

WORKING
WITH YOU
IS
KILLING
ME . . .

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The Contagion Effect
of one bad apple on the group . . .

OBJECTIVES

This program will help you:

- ⊙ Recognize the symptoms and affects of a negative workplace environment.
- ⊙ Understand the theory behind Group Contagion and recognize the role each of us plays in these situations.
- ⊙ Coach your managers and team on how to proactively set boundaries and control reactions to co-workers who cross those boundaries.
- ⊙ Coach your managers and team on how to proactively “unhook” themselves from difficult interpersonal situations at work.

WHAT IS THE SCIENCE BEHIND THE AFFECT OF ONE BAD APPLE IN THE GROUP. . .

Personal issues



Boundary issues



Performance issues



Negative work environment



Contagion Effect

of one bad apple on the group . . .

Reconstruct:

POWER OF COLLECTIVES: PEOPLE CONFORM AND WANT TO BELONG

goals

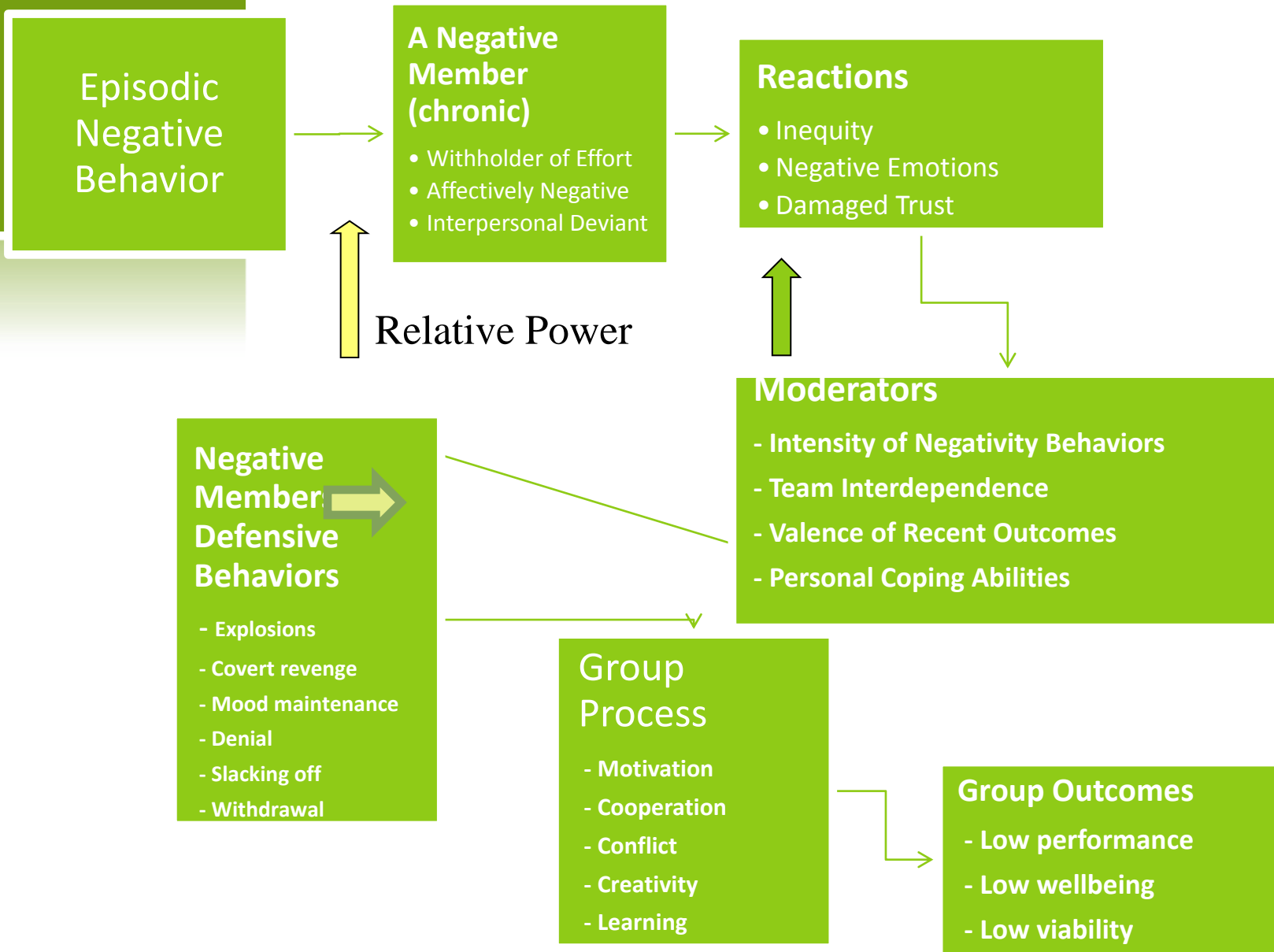
behaviors

needs

BAD APPLES

Before the whole bunch spoils, train managers to recognize a bad apple and deal with poor performers





The Bad Apple Phenomenon: Aggregation, Spillover, Sensemaking

How, When, and Why Bad Apples Spoil the Barrel: Negative Group Members and Dysfunctional Groups, 2006, Felps, Mitchell, and Byington

Negative
Members



Negative
Response



- 1) Explosion
- 2) Revenge
- 3) Mood Maintenance
- 4) Distraction Denial
- 5) Withdrawal

WHERE IS THE EVIDENCE?

- ⊙ Teams = All Socially Anxious

- ⊙ M = 45.8

- ⊙ Teams = All Socially Calm

- ⊙ M = 85.5

Asymmetric Effect:

- ⊙ Teams = Mix of Socially Anxious and Socially Calm

- ⊙ M = 53.2

Low Group Efficacy

Group Personality = Lowest Member's Score

- how low the lowest teammate is on the variables of conscientiousness, agreeableness, and emotional stability is usually a strong predictor of group-level variables

*How, When, and Why Bad Apples Spoil the Barrel:
Negative Group Members and Dysfunctional Groups,
2006, Felps, Mitchell, and Byington*

Boundary Conditions: Smaller the Group, The Greater the Impact



Teams

In our knowledge based society,
we will
need highly skilled workers and
half of the U.S. workforce will be
working in teams

*How, When, and Why Bad Apples Spoil the Barrel:
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BAD PREVAILS OVER GOOD!

Interpretation

Impressions

Relationship
maintenance

Emotions,

Memory

Learning

health

- ⊙ Negative cognitions, feelings and events longer lasting effects than equivalent positive
- ⊙ Romantic relationships - 5:1 for success
- ⊙ Work 1-8% are negative greater impact on job satisfaction and organizational commitment – most pronounced for teams

TYPES OF BAD APPLES

Withholders of Effort

- Not completing tasks
- Not taking responsibilities
- Shirking
- Free riding
- Social loafing

Affectively Negative

- Negative mood or attitude
- Awkward interpersonal style
- Pessimism
- Anxiety
- Insecurity
- Irritation

Interpersonal Deviants

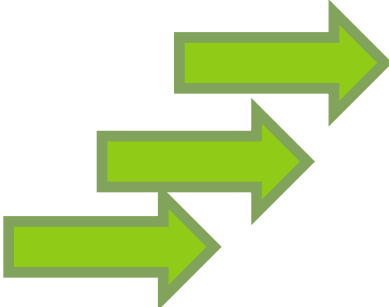
- Making fun
- Saying something hurtful
- Inappropriate jokes
- Mean pranks
- Publicly embarrassing someone



Warning



**THERE CAN BE OTHER CAUSES OF
BAD APPLE BEHAVIORS**



**ORGANIZATIONAL SUPPORT
UNCLEAR DIRECTION
WORK FAMILY ISSUES**

RESPONSES TO BAD APPLES

Motivating Actions

- Withholding of praise, respect, or resources
- Not so subtle confrontations
- Formal administration of punishment
- Demands of apology and compensation

Rejection

- Eliminate or limit interaction with negative members
- Removing negative individuals from the group
- Ostracizing

Defensiveness

- Lashing out
- Revenge
- Unrealistic appraisals
- Distraction
- Mood Maintenance
- Withdrawal

If Change is Possible . . .

- ③ Difficult teammates will be rehabilitated, ousted, or teammates will compensate for them

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Minor Impact on Task Performance

Motivating
Actions

Rejection

If they work, both are fairly constructive responses to a negative individual.

When Motivation and Rejection Fail . . .

Cannot
Change
The Negative Member



LOW POWER SITUATIONS

Studies show
powerlessness in
the face of threat
will intensify
psychological
reactions

- ◎ Organizations tend to avoid hiring or promoting difficult individuals for leadership positions
- ◎ Low Power do not have decision making authority, responsibility, adequate experience or confidence to take decisive action.

FIRST LOOK TO THE LEADER

- ⊙ What is the affect?
- ⊙ If coworker has a lack of power to change others then they protect themselves
- ⊙ Withdraw or lash out
- ⊙ React strongly instead of rationally to protect themselves
- ⊙ How do we manage and teach others to manage these relationships

DEFENSIVE BEHAVIORAL REACTIONS

- Exploding – dominate or attack a frustrating person
- Sabotage instead of confrontation

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REVENGE ALTERNATIVE TO EXPLODING

- ③ Desire to restore perceptions of equity and justice
- ③ Managers tend not to confront each other but are ingenious at sabotage

Two key factors that promote

Defensiveness

1. A lack of power
2. Tendency to react strongly to negative behavior

“The inclusion of defensiveness as a reaction to a negative member recognizes that peoples’ reactions to difficult circumstances are often less than rational.”



MOOD MAINTENANCE

Mood maintenance behaviors are efforts to improve one's affect and can be either consciously or unconsciously motivated.

MOOD MAINTENANCE TAKES PRECEDENCE OVER TASK PERFORMANCE

- ⊙ Positive social interactions
- ⊙ Breaks
- ⊙ Eating
- ⊙ Smoking
- ⊙ Drinking

MODERATORS OF THE BAD APPLE EFFECT



Intensity



Interdependence of
group



Outcomes



Coping Skills

Group Transition Mechanisms

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graph TD; A[Group Transition Mechanisms] --> B[Additive Defensive]; A --> C[Spillover Effects]; A --> D[Sensemaking Effects];
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Additive
Defensive

Spillover
Effects

Sensemaking
Effects

Negative Effects on Group Processes and Outcomes



- Motivation

- Creativity and Learning

- Cooperation

- Conflict

- Group Outcomes

Five Dysfunctions of a Team





WHEN YOU FIND A BAD APPLE:

1. 360 Degree Feedback
2. Act swiftly
3. Remove them from the group
4. Train Manager on conflict resolution

START WITH GROUP → THEN MOVE TO THE INDIVIDUAL

1. Why take it seriously?
2. Pragmatic Approach
3. Work on solutions to fix the problem (conflict management skills)



WHEN HIRING LOOK AT:

1. Assessments
2. References
3. Work Group Simulators
4. Ask them to talk about previous employment

AMERICAN LIFE PROGRAM

- ⦿ <http://www.thisamericanlife.org/radio-archives/episode/370/Ruining-It-for-the-Rest-of-Us>

TURNOVER CONTAGION

Working Toward Embedded & Secured Employees

IMPORTANCE OF DECREASING TURNOVER?

Turnover



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graph LR; A[Turnover] --> B[Decreased Productivity]
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Decreased
Productivity

- Best employees have mobility
- Firms with high turnover significantly under-perform their rivals.

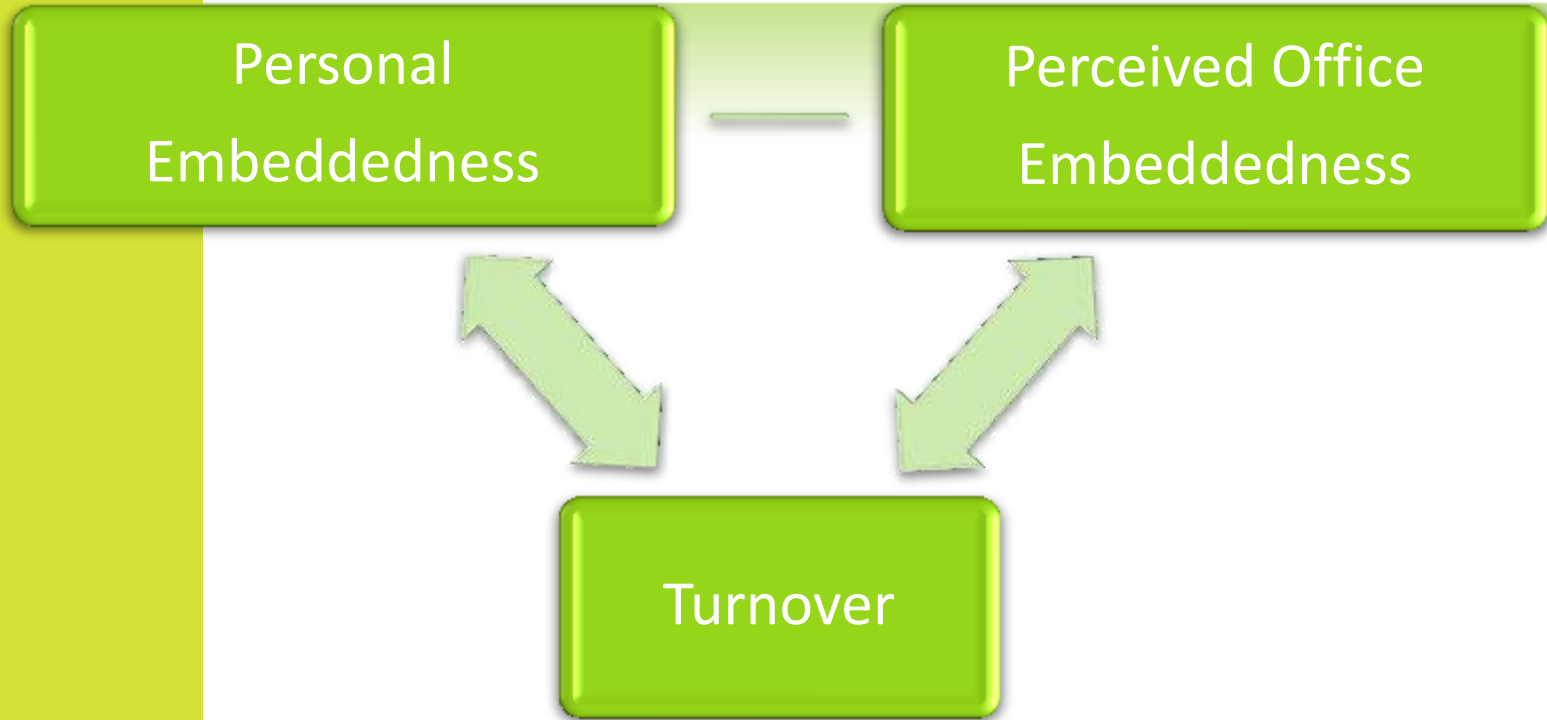
Hatch and Dyer 2004: 1155

CAUSES OF TURNOVER

“When outcomes are too low relative to the employee’s expectations, an employee becomes dissatisfied and motivated to leave the organization, increasing his or her “desirability of movement.” Turnover, then, becomes a function of the extent of this desirability combined with the perceived ease of movement (i.e. number of perceived job prospects.”

The Psychology of Voluntary Employee Turnover
2007 Harman, Lee, Et al.

CAUSES OF TURNOVER



Turnover Contagion: How coworkers' Job Embeddedness and Job Search Behaviors Influence Quitting
2009 Academy of Management



PERSONAL EMBEDDEDNESS

“The more connected an individual is with the organization (e.g. belongs to work groups) and with the community (e.g., affiliated with local clubs, interest group, or churches), the more embedded he or she is.”

The Psychology of Voluntary Employee Turnover
2007 Harman, Lee, Et al.



PERCEIVED OFFICE EMBEDDEDNESS

“Throughout the history of psychology, many have argued that the act of perceiving another person’s behavior creates a tendency to behave similarly oneself.”

The Chameleon Effect: The perception-behavior link and social interaction 1999 Chartrand & Bargh

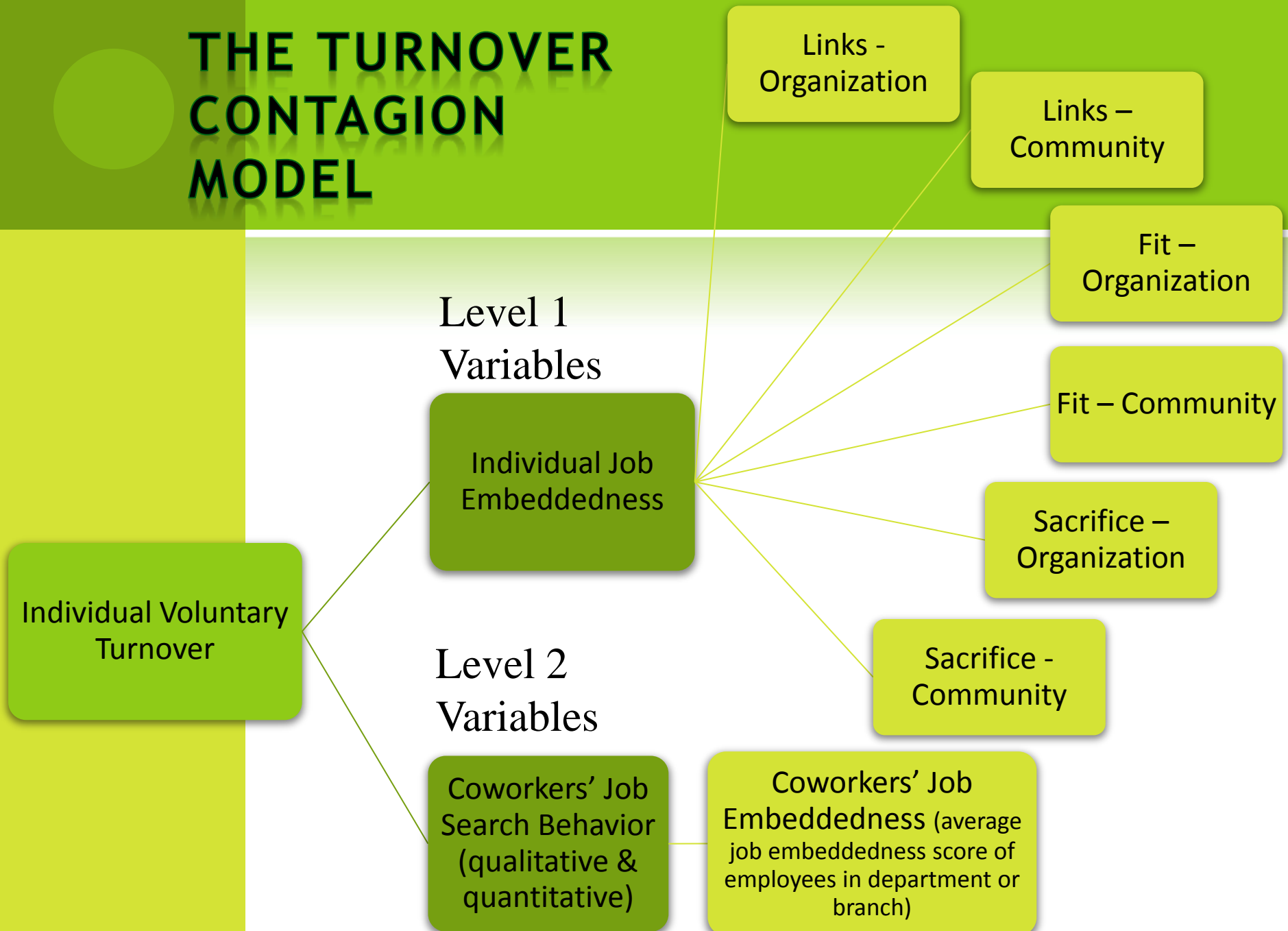
SOCIAL CONTAGION

“...the tendency to quit spreads through a work group.”

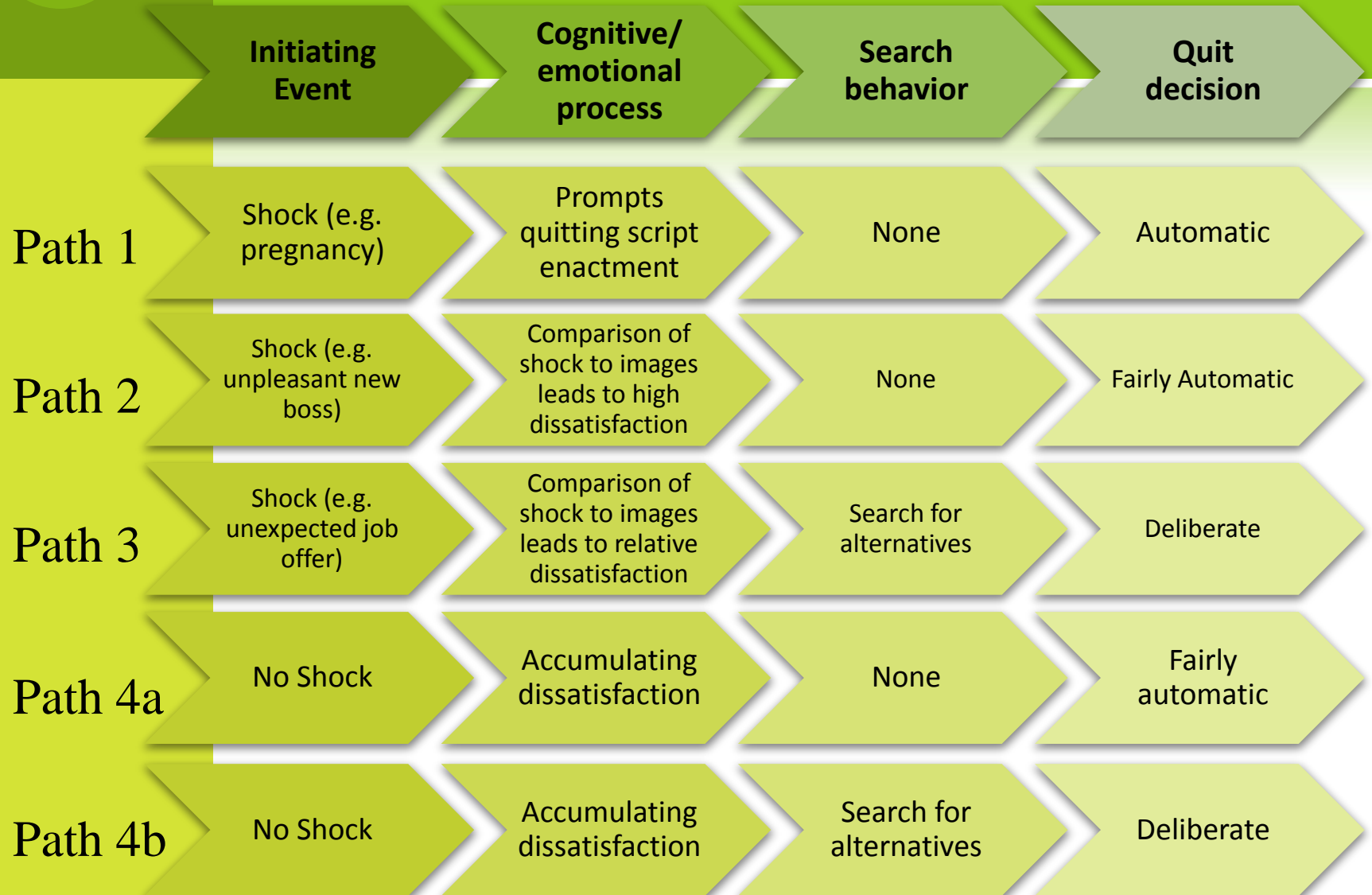
“...turnover contagion is most likely to occur when the coworkers around a focal employee are not “embedded” in their jobs.”

Turnover Contagion: How coworkers' Job Embeddedness and Job Search Behaviors Influence Quitting
2009 Academy of Management

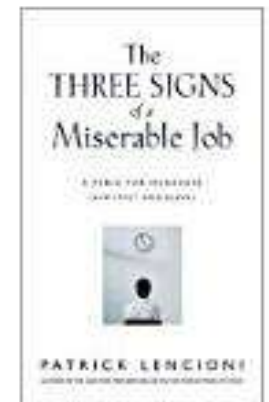
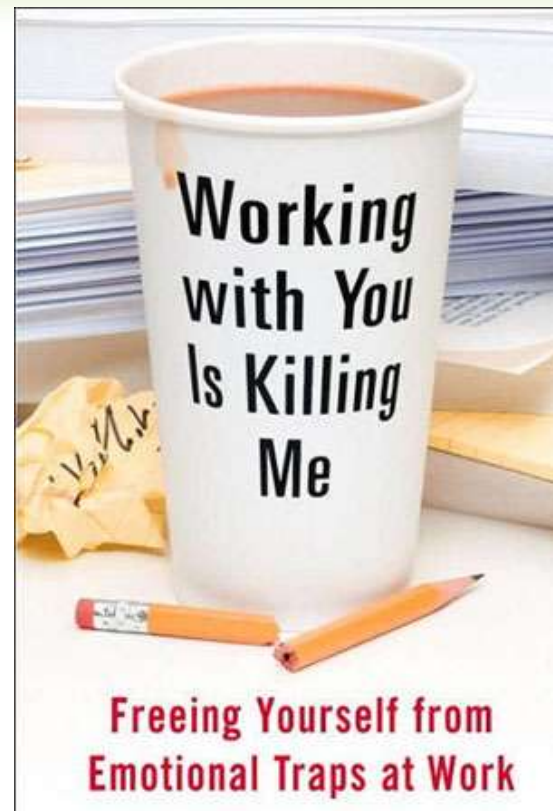
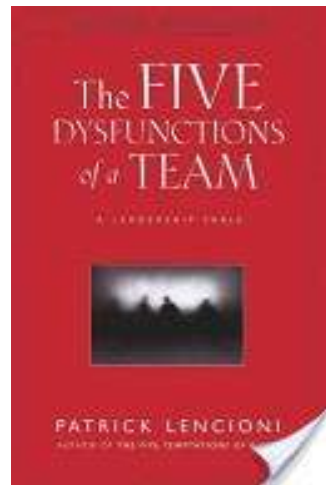
THE TURNOVER CONTAGION MODEL



PATHS BY WHICH THE TURNOVER DECISION MAY UNFOLD OVER TIME



PARENTAL MANAGEMENT AND COACHING YOUR TEAM



WORKPLACE RELATIONSHIPS: A TYPICAL DAY

- ⊙ He is so incompetent it makes me crazy...
- ⊙ When she does that it just gets on my nerves...
- ⊙ He continually wastes my time by arriving late and missing deadlines.
- ⊙ She invades my space and uses my stuff.
- ⊙ He makes so much noise I can't concentrate!
- ⊙ She talks so much and tells me things I really don't want to know.

MANAGEMENT HEADACHES

- ⊙ Chronically Delayed
- ⊙ MIA
- ⊙ The Cynic
- ⊙ The Passive-Aggressive
- ⊙ The Attention Seeker
- ⊙ The Bad Attitude
- ⊙ The Slug
- ⊙ The Addict
- ⊙ The Thief

DEFINING SOME TERMS

Confining Roles	An unconscious way WE act that can typecast us
Boundary Busters	The things people do that intrude on our space
Toxic Relationships	The way OTHERS act that gets us hooked

Unhook physically

Unhook mentally

Unhook verbally

Unhook with a business tool

CONFINING ROLES

◎ Hero

◎ Rebel

◎ Peacemaker

◎ Invisible One

◎ Caretaker

◎ Martyr

◎ Entertainer

WHEN IS A ROLE A HOOK?

Playing a role becomes a hook if it constricts you or limits your ability to move ahead.

- You may feel branded
- You may be overlooked for promotions or raises
- You are spending too much time on other people's problems

BOUNDARIES

- ⊙ Time
- ⊙ Personal Space
- ⊙ Keeping Their Word
- ⊙ Personal Information
- ⊙ Expressing Emotion
- ⊙ Manners and Courtesy
- ⊙ Noise
- ⊙ Others?

FATAL ATTRACTIONS -TOXIC RELATIONSHIPS

- ◎ Empty Pit
- ◎ Chip on the Shoulder
- ◎ Exploder
- ◎ Saboteur
- ◎ Pedestal Smasher

SEVEN STAGES OF FATAL ATTRACTION

- ⊙ Magnetism
- ⊙ Consumption
- ⊙ Rehearsal and recovery
- ⊙ Conversion obsession
- ⊙ Post-interactive heartburn
- ⊙ Allergic reaction
- ⊙ Imprisonment

UNHOOKING

There are 4 steps:

1. Unhook Physically
2. Unhook Mentally
3. Unhook Verbally
4. Unhook with a Business Tool

UNHOOK PHYSICALLY

- ⊙ Exercise program
- ⊙ Wellness program
- ⊙ Oxygenize - Deep breathing
- ⊙ Take a walk or walk the hallway

UNHOOK MENTALLY

- ③ Examine the situation to understand how it occurred
- ③ Reflect on how you can change your behavior.
- ③ View the circumstances objectively to see what practical options are available.

UNHOOK MENTALLY

- ⊙ What's happening?
- ⊙ What are the facts?
- ⊙ What is his or her part?
- ⊙ What is my part?
- ⊙ WHAT "SHOULD" AM I OPERATING?
- ⊙ What are my options?
- ⊙ What is the result I want?
- ⊙ What are the consequences of each of my options?

UNHOOK VERBALLY

- ① Think about what to say that will resolve the problem, not perpetuate it.
- ① When setting a boundary with someone, state it clearly, without anger, in as few words as possible.
- ① Don't set a boundary unless you're prepared to maintain it.
- ① Use positive, inclusive language.

I STATEMENTS

An "I" Statement consists of four parts:

I feel... when... because... so I'd like...

- ⊙ I *felt* tension between us *when* we were in our team meeting *because* you seemed to ignore my report – *so I'd like* to go through it with you.
- ⊙ I *felt* uncomfortable *when* I came back from lunch and found you digging through my desk drawers *because* that's an invasion of my personal space. In the future, *please just* ask me for whatever you need, and I'll be happy to find it for you.
- ⊙ I *feel* disrespected *when* you are late getting me your numbers *because* it causes me to be late with my report and look bad in front of my boss. We need to find a way to meet the deadline every month, so can we work out a new schedule?
- ⊙ I *was* very unhappy *when* we reviewed the project plan, *because* it left me with a lot of work and no time. Can we go over the plan again?

UNHOOK WITH A BUSINESS TOOL

- ◎ Business tools help you reduce the emotional level of your next interaction.
- ◎ A business tool is any standard procedure or written document used in a business setting.

BUSINESS TOOLS

For Employees

- ③ Memos, email, letters
- ③ Employee goals or other benchmarks
- ③ Meeting agendas to control use of time

For Supervisors

- Job descriptions
- Policies and procedures
- Performance reviews
- Disciplinary action forms
- Memos, email, letters
- 360-degree reviews

EXPECT TO BE TESTED!

- ⊙ Expect slips or negative behaviors to reappear.
- ⊙ Restate the agreed-upon decision regarding the boundary.
- ⊙ Some people won't change. You'll have to detach yourself and depersonalize your behavior.
- ⊙ You have a right to enjoy your work - resolve things, talk to a manager or HR, or consider changing positions.

PROGRAM SUMMARY

- ◎ Recognize the symptoms and affects of a negative workplace environment.
- ◎ Understand the theory behind Group Contagion and recognize the role each of us plays in these situations.
- ◎ Coach your managers and team on how to proactively set boundaries and control reactions to co-workers who cross those boundaries.
- ◎ Coach your managers and team on how to proactively “unhook” themselves from difficult interpersonal situations at work.