

Turning Around Toxic Company Culture



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Objectives

Addressing toxic workplace culture and its impact.

Indicators and Metrics: High turnover, disengaged employees, and financial costs.

Managers play a key role in driving change.

Teaching you about EQ – Emotional Quotient / Emotional Intelligence

Game Plan for Change including SMART goals

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Recognizing Signs of Toxicity



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What Are the Causes for Toxic Culture?

- Poor Hiring Practices
 - No well-defined expectations of qualifications for position
 - Does your ad match your job descriptions
 - Poor Screening & Interviewing Skills
 - Incorrect Hiring Goals ie Affirmative action focus
 - Lack of references
- Employee Issues
 - Gossiping
 - Bullying, harassment
 - Poor work ethic
 - Time wasters
 - Disrespect for others, property or company

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What Are the Causes for Toxic Culture?

- Satisfaction surveys, exit interviews
- Frequent employee reviews & sit downs
- Review of productivity stats
- Know and enforcement of Employee Handbook, Mission and Values Statements
- Use of MBOs and Goal setting
- Special assignments

• Poor Field or Middle Managers

- Poorly assessed for promotion or promoted for the wrong reasons
- Poorly trained in HR and leadership skills
- Same issues as subordinates
- Cannot recognize the issues or unable to relate
- Avoidance of issues
- Unable to shield employees from upper management

acid rain

Gossiping
Bullying
Harassment
Poor worth ethic
Time wastes
Disrespect for others, property or company

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What Have We Missed? Other Causes for Toxic Culture?

• Other Reasons?

- Lack of tools & resources to get the job done right.
- Company image suffering but why?
- Poor benefits, poor pay, poor incentives in place.
- Lack of work-life balance & need for mental health support
- Respect for outside of work hours
- Lack of rewards & recognition
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- 9
- 10

Where is upper management in this picture?

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Leadership: The Root of Change

- Managers set the tone for workplace culture
- Umbrella management to shield teams from toxicity
- Transparency, accountability, and employee engagement
- Emotional Intelligence (EQ) training for better leadership

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EMOTIONAL INTELLIGENCE – Daniel Goleman



Amazon.com
<https://www.amazon.com/Emotional-Intelligence-Daniel-Goleman/dp/055338116X>
Emotional Intelligence: Why It Can Matter More Than IQ
 In Emotional Intelligence, Daniel Goleman describes the physiological processes that drive and are driven by emotion and their purpose: the ability of emotions to hijack rational thought and the short- and long-term effects of emotional intelligence on our health, relationships, and success.
 \$19.24 ~~\$24~~ In stock. 4.6  (13,562) \$6.99 delivery. Free 30-day returns.

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- The ability to recognize, understand, and manage emotions.
- Influences leadership effectiveness, teamwork, and decision-making.
- Key to reducing workplace toxicity and improving engagement.

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Why EQ Matters in Leadership

- High EQ leaders drive better team performance.
- Reduces workplace conflict by up to 30%.
- Boosts employee engagement and trust.

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The Five Components of EQ

1. Self-Awareness
2. Self-Regulation
3. Motivation
4. Empathy
5. Social Skills

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Self-Awareness

- Recognizing your emotions and their impact.
- Self-reflection exercises and EQ-i 2.0 Assessment.
- Example: Managing stress responses effectively.

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Self-Regulation

- Controlling impulsive reactions and staying composed.
- Techniques: Mindfulness, deep breathing, and 'Stop-Think-Act' method.
- Role-playing difficult workplace scenarios.

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Motivation

- Driving emotions towards positive goals. Reframing!
- Setting workplace goals that align with team motivation.
- Example: Transforming disengaged employees into proactive contributors.

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Empathy

- Understanding others' perspectives and emotions.
- Active listening exercises and perspective-taking role-plays.
- Improves conflict resolution and workplace harmony.

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Social Skills

- Building relationships, communication, and influence.
- Conflict resolution techniques and team-building exercises.
- Managing difficult conversations with employees.

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EQ Training Methods

- Workshops & Onsite Training (TalentSmart, Six Seconds)
- Online Courses (LinkedIn Learning, Coursera, Udemy)
- Self-Assessments (EQ-i 2.0, IHHP Tools)
- Peer Coaching & One-on-One Mentoring

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Measuring EQ Improvement

- Pre- and Post-Training Employee Surveys.
- Reduction in workplace conflicts & absenteeism.
- Increased engagement and leadership effectiveness.

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Open Communication as a Reset

- Establish feedback loops (surveys, meetings)
- Foster psychological safety for open dialogue
- Act on feedback to build trust
- Work-life balance improvements reduced absenteeism



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Addressing Toxic Behaviors

- Private, professional confrontation
- Set clear expectations and enforce policies
- Coaching before punishment
- Code of Conduct to reinforce company values

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- Lack of Accountability
- Self-Serving Decision-Making
- Poor Communication
- Favoritism and Nepotism
- Dating / Affairs with Subordinates (your staff)
- Micromanagement or Disengagement
- Unethical Conduct
- Lack of Empathy

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1. Document Specific Behaviors and Impacts Noticed
2. Use Private, Respectful Channels
3. Leverage Collective Feedback
4. Propose Solutions, Not Just Problems
5. Build Alliances (Champion) with Peers and HR
6. Model Positive Behavior in Your Sphere
7. Escalate Strategically (If Necessary)

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BOSS (PHYSICIAN) AFFAIRS

- Assess the Situation Discreetly
- Review Workplace Policies / Review accreditation policies

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WHAT DO PROFESSIONAL ORGANIZATIONS SAY: Inappropriate Relationships with Subordinates

- American Medical Association (AMA) Code of Medical Ethics:
 - Policy on Sexual Harassment and Relationships: The AMA explicitly addresses romantic or sexual relationships between physicians and subordinates due to power imbalances. Opinion 9.1.2 states:
- “*Romantic or sexual interactions between physicians and patients that occur concurrently with the patient-physician relationship are unethical. Similarly, romantic or sexual relationships between physicians and other individuals with whom there is a professional power differential, such as trainees or staff, raise significant ethical concerns because they may compromise objectivity and judgment, exploit vulnerabilities, or create a perception of favoritism.*”

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WHAT DO PROFESSIONAL ORGANIZATIONS SAY: Inappropriate Relationships with Subordinates

- American College of Physicians (ACP):
 - Position on Professional Relationships: The ACP's Ethics Manual (7th Edition, 2019) notes that “physicians must maintain professional boundaries in relationships with colleagues and staff. Romantic or sexual relationships with subordinates can create conflicts of interest, impair judgment, and undermine the integrity of the workplace.” It advises physicians to disclose such relationships to avoid perceptions of bias and ensure transparency, aligning with your interest in addressing favoritism.

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WHAT DO PROFESSIONAL ORGANIZATIONS SAY:

Inappropriate Relationships with Subordinates

- **The Joint Commission (Healthcare Accreditation):**

– **Workplace Conduct Standards:** While not a professional organization like the AMA, The Joint Commission, which accredits healthcare organizations, requires hospitals to maintain policies prohibiting inappropriate relationships that could disrupt care or workplace fairness. Standard LD.03.01.01 states: “Leaders create and maintain a culture of safety and quality, which includes addressing disruptive behaviors, including those stemming from inappropriate relationships or favoritism, that undermine a culture of safety.” This is relevant in healthcare settings where a CEO’s affair could impact patient care or staff morale.

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WHAT DO PROFESSIONAL ORGANIZATIONS SAY:

Harassment

– **Zero-Tolerance for Harassment:** The AMA’s Code of Conduct (Policy H-140.837) for meetings and events prohibits harassment, including sexual harassment, defined as “any conduct, comment, gesture, or contact of a sexual nature that is unwanted or unwelcome by any individual, or that might reasonably be perceived as placing a condition of a sexual nature on any AMA-related activity.” This extends to workplace interactions, emphasizing that such behavior undermines patient care and professional trust. The AMA mandates prompt, independent investigations of complaints.

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WHAT DO PROFESSIONAL ORGANIZATIONS SAY:

Nepotism

- **American Medical Association (AMA):**

– “*Physicians in leadership roles must ensure that decisions regarding hiring, promotions, or resource allocation are based on merit and qualifications, avoiding any actions that could be perceived as favoritism or bias due to personal relationships.*”

- **A local hospital:**

– “*No individual should have decision-making authority or significant influence over the hiring, performance evaluation, work responsibilities, salary, hours, career progress, benefits, or other terms and conditions of employment of a related party. Employees are prohibited from taking any action within their job responsibilities that would or would be perceived as benefiting a related party.*”

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WHAT DO PROFESSIONAL ORGANIZATIONS SAY:

Favoritism

- American Nurses Association (ANA):
 - Code of Ethics for Nurses (2015): Provision 1.2 states:
 - “Nurses must maintain professional boundaries in relationships with colleagues and avoid actions that could be perceived as favoritism or create a hostile work environment, as these undermine trust and patient care.”
 - While nurse-focused, this applies to healthcare leaders like CEOs, emphasizing the broader impact of toxic behaviors.

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BOSS (PHYSICIAN) AFFAIRS

- Assess the Situation Discreetly
- Review Workplace Policies / Review accreditation policies
- Engage HR Confidentially (if available)
- Protect Your Subordinate and Team
- Address the CEO Indirectly Through Systems
- Mitigate Power Imbalance Risks-Approach the Governing Body
- Model Ethical Leadership

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- **Set boundaries** to shield your team from toxic fallout, like filtering unclear directives into actionable tasks. This maintains productivity and morale.
- **Be mindful of retaliation risks.** Document all interactions and keep communications professional to safeguard your position, as you've previously explored in workplace policy discussions.

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- Celebrate small wins and recognize contributors
- Follow through on commitments
- Define and integrate company values
- Hold leaders accountable for culture change

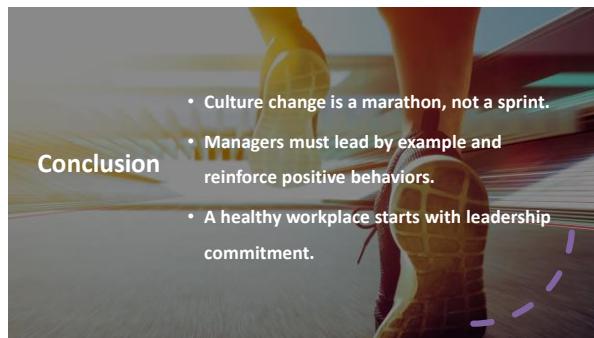
Emotional Intelligence (EQ) Self-Assessment

Instructions: Rate yourself on a scale of 1 to 5 for each statement, where: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Breakthrough Business (BB) Self-Governance	
Introducing Breakthrough Business (BB) as a model of self-governance, where	
1	Change happens
2	Change is led
3	Change is owned
4	Change is agreed
5	Change is delivered
6	Change is measured
7	Change is learned
8	Change is repeated
Self-Governance	
1	Change happens
2	Change is led
3	Change is owned
4	Change is agreed
5	Change is delivered
6	Change is measured
7	Change is learned
8	Change is repeated
Breakthrough	
1	Change happens
2	Change is led
3	Change is owned
4	Change is agreed
5	Change is delivered
6	Change is measured
7	Change is learned
8	Change is repeated
Breakthrough	
1	Change happens
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Conclusion

- Culture change is a marathon, not a sprint.
- Managers must lead by example and reinforce positive behaviors.
- A healthy workplace starts with leadership commitment.

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RESOURCES

Books & Guides:

1. **Emotional Intelligence 2.0** – By Travis Bradberry & Jean Greaves (Practical guide with self-assessments)
 1. Audiobook on Audible
 2. www.shortform.com
 3. [Amazon](http://www.amazon.com/Emotional-intelligence-2-0-book) (emotional intelligence 2.0 book)
 4. Alison Empower Yourself: https://alison.com/course/develop-your-emotional-intelligence@google_vignette
2. **Working with Emotional Intelligence** – By Daniel Goleman (Focuses on EQ in leadership) book
3. **Harvard Business Review's Guide to Emotional Intelligence** (Collection of articles on EQ in the workplace)

Online Courses & Training Programs:

1. **TalentSmartEQ** (www.talentsmarteq.com) – Offers EQ assessments and corporate training.
2. **Six Seconds** (www.sixseconds.org) – Free and paid EQ resources, research, and certification programs.
3. **LinkedIn Learning** (www.linkedin.com/learning) – Courses on EQ, leadership, and self-awareness.
4. **Courses** (www.udemy.com/courses/developing-leadership-through-emotional-intelligence) by Case Western Reserve University.
5. **Udemy** (www.udemy.com) – Various EQ training courses, including leadership-focused ones.

Assessments & Self-Development Tools:

1. **EQ-i 2.0 Assessment** (www.mhs.com) – One of the most widely used EQ assessments for professionals.
2. **Institute for Health and Human Potential (IHP)** (www.ihp.com) – Offers corporate training on EQ in high-pressure environments.
3. **MindTools** (www.mindtools.com) – Articles and exercises on emotional intelligence.

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THANK YOU!

“Turning Around Toxic Company Culture”

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