RESULTS & RECOMMENDATIONS

January 18, 2023 at 12:40:03 PM
Introduction

Abrasive leaders rub their coworkers the wrong way. Their words and actions create interpersonal friction that grates on coworkers, eroding employee motivation and organizational productivity. Abrasive behaviors range on a continuum from mildly wounding to severely disruptive.

What defines abrasive behavior?

- Any interpersonal behavior that causes emotional distress in coworkers sufficient to disrupt organizational functioning.
- Behavior characterized by interpersonal interactions that are perceived to be disrespectful.
- Another term for abrasive behavior is unacceptable conduct.

The consequences of abrasive behavior runs on a continuum from barely impacting team performance all the way to organizational failure on the far end of the spectrum. Most people that have taken the step of diagnosis are experiencing some sort of disruption in their organization and either directly or indirectly have learned about behavior that is negatively impacting the organization.

The objective of this diagnostic is to deliver a confidential report to you identifying whether or not the leader you assessed has an abrasive style. Additionally, recommendations are made for your specific circumstances. You, the organization, and the leader are never identified in any way in this report.

Whether you are an HR Director, the leader's manager, the leader, or a co-worker, this report is designed to give you a single diagnostic result along with a list of the answers you provided. The questionnaire you responded to calculated the results based on widely accepted identifiers of an abrasive style.

The following results should not be used as the sole source of data for further action. Detailed and documented information, based on direct or reported observations of the individual's interpersonal interactions, should also be included as part of your final determination.

For support in further diagnosis we suggest you ask for assistance from a trusted/experienced source within your organization, the Boss Whispering Institute, or a member of the Boss Whispering Institute. The complete list of the characteristics of an abrasive leader, and the symptoms organizations experience, can be found at the end of this report.

Additional Recommended Reading:
"Winners Who Become Losers: Abrasive Leaders" - David Wright & Laura Crawshaw. A chapter from No Winner Ever Got There Without a Coach. For employers and managers who are anxious about how to phrase intervention and want to learn why and how to intervene. Easy-to-read interview format and can be especially valuable for resistant upper managers HR may be trying to motivate.

This diagnostic instrument is a co-creation of Resologics and The Boss Whispering Institute.
**Abrasive Leader Diagnostic™ (potential results)**

**NO**
The leader you assessed does not have an abrasive leadership style.

**MAYBE**
Your responses indicate that the leader has engaged in abrasive behavior, but it has not yet become an ongoing pattern of leadership.

**YES**
The leader you assessed has an abrasive leadership style. Intervention is recommended.

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**YOUR RESULTS**
January 18, 2023 at 12:40:03 PM

**YES**
Your responses indicate an abrasive leadership style.
RESULTS:

Your responses (shown below) indicate an abrasive leadership style.

This result should not be used as the sole source of data for further action. Detailed and documented information, based on direct or reported observations of the individual's interpersonal interactions, should also be included as part of your final determination.

<table>
<thead>
<tr>
<th>The Diagnostic Question</th>
<th>Your Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which of the following most closely describes your relationship with the leader?</td>
<td>I am a Human Resource professional in the leader's organization, or otherwise involved in dealing with such issues (EEO, Ombudsperson, etc.).</td>
</tr>
<tr>
<td>Which of the following abrasive behaviors have you observed, or have been reported to you?</td>
<td>Shouting, Name-calling, Intentionally ignoring or excluding others, Public humiliation, Condescension / Claims intellectual superiority, Sarcasm: hostile humor</td>
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<tr>
<td>Which of the following symptoms of abrasive leadership do you have knowledge of?</td>
<td>Complaints regarding the individual's interactions with coworkers, customers, contractors, patients, students, etc., Attempts by employees to transfer out of the leader's area or avoid being transferred in, Attrition of valued employees from the leader's area</td>
</tr>
<tr>
<td>Which of the following statements best describes your experience with the leader and their behaviors. This can include your direct observations and/or information from others (indirect perceptions).</td>
<td>I am aware of recurring instances of abrasive behavior by the leader.</td>
</tr>
</tbody>
</table>

Remember:

- Abrasive behavior is any interpersonal behavior that causes emotional distress in coworkers sufficient to disrupt organizational functioning.
- Abrasive behavior is characterized by interpersonal interactions that are perceived to be disrespectful.
- Another term for abrasive behavior is unacceptable conduct.
- Abrasive behavior can range on a continuum from mildly irritating to severely disruptive.

RECOMMENDATIONS:

You need to intervene. Employers have a responsibility to manage both performance and conduct, assuring the physical and psychological safety of their workforce.

Employers who fail to intervene are most often viewed by their employees as weak, or worse, tacitly condoning the abrasive leader's negative behaviors.

Consider the following questions:
• If a member of your family worked in your organization, would you want them to be subjected to this behavior?
• Is it in the abrasive leader’s best interest to be perceived this way?
• Is it in the organization’s best interest to ignore the disruption and distress created by this leader?

**Abrasive behavior is costly:** Research(1) on employee responses to abrasive behavior shows:

- 48% intentionally decreased their work effort
- 47% intentionally decreased their time at work
- 38% intentionally decreased the quality of their work
- 63% lost work time avoiding the offender
- 66% said their performance declined
- 78% said their commitment to the organization declined
- 12% left their job because of the experience

Intervention involves setting limits and consequences for continued abrasive behavior, while at the same time offering help in the form of specialized coaching to give the abrasive leader an opportunity to improve their management style. To intervene effectively, you will need to present your concerns to the individual and be prepared to respond to their probable defensive reactions calmly and confidently. If you believe that those higher in your organization may be reluctant to intervene, I can work with you on strategies to overcome this resistance.


I stand ready to help. Contact me to arrange a confidential consultation at no cost:

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Addendum 1
Characteristics and Symptoms of Abrasive Leadership
(credit to and please see The Boss Whispering Institute for more information)

Typical symptoms of abrasive leadership:

- Complaints regarding the individual's interactions with coworkers, customers, contractors, patients, students, etc.
- Attempts by employees to transfer out of the leader's department or avoid being transferred in
- Covert cautions: “Watch out for him- don't get in his way”, or “Don't get on her bad side – you'll pay if you do.”
- Attrition of valued employees
- Decreased morale and motivation
- Potential or actual harassment litigation
- Excessive managerial time devoted to addressing employee distress
- Loss of leadership credibility: failure to intervene is interpreted by employees as weakness, or worse, tacitly condoning the behavior(s)

Examples of abrasive behavior:

- Shouting
- Swearing at others
- Name-calling
- Gossiping
- Intimidation: glaring, snorting, etc.
- Intentionally ignoring or excluding others
- Publicly criticizing others
- Maligning another's character/reputation
- Failing to maintain confidentiality
- Condescension / Claims intellectual superiority
- Over-control/micromanagement
- Withholding of Information
- Chronic lateness
- Failing to keep agreements
- Sarcasm: hostile humor
- Inappropriate sexual comments or behaviors
- Making threats
- Abruptly walking out of meetings
- Throwing objects
- Hitting objects
- Hitting people

Additional criteria for determining if behavior is abrasive/unacceptable:

- Would you want your partner, sibling, or child to be subjected to this behavior?
- Are the negative perceptions about this individual's behavior disrupting organizational functioning?
- Is it in the abrasive individual's best interest to be perceived this way?
- Is it in the organization's best interest to ignore these perceptions?
Questions Leaders can self-diagnose abrasive behavior from:

- Do employees attempt to transfer out of your department or avoid transferring into it?
- Have your coworkers given you a nickname? Does it refer to a dangerous animal, e.g. “Pit Bull”, “Wildebeest”, “Tyrannosaurus”, etc.?
- Have you ever been asked to:
  - improve your communication skills?
  - control your temper?
  - learn to get along with others? “not get so worked up”?, “cool it” or “lighten up”?
  - be more patient with others?
  - not push others so hard?
  - Have you been passed over for a promotion and can’t get anyone in administration to give specifics on why? because of your people management skills?
- Do you find yourself in intense confrontations with management, peers, employees, or Human Resources?
- Have complaints been brought against you for inappropriate conduct, such as harassment, hostile treatment, or discrimination?
- Do you have enemies at work?
- Are there people that refuse to work with you, or that you refuse to work with?
- Do people work hard to phrase sentences very carefully so as not to offend you?
- Do you often find yourself impatient with coworkers?
- Have you received low scores for team building, participative management, or other so-called “soft skills” on a 360° management skills assessment?

Do you engage in any of the following behaviors at work?

- Publicly criticizing others
- Hostile joking/teasing
- Shouting
- Swearing at others
- Temper outbursts
- Abruptly walking out of meetings
- Slamming doors, throwing objects
- Intentionally ignoring others
- Name calling
- Nonverbal criticism (rolling eyeballs, snickering, etc.)
- Failing to keep agreements