

TOXIC EMPLOYEES

SIMPLE STEPS WITH HUGE IMPACT



ONE BAD APPLE.... WILL RUIN THE WHOLE BUNCH

A recent study on 60,000 workers found that one toxic employee wipes out the gains for two superstars. While a superstar (top 1% productivity wise) adds about \$5000 per year to the company's profit, a toxic worker costs about \$12,000 per year. s.

TO AVOID BAD APPLES...

ASK QUESTIONS

DURING THE INTERVIEW, ASK QUESTIONS SUCH AS...

- How would your former coworkers describe working with you?
- What was your least favorite thing about your past employer?
- Talk about the biggest mistake you've made in your career.
- Tell me about a time when your team let you down and you had to pick up the slack.
- How do you deal with an underperforming teammate?



OBSERVE

KEEP AN EYE OUT FOR ANY VISUAL RED FLAGS

- Did the candidate show up on time?
- How did they treat the receptionist, executive assistant, parking lot attendant?
- Do they take responsibility for success but not for failures?
- Do they offer constructive criticism?
- Do they come off as bitter or defensive when discussing previous employers or teammates?



TAKE ADVANTAGE OF REFERENCES

GO BEYOND THE STANDARD CHECKLIST

- What was it like to work with him?
- What could she improve on?
- Did you receive feedback from his superiors and colleagues?
- Toxic employees usually have a history of drama and conflict.



Hiring a toxic employee is costly. The interview process is a line of defense. Emphasize personality and civility as much as skill set and experience, enlist multiple people above and below to ask questions, and engage candidates in both formal and casual settings to make sure the fit is right and demonstrate the characteristics you're looking for from minute one.

