

# How to address a toxic management style

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What if you have a manager who only gets results by belittling his or her employees?

Can you do anything about a leader who, while increasing profits, also generates complaints and lawsuits due to his or her toxic leadership style?

Such a manager can wreak havoc on an entire company, leading to the loss of good people and a negative office culture. If you want to eliminate this management style in your company, the new book *(R)evolution: One Man's Leadership Journey* may help you get started.



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When your company's future is on the line, the leadership must come to the rescue — making smart decisions and motivating employees to action.

In my career, I've had great bosses and bad bosses. I've learned how not to manage by watching bad bosses fail, and I've witnessed positive, effective leadership by watching good bosses succeed. I understand the importance of building culture and encouraging my employees.

I know that managing like a coach, or worse, bullying people, aren't the best practices. And in addition to my career experience, I've had the joy of raising my children and realizing through parenting the power of patience and encouragement versus pressure. Love beats force.

I've also had the opportunity to implement many best practices from the hundreds of business books I've read over the years. I'm constantly reading as a way to improve my companies and myself.

## A case study and management tool

Recently, I came across Anna Conrad's book, *(R)evolution: One Man's Leadership Journey*. The book offers a case study of one man's journey working with an executive coach to search for solutions, change his view of the world and save his job. The book includes a study guide that is an ideal tool to use for your management team. After reading the book, you can use the review questions in the guide to discuss and improve management styles.

The book offers general questions to consider such as, "Have you gained a new perspective or did the book affirm your prior views?" and, "What was the most surprising, intriguing or hard-to-understand aspect of the book?" There are also chapter-specific questions that allow you to delve deeper into leadership techniques like, "How would you respond if your manager suggests you work with a coach?" and, "How is coaching seen in your organization, and do you only offer it to top performers or is it for performance improvement?"

You will gain insight from the study guide to help you improve your own company's culture and be a more

effective leader. When you learn more about developing your personal brand, you understand how your behavior toward employees impacts the entire organization.

Conrad is the founder of Impact Leadership Solutions, a professional development firm specializing in executive coaching, leadership programs and succession planning. She is an articulate expert who serves as a great interview resource for this or any peripheral executive business-management topics.

When your company's future is on the line, the leadership must come to the rescue – making smart decisions and motivating employees to action. That takes managers with the right combination of thoughtful direction and consensus building. To find out more about your management style and start your own (r)evolution, I encourage you to read this book.



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