

Dr Susan Hetrick



Cyprus
Human Resource
Management Association

ANNUAL CONFERENCE 23 MAY 2024

Ktima Koushioumis Nicosia

Envisioning Tomorrow's Workplace

#HRForwardTogether

Deloitte



Culture Matters

How can leaders deal with a toxic workplace culture?

Dr Susan Hetrick

www.zuhraconsulting.com



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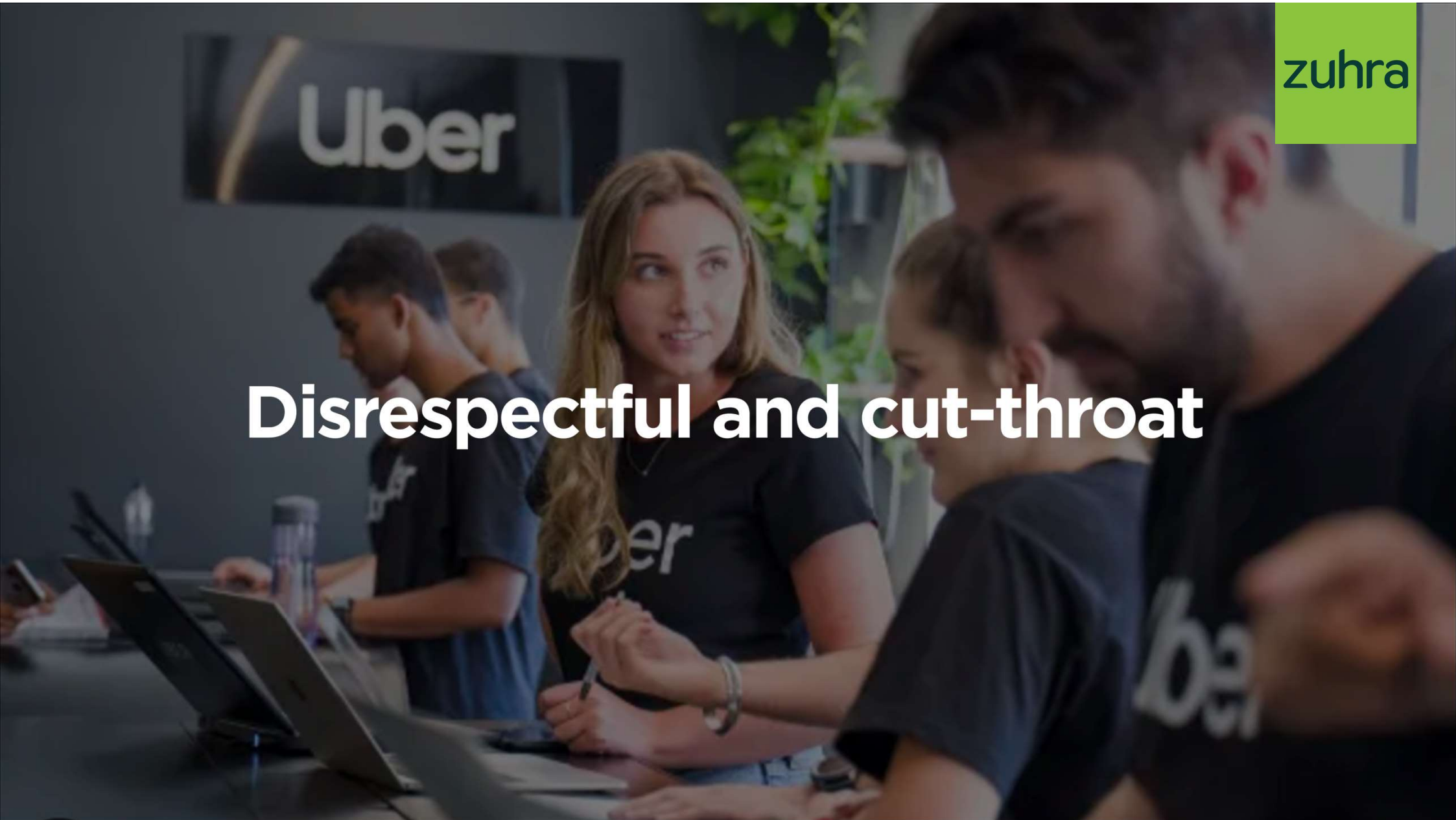


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Abusive & Harmful

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Disrespectful and cut-throat



The background of the slide is a photograph of an oil pumpjack in silhouette against a sunset sky. The sun is a bright yellow circle on the horizon, casting a glow. Power lines and poles are visible in the distance. In the top right corner, there is a green square containing the word 'zuhra' in white lowercase letters.

zuhra

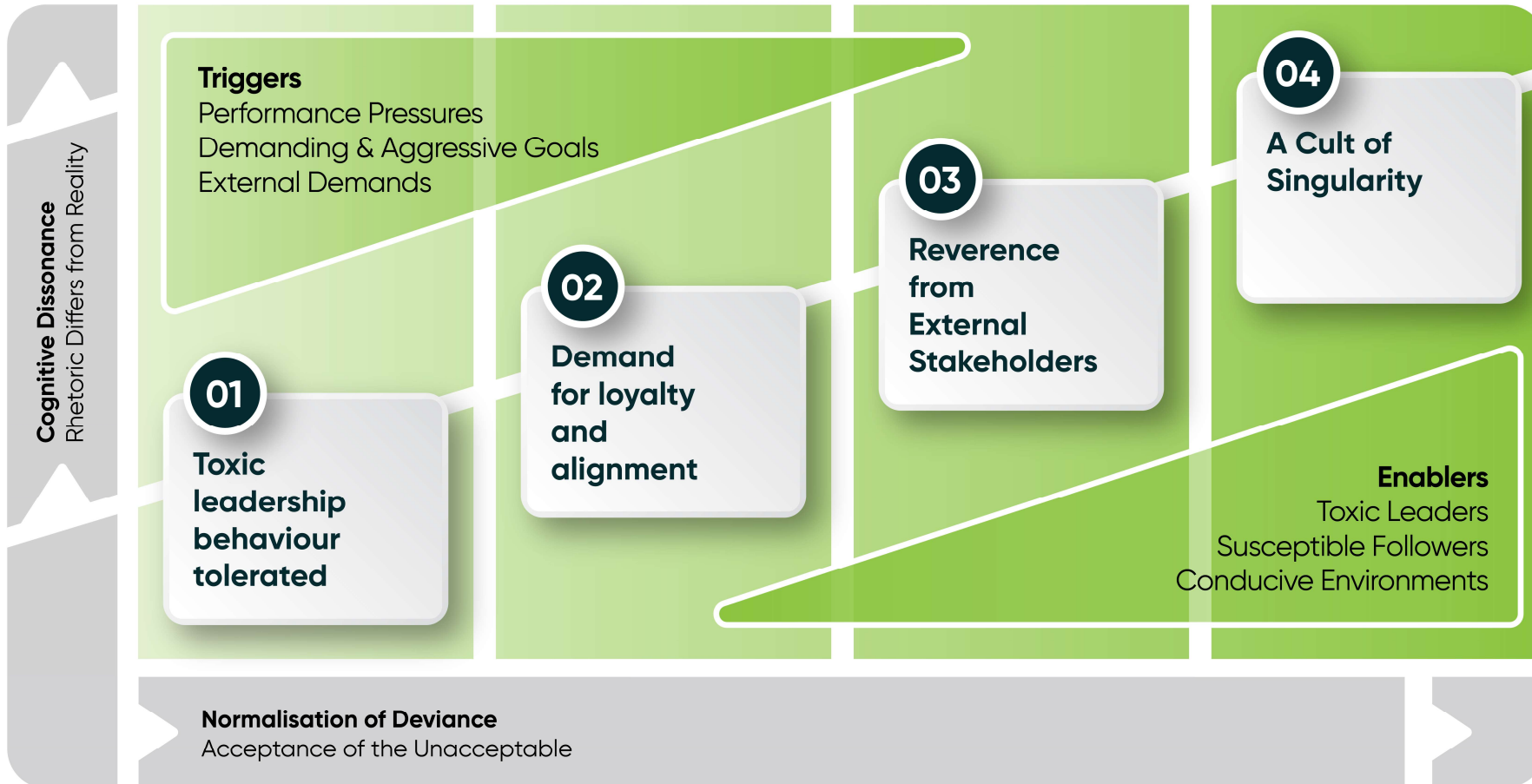
Collusion & Hubris



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Persistent toxic atmosphere

THE 4 STAGES OF TOXIC CULTURE



Normalization of Deviance



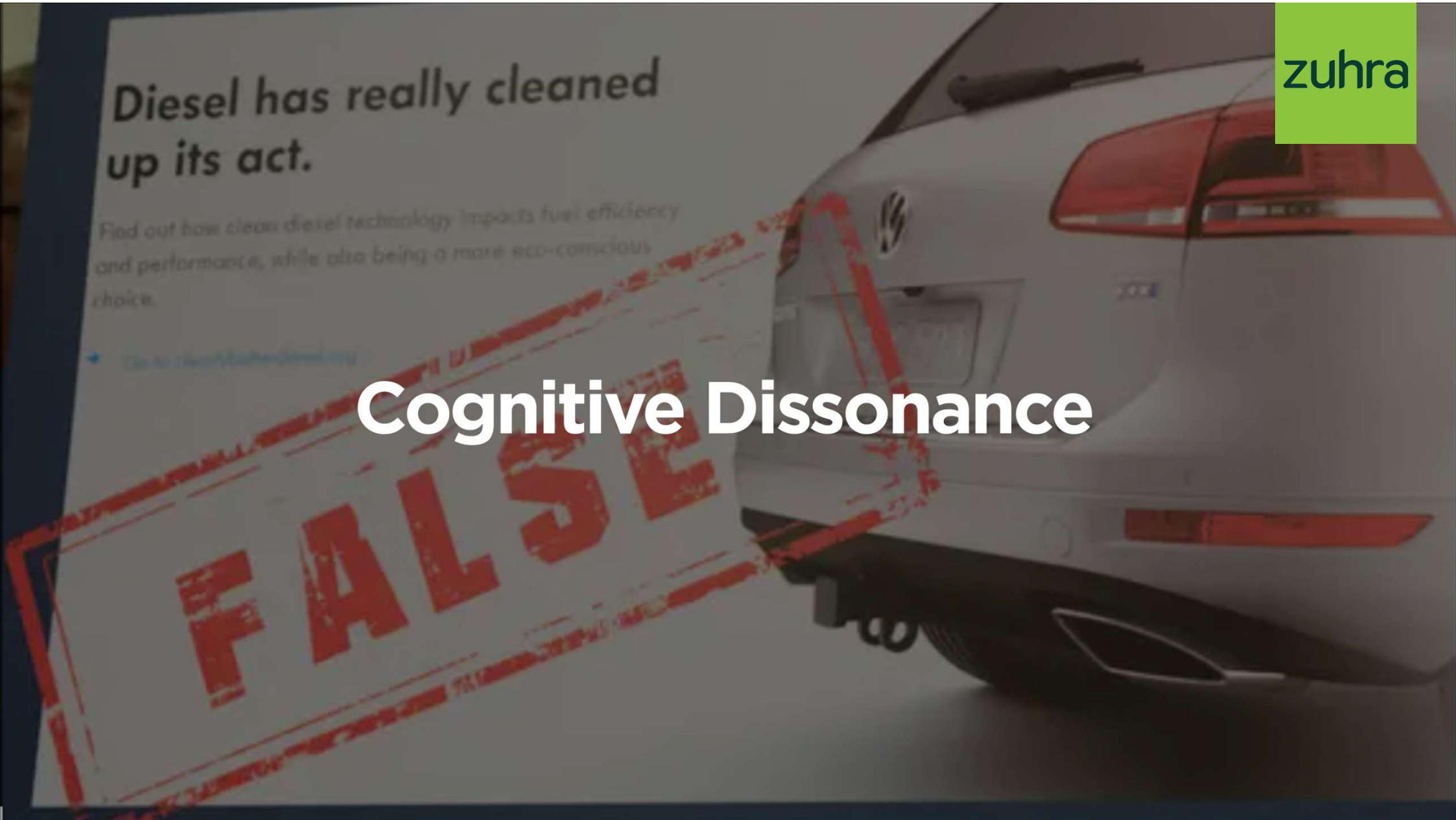
Diesel has really cleaned up its act.

Find out how clean diesel technology impacts fuel efficiency and performance, while also being a more eco-conscious choice.

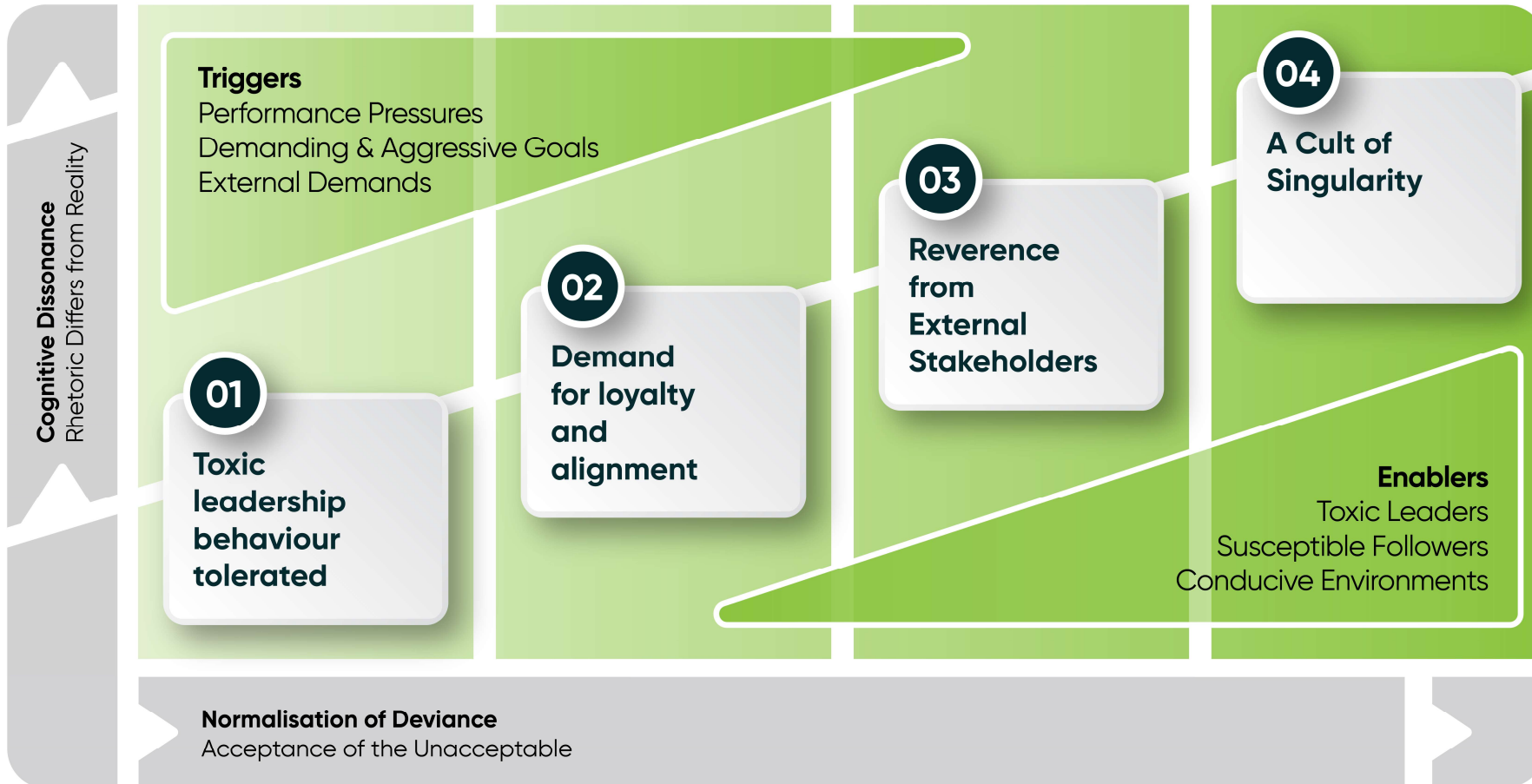
[Go to clean/diesel/my](#)

Cognitive Dissonance

FALSE



THE 4 STAGES OF TOXIC CULTURE



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A photograph of a Boeing 737 MAX aircraft, specifically the Stage 1 model, parked on a runway. The aircraft is white with a dark blue stripe along the fuselage. The text "BOEING" is written in white on the blue stripe, followed by "737 MAX" in white and "Stage 1" in green. The aircraft number "1E001" is visible on the nose landing gear door. The background shows a grassy field and a building.

BOEING 737 MAX
Stage 1
Performance Pressures

Stage 2

Demand for loyalty and alignment

Goodwin is shredded

Disgraced Goodwin is stripped of knighthood

BAILOUT BANKER SHAMED
ONCE A KNIGHT

STRIP FRED THE SHRED OF TAINTED KNIGHTHOOD DEMAND MPs

HUMBLING OF MISTER GOODWIN

DISHONOURED





Stage 3
**Reverence from
external stakeholders**

POST OFFICE

SCANDAL

zuhra

Stage 4

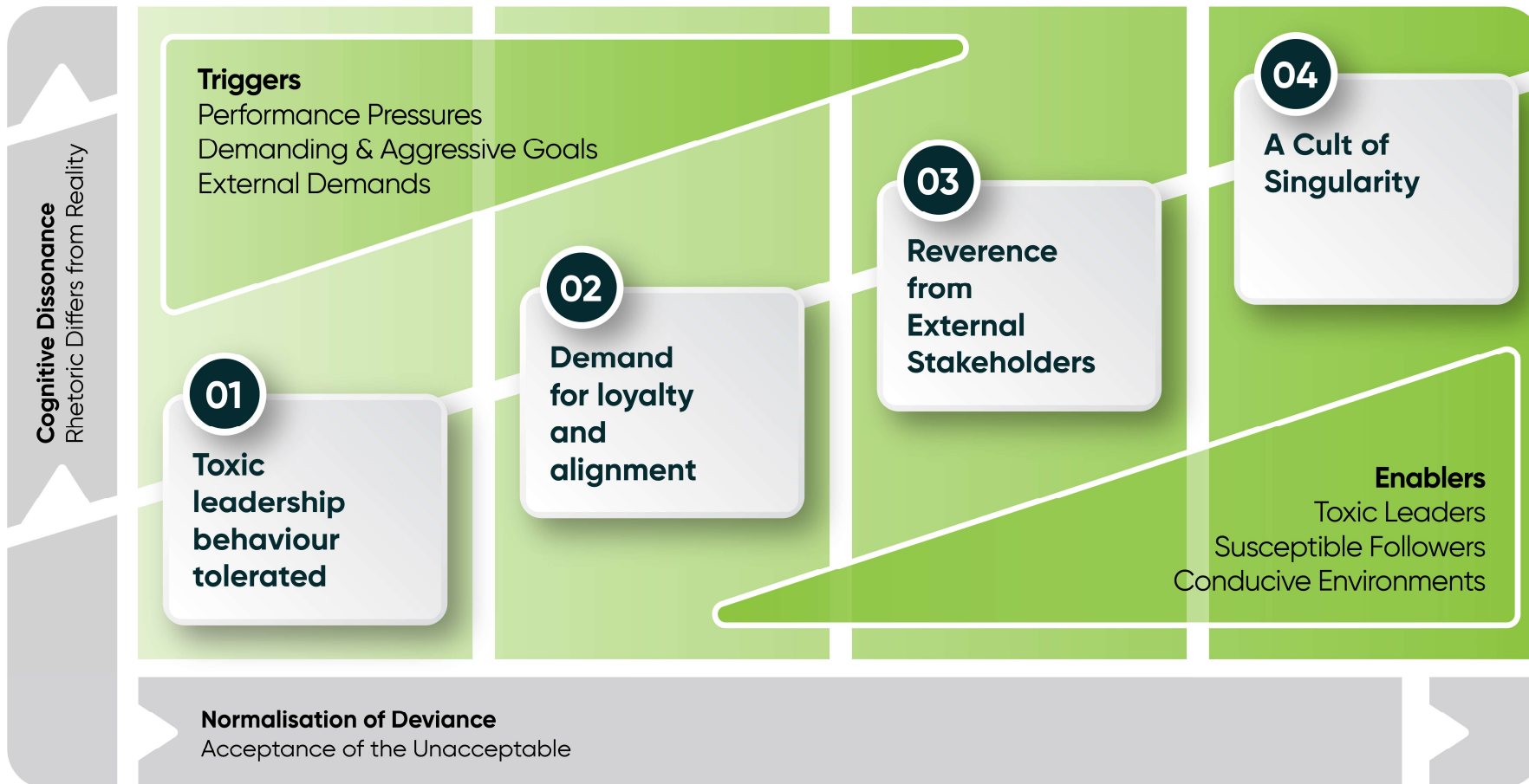
A cult of singularity

The fight to expose a £100 million
pound IT disaster

people in jail

NICK WALLIS

THE 4 STAGES OF TOXIC CULTURE



Enablers



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Toxic leadership

Psychopathic



Machiavellian

Narcissistic



Susceptible Followers



Colluders

Conformers

A man in a white shirt is sitting at a desk, covering his face with his hand, appearing stressed or overwhelmed. In the background, a woman is clapping, and another man is also clapping, suggesting a positive event or presentation. The scene is set in a modern office or meeting room with large windows.

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Conducive Environment

Performance pressures

Instability

Bullying

**Perceived
threats**



How to build and sustain a healthy workplace culture





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RESPECT

Realign and measure

A hand is shown pointing towards a digital interface. The interface features several circular icons: a handshake, a target, a thumbs up, and a checkmark. The background is dark with glowing blue lines and circles, suggesting a network or data flow. The text "CORE VALUES" is faintly visible in the background.

Enable

**PSYCHOLOGICAL
SAFETY**

Strengthen leaders to act as role models

Promote healthy HR practices



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Elevate wellbeing

Call out toxic behaviours



A close-up photograph of a dandelion seed head, showing the intricate structure of the seeds and the central core. The dandelion is positioned on the left side of the frame, with its stem extending downwards. The background is a solid, deep teal color.

Transform career development



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RESPECT