

Managing Toxic Emotions at Work: HR's Unique Role as the "Organizational Shock Absorber"

Teresa A. Daniel

Layoffs, harassment, discrimination, mergers and acquisitions, personality conflicts, or an abusive boss are just a few of the workplace situations that can (and usually do) generate intense emotional pain for employees—feelings like anger, frustration, stress, disappointment, and even fear. Unfortunately, these types of events are predictable and somewhat inevitable, but it is the way organizations handle them that can create a serious problem for employees.

If these situations are managed poorly, the chronic anger or prolonged stress they create can result in an undesirable by-product known as *organizational toxicity*.¹ Over time, the buildup of these negative emotions will create a workplace culture where employees feel devalued, demoralized, and often hopeless or litigious. Under those circumstances, employees "will become disconnected from what is going on at work, become obsessive about their pain, the source of it, and how others are responding"² (or not) to it—conditions ensuring they are no longer productive or actively engaged.

Peter Frost first identified the phenomenon and coined the term for a special role that some employees take on in an effort to alleviate this toxicity for their employees. He called them *toxin handlers*—people within an organization who "voluntarily shoulder the sadness, frustration, bitterness, and the anger that are endemic to organizational life."³

Employees routinely bring emotionally charged problems to HR, with the expectation that they will receive help to resolve those issues or at least see someone who will listen to them.⁴ This article examines those brave HR practitioners who voluntarily step up and serve their organizations as toxin handlers.

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WHO THE TOXIN HANDLERS ARE

Toxin handlers are typically compassionate people who recognize that "when people's hearts are broken, their heads don't work."⁵ They take time to actively listen to and work with employees to help them resolve their problems. Their overarching goal is to hit the "sweet spot" of caring for and helping employees to reduce their emotional pain, while maintaining a sharp awareness of the need to keep the organization functioning and profitable—which means trying to resolve issues quickly so that the employees can return to work.⁶ The achievement of both objectives is a delicate balance for HR practitioners, to be sure, and it requires both business acumen and a high degree of emotional intelligence.

Organizational Shock

Richard C. Geibel



Organizational Shock:

Organizational Shock W. Clay Hamner, 1980 **The Implementation Perspective** Walter Williams, 2023-07-28 After the big decisions are made in legislatures and executive offices what is done by those who implement and operate social service programs will determine their success or failure Yet over and over again the managers of public organization disregard or handle poorly the critical problems involved in starting and developing new programs or in modifying existing ones This book presents a new decision making rationale the implementation perspective as the basic guide to social service program management The cardinal principle is that the central focus of policy must be at the point of service delivery Here is where management must redirect its attention The demand is to concentrate on the hard dirty time consuming work of building the local delivery capacity needed to provide better social services and to implement new program decisions over time The Implementation Perspective is a message for our times Even those who would continue the nation's effort to meet its social obligations are finding that simply calling for big new programs and more spending is no longer satisfying Moreover Proposition 13 the balanced budget movement inflation and compelling demands for new funds in such areas as energy now squeeze social programs New directions may have to come not from new funds but from rethinking and redirection and more to the point the better management of existing programs After the big decisions are made in legislatures and executive offices what is done by those who implement and operate social service programs will determine their success or failure Yet over and over again the managers of public organization disregard

Organizational Psychology Steve M. Jex, Thomas W. Britt, 2008-06-02 Thorough and up to date coverage of both the science and practice of organizational psychology This Second Edition reflects the latest developments and research in the field using a scientist practitioner model that expertly integrates multicultural and international issues as it addresses the most current knowledge and topics in the practice of organizational psychology Beginning with a foundation of research methodology this text examines the behavior of individuals in organizational settings and shows readers how psychological models can be used to improve employee morale productivity and quality of service Written in an accessible style that brings the material to life author Steve Jex and new coauthor Thomas Britt use their experiences as consultants and educators to bring new features to the Second Edition including Updated chapters particularly those on job attitudes teams and leadership New People Behind the Research and Illuminating Examples boxes New coverage of workplace stress teams and multicultural socialization More material on personal difference personality and considerations of diversity Extended coverage of financial incentives and executive compensation Using descriptive cases to illustrate workplace issues Organizational Psychology Second Edition thoroughly addresses the major motivational theories in organizational psychology and the mechanisms that organizations use to influence employees behavior

Navigating an Organizational Crisis Harry Hutson, Martha Johnson, 2016-01-18 How are leaders facing a crisis supposed to handle and overcome an unknowable set of issues This book demonstrates how effective

leaders under pressure work from an understanding of the situation at hand and of their impact on others and explains how leaders can best apply their internal strengths Most leaders are steeped in risk management crisis response tactics readiness for disaster continuity of operations planning and logistical and agility capabilities These preparations are critical but not complete The reality is that even experienced leaders themselves need guidance when it comes to managing a crisis This standout book fills that need drawing on interviews with successful leaders research findings on trauma neuroscience and crisis management and the authors own extensive career experiences The chapters suggest and probe ideas from various angles rather than promoting simplistic formulas or nostrums that are unlikely to apply to all circumstances and present new angles on self awareness and management under pressure for the practitioner The book leads off with a description of organizational disaster and crisis leadership topics of considerable concern as disasters are becoming the new normal The authors then explore three critical but very different types of responses by leaders at such a time recognition and response care of self and others and storytelling A detailed case study of a leader in the midst of Hurricane Katrina the most expensive natural disaster in U S history provides readers with a real world practicum for the theories and ideas suggested

Research in Organizational Behavior Barry Staw, 2001-11-08 This 23rd volume of Research in Organizational Behavior presents papers on a variety of topics in the field of organizational behaviour with the twin goals of consolidating prior research and breaking new theoretical ground *Using Qualitative Methods in Organizational Research* Thomas Lee, 1999 Offering a broad description of qualitative research this book facilitates the integration of qualitative and quantitative methods in organizational research It examines the methods and tactics for both generating and testing management theories including guidelines for deciding whether to use qualitative methods and overviews of four specific research designs It describes how qualitative data is collected and analyzed and when and how to quantitatively analyze qualitative data The author articulates the critical roles for reliability and validity and in the final chapter offers conclusions and recommendations for writing articles that report qualitative studies *Organizational Toxin Handlers* Teresa A. Daniel, 2020-09-04 This book examines the important role of HR practitioners acting as toxin handlers within their organizations and the dangers they face when dealing with toxic workplace emotions caused by difficult organizational decisions such as mergers and acquisitions staff reductions and restructurings Exploring what they do why they do it and the personal and professional rewards created by the work it also examines the dangers that await them in terms of risks to their personal well being In today s world layoffs harassment discrimination personality conflicts or an abusive boss are just a few of the many types of workplace situations that can generate intense emotional pain for employees feelings like anger frustration stress disappointment and even fear Unfortunately these types of events are predictable and somewhat inevitable but it is the way organizations handle them or do not that can create a serious problem for employees The responsibility often falls to HR to help troubled employees reduce their emotional pain so that they can refocus and get back to work as

quickly as possible resulting in positive organizational outcomes This book highlights the balancing act that HR must perform of caring for employees and championing their causes while at the same time driving toward organizational goals set by senior leaders The author demonstrates how toxin handlers reduce organizational pain during tough times while also exploring the costs to their own well being Readers will learn to minimize the negative impact of toxic emotions from an organizational as well as individual perspective This book will teach HR professionals strategies about how to anticipate and navigate the organizational toxicity caused by some of the inevitable and difficult people related situations that are likely to come their way

Organizational Behavior Jerald Greenberg,1994 This volume is a collection of essays by the field s most highly regarded scholars experts who have contributed widely to the field and who were invited to share their thoughts about its past present and future By presenting their ideas about the state of organizational behavior the discipline as a whole is invited to engage in critical self reflection

Organizational Behavior Linda K. Stroh,Gregory B. Northcraft,Margaret A. Neale,(Co-author) Mar Kern,(Co-author) Chr Langlands,2001-07 A true learning tool for students and scholars alike the third edition of Organizational Behavior A Management Challenge has been designed to effectively present an overview of the challenges facing managers and employees in today s competitive organizations The latest research in organizational behavior has been interwoven with real life cases and practical applications to provide a highly accessible text for advanced undergraduate and MBA students of management and psychology To reflect the evolving challenges of today s organizations this t

Leveraging Technology for Organizational Adaptability Carvalho, Luísa Cagica,Reis, Leonilde,Neves de Almeida Baptista Figueiredo, Ana Maria,Russo, Nelson,2025-03-19 As industries face constant change driven by market demands technological advancements and global challenges organizations must remain agile Technology enables businesses to quickly adjust their processes optimize workflows and improve decision making through data driven insights Whether through cloud computing AI powered analytics or collaborative tools digital solutions provide the flexibility to adapt to new conditions respond to customer needs and maintain a competitive edge Embracing these technologies will enhance efficiency while fostering innovation and resilience allowing organizations to pivot effectively in the face of uncertainty and capitalize on emerging opportunities Leveraging Technology for Organizational Adaptability explores the interplay between organizational resilience and the transformative forces of digital transformation digitalization Internet of Things IoT innovation and sustainability and cloud computing It examines how technological advancements shape and fortify organizational resilience in the face of adversity bridging the gap between conceptual understanding and practical application This book covers topics such as digital technology personalized education and information systems and is a useful resource for computer engineers data scientists business owners educators academicians and researchers

De Gruyter Handbook of Organizational Conflict Management LaVena Wilkin,Yashwant Pathak,2022-09-06 The De Gruyter Handbook of Organizational Conflict Management offers insightful contributions covering a myriad of conflict management topics ranging from fundamental issues such as

emotional intelligence and cultural differences to cutting edge themes such as political conflicts and mindfulness training. Renowned conflict management scholars and leading practitioners have contributed chapters to this handbook based on their research and their practical experience in the field of conflict management. Many of the authors have influenced the topic of conflict management as it has become both a field of academic study in universities and a necessary leadership skill. The handbook is organized in four sections. The first section covers interpersonal conflict management and focuses on perceptions, conflict styles, emotional intelligence, psychological safety, and change. The second section includes ethnic and cultural issues in organizational conflict management such as microaggressions, ethnicity, and religion, and political conflicts. The third section offers methods for managing organizational conflicts including mediation, negotiation, ombudspersons, and conflict coaching. This section also offers guidance on developing an organizational conflict management system and discusses HR's role in managing conflicts. The fourth section introduces chapters on special topics in conflict management such as workplace bullying, gender issues, birth order, personality, human connections, and forgiveness. This handbook is an essential reference for scholars and practitioners. It offers organizational leaders insights into the causes and solutions to organizational conflict management. In addition, it is an excellent textbook for undergraduate and graduate courses in organizational conflict management.

Digital Management and Artificial Intelligence Richard C. Geibel, Essentials of Organizational Behavior Terri A. Scandura, 2020-12-03. Winner of the 2022 Textbook Excellence Award from the Textbook. New case studies on important issues such as American Airlines' anti-discrimination protections for LGBTQ workers and the latest research on topics such as grit and inclusive leadership. This title is accompanied by a complete teaching and learning package. Digital Option Courseware SAGE Vantage is an intuitive digital platform that delivers this text's content and course materials in a learning experience that offers auto-graded assignments and interactive multimedia tools, all carefully designed to ignite student engagement and drive critical thinking. Built with you and your students in mind, it offers simple course set up and enables students to better prepare for class. Assignable Video with Assessment Assignable video available with SAGE Vantage is tied to learning objectives and curated exclusively for this text to bring concepts to life. Assignable Self Assessments Assignable self assessments available with SAGE Vantage help students understand their own management style and strengths. LMS Cartridge Import this title's instructor resources into your school's learning management system. LMS and save time. Don't use an LMS. You can still access all of the same online resources for this title via the password-protected Instructor Resource Site.

Personnel Literature, 1981 *The Organization of Firms in a Global Economy* Dalia Marin, Thierry Verdier, Elhanan Helpman, 2009-06-30. Presents a new research program that is transforming the study of international trade. Until a few years ago, models of international trade did not recognize the heterogeneity of firms and exporters and could not provide good explanations of international production networks. Now such models exist and are explored in this volume.

Green Parties in Transition Paul Lucardie, 2016-12-05. When green parties emerged in the

1980s not only did they question established ideas about nature and economic growth they also challenged the iron law of Roberto Michels that all parties inevitably follow a similar path towards informal concentration of power and oligarchy Grass roots democracy was both an ideological tenet and an organizational project for practically all green parties These days the greens have lost their glamour and innocence They have grown up and even joined governing coalitions in several countries Did they leave grass roots democracy by the roadside on the way to power This book investigates to what extent green parties have remained true to their identity or have been transformed Country specialists analyze the development of green parties in 14 countries across the world not only Western Europe but also Australia Canada New Zealand and the United States These analyses also offer clues on broader questions about party types and party change in contemporary democracies

Activity-Based Cost Management Gary Cokins,2002-04-08 Bedingt durch das Internetzeitalter verlagert sich die Marktmacht mehr und mehr Richtung Verbraucher Dadurch werden Unternehmen gezwungen ihre Preise niedrig zu halten wenn sie weiterhin wettbewerbsf h ig bleiben und ihre Gewinne steigern wollen Die Zauberformel f r die Verwirklichung dieses Ziels heisst Activity Based Costing and Management ABC M das sich aus Prozesskostenrechnung und Prozesskosten Management zusammensetzt Es liefert die Daten mit deren Hilfe die beiden kritischen Managementstrategien niedrige Preise und h here Gewinne erfolgreich umgesetzt werden k nnen Aber ABC M liefert nicht nur ein genaueres Bild der Unternehmenskosten sondern gleichzeitig wichtige Informationen um bessere Entscheidungen zu treffen h here Gewinne zu erzielen und ein effektiveres Kostenmanagement zu betreiben Activity Based Cost Management ist ein praktischer Leitfaden der speziell f r F hrungskr fte konzipiert wurde und anschaulich erkl rt wie ein ABC M Modell funktioniert und wie man es schnell und problemlos in die Praxis umsetzt Autor Gary Cokins ein f hrender internationaler Experte auf diesem Gebiet gibt Ihnen hier die Mittel an die Hand ein effizientes ABC M Modell zu entwickeln und erfolgreich in Ihrem Unternehmen einzusetzen Verst ndlich und unterhaltsam geschrieben Ein ma geblicher und unverzichtbarer Leitfaden zu einem topaktuellen Thema

Handbook of Organizational Culture and Climate Neal M. Ashkanasy,Celeste P M Wilderom,Mark F. Peterson,2000 The Handbook of Organizational Culture and Climate provides an overview of current research theory and practice in this expanding field The editorial team and the authors come from diverse professional and geographical backgrounds and provide an unprecedented coverage of topics relating to both culture and climate of modern organizations Well known editors Neal Ashkanasy Celeste P M Wilderom and Mark F Peterson lend a truly international perspective to what is the single most comprehensive and up to date source on the growing field of organizational culture and climate In addition the Handbook opens with a foreword by Andrew Pettigrew and two provocative commentaries by Ben Schneider and Edgar Schein and concludes with an invaluable set of combined references Publisher

Neighborhood Self-Management Hillel Schmid,2012-12-06 Over the past two decades Western countries have witnessed changes in the governance of local authorities During that period governmental authority and traditional governmental functions have

gradually shifted to local authorities at the municipal level In keeping with this trend the governments have attempted to diminish their role in the provision of social human and communal services and encouraged nongovernmental organizations to penetrate the arena of services previously supplied by the government In the community domain neighborhood organizations that encourage citizen involvement and participation in policymaking and decisions concerning their life and well being have gained increasing influence In this regard the emergence of the community council and its development as a unique entity in the municipal arena is particularly noteworthy The community council reflects an advanced stage in the development of community and voluntary organizations that lacked the organizational and professional infrastructure know how and technologies as well as the competence to cope with the powerful governmental and municipal establishment The community council reflects the developed civic consciousness of the city s residents who demand responses to their changing and heterogeneous needs In this context neighborhood residents have sought to establish a powerful and influential organization that serves them and represents their interests vis a vis the municipal and governmental authorities

Organizational Behavior Christopher P. Neck, Jeffery D. Houghton, Emma L. Murray, 2023-04-06 Organizational Behavior A Skill Building Approach Third Edition examines how individual characteristics group dynamics and organizational factors affect performance motivation and job satisfaction Translating the latest research into practical applications and best practices authors Christopher P Neck Jeffery D Houghton and Emma Murray unpack how managers can develop their managerial skills to unleash the potential of their employees

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