Business Review, July 1999, vol./is. 77/4(96-106, 185), 0017-8012;0017-8012 (1999 Jul-Aug)

Publication Date: July 1999
Abstract: You've watched them comfort colleagues, defuse tense situations, and take the heat from tough bosses. You've seen them step in to ease the pain during layoffs and change programs. Who are they? The authors call them toxic handlers--managers who voluntarily shoulder the sadness, frustration, bitterness, and anger of others so that high-quality work continues to get done. Toxic handlers are not new. They are probably as old as organizations themselves. But there has never been a systematic study of the role they play in business. In this article, the authors introduce the role of toxic handlers, explaining what they do and why. Managing the pain of others is hard work. Toxic handlers save organizations from self-destructing, but they often pay a high price--emotionally, professionally, and sometimes physically. Some toxic handlers experience burnout; others suffer far worse consequences, such as ulcers and heart attacks. The authors contend that these unsung corporate heroes have strategic importance in today's business environment. Effective pain management can--and does--contribute to the bottom line. No company can afford to let talented employees burn out. Nor can it afford to have a reputation as an unhappy place to work. The authors offer practical advice for managers and organizations about how to support toxic handlers--before a crisis strikes. The role of toxic handler needs to be given the attention it deserves for everyone's benefit, because the health of employees is a key element in the long-term competitiveness of companies and of society.

Source: MEDLINE

Full Text: Available in fulltext at EBSCO Host

62. I'm Being Tortured by a Toxic Colleague…I Think My Boss May Be Losing His Mind.

Author(s): FISHER, ANNE

Citation: Fortune, 08 December 1997, vol./is. 136/11(252-252), 00158259

Publication Date: 08 December 1997

Abstract: Questions and answers concerning how to deal with a difficult boss. The difficulty of working in a toxic work situation; The colleagues who are manipulators; Suggestions.

Source: HEALTH BUSINESS ELITE

63. Manipulation: a manager's perspective.

Author(s): Mormando PA

Citation: Seminars in Perioperative Nursing, 01 July 1996, vol./is. 5/3(127-131), 10568670

Publication Date: 01 July 1996

Abstract: Stressors of change affect staff, managers, and patient services. Destructive behavior, such as manipulation, further disrupts teamwork and flow of information within an organization, diverting energy that could be used positively for planning and problem resolution. Understanding manipulative behavior and corresponding interventions may assist the nurse manager in personal growth, anticipatory staff development, and proactive care in a changing environment. Manipulation does not promote efficient, efficacious care.

Copyright (C) 1996 by W.B. Saunders Company

Source: CINAHL

64. Toxic Leaders (Book).

Author(s): Gebhart, Jane

Citation: Sloan Management Review, 01 June 1996, vol./is. 37/4(96-), 0019848X

Publication Date: 01 June 1996


Source: HEALTH BUSINESS ELITE
65. Eliminate the negative. Managers should optimize rather than maximize performance to enhance patient satisfaction

Author(s): Mittal V., Baldasare P.M.

Citation: Journal of health care marketing, 1996, vol./is. 16/3(24-31), 0737-3252 (1996 Fall)

Publication Date: 1996

Abstract: Performance on a particular attribute has an asymmetric impact on patient satisfaction. Gaining insight into this asymmetric effect can help refine management tools such as impact analysis. For overall satisfaction, negative performance on an attribute will have a much larger impact than positive performance. Therefore, managers should optimize, rather than maximize attribute-level performance to maximize patient satisfaction. Because of this asymmetry, the benefit from eliminating negative performance may be larger than the benefit gained from increasing positive performance on an attribute. So you can increase overall satisfaction faster by eliminating the negatives.

Source: EMBASE

Full Text:
Available in fulltext at EBSCO Host
Available in fulltext at EBSCO Host

66. Curing `toxic bosses' through reasoned confrontations.

Citation: South Carolina Business Journal, 01 April 1995, vol./is. 14/3(13-), 07454473

Publication Date: 01 April 1995

Abstract: Offers suggestions on how employees can deal with so-called toxic bosses. Reasoned confrontation as antidote to antagonistic behavior by superiors; Author Stanley Foster Reed's outline of steps to follow when dealing with one's boss.

Source: HEALTH BUSINESS ELITE

Full Text:
Available in fulltext at EBSCO Host

67. THE INFLUENCE OF UPWARD FEEDBACK ON SELF- AND FOLLOWER RATINGS OF LEADERSHIP.

Author(s): Atwater, Leanne, Roush, Paul, Fischthal, Allison

Citation: Personnel Psychology, 01 March 1995, vol./is. 48/1(35-59), 00315826

Publication Date: 01 March 1995

Abstract: The impact of upward feedback (followers' perceptions of leadership provided to leaders) on leaders' self-evaluations and followers' subsequent ratings of leadership was assessed in a field setting. Subjects were 978 student leaders and their 1,232 followers. Results indicated that overall, leaders' behaviors as rated by followers improved after feedback. Leaders' self-evaluations following feedback became more similar to the evaluations provided by followers. Interestingly, when leaders were grouped according to whether feedback was positive, neutral, or negative based on agreement between self- and follower ratings, differences between groups in post-feedback self-evaluations and follower ratings emerged. Self-evaluations for leaders receiving negative feedback (high self-relative to followers' ratings) went down, while self-evaluations for leaders receiving positive feedback (low self-relative to follower's ratings) went up. Follower ratings of leaders who received negative feedback improved following feedback to leaders, while there was no change in follower ratings for those receiving positive feedback. Implications for using upward feedback in organizations are discussed.

Source: HEALTH BUSINESS ELITE

Full Text:
68. **Commentary on Leader-follower exchange quality: the role of personal and interpersonal attributes** [original article by Phillips A et al appears in ACAD MANAGE J 1994;37(4):990-1001].

**Author(s):** Alexander JW

**Citation:** AONE's Leadership Prospectives, 01 March 1995, vol./is. 3/2(15-15), 10725067

**Publication Date:** 01 March 1995

**Abstract:** Problem: An examination of personal and interpersonal attributes that have an impact on quality in the leader-member exchange model (LMX). Subjects: 84 RNs and their supervisors from a large Southern hospital. Method: Respondents completed questionnaires designed to measure Leader-Member Exchange, attitudinal similarity, introversion/extroversion, locus of control, growth need strength, and various demographic variables. Correlation and hierarchical regression used to determine which factors related to the LMX. Findings: Attitudinal similarity and follower extroversion were positively related to the quality of leader-follower exchanges, while locus of control and growth need strength were not. ("Growth need strength" was defined as a personal attribute involving a design to grow and develop as an individual.) Conclusions: The findings provide insight into the nature of the LMX and show how to improve the quality of leader-follower relations. For example, programs can be designed to train leaders to counteract negative outcomes when dealing with employees with different attitudes from the leader. The nationwide shortage of nurses at the time of the study may have resulted in the lack of significant findings related to locus of control and growth need strength.

**Source:** CINAHL

69. **IN SEARCH OF EXCELLENT MANAGEMENT.**

**Author(s):** Koch, James V., Cebula, Richard J.

**Citation:** Journal of Management Studies, 01 September 1994, vol./is. 31/5(681-699), 00222380

**Publication Date:** 01 September 1994

**Abstract:** Despite important advances in recent years, no agreement exists concerning what constitutes management excellence. Specific knowledge of how managerial behaviour is perceived and evaluated by others will help to resolve unsettled questions about what is meant by management excellence and improve the actual decisions of managers. This article examines the determinants of managerial excellence as perceived by corporate CEOs, directors, and financial analysts in Fortune magazine's annual survey of the best-managed American firms in 33 industries. While the firms perceived to be best managed are more profitable and less risky, and grow faster and reward their stockholders more than less well-managed firms, these variables explain only about 30 per cent of the variance in management ratings. The firms perceived to be best managed have more involvement in international markets and research and development, while large firm size and firm diversification reflect negatively upon perceived managerial quality. The relative inability of conventional financial measures of firm performance to explain perceptions of managerial excellence underlines the complex nature both of these perceptions and strategic behaviour. The results support Varadarajan and Ramanujam's conclusion that excellent management depends upon a diverse set of competencies and values, as well as Chakravarthy's contention that the most important characteristic of firm performance is management's ability to transform the firm and adapt to a rapidly changing environment. By contrast, little support is found for the maximization of stockholder wealth criterion of Rappaport.

**Source:** HEALTH BUSINESS ELITE

**Full Text:**

Available in fulltext at EBSCO Host

70. **A study of nurse leadership.**
Little research has been undertaken on the leadership effectiveness of head (charge) nurses or on the preparation needed for this position. This descriptive correlational study explored the relationships between leadership effectiveness of head nurses and several educational and career variables. The study, which was undertaken in the northwest of USA, should be relevant to Australian nurses. Findings indicated that previous leadership experience (in school, college, community or professional committees) and nursing management experience prior to assuming the present head nurse position were positively related to the level of leadership effectiveness. A negative relationship was found between the length of time in the present position and the level of leadership effectiveness. The best combination of variables for predicting leadership effectiveness of head nurses, in order of the proportion of contribution, was found to be: previous nursing management experience; leadership continuing education; length of time in the present position; previous leadership experience and level of nursing education. These variables were found to positively influence leadership effectiveness, with the exception of length of time in the present position which was found to have a negative influence.

Source: CINAHL

Some additional results

71. Leadership.
Author(s): Barling, Julian, Christie, Amy, Hoption, Colette
Citation: APA handbook of industrial and organizational psychology, Vol 1: Building and developing the organization., 2011(183-240) (2011)
Publication Date: 2011
Abstract: (create) This chapter presents an overview of the leadership literature guided by the evidenced-based approach, beginning with a review of leadership theories, then summarizing key findings within the field, and concluding with a path for future leadership research. The following topics are addressed: the development of leadership; some correlates of leadership; outcomes of leadership; the role of followers in leadership; destructive leadership; measuring leadership; and leadership in the sports and education contexts. (PsycINFO Database Record (c) 2010 APA, all rights reserved)
Source: PsycINFO

72. A bully as an archetypal destructive leader.
Author(s): Harvey, Michael G, Buckley, M. Ronald, Heames, Joyce T, Zinko, Robert, Brouer, Robyn L, Ferris, Gerald R
Citation: Journal of Leadership & Organizational Studies, December 2007, vol./is. 14/2(117-129), 1548-0518;1939-7089 (Dec 2007)
Publication Date: December 2007
Abstract: Leaders do not necessarily have the best interests of the organization in mind when they make decisions. Many times, leaders treat their own personal goals as more important in relation to the goals of the organization and frequently adopt a short-term decision horizon. Thus, leaders become destructive and make decisions for their own good at the expense of the organization. This article examines the bully as a leader and how the bully creates a dysfunctional environment where the bullied, the observer, and the organization suffer negative impact due to the decisions made by the bully. The externalities of bullying (i.e., unintended explicit and/or implicit consequences of bullying activities on the members of the organization) are discussed to highlight the importance of examining the spillover impact of bullying activities in organizations. In addition, the authors
propose a method to address the negative impact of those who engage in bullying on the organizational as a whole. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)

Source: PsycINFO

73. **Destructive leadership behaviour: A definition and conceptual model.**

**Author(s):** Einarsen, Stale, Aasland, Merethe Schanke, Skogstad, Anders

**Citation:** The Leadership Quarterly, June 2007, vol./is. 18/3(207-216), 1048-9843 (Jun 2007)

**Publication Date:** June 2007

**Abstract:** This paper proposes a definition and a descriptive model of destructive leadership behaviour. Destructive leadership behaviour is defined as the systematic and repeated behaviour by a leader, supervisor or manager that violates the legitimate interest of the organisation by undermining and/or sabotaging the organisation's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of his/her subordinates. Three categories of such destructive leadership are identified in the proposed model: tyrannical, derailed, and supportive-disloyal leadership behaviour. The model may provide a useful link between the field of leadership and research on bullying, counterproductive behaviour, and aggression at work. The model contributes to a more nuanced concept of destructive leadership showing how destructive leadership behaviours also may have constructive elements. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)

Source: PsycINFO

74. **Strategic bullying as a supplementary, balanced perspective on destructive leadership.**

**Author(s):** Ferris, Gerald R, Zinko, Robert, Brouer, Robyn L, Buckley, M. Ronald, Harvey, Michael G

**Citation:** The Leadership Quarterly, June 2007, vol./is. 18/3(195-206), 1048-9843 (Jun 2007)

**Publication Date:** June 2007

**Abstract:** The concept of destructive leadership has generated considerable interest and research by a number of scholars under rubrics such as "abusive supervision" and "incivility," and certainly represents an appropriate forum for this special issue. In the present article, we examine the leader as a bully, and explore potential consequences of strategic leader bullying behavior through the development of a conceptual model. Building upon recent work by Salin [Salin, D. (2003). Bullying and organizational politics in competitive and rapidly changing work environments. International Journal of Management and Decision Making, 4, 35-46], leader bullying behavior is construed as a form of organizational politics. We explore the implications of bullying as an influence behavior that is employed strategically to convey particular images and exercise influence in specific situations, potentially producing positive outcomes. Finally, the implications of this conceptualization and directions for future research in this relatively new area of scientific inquiry are discussed. (PsycINFO Database Record (c) 2010 APA, all rights reserved) (journal abstract)

Source: PsycINFO

75. **Biographical Information: Special issue on destructive leadership.**

**Author(s):** No authorship indicated

**Citation:** The Leadership Quarterly, June 2007, vol./is. 18/3(174-175), 1048-9843 (Jun 2007)

**Publication Date:** June 2007

**Abstract:** Presents the biographical information on the special issue on destructive leadership. (PsycINFO Database Record (c) 2010 APA, all rights reserved)
### 76. Introduction to The Leadership Quarterly special issue: Destructive leadership.

**Author(s):** Tierney, Pamela, Tepper, Bennett J  
**Citation:** The Leadership Quarterly, June 2007, vol./is. 18/3(171-173), 1048-9843 (Jun 2007)  
**Publication Date:** June 2007  
**Abstract:** The special issue begins with three conceptual pieces that address the definitional issue of destructive leadership in some manner. The first article provides a depiction in which a confluence of particular follower, leader, and environmental conditions, what they refer to as the “Toxic Triangle,” permits and facilitates the emergence of destructive leadership. Next article proposes a model developed around the notion of “strategic bullying,” a mode of political activity employed by leaders as a means of influence in targeted situations. In the third article, the authors define destructive leadership in behavioral terms and discuss what they consider to be its three main forms: tyrannical, derailed, and supportive-disloyal. Fourth article reports on their field examination studying the mitigating effects an “enriched” job may have on subordinates' job attitudes and strain when they work with supervisors who display destructive traits. Appropriately, all four empirical articles in the special issue acknowledge the complexity surrounding destructive leadership by either seeking to understand how the co-existence of personal and contextual factors elicits destructive leadership, or how the interaction of destructive leadership with task characteristics or subordinate characteristics influences relevant subordinate outcomes. *(PsycINFO Database Record (c) 2010 APA, all rights reserved)*

### 77. Personality and organizational destructiveness: Fact, fiction, and fable.

**Author(s):** Gustafson, Sigrid B  
**Citation:** Developmental science and the holistic approach., 2000(299-313) (2000)  
**Publication Date:** 2000  
**Abstract:** The author argues that at least one specific kind of bad leader--with bad connoting evil rather than incompetent--is characterized by a predictable pattern of personality and personality-driven behavior. The author calls these individuals aberrant self-promoters (ASPs), and suggests that empowering destructive leaders of this type, by granting them control over human and material resources, inevitably leads to negative organizational consequences, including impaired mental health of subordinates and eventual system dysfunction. Results from 3 studies with college students are reported addressing the measurement of ASPs and the notion that leaders referred to as “Machiavellians” necessarily fall into the category of destructive leaders. Finally, a new method is offered for identifying ASPs from a holistic person perspective. *(PsycINFO Database Record (c) 2010 APA, all rights reserved)*

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**Toxic leadership**

KY Wilson-Starks… - Transleadership, …, 2003 - transleadership.com  
... Instead, they were uneasy around each other, almost strangers. What causes a person to become a **toxic leader**? Some **toxic leaders** have had poor role models. Since they were mentored by **toxic leaders**, they operate under a faulty definition of leadership. ...  
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**THE NATURE, PREVALENCE, AND OUTCOMES OF DESTRUCTIVE LEADERSHIP**  
A Behavioral, S Einarsen, A Skogstad… - … Wrong: **Destructive**, …, 2010 - books.google.com ... Later on, concepts such as “**toxic leaders**”(Lipman-Blumen, 2005)
and" crazy bosses" (Bing, 1992). Hence, the perception of destructive leader behavior will vary between different cultures and societies. A risk of dying can probably not be defined as destructive leadership, while...

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M Bardes... - When Leadership Goes Wrong: ..., 2010 - books.google.com

... leadership. This research examines negative leader behaviors in several forms including abusive supervision, petty tyranny, destructive leadership, social undermining, workplace aggression, and workplace bullying. Recently...

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The allure of toxic leaders: Why followers rarely escape their clutches

J Lipman-Blumen... - Ivey Business Journal, 2005 - hrpa.ca

... Although followers are my primary concern, to set the context for our discussion, we nonetheless need to define "toxic leaders." That is an exasperating task, at best, since my toxic leader may be your heroic saviour. For one, investigate the toxic leader's history.

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PW Mulvey... - When Leadership Goes Wrong: ..., 2010 - books.google.com

... The propositions that follow are represented in Figure 3.1. We assume that toxic leader and follower behavior mediates the relationship between environmental factors and destructive outcomes for the organization (Padilla et al., 2007; Padilla & Mulvey, 2008a).

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SH Appelbaum... - Corporate Governance, 2007 - emeraldsight.com

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Toxic leadership: When grand illusions masquerade as noble visions

J Lipman-Blumen - Leader to Leader, 2005 - interscience.wiley.com

... To complicate matters, leaders look different depending upon one's relationship to them. Thus my toxic leader may be your hero and vice versa. BY JEAN LIPMAN-BLUMEN For bulk reprints of this article, please call 201-748-8771. Toxic Leadership: ...

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WL Gardner, D Fischer... - The Leadership Quarterly, 2009 - Elsevier

... Consistent with these studies, Gaddis, Connelly, & Mumford (2004) demonstrated that the provision of positive as opposed to negative leader affective displays during failure feedback produced higher perceptions of leader effectiveness and higher quality performance on a ...

Cited by 7 - Related articles - All 2 versions

Leader toxicity: An empirical investigation of toxic behavior and rhetoric

KL Pelletier - Leadership, 2010 - lea.sagepub.com

... Based on the results of these studies, a typology of toxic leader behaviors and rhetoric was developed. In that vein, a reasonable thesis would include the notion that followers may be blinded to the leader's shortcomings and actually aid and abet a toxic leader. ...
Research on Managing Groups and Teams

TL Pittinsky, RM Montoya, LR Tropp… - emeraldinsight.com

... Research and theory predict that negative leader behaviors perceived to be unjust are particularly likely to stoke anger in observers. Perceived injustice plays a critical role in the elicitation of negative emotions (Mikula, Scherer, & Athenstaedt, 1998). ...

Leader behaviors and the work environment for creativity: Perceived leader support

TM Amabile, EA Schatzel, GB Moneta… - The Leadership …, 2004 - Elsevier

... We suggest that the one-sided focus on positive leader behavior limits the breadth of theoretical conceptualizations of leadership, because there may be important ways in which negative leader behaviors operate on subordinate perceptions and performance differently from the ...

Slings and arrows of rudeness: Incivility in the workplace

PR Johnson… - Journal of Management Development, 2001 - emeraldinsight.com

... There are warning signs; check, for instance, turnover in every manager's department. If turnover is high, a toxic manager may be the source of the problem. In this case, you might want to consider sitting down with the toxic manager and telling him or her about the problem. ...

How do I dislike thee? Let me count the ways

JMH Fritz - Management Communication Quarterly, 2002 - mcq.sagepub.com

... respon- dent, and defensiveness. However, the items composing the first negative boss factor, lording power, contributed to two separate negative peer factors, self-promotion and controlling and/or bossy. A factor labeled unprofessional ...

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T Deblauwe - 2009 - books.google.com

... use of examples and short practical exercises, Tangling with Tyrants® offers readers specific techniques for managing their manager where practical, for getting the job done despite their managers, for avoiding the emotional battering that working with a toxic manager can often ...

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... In addition to leaders and followers we should also be concerned about those whom Frost & Robinson (1999) terms 'toxic handlers' as the pervasiveness of toxic leader/follower behaviour also exerts a pressure and a cost on those who seek to keep the place going, in spite of ...

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