and organizational psychologist at the University of Arizona, shed new light for both scholars and practitioners in "The Role of Psychological Well-Being in Job Performance: A Fresh Look at an Age-Old Quest."

Moving back to negative forces in the workplace, we consider the challenge of understanding and dealing with jerks in the workplace. In "Building the Civilized Workplace," Stanford University professor Robert Sutton describes the damage done by jerks, defined as employees who are nasty, demeaning, and extremely hard to get along with. They can decrease creativity, harm performance, impair collaboration, damage reputations, and make client and even investor relations precarious. Sutton details 12 common tactics used by jerks to wreak organizational havoc. To build a civilized workplace, he recommends a set of five integrated practices including a zero-tolerance policy as well as hiring and firing procedures that reinforce that policy.

THE TYRANNY OF TOXIC MANAGERS: APPLYING EMOTIONAL INTELLIGENCE TO DEAL WITH DIFFICULT PERSONALITIES*

Roy Lubit

Toxic managers are a fact of life. Some managers are toxic some of the time; most managers are toxic some of the time. Knowing how to deal with people who are rigid, aggressive, or self-centered, or who exhibit other types of dysfunctional behavior can improve your own health and that of others in the workplace. This author describes the mechanisms for coping.

Toxic managers dot the landscape in most organizations, making them seem, at times, like war zones. These managers can complicate your work, drain your energy, compromise your sanity, derail your projects, and destroy your career. Your ability to deal with these corporate land mines will have a significant impact on your career. Those who are able to recognize toxic managers quickly and understand what makes them tick will be in the best position to protect themselves. Difficult managers are a fact of life and how they affect your life depends upon the skills you develop to deal with them.

The issue is not simply a matter of individual survival. Toxic managers divert people's energy from the real work of the organization, destroy morale, impair retention, and interfere with cooperation and information sharing. Their behavior, like a rock thrown into a pond, can cause ripples distorting the organization's culture and affecting people far beyond the point of impact. Senior management and HR can significantly improve an organization's culture and functioning by taking steps to find and contain those who are most destructive. Leadership can spare an organization serious damage by learning how to recognize problematic personality traits quickly, placing difficult managers in positions in which their behavior will do the least harm, arranging for coaching for those who are able to grow, and knowing which managers are time bombs that need to be let go.

This article will help you learn how to avoid becoming a scapegoat, to survive aggressive managers' assaults, and to give narcissistic and rigid managers the things they need to be satisfied with you. It will also help senior management and HR to recognize toxic managers before they do serious damage. *The basic theme of the article is that to deal effectively with toxic behavior you need to understand what lies*

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underneath it, design an intervention to target those underlying factors, and have sufficient control of your own feelings and behavior so that you can do what is most effective, rather than let your own anger or anxiety get the best of you. To do this, you need to develop your emotional intelligence (including your self-control) along with your understanding of how difficult people view the world and what motivates them.

Types of Difficult Co-Workers

Toxic managers can be divided into four categories: narcissistic, aggressive, rigid, and impaired. Underneath these difficult behaviors are either problematic personality traits, mood disorders, or impulsivity. By personality traits, we mean enduring patterns of perceiving, interpreting, and relating to the world and oneself. Problems of mood and concentration can often mimic personality problems. When people are stressed by anxiety, depression, trauma, Attention Deficit Hyperactivity Disorder, alcohol, drugs, or a difficult environment, any tendency they have for aggressive, rigid, or narcissistic behavior intensifies. Having a professional assess whether the problem is due primarily to personality problems or to a problem of mood and concentration is crucial, since problems of mood and concentration can often be ameliorated fairly quickly with appropriate treatment.

The four types of toxic managers are described below as are ways for coping with, and even changing, their behavior.

Narcissistic Managers

Preoccupied with their own importance, narcissistic managers are grandiose and arrogant. They devalue others, lack empathy for others, and have little, if any, conscience. Feeling exempt from the normal rules of society, they exploit people without remorse. Narcissistic individuals are also very sensitive to anything that threatens their self-esteem. Challenges to their grandiose self-image can lead to narcissistic rage that sees them lose all judgment and attack in ways that are destructive to themselves and their victims.

Arrogant with peers and subordinates, they may suddenly become submissive in the presence of a superior. Once the superior has left, they may well disparage her. They generally deprecate and exploit others, including former idols. They may, however, idealize powerful individuals who support them, though only for a short time.

Under the surface, narcissistic managers struggle with fragile self-esteem. They also have a sense of emptiness arising from their lack of true self-love and inability to care about other people or about abstract values such as honesty and integrity. Their grandiose fantasies are attempts to fill the emptiness and reinforce their fragile self-esteem.

The classic narcissistic manager is grandiose. Grandiose managers are legends in their own minds. Preoccupied with their exaggerated accomplishments and grandiose expectations for the future, they expect others to hold them in awe. Constantly boasting, they resemble peacocks strutting around with their tail feathers unfurled.

Some narcissistic managers are not effusive about their abilities and accomplishments. What stands out about them is a willingness to exploit others, a willingness to break the law, or a desire to control and dominate others.

Narcissistic managers are less likely to make major changes in their behavior than are managers with other issues. They are also particularly likely to become outraged and vindictive if someone challenges their behavior. Therefore, when you are

dealing with managers who are rigid or aggressive, it is important to know whether narcissism or other disorders lie underneath their destructive behavior.

A milder variant of narcissistic managers are those with learned narcissism.

They are not desperately trying to hide and shield fragile self-esteem arising from a troubled childhood. Rather, their success in some area has brought sufficient fame and fortune that they have been shielded from the normal consequences of behaving arrogantly and treating others poorly. Moreover, as people incessantly flatter them, they come to believe the glorifying compliments. Although somewhat grandiose and inconsiderate of others, these people have a conscience and can feel empathy for others; they simply do not realize the full impact of their behavior on others. People with learned narcissism are far more amenable to change than are those with narcissism resulting from problems early on in emotional development. Another variety of narcissist focuses on power more than adulation and becomes control freaks. Their micromanagement comes from both a desire to be in control in order to prove that they are superior, and from devaluation of others and the need to control things lest they fall apart.

The most prominent trait for the antisocial variety is the devaluation of others and the willingness to violate their rights. They take whatever they wish, whether it is credit for work done or more than their share. They play by a different set of rules: All is fair in love, war, and business.

Coping with narcissistic managers is very difficult for most people. You can't make it a fun experience, but there are things you can do to make yourself less vulnerable to them, as shown in Table 1.

Table 1   Types of Narcissistic Managers

Varieties	Primary Traits	Objective	Subordinate Survival Tactics	Superior's Actions For All Varieties
Grandiose: Psychodynamic	Outward grandiose self-image; exploits others; devalues others; enraged if self-esteem threatened; limited conscience and capacity for empathy, desperately protects underlying fragile self-esteem	Be admired	General tactics: Avoid criticizing them; show admiration; outshine them; don't play down your accomplishments and ambition; document your work; build relationships with a mentor; keep your eyes open for other positions; do not take their behavior personally, consult with mentor or executive coach	Maintain close oversight to continually assess their treatment of others; do not automatically believe superiors over their subordinates; get 360° feedback on them; get coaching for them; place them where they cannot do serious harm; consider getting rid of them; don't ignore signs of trouble, consider possible presence of depression, anxiety, alcohol abuse
Grandiose: Learned	Grandiose self-image; exploits others out of carelessness; is inconsiderate in treatment of others due to not receiving negative feedback for behavior	Be admired	See general tactics above	

Table 1   Continued

Varieties	Primary Traits	Objective	Subordinate Survival Tactics	Superior's Actions For All Varieties
Control Freak	Micromanages; seeks absolute control of everything; inflated self-image and devaluation of others' abilities; fear of chaos	Control others	See general tactics plus: Avoid direct suggestions; let them think new ideas are their own	
Antisocial	Takes what he wants, lies to get ahead, hurts others if they are in his way; lacks both a conscience and capacity for empathy	Excitement of violating rules and abusing others	Avoid provoking them; transfer out before they destroy you; do not get dragged into their unethical/illegal activities; seek allies in co-workers and mentors; seek executive coach to help you cope	

Aggressive Managers

There are a variety of factors that can lead to aggressive behavior. Frantic and irritable managers have enduring problems modulating the intensity of their feelings. They are often flooded by them, and then ignore the feelings and rights of others in desperate attempts to deal with their distress. They are often clueless about the impact of their behavior on others. Some aggressive individuals chronically view themselves as victims; what others view as aggression they see as self-defense or compensation for wrongs done to them in the past. The most problematic aggressive managers have underlying narcissistic personality traits. For example, ruthless managers lack empathy and concern for the well-being of others. Moreover, they perceive the world as a dog-eat-dog competition in which people are out to get you. In their eyes, if you are not a predator, you will become someone's prey. Bullies derive a perverse pleasure from intimidating others.

Rigid Managers

Rigid managers insist on doing things their way. Underneath this insistence can be a variety of factors. Compulsive managers fear being wrong. They live in a world of "should" and "should have." Avoiding making mistakes dominates their decision making. Authoritarian managers believe that rigid hierarchies are the best way to run organizations. Oppositional and passive-aggressive individuals perpetually feel that their autonomy is constantly being threatened, and they must push back in order to defend themselves. They fail to see that in doing so they are stepping on the rights of others. Narcissistic managers who are rigid feel that their way is best and that there is no reason to listen to others' ideas.

Impaired Managers

Many managers, at one time or another, suffer from depression, an anxiety disorder, burnout, or alcohol abuse. Many have attention deficit disorder that has never been diagnosed. Each of these can significantly impair someone's performance and ability to work effectively with others. Failure to recognize and treat these common problems costs businesses billions of dollars a year in lost productivity.

Table 2 • Types of Aggressive Managers

Varieties	Primary Traits	Objective	Surviving Them
Frantic	Always hyper and pressured	Avoid being in trouble; accomplishing a lot	Help them with their objectives; help them see that a frantic pace may be inefficient; evaluate for anxiety and depression
Irritable	Difficulty modulating their stress level; highly reactive to certain things	Varies	Find out what upsets them and avoid pushing their buttons; provide support; evaluate for depression and anxiety problems; gently let them know their behavior is destructive
Narcissistic	Underlying fragile self-esteem leads to eruptions of anger if the self-esteem is challenged	Maintain their self-esteem	Show deference; play down your accomplishments, avoid outshining them, never criticize them
Ruthless	Calmly goes after what he or she wants	Get what he wants	Watch your back
Bully	Seeks to intimidate for the pure excitement of it	Dominate and intimidate	Stay out of their way, don't let them see you are intimidated

Unfortunately, most of the time, the nature of the problem is not recognized. In addition to damaging productivity, these problems can markedly exacerbate, or even mimic, the various personality disorders discussed above. Most of these can be treated relatively quickly and yield a marked improvement in performance.

Table 3 • Types of Rigid Managers

Type	Belief System	Underlying Dynamics	How to Deal With Them
Compulsive	His way is the only way, since trying a new way would be very hard	Fears being wrong	Show them that many, many respected people do it a different way and that this way will work out in this particular situation; avoid arguing about what way is best
Authoritarian	The bosses' way is the way it should be done	Fears the world being out of control unless someone is rigidly in charge	Show them that an authority they respect does things differently
Oppositional	People are trying to dominate him and he must speak up to push back	Feels that they are always being dominated and need to push back	Let them feel a part of the decision
Passive-Aggressive	People are trying to dominate him, and he can't speak up	Feels pushed around	Encourage their participation
Narcissistic	Feels he is remarkably skilled and knows better than anyone	Covering over fragile self-esteem by a rigid grandiose self-image	Feed their ego; don't criticize them; explain how your ideas fit into their plans

Table 4 • Types of Impaired Managers

	Main Symptoms	Dealing with Them
ADHD	Easily distracted, disorganized, talks incessantly, interrupts others	Get them treatment
Anxiety	Fearful—generally or with a focus	Get them treatment
PTSD	Preoccupied, emotionally numb, withdrawn, jumpy, fearful, irritable	Get them treatment
Depression	Loss of interest and energy, pessimistic, tends to worry, sleep and appetite changes	Get them treatment
Burnout	Feels overwhelmed, loss of motivation and interest	Get them treatment
Alcohol Abuse	Declining performance, often late or absent	Get them treatment

Designing Effective Interventions

Effective interventions take into consideration what is driving difficult behavior, and not simply what appears on the surface. Interventions that would lead to a positive change in a manager with one underlying personality type could intensify the problematic behavior of someone with another personality type. For example, aggressive and rigid behavior can be driven by fear and insecurity, by cluelessness, or by a ruthless desire to dominate and control people. Managers whose aggression

Case Study

Dealing with a Narcissistic VP

Bill was the vice president of a mid-sized company. His unit had grown rapidly and was profitable. He had special knowledge and skills that made him very valuable to the company. At the same time, the company's president was increasingly aware that the morale in Bill's unit was poor and that turnover was high. The president instructed Bill to obtain some coaching. He balked and the CEO relented. In time, however, things went from bad to worse. The CEO considered firing Bill. The cost of finding a replacement, and the inefficiencies suffered while the new person came up to speed, would be high. Nevertheless, he couldn't let the unit continue to bleed people. Faced with the possibility of being fired, Bill agreed to executive coaching.

Bill balked at 360° feedback but he agreed to let the coach speak with people and observe his ways of interacting. What people reported, and what the coach saw, was a driven person who lacked concern for others, focused on his own needs, was constantly snapping at people, rarely gave a pal on the back, and sometimes stole credit for others' work. He certainly fit the description of the narcissistic manager.

There was, however, another part of him. At times, he really seemed concerned about others. In individual discussions with the coach, Bill's insecurity and depression stood out more than his grandiosity.

The coach determined that rather than having the core personality structure of a narcissistic individual, Bill had been so successful that he had been able to get away with stepping on people and was relatively clueless about how others felt and how his behavior affected their performance.

A major factor in Bill's behavior was a mild chronic depression. He did not enjoy things that much and rarely smiled. A great deal of his irritability came from the mild depression. The coach convinced him to try an antidepressant. Bill's snapping at people declined in a few days. In a month he seemed like a different person. With his depression gone he not only felt much less irritable, but had the emotional energy to think about others' feelings and to begin to look at his own behavior more than he had before. He had many bad habits in how he related to people, but he was now able to begin to look at them and gradually make changes.

or rigidity arises from fear and insecurity are likely to improve if treated with tolerance and reassurance. Tolerance of toxic behavior arising from ruthlessness, however, is likely to exacerbate the situation. Similarly, while a strong negative response to aggressive or rigid behavior may deter someone who is ruthless, it could increase the anxiety and tension of someone who is driven by fear, and thereby worsen the problem. *The better you understand how other people view their world and what motivates them, the better you will be able to influence their behavior.*

Senior management and human resources professionals also need to understand why someone is doing poorly in order to know whether to work with the person to improve the troubling behavior or to let him or her go. You do not want to give too many chances to someone who rains chaos and problems on others. At the same time, you do not want to get rid of a potentially fine manager who is suffering from readily treatable anxiety, depression, or stress, or who could learn better social skills in a reasonable period of time.

Developing Your Emotional Intelligence

It is puzzling that we seek expert advice on improving our golf game but avoid professional advice on how we can deal with other people. We pay personal trainers remarkable fees one or more times a week to encourage us to exercise harder. We avoid, however, engaging an expert to help us learn more about ourselves and others—someone who could help us learn to deal with different types of difficult people. Somehow, we are supposed to be experts on dealing with other people and with our own emotions even though these issues were never formally addressed in our education and training.

You are unlikely to bring about wholesale personality change in someone, but you do not need to. Rounding off rough spots and bringing greater flexibility and responsiveness to situations is all that is needed to make a significant improvement in the quality of the work environment and work output. This is very doable if handled with skill and understanding of what is needed for change.

Enhancing your emotional intelligence is preventative medicine, a vaccine against the development of toxic relationships as well as a suit of armor limiting the damage that toxic managers can do. Emotional intelligence is the key to understanding others' perspectives and needs, resolving conflicts, and wielding influence. It also helps you to know who is dangerous before problems begin, enabling you to take steps to decrease your vulnerability. Emotional intelligence helps you deal with the rigid, aggressive, and grandiose behavior you may be subjected to. Emotional intelligence also enables leaders to spot, and then either coach or remove, managers who behave in ways that are toxic to others.

There are two major components of emotional intelligence, personal competence and social competence. Personal competence refers to the ability to understand your own feelings, strengths, and weaknesses (self-awareness), and the ability to manage those feelings effectively (self-management). For example, being able to contain your anger and anxiety and thereby think clearly in upsetting situations is crucial to making good decisions and influencing others.

Social competence refers to the ability to understand what others are feeling (social awareness) and having the skills to work effectively with others (relationship management). The ability to understand what people think and feel, and then to know how to persuade, motivate, and resolve conflicts with specific individuals is among the most important skills of successful leaders and managers.

Components of Emotional Intelligence

PERSONAL COMPETENCE

Self-Awareness

- Aware of your emotions and their impact
- Aware of your strengths and weaknesses

Self-Management

- Emotional self-control
- Adaptability: flexibility in adapting to changing situations and obstacles
- Integrity, honesty, trustworthiness
- Drive to grow and achieve
- Achievement oriented
- Continuous learner
- Willing to take initiative
- Optimistic

SOCIAL COMPETENCE

Social Awareness

- Empathy and insight
- Understanding others' perspectives and feelings
- Appreciation of others' strengths and weaknesses
- Political awareness

Relationship Management

- Respect for others
- Conflict management skills
- Collaborative approach
- Sense of humor
- Persuasive: visionary, diplomatic
- Able to leverage diversity

People are born with varying levels of talent for understanding their own feelings and the feelings of others. Nevertheless, with conscious effort most people can make significant strides in improving their emotional intelligence.

The keys to developing your personal competence (self-awareness and self-management) are (1) paying attention to your emotional reactions to situations, (2) enhancing your understanding of why you react as you do, (3) thinking of alternate ways to interpret upsetting situations, and (4) finding constructive ways to deal with whatever emotional stress remains. The more time you invest in introspection and talking with confidants about how to understand your emotional reactions and behavior, the more your personal competence will grow.

Certain psychological issues can present an enormous barrier to developing emotional intelligence. Obstacles include a tendency to interpret situations in ways that lead to self-fulfilling prophecies, black-and-white thinking, having interpretations controlled by past painful memories, and holding attitudes that color your interpretation of experiences. These blinders can block learning. Executive coaching with someone trained as a therapist can remove the obstacles and enable you to learn.

Social competence involves understanding why people behave as they do and being able to select a course of action that will be most effective in dealing with them. The first part of this paper discussed why people may engage in various types

f toxic behavior. If you understand the concepts presented and are now better able
o assess why someone is engaging in toxic behavior, your social competence
as grown.

In general, social competence grows through a process of (1) paying attention
o the emotions and behavior of others, (2) seeking to understand others' behavior
hrough reflection and discussions with third parties, (3) thinking of various ways to
eal with situations, and (4) observing the effects of your actions. You do not have to
e directly involved in situations to learn from them. You can enhance your social
competence by observing others, thinking about why people are behaving and
eacting as they do, and seeing what behavior seems helpful in which situations.

Whether or not they engage in toxic behavior, it is valuable to understand the
personality types and work styles of people you work with. Any relationship can
ecome toxic if the people do not understand each other and become locked in a
isagreement. Having the tools to understand people is preventative medicine. The
cey to being a good manager lies in recognizing people's strengths and weaknesses,
eing able to place them in positions where their strengths will be utilized and their
weaknesses will not interfere with the work, and knowing how to communicate with
and work with people whose style differs from your own.

Decoding Work Styles

Everyone's style is unique and made up of innumerable factors. Nevertheless, there
are certain key factors to look at when deciding on whether someone would be a
good fit for a position. Familiarity with one or more models can help you to under-
stand the people you work with by providing structure to your thoughts about them.
Several typologies of personality styles have been developed including the "Five-
Factor Model," Myers-Briggs Type Indicator, and Bolton's "People Styles at Work."
I have created a "Work Styles Model" by integrating the insights from these three
models [See *The Five-Factor Model of Personality* edited by J. S. Wiggins (Guilford
Press, 1996); *Introduction to Type in Organizations* by Sandra K. Hirsh and Jean M.
Kummerow (CPP, 1998); *Work It Out: Clues for Solving People Problems at Work*
by Sandra Krebs Hirsh and Jane A. G. Kise (Davies-Black, 1996); *WorkTypes:
Understanding Your Work Personality—How It Helps You and Holds You Back, and
What You Can Do to Understand It* by Jean M. Kummerow, Nancy J. Barger, and
Linda Kirby (Warner Books, 1997); *People Styles at Work: Making Bad
Relationships Good and Good Relationships Better* by Robert Bolton and Dorothy
Grover Bolton (Touchstone, 1986)].

Work Styles Model	
Introverts	Extroverts
Detail-Oriented	Big Picture
Task-Oriented	People-Oriented
Emotional Intelligence	Limited Social Skills
Planners	Spontaneous
Self-Centered	Group-Oriented
Conservative	Imaginative
Initiative	Followers
Conscientious	Unreliable
Strong Conscience and Moral Values	Machiavellian Attitude

INTROVERTS VS. EXTROVERTS "Extroverts" are energized by external factors (being with people) while "introverts" rejuvenate themselves by spending time alone. Extroverts are outgoing and enjoy being with groups of people whenever possible. Introverts avoid loud parties preferring one-on-one interactions or doing something on their own. Introverts find their ideas and energy inside. Interacting with others, even if it's fun, absorbs energy rather than creates it.

Extroverts tend to speak before they have thought a matter through, while introverts tend to gather their thoughts before thinking. Because of their tendency to talk a lot, extreme extroverts often make it hard for others to be heard, particularly introverts. On the other hand, when people are unsure of what to do, extroverts can be very helpful in getting the discussion going.

Teams benefit from having a mix of introverts and extroverts. A team consisting only of introverts could sit and say little to each other and have a hard time getting a conversation going and getting the work done. A group of extroverts could slowly and progressively increase in tension since most of the people are used to speaking 30 to 50% of the time in groups and can't when they are facing other extroverts rather than introverts.

The key to dealing with these differences is first to understand them, second to respect the strengths and limitations of each, and then to have each do what he or she is good at. Introverts should not be assigned to positions in which rapid networking is crucial. Extroverts are likely to run into trouble when someone is needed who will listen more than speak.

DETAIL PEOPLE VS. BIG-PICTURE PEOPLE Detail people are invaluable when being meticulous is important, such as in planning and implementation. At the same time, they can miss the big picture. Overly focused on getting every detail correct, they may needlessly drive up costs and run behind schedule.

Big-picture people are the ones to create visions and to make sure that a team is going in the right direction. They generally have good intuition and can synthesize large amounts of material and come up with a plan and direction. Implementing is usually not their forte, however, and they can miss important details unless a detail person is backing them up.

TASK-ORIENTED VS. PEOPLE-ORIENTED Some people are overwhelmingly focused on the tasks they have been assigned, ignoring the cost to people of accomplishing the task. They try to be unemotional and avoid letting feelings or the well-being of individuals get in the way of careful analyses of problems. They are all business at work and interact with people primarily when it is necessary to get the work done.

People-oriented individuals are much more concerned about their relation-ships. They want to have friends at work. They care as much about whom they work with as what they are doing. They spend time and energy talking around the water cooler because it is fun, and not simply because they need to exchange information.

While task-oriented individuals provide the direction and drive for action to overcome obstacles (including the needs and desires of some people), people-oriented individuals provide the glue that holds the office together and the support to keep people engaged and motivated. Both are needed.

EMOTIONAL INTELLIGENCE VS. LIMITED SOCIAL SKILLS Being interested in people is not the same as having social skills. Some people like to talk and to have an audience more than they like to get to know other people and listen to other people. They don't really converse with people, they talk at them. They are so preoccupied with express-ing what they are feeling and thinking that they have no energy to find out what you are thinking and feeling and wish. Some people fail to pick up on messages that someone

s heard enough about a topic or that he or she is busy and does not want to be interrupted. Some people do not know how to make small talk and develop a relationship and trust before jumping into business. Having limited social skills will almost always interfere with someone's success. Whether it is a minor obstacle or a disaster waiting to happen depends upon the position and the situation. It is important that people with limited social skills be placed where their limitations will not severely undermine their success, and that they obtain some coaching to improve their skills.

ANNERS VS. SPONTANEOUS Planners like order and predictability. They like to plan carefully and then follow through. They want to know in advance that everything is set, and they seek to avoid surprises. Once decisions are made they don't want to revisit them.

Spontaneous people like spontaneity; they like to keep options open and don't want to be locked into old decisions. They will keep their eyes open to new opportunities, flexible about timetables, and head off in new directions that seem promising.

Teams generally benefit from having a combination of planners and spontaneous people. You both want your team to get the job done and want someone to keep their eyes open to new opportunities.

LF-CENTERED VS. GROUP-ORIENTED Some people have difficulty seeing beyond their own perspectives and wishes to such an extent that they label anyone who disagrees with them as unfair, unreasonable, or stupid. Other people are very concerned with the views and wishes of others and readily give up some of what they want in order to respect the wishes and needs of others. Group-oriented people are better team players and more trustworthy. Self-centered individuals, however, may be easier to motivate and convince put in enormous hours in the pursuit of building their career and power.

ONSERVATIVE VS. IMAGINATIVE Some individuals strongly prefer to stay with standard ways of doing things while others want to try something new. A conservative style can come from being risk prone averse, from having difficulty learning new ways, or from difficulty imagining new ways of doing things. Imaginative individuals are able to think new options, willing to consider taking risks, and able to learn new things. You want people with both traits on most teams, unless the task is very mundane, has been well assessed for potential new ways of doing things and no amount of imagination could improve current practices.

RITATIVE VS. FOLLOWERS Some individuals are self-starters. If given an opportunity they will find useful things to do and will deliver. Others are good at following directions, but they are likely to sit and do little if not given explicit directions. A follower does not necessarily need close supervision, but a follower needs clear directions.

ONSCIENTIOUS AND RELIABLE VS. UNRELIABLE There are "can do" people you can go to with a very difficult task and feel confident that they will get it done somehow. Other people have marked difficulty with organizing themselves or figuring out how to do things if any glitches arise. It is important to know the reliability and resourcefulness of an individual when you select someone for a task that you will not be able carefully supervise and support.

RRONG CONSCIENCE AND MORALS VS. MACHIAVELLIAN Some people have a strong nse of right and wrong; while others are more Machiavellian and believe that the nds justify the means. Some believe that anything that serves their personal goals is cceptable. The latter leaves the gate open to unethical behavior. Positions that resent opportunities for personal gain through unethical behavior should not be filled ith Machiavellian individuals unless they are well monitored. This is particularly the se if such behavior could do the company great harm.

Conclusion

Toxic managers and subordinates are a fact of life in organizations. Some are toxic most of the time; most are toxic some of the time. Knowing how to deal with people when they are being rigid, aggressive, self-centered, or performing poorly separates the good from the great managers. Using your emotional intelligence and analytic skills to understand what motivates toxic behavior enables you to find an appropriate intervention to ameliorate the impact on the work environment, including making the right decision about retaining them or letting them go.

Even when individuals are not toxic, your interactions with them can become inefficient if you do not understand their styles and cannot adjust your style to effectively work with them. Moreover, you need to understand the skills and weaknesses of people to know what jobs to assign subordinates, how to combine people to make effective teams, and how to work effectively with your boss.

The thirst after happiness is never extinguished in the heart of man.

—Jean Jacques Rousseau,
Les Confessions [1781–1788], IX

THE ROLE OF PSYCHOLOGICAL WELL-BEING IN JOB PERFORMANCE: A FRESH LOOK AT AN AGE-OLD QUEST*

Thomas A. Wright
Russell Cropanzano

Like social philosophers such as Rousseau, both business executives and organizational researchers have long been fascinated with the happy/productive worker thesis. There is a very strong practical basis for this interest. Most readers are familiar with the famous Hawthorne experiments undertaken during the 1920s and 1930s at the Western Electric Company in Cicero, Illinois. Initially undertaken to examine the role of such physical job factors as level of illumination on productivity, the studies evolved into much more, eventually securing a prominent spot in the folklore of modern management thought. In particular was the belief widely held by a number of Hawthorne researchers, including Elton Mayo and G.A. Pennock, suggesting that happiness (broadly defined) *should* produce better job performance. In addition, happiness provides a number of positive benefits for not only the happy individuals themselves, but also for those with whom they come in contact. Seen in this light, happiness is almost a responsibility to ourselves, to be sure, but also to our co-workers, who often rely on us to be steadfast and supportive in difficult times.

Prior research efforts to test the thesis have, unfortunately, often not matched this strong practical appeal. Simply stated, the results to date have been rather disappointing and, similar to the conclusions reached by Barry M. Staw and his colleagues in the mid-1980s, still remain a source of much controversy and confusion. Extending the seminal