



# How toxicity spreads in organizations

Modern organizations prioritize short-term profits, fostering toxic behaviors.

Modern organizations often prioritize short-term profits, which can foster toxic behaviors. Performance pressures, competition, and cost-cutting practices may normalize incivility, unethical conduct, and harmful workplace dynamics.



Toxic individuals are rewarded, spreading negativity.



Toxic individuals are rewarded for performance, implying harmful behavior is acceptable if it leads to results.

When results matter more than people, toxic behavior can become accepted, and even rewarded.

Organizational culture sustains toxicity.

Toxicity persists when the culture:

- Rewards short-term results over ethics
- Tolerates aggression and competition
- Discourages speaking up

Culture determines whether toxicity dies out or multiplies



Toxic leaders influence culture and norms through a trickle-down effect.

Toxicity often stems from leaders or senior managers, as their behaviors establish norms, values, and acceptable conduct. The higher the toxic individual's position, the broader the impact.

