

AIMM For Great Leadership

**The Anti-Toxic
Leader**



CAUTION

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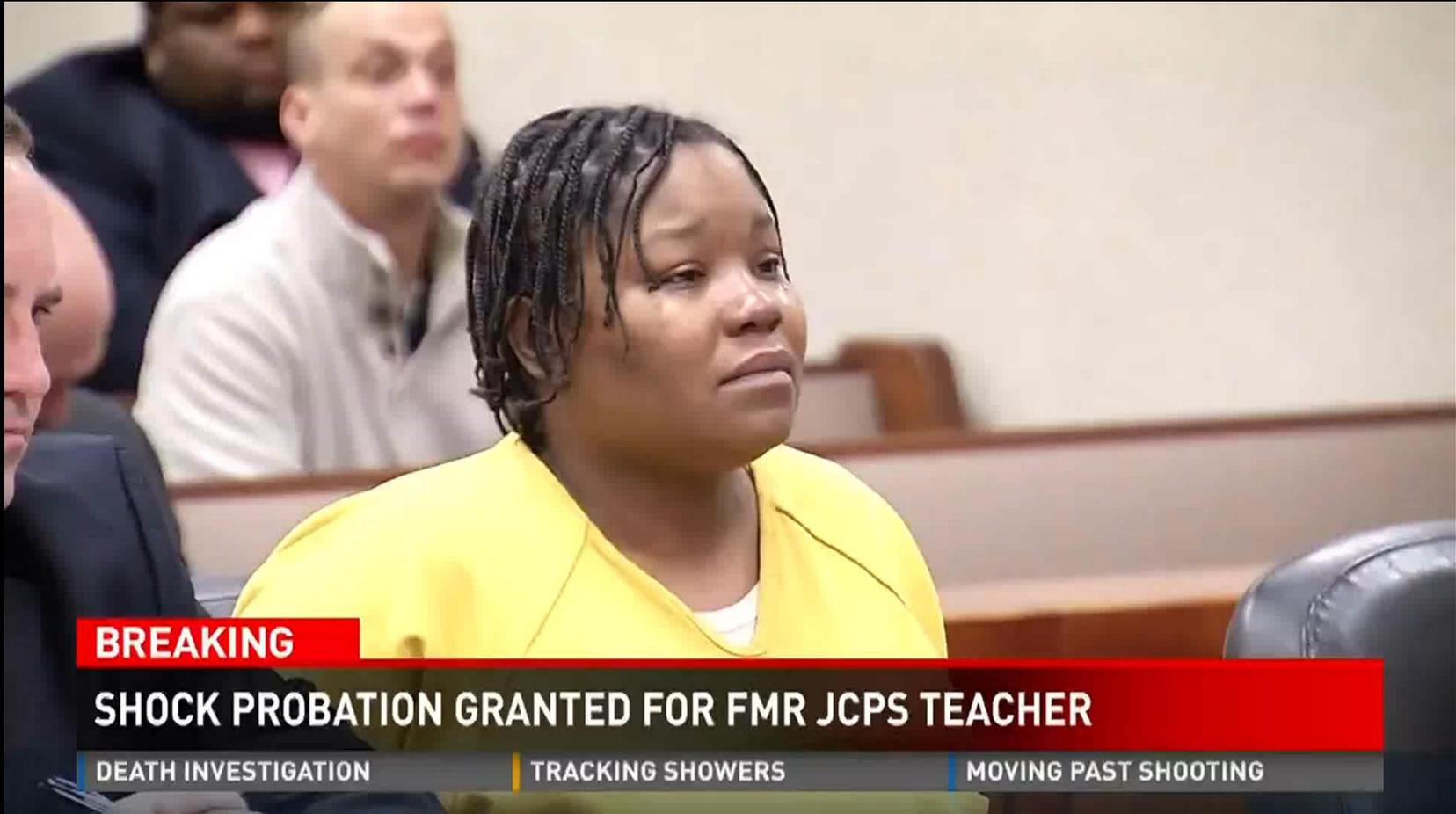
CAUTION

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PLEASE REGISTER



FOUNDATIONS™
PUBLIC SAFETY



BREAKING

SHOCK PROBATION GRANTED FOR FMR JCPS TEACHER

DEATH INVESTIGATION

TRACKING SHOWERS

MOVING PAST SHOOTING



HAVE YOU EVER BEEN
UNAPPRECIATED, NEGLECTED,
AND TAKEN ADVANTAGE OF
BEFORE?

IN OTHER WORDS:

HAVE YOU EVER BEEN
MARRIED?



DANGER



**THE
TOXIC
LEADER**

WHO HAS EVER WORKED
FOR A TOXIC LEADER?

TWO-THIRDS OF AMERICANS SAY
THEIR COUNTRY IS IN A “LEADERSHIP
CRISIS.” THEY DISTRUST THEIR
LEADERS

AS MANY AS **56%** OF EMPLOYEES
WORK FOR A TOXIC LEADER WHOSE
BEHAVIOR FOSTERS AN **UNHEALTHY**
WORK ENVIRONMENT.

AT THE END OF 2023, **82%** OF WORKERS
SAID THEY WERE ACTIVELY SEEKING NEW
EMPLOYMENT DUE TO TOXIC LEADERS.

TOXIC LEADERSHIP DEFINED

A LEADERSHIP STYLE THAT IS TOXIC TO ITS FOLLOWERS AND, AS A RESULT, TO THE ORGANIZATION THEY WORK FOR.

3 BASIC ELEMENTS OF TOXIC LEADERS

THREE BASIC ELEMENTS OF TOXIC LEADERS

1. LACK OF CONCERN FOR SUBORDINATES' WELL-BEING:

THIS REFERS TO LEADERS WHO PRIORITIZE THEIR **OWN NEEDS** AND GOALS OVER THE **WELFARE** OF THEIR EMPLOYEES.

THREE BASIC ELEMENTS OF TOXIC LEADERS

2. PERSONALITY OR INTERPERSONAL TECHNIQUES
THAT **NEGATIVELY** AFFECT ORGANIZATIONAL CLIMATE

THREE BASIC ELEMENTS OF TOXIC LEADERS

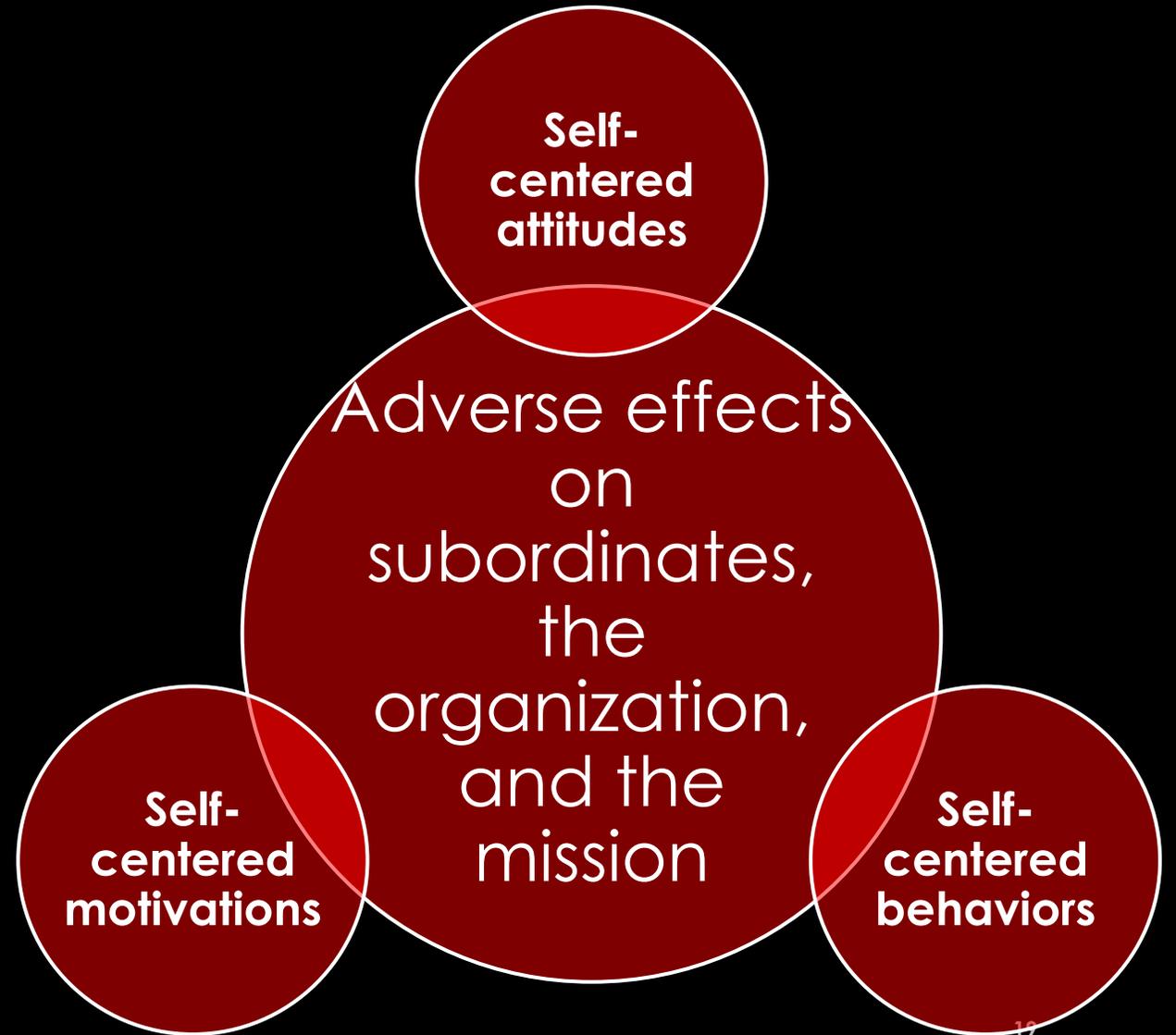
3. SUBORDINATES' BELIEF THAT LEADERS ARE MOTIVATED
PRIMARILY BY **SELF-INTEREST**.

THE FOLLOWING IS FROM THE U.S. NAVY INSTITUTE

ELIMINATE TOXIC LEADERSHIP

BY LIEUTENANT COMMANDER COURTNEY CALLAGHAN, U.S. NAVY (2022)

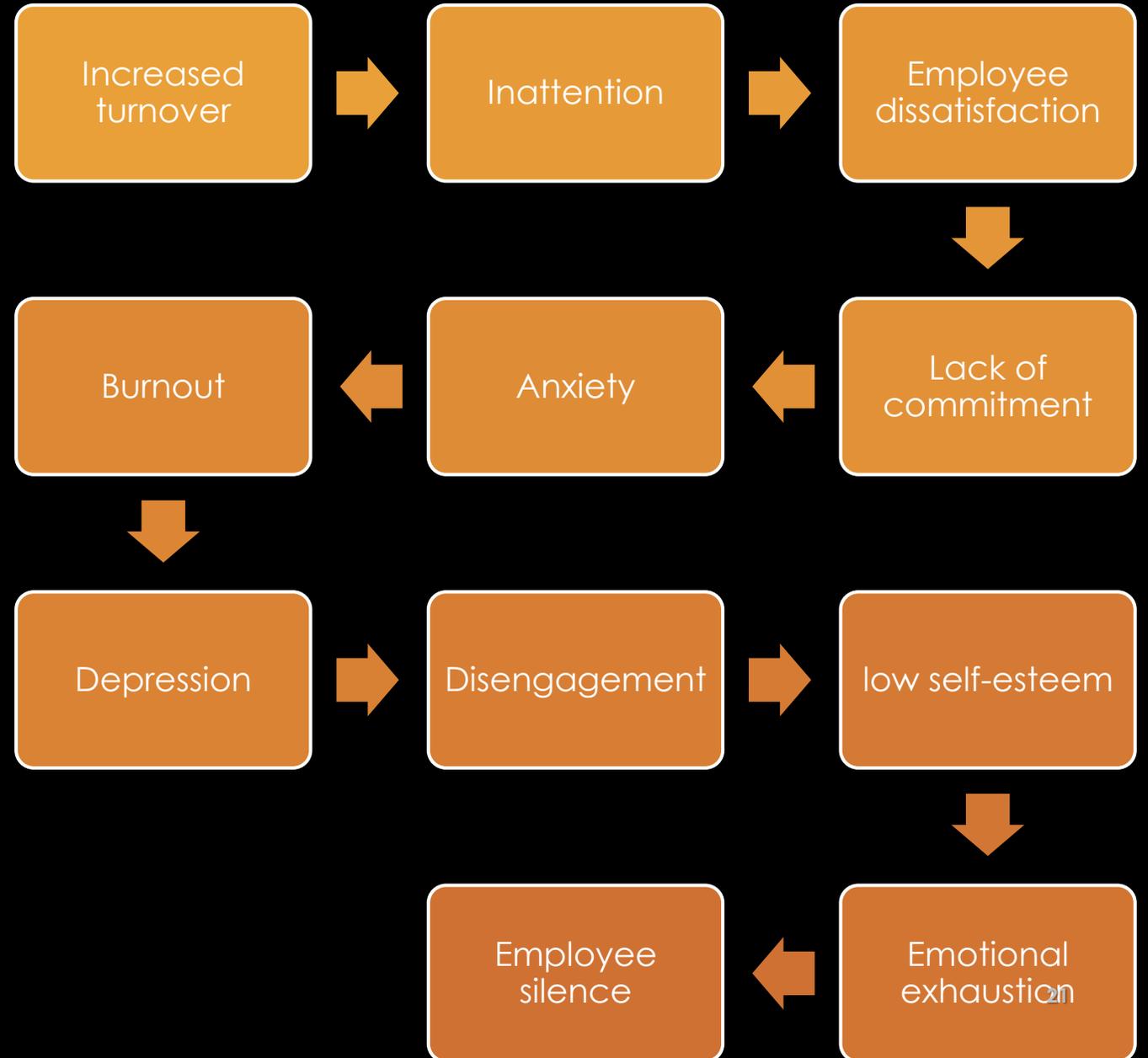
TOXIC LEADER



TOXIC LEADERS



TOXIC LEADERSHIP COST



TOXIC LEADER IMPACT IS GREATER ON THOSE WHO IDENTIFY A STRONG SENSE OF VALUE AND MEANING IN THEIR JOB

- TOXIC LEADERSHIP MAY BE EVEN MORE DAMAGING IN A SERVICE-ORIENTED SETTING THAN IN CIVILIAN SETTINGS.
- IN OTHER WORDS, THE BEST EMPLOYEES ARE THE ONES WHO ARE **MOST LIKELY** TO BE AFFECTED BY TOXIC LEADERS

-CONSEQUENCES OF TOXIC LEADERSHIP IN THE U.S. ARMY BY JOHN P. STEELE

TOXIC LEADERS IN THE LEAD

- TOXIC LEADERS SUCCESSFULLY EMERGE AS LEADERS **OFTEN**
- TOXIC LEADERS ARE HIGHLY MOTIVATED TO **SEEK OUT** LEADERSHIP POSITIONS, AS THESE GO HAND IN HAND WITH HIGH SOCIAL STATUS (GARDNER, 2007).
- TOXIC PEOPLE ALSO SEEM TO BE SUCCESSFUL AT ATTAINING LEADERSHIP POSITIONS
- TOXIC PEOPLE HAVE ATTAINED LEADERSHIP AND STATUS IN SOCIAL GROUPS IN THE SHORT TERM

**Do You
Know Your
Blind Spot?**



360 FEEDBACK



360-degree feedback surveys: template, definition, and best practices

Explore how 360-degree feedback surveys can foster team development and growth. Collect better 360-feedback with our survey template.

[Get Started](#)

TOXIC LEADERSHIP DO'S AND DON'TS

DO THIS:

- ✓ RECOGNIZE TOXIC BEHAVIOR PATTERNS
- ✓ COMMUNICATE THAT THE ORGANIZATION WILL NOT TOLERATE TOXIC BEHAVIOR
- ✓ TAKE RESPONSIBILITY FOR ADDRESSING A PROBLEM
- ✓ ASK FOR HELP FROM AN OBJECTIVE THIRD PARTY (E.G., HUMAN RESOURCES PROFESSIONAL)
- ✓ CHALLENGE TOXIC BEHAVIOR
- ✓ DEVELOP A SYSTEMATIC PROCESS TO HOLD LEADERS ACCOUNTABLE
- ✓ REMOVE TOXIC LEADERS WHO ARE UNABLE OR UNWILLING TO CHANGE (95 %)
- ✓ MAINTAIN FOCUS ON THE ORGANIZATION'S GOALS AND VALUES
- ✓ EVALUATE YOUR OWN BEHAVIOR PERIODICALLY (360 FEEDBACK)
- ✓ OFFER COACHING FOR EMPLOYEES AFFECTED BY TOXIC LEADERSHIP BEHAVIOR
- ✓ IDENTIFY AND MENTOR PROMISING LEADERS

DON'T DO THIS

- X ASSUME THAT A PROBLEM IS AN ISOLATED CASE
- X SEND MIXED SIGNALS ABOUT THE ORGANIZATION'S TOLERANCE OF TOXIC BEHAVIOR
- X ASSUME A PROBLEM WILL GET BETTER ON ITS OWN
- X DOWNPLAY THE EFFECTS OF TOXIC BEHAVIOR
- X ADDRESS TOXIC BEHAVIORS INCONSISTENTLY OR FAIL TO HOLD LEADERS ACCOUNTABLE
- X BE AFRAID TO REMOVE OR SEPARATE A TOXIC LEADER
- X ENGAGE IN TOXIC BEHAVIOR
- X EXPECT EMPLOYEES TO FEND FOR THEMSELVES IN A TOXIC ENVIRONMENT
- X PROMOTE OR REWARD TOXIC LEADERS

WHEN YOU PROMOTE THE
WRONG PEOPLE, YOU BEGIN TO
LOSE YOUR **BEST** PEOPLE



THE ANTI-TOXIC LEADER



WHO IS THE BEST
LEADER YOU HAVE
EVER HAD?

THE ANTI-TOXIC LEADER

THE SERVANT LEADER IS THE **OPPOSITE** OF A TOXIC LEADER AND IS THE REQUIRED LEADERSHIP VIEW FOR PUBLIC SAFETY PROFESSIONALS.

WHAT IS SERVANT LEADERSHIP THEORY?

LEADERSHIP STYLE IN WHICH LEADERS PUT THE NEEDS, ASPIRATIONS, AND INTERESTS OF THEIR FOLLOWERS ABOVE THEIR OWN.

SERVANT LEADER

THE PURPOSE OF SERVANT LEADERSHIP IS TO SERVE
OTHERS TO BE WHAT THEY ARE CAPABLE OF BECOMING

WHAT ARE THE BENEFITS OF BEING ANTI-TOXIC

- ✓ HAPPY EMPLOYEES ARE MORE PRODUCTIVE
- ✓ REDUCED ABSENTEEISM
- ✓ ENHANCED CREATIVITY & INNOVATION
- ✓ ENHANCED MORALE AND CULTURE
- ✓ STRONGER COMPANY CULTURE
- ✓ IMPROVED TEAMWORK AND COLLABORATION
- ✓ INCREASED JOB SATISFACTION
- ✓ REDUCED TURNOVER AND HIRING COSTS
- ✓ INCREASED CUSTOMER SATISFACTION
- ✓ ATTRACTING TOP TALENT
- ✓ LONG-TERM SUCCESS
- ✓ IMPROVED REPUTATION
- ✓ SUSTAINABLE GROWTH
- ✓ A MORE RESILIENT AND ADAPTABLE ORGANIZATION

THREE-FOURTHS OF THE PEOPLE
YOU WILL EVER MEET ARE
HUNGERING AND THIRSTING FOR
APPRECIATION. GIVE IT TO THEM
AND THEY WILL LOVE YOU.
— DALE CARNEGIE

MAKE OTHERS FEEL IMPORTANT!

- DALE CARNEGIE

WHAT IS THE SWEETEST WORD
IN ANY LANGUAGE?

YOUR NAME

- DALE CARNEGIE

APPRECIATE THAT PEOPLE ARE
WORKING FOR YOU. THEY DON'T **HAVE**
TO BE HERE AND DON'T HAVE TO BE
WORKING. APPRECIATE THEIR EFFORTS.

A PERSON WHO FEELS APPRECIATED
WILL ALWAYS DO MORE THAN IS
EXPECTED.

MATT,

YOUR RESPONSE AND WORK ON 4-20-16
TO SAVE ANOTHER LIFE IS APPRECIATED.
NOT ONLY IS VICTIM GREATFUL TO YOU BUT
SO IS THE CITY OF SHEPHERDSVILLE. YOUR
DIRECT ACTION SAVED A LIFE AND NOT
JUST ANYONE COULD HAVE DONE THAT.

GREAT JOB!

JAN PATRICK

COIN FROM JAPAN



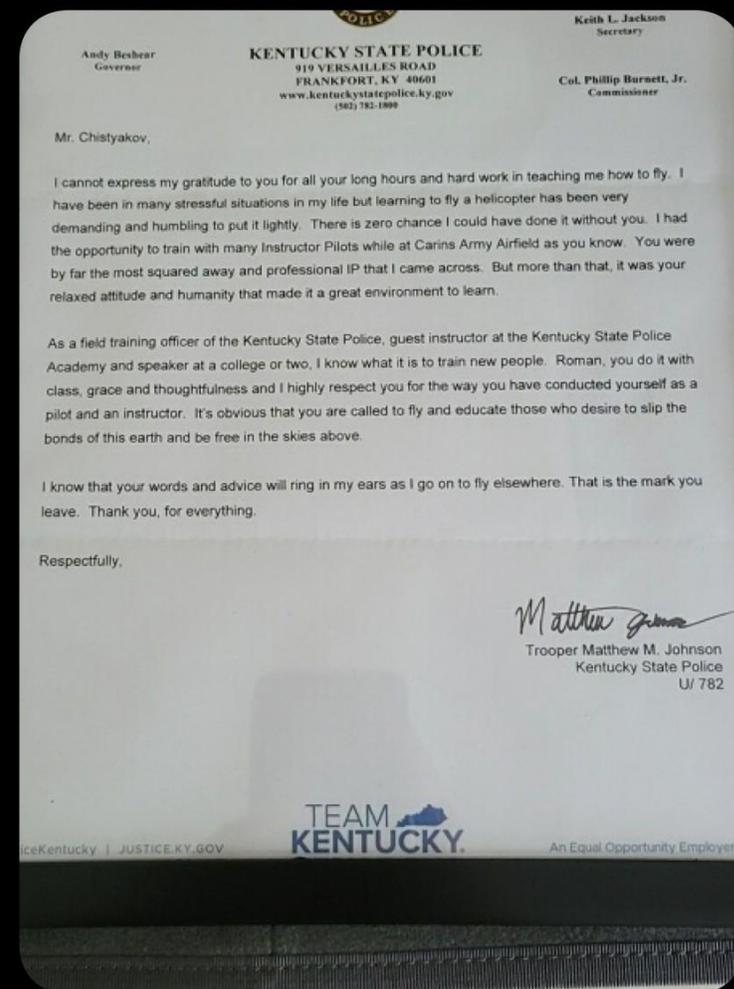
LETTER TO MR. BLACK

Good man thanks! Make sure you open that envelope, there is a good write up for you in there

I read it, it is an amazing write up. I really appreciate your kind words. I am actually going to put it in a frame. It is so well written and I really appreciate it Matt. Thank you so much



LETTER OF APPRECIATION



Gonna put this up somewhere

Hell yeah! That's awesome



Text Message • SMS

45



From: Johnson, Matthew M 2LT USARMY ARAC (USA)

Sent: Friday, September 6, 2024 7:36 AM

To: McNabb, Vernon S CIV USARMY AVNCOE (USA)

Subject: Thank you

Mr. McNabb,

I just wanted to thank you for all your help with our classes, and in the CPT. You can tell you care a lot about what you do and you are an excellent instructor. So thanks again and good luck with that transmission!

(We both knocked out the survey)

Matt

V/r

Matthew M. Johnson

2LT, AV

A Co

8-229th Assault Helicopter Battalion

Phone: 502.428.9838

Email: matthew.m.johnson58.mil@army.mil

From: McNabb, Vernon S CIV USARMY AVNCOE (USA) <vernon.s.mcnabb.civ@army.mil>

Sent: Friday, September 6, 2024 9:01:04 AM

To: Johnson, Matthew M 2LT USARMY ARAC (USA) <matthew.m.johnson58.mil@army.mil>

Subject: Re: Thank you

Thank you so much for this. With life trying to kick me in the dirt, this was a definite bright spot to my day. Good luck as you progress through your career, stay safe, Statey!!

Vernon S. McNabb, GS-11

UH-60A/L/M Academics Instructor

HHC 1-212th Avn Regt

Fort Novosel, AL 36362

(334) 255-1931

Cc: Johnson, Matthew M (KSP) <matthewm.johnson@ky.gov>

Subject: KUDOS

Cheatham subject called into post advised that he was arrested yesterday by 782.

He said that was the best interaction with police he has every had. He stated he had many bad ones.

He wanted me to advised his supervisors that he is awesome.

Jordan Thronson
Public Safety Telecommunicator II

BUILD RELATIONSHIPS WITH PEOPLE

LEADERSHIP BOOK:

NAME OF KIDS

NAME OF SPOUSE

ANNIVERSARY DATES

KIDS BIRTHDAYS

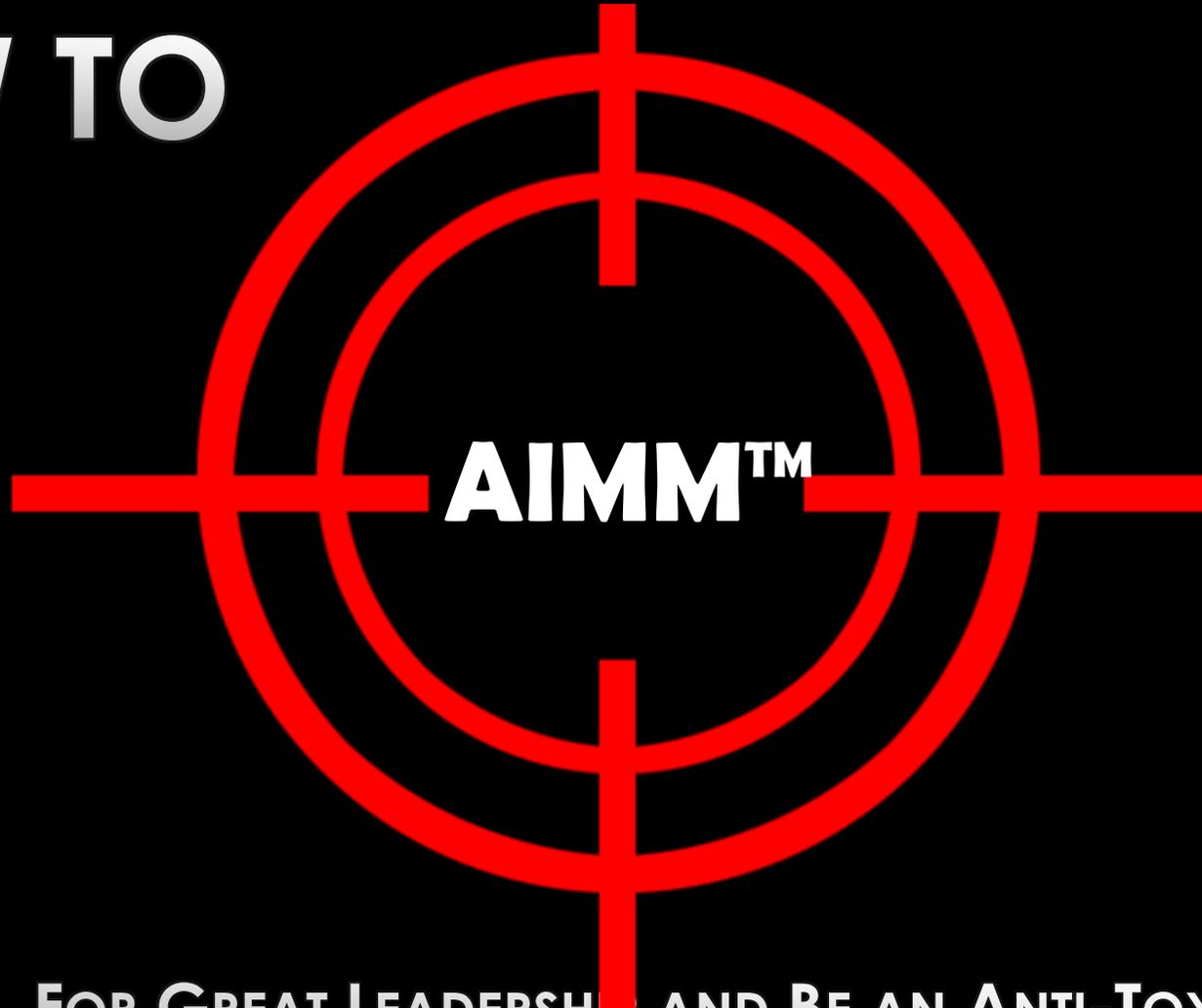
SPECIAL NEEDS ITEMS



WE SHOULD DO THIS TOO



HOW TO



FOR GREAT LEADERSHIP AND BE AN ANTI-TOXIC LEADER

Identify someone who could benefit from your guidance and coaching

Assess the environment constantly for ways to show up as a leader



Mitigate the obstacles and barriers to effective influence

Move to the best position in the environment to show up as a leader and enact positive change

ASSESS THE ENVIRONMENT CONSTANTLY FOR WAYS TO SHOW UP AS A LEADER

- THIS IS A CONSTANT SCAN FOR THE NEEDS OR ANTICIPATED NEEDS OF YOUR PEOPLE
 - SCAN AS A POLICE OFFICER SCANS FOR THREATS OR VIOLATIONS
 - SCAN AS A FIREFIGHTER LOOKS FOR SMOKE, SAGGING ROOF OR, FLASHOVER INDICATORS
 - “LOOKING FOR WORK” = THE SCAN NEVER STOPS

IDENTIFY SOMEONE WHO COULD BENEFIT FROM YOUR GUIDANCE AND COACHING

- SEE AND IDENTIFY WHAT THE PERSON NEEDS
- RECOGNIZING THE ISSUE OR FUTURE ISSUE THAT IS GOING TO NEGATIVELY IMPACT YOUR SUBORDINATE/EMPLOYEE/ TEAM MEMBER
- IDENTIFY THE FIX, SOLUTION OR HELP THAT THE PERSON NEEDS

MITIGATE THE OBSTACLES AND BARRIERS TO EFFECTIVE INFLUENCE

- KNOW AND GET RID OF WHAT COULD HINDER YOU IN HELPING THIS PERSON
- YOU COULD BE A BARRIER IN HOW YOU APPROACH THE SITUATION
- THE ENVIRONMENT COULD BE A BARRIER TO EFFECTIVE INFLUENCE
- NEGATIVE CO-WORKERS COULD SHOOT DOWN YOUR EFFORTS

MOVE TO THE BEST POSITION IN THE ENVIRONMENT TO SHOW UP AS A LEADER AND ENACT POSITIVE CHANGE

- PICK THE TIME AND PLACE THAT IS THE BEST TO ENACT POSITIVE CHANGE
- SOMETIMES THAT TIME IS RIGHT NOW
- OTHER TIMES YOU SHOULD DELAY WHEN THE TIMING IS MORE SENSITIVE
- YOU SHOULD WEIGH THE BENEFITS AND COSTS OF YOUR EVERY ACTION



TAMMY KOEHN

TAMMY KOEHN

- A huge EF-5 tornado struck Moore, OK
- A supervisor told Tammy, "You know that you can't leave until we tell you."
- She was there for 27 hours
- When she asked if she could go home, the supervisor said, "Oh, we've been home 3 times."
- You can go home, be back at 3:00, though.



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**FIREFIGHTER TANNER
VOLKERS**



TANNER VOLKERS

- TOXIC LEADERS EMBOLDENED ALL AROUND LIKE A CANCER
- HAZING/BULLYING
- CAME BACK FROM A DEPLOYMENT AND WAS PUT ON MEDICATIONS
- HE TOLD ME HE WAS DOWN AND THINKING OF HURTING HIMSELF AND HE SOUGHT TREATMENT ON HIS OWN
- I TOOK HIM TO CHURCH WITH MY FAMILY AND I
- HE WAS PLANNING A SHIFT THANKSGIVING, AND THEY (SHIFT BULLIES/LEADERS) TOOK IT AWAY FROM HIM
- MADE HIM CRY MULTIPLE TIMES DUE TO THEIR HARSHNESS

TANNER VOLKERS

- SOME LEADERS PUT HIM DOWN LEFT AND RIGHT TO INCLUDE FOR THANKSGIVING PLANNING
- THE PEOPLE WHO MESSED WITH HIM, **MESSED WITH EVERYONE** AND THEY WERE KNOWN TO BE TOXIC, CRUEL LEADERS
- HE WAS A SUPERVISOR AND THEY TOOK HIS SUBORDINATES AWAY IN HIS CRISIS
- TOOK AWAY HIS CREW CHIEF STATUS AND MADE HIM RIDE BELOW JUNIOR MEMBERS
- I THINK OF HIM EVERY TIME I CUT ONIONS

Remembering
Tanner A Volkens



TANNER VOLKERS

MARCH 6TH, 1991 –
DECEMBER 7TH, 2013

Honor the Fallen

Identify someone who could benefit from your guidance and coaching

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**SOMETIMES YOU HAVE TO
BREAK THE RULES TO DO THE
RIGHT THING**



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Assess the environment constantly for ways to show up as a leader



Mitigate the obstacles and barriers to effective influence

Move to the best position in the environment to show up as a leader and enact positive change







REMEMBER THIS

**WE CARRY OUR LEADERS WITH US WHEREVER WE
GO, BOTH GOOD AND BAD**

BE A LEADER WORTH CARRYING FORWARD

FOUNDATIONSTM

PUBLIC SAFETY

FoundationsPublicSafety.com