

## THIS MONTH FEATURES...



### ATYAASAA SPEAKS

Thoughts on aligning leaders to culture of ethics and principles



### FOUNDER'S ARTICLE

Niket Karajagi shares his insights on managing toxic employees.



### OD ENTHUSIAST'S ORATE

Anuradda Banerjee expounds one bad fish spoils the whole pond.

Atyaasaa

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# KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER



ATYAASAA SPEAKS

## ALIGNING LEADERS TO CULTURE OF ETHICS AND PRINCIPLES

The only way to rid organizations of toxic behaviours is to create a culture based on the foundation of ethics. It takes a while for organizations to realize the impact of lack of ethics and principles. Ethics and profits go hand in hand. Ethics inspires trust, which in return gets the best customers resulting in fabulous branding. Ethics also makes employees proud which results in lowering of people costs. [next page >>](#)

## THE EDITOR'S MESSAGE

This issue focusses on **Dealing with Toxic Employees and Unproductive Team Behaviours**. Toxicity creates untenable culture, dents performance and bad branding. Organizations are facing serious challenges owing to toxic employees and are working towards putting in place the corrective mechanisms to deal with them. Ethical violations not only damages the brand but also invites punitive action with serious financial and social repercussions.

Complexities of social fabric and excessive result orientation not backed up by individual capability development are creating undesirable behaviours, which if remain unchecked will create serious impact on businesses. In continuation with this topic on hand we approach the next issue with an intent to help leaders understand root causes and then the cure for toxicity in teams.

The theme for next month is **Triggering High Performance in Teams**. We live in turbulent and demanding business scenario. It thus becomes imperative to focus on building high performance teams. It requires techniques and nurturing to build such teams. Once these teams get going all

breakthrough performances are possible. Most of the organizations of today are investing time, money and effort in creation of such teams.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 350 word article with your brief profile along with your photograph in jpeg format to [atyaasaaeditor@atyaasaa.com](mailto:atyaasaaeditor@atyaasaa.com)



**TITLE OF THE MONTH**  
**THE POWER OF FEEDBACK AND FEED-FORWARD FOR BEHAVIOURAL CHANGE**

**BUSINESS COACH**  
Niket Karajagi

**LOCATION**  
Webinar

**TIME / DATE**  
3PM-4PM, Apr 4, 2017

**WHO SHOULD ATTEND**  
Inspired and Aspirational Business Heads & HR Leaders



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◀ from previous page | **ATYAASAA SPEAKS** : ALIGNING LEADERS TO CULTURE OF ETHICS AND PRINCIPLES

Unethical behaviours soon become a habit, a great breeding ground for toxic behaviours of people. Ethical deviations can be corrected by putting in some simple practices in organizations and teams. Atyaasaa strongly recommends the use of following methods for building a culture of ethics.

1. Have a formal code of ethics and conduct clearly documented with an audit at regular intervals. All ethical deviations leave a footprint for sure.
2. Create ethics champions within organizations who are role models for others to emulate. These are a must for role modeling ethical conduct.
3. Train leaders to deal with real time ethical dilemmas. Nobody is ever taught to do this, and yet we expect leaders to lead by examples.
4. Reward ethical behaviours and build in deterrents for preventing causation of unethical practices.
5. Have zero tolerance for moral deviations and allow whistleblowing and put ethics committees in place.
6. Widely publish action taken reports at enterprise level to reinforce a "live" code of conduct.
7. Make ethical conduct fundamental to performance management.

Ethical behaviours is a mandate. However people always tend to deviate; as it is vocational. Interestingly, moral people can also depart from ethics. The more intelligent the people, the more deviant they can be. Thus, constant monitoring of deviations and counselling for reinforcement is

a must. It is the responsibility of leadership to sustain the framework of ethics in the organization. Extend your ethics guidelines to all your stakeholders. Ensure you do not bring in deviant toxic stakeholders in your eco system. Protect your supply chain from toxic impacts. As we move into the era of transparency owing to technology, it will be increasingly difficult to sustain unethical practices. Technology is a significant deterrent. Bring in tools to check deviations within the organization, which are based on technology.

Future is secure for ethical organizations. Unethical practices as per "Chanakya" only have ten years of life. It pays to be ethical in the long run for sure. **E**



**FOUNDER'S ARTICLE**



*Niket Karajagi is the Founder Director of Atyaasaa, which contributes to the top corporate brands globally. He is a business psychologist, a coach and an organization transformation facilitator with niche areas of expertise and contributions. Niket is an authority on creativity and innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding management processes.*

**MANAGING TOXIC EMPLOYEES**



Toxicity is the degree to which a substance can damage an organism. Toxic employees are thus very detrimental to every organization. Let's understand first how people become toxic. At the level of their personality or nature, it's all fine. However, their nurture bit creates certain behaviours that are toxic in nature.

Certain critical behaviours of toxicity are.

1. **Lack of discipline:** Toxic employees are fundamentally lazy and thus lack the urge to deliver or stick to norms. They are not rebels, there is simply no drive and focus in life.
2. **Lack of humility:** Some of these individuals have been very successful in past, and now the same success has gone into their psyche as a trigger of arrogance.
3. **Lack of principles and ethics:** Their decisions and actions are primarily self-serving and not objective in any way. Their behaviours do not adhere to the universal values. They believe they are above the law of cause and effect.
4. **Power games:** Toxic elements play power games and build territories within organizations and guard them with a spirit of vengeance.

In my experience, these are the primary traits that toxic members of the team tend to show. The discussion that is now needed is as to what is the best way to deal with such employees.

Toxicity will certainly bring decay in any organization owing to following resultants:

1. Productivity overall takes a beating.
2. Creativity is stifled due to worry that sets in about resistance and opposition to new ideas.
3. People tend to spend lesser engaging time at workplace to avoid toxic elements.
4. There is decrease in work effort and quality.
5. Commitment to organization falls over a period leading to undesired attrition.



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These resultants are certainly nightmarish for organizations. Care must be taken that toxic people are filtered out during the interview stage itself. Assessments for identification of these individuals both formal and informal are necessary at all stages. Steps have to be initiated to cleanse the organization of such toxic elements.

Be clear to keep yourself protected from legal tangles that these individuals can create. In such cases, documentation of deviant behaviours and building a strong case for termination of services is the key. Do not focus on remedial measures. These people carry enough clout to defend their bastions.

Toxicity is the worst ailment global organizations are facing. Take steps right now to identify and eliminate toxic elements before they turn your organization into a swamp. **E**



**OD ENTHUSIAST'S ORATE**



*Anuradda Banerjee is a media professional working with a leading business consultancy firm. If she is not working, she is relishing her favourite food, as she is a food blogger. Social media enthusiast, passionate writer, bollywood buff are attributes which define her.*

**ONE BAD FISH SPOILS THE WHOLE POND**

'United we stand divided we fall', is a common phrase which was taught to us in our school days and anecdotes around this thought are shared with reference to team work. A large diverse, specialized workforce is employed for daunting tasks. In an ideal situation, every single member in the team relentlessly contributes for the growth and success of the organization.

In reality, we might have encountered the following traits of co-workers, colleagues, peers or superiors in our professional lives:

1. The catty gossip king/queen.
2. Nasty case of influenza leaving the team equally disgruntled and unmotivated.
3. Hostile and loud person.
4. Resistance against change.
5. A combination of three harmful D's - Destructive, Draining and Distracted.

These attributes might leave the other team members demotivated, as if they are aboard a sinking ship. It not only affects the efficiency of the team, but the morale and camaraderie gets hampered to a very large extent.

A 2015 report by Harvard Business School estimated that keeping a toxic worker on the payroll can cost the organization on an average \$12,000 (£9,400) a year. This is about double the £5,000 of expected increased annual productivity it says a good employee can provide.

What are the signs one must watch for?

1. Lack of interest to grow up the ladder (both in terms of learning and vertical growth).
2. Insecurity, inferiority complex with the success of fellow colleagues.
3. Important deadlines are missed.
4. Projects run over budget - no proper planning.
5. Low credibility and narrow outlook towards work.



"Appreciate in public and give feedback in private". In the initial days of my career, these learnings from my manager stayed with me forever. It is important to give timely feedback and conduct regular employee surveys to arrest discontent. Laying career growth plans, fostering awareness with frequent check-ins, supporting and raising the flag at the right moment might well hold key.

Employees are assets of the organization and it's important they work in an environment conducive to continuously add value amidst the harshly competitive corporate world. **E**

**ABOUT ATYAASAA**

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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**BEANSTATEMENT**

Collective toxicity of an organization impacts its ethical fabric and thus the impact on productivity and bottom line.