

ADDRESS COUNTERPRODUCTIVE LEADERSHIP BEHAVIORS JOB AID

This job aid contains key points from throughout the Address Counterproductive Leadership Behaviors lesson. The infographic below provides a unifying “big picture” framework for how to address counterproductive leadership behaviors, including key points from what you learned in the Identify and Assess lessons as well as content from the Address lesson. Use this infographic to help you stay focused on the big picture context as you explore the specifics of each strategy and technique discussed in this job aid.



Recognize and Manage Risk

Addressing counterproductive leadership behaviors is not easy and may be risky. There are risks associated with both taking action and doing nothing to address counterproductive leadership behaviors. These can include risks to yourself as well as to others. Recall the pros and cons chart that you reviewed at the end of the Assess lesson. A lot of the statements in that chart were guesses—hypotheses about what might happen depending on whether you choose to take action to address counterproductive leadership behaviors. This set of lessons provides tools to help you identify and assess the behaviors, and then determine which strategies and techniques you can use in your situation, all with the goal of managing risk and maximizing learning. To help you succeed, you will be asked to:

- **Explore & Reflect:** Learn about different strategies and techniques. Reflect on how you might use them in the context of your situation. Identify potential risks.
- **Select & Commit:** Hypothesize which techniques are most likely to be effective and commit to testing them in small ways to manage risk.
- **Test & Learn:** Define how you will test each technique in order to manage risk and maximize learning. Plan to be vigilant for signs of escalation or worsening of the leader’s mood or behaviors during your interactions. Define success. Run your test and learn from it.

Topic 1: Intervene for Others Strategy

In some situations, you may witness others being subjected to counterproductive leadership. In these situations, intervening on their behalf is a strategy you can use to handle the broader situation and assist those individuals involved. Note:

- Techniques within the *Intervene for Others* strategy are focused on helping the recipient of counterproductive leadership behaviors; they're not a long-term solution to alter or stop the leader from exhibiting the negative behaviors in the future. See the *Directly Address* strategy for techniques that can be used to do so.
- Intervening on behalf of others presents a risk that can backfire and end up increasing or spreading abusive behavior. Fully assess the situation using the Situation-Actors-Behaviors-Impacts (SABI) tool presented in the Assess lesson to help you consider potential risks and how to manage them.

Intervene for Others Techniques

Technique	Tactics to Consider When Implementing this Technique
Refocus or redirect	<ul style="list-style-type: none"> • <i>Move attention away from the counterproductive leadership behavior in the moment:</i> To distract the leader, focus their attention on another topic. • <i>Provide an exit to help individual escape:</i> Consider how you can help the individual remove himself or herself from a situation where he or she is being subjected to counterproductive leadership, or stop the situation/meeting altogether. You might also consider having others leave the room so that the behavior can be addressed directly and immediately
Buffer or protect other individuals	<ul style="list-style-type: none"> • <i>Attend or rearrange meetings.</i> Meetings are often venues where leaders may exhibit counterproductive leadership behaviors as they are viewed by a group, are often stressful situations and may include specific triggers for certain leaders. Offer to attend meetings with the leader in place of or along with your subordinates or peers. Your presence may help to prevent certain behaviors from occurring and will also allow you to step in and take action if you see there needs to be a cooling-off period between the leader and someone else. If you or your subordinate arranged the meetings, you could consider canceling them and addressing the meeting topics in other ways (e.g., individual conversations, emails, memos). • <i>Limit solo interactions or exposure to others.</i> Buffer the effects of counterproductive leadership by limiting the solo interactions and exposure that other individuals have with the given leader. By limiting interactions or exposure, you decrease the chances of the leader targeting the individual and if you're present, you can step in and redirect the situation if needed. • <i>Shield and protect your staff.</i> This may mean taking the blame to prevent the targeted individual from feeling the "wrath" of the leader, or deflecting the attack by stating that you will look into the issue further and attempting to move the discussion back to productive areas. This tactic can help lessen the negative impacts that others feel in the moment. • <i>Talk to the leader to help redirect the team's energy on the task or work.</i> Discuss how to more effectively accomplish tasks and do the work, rather than focusing on emotions or the people involved. Review the situation with the leader. If a certain behavior triggered the leader's behavior, reframe it in a positive way, such as the fact that a subordinate's mistake was a learning experience for him/her.
Provide support to	<ul style="list-style-type: none"> • <i>Reach out to affected individuals.</i> Actively reach out to talk to the affected individuals. Letting individuals know they are not alone in the situation seems like a small gesture but can go a long way in these situations when individuals may be feeling isolated or alone. Remind the individuals of their positive contributions and give him or her space, time,

Technique	Tactics to Consider When Implementing this Technique
affected individuals	<p>and latitude to cope and recover. Acknowledge his or her feelings and stress; affirm that the emotions and stress he or she is feeling is to be expected given a challenging situation. Talk about ways to cope.</p> <ul style="list-style-type: none"> • <i>Listen and build up their confidence.</i> People who experience counterproductive leadership behaviors may feel “beaten down” and may question themselves and their competence. Talk to these individuals, ask questions, and genuinely listen to their responses. Remind them of their strengths and all the positive work they’re doing. • <i>Brainstorm ways to handle, cope, and prevent behaviors.</i> Engage in problem-solving and brainstorming with your peers to figure out ways to handle the counterproductive leadership behaviors, prevent it from occurring in the future, and cope with it in the meantime.

Topic 2: Directly Address Strategy

Directly addressing counterproductive leadership is a strategy you can use after personally experiencing, or observing, one or more incidents of counterproductive leadership. As you learned in the Identify and Assess lessons and in the beginning of this lesson, there are many issues that make directly addressing these behaviors risky and challenging. You’ve learned about tools, like the categories of counterproductive behavior and the Situation-Actors-Behaviors-Impacts (SABI) tool that will help you identify and assess these behaviors when they occur to help you determine if and how to take action.

Directly Address Techniques

There are three techniques within the overarching Directly Address strategy that you can use to directly address counterproductive leadership behaviors.

Technique	Tactics to Consider When Implementing this Technique
Set boundaries	<p>Setting clear boundaries or limits of what you consider “acceptable” or “unacceptable” behavior is critical when addressing leaders who use counterproductive leadership behaviors. Setting such boundaries is important because it allows you to separate yourself from verbal or physical abuse you may be receiving. Once you’ve identified your boundaries, it’s important to hold firm and be consistent with the limits you set. Here are the steps to consider in setting boundaries:</p> <ul style="list-style-type: none"> • <i>Set boundaries:</i> As an Army professional, you have the right to be treated with respect. Consider the Army value of Respect and what respect means to you. Some leaders may demonstrate behaviors that fall in a “grey area” between respect and outright disrespect. Decide what behaviors fall outside the Army’s definition of respect and what behaviors in the “grey area” you will not accept or tolerate. • <i>Decide whether to make boundaries explicit.</i> Depending on your situation, you may choose to make your boundary explicit to the leader by stating your boundary to the leader in question. Or you may choose NOT to directly state when your boundary has been crossed; you can instead treat the boundary as an internal condition that you use to guide how you react and conduct yourself (e.g., mentally distancing yourself, focusing on task-related thoughts, dismissing/not responding to the leader, changing the subject, emphasizing the positive). • <i>Determine How to Enforce Your Boundaries.</i> Situations where your boundaries are crossed can often be emotional and stressful, and having your response prepared can help you react in a more productive and thoughtful manner. Responses may include breaking from the situation (e.g., physically or mentally distancing yourself from the

Technique	Tactics to Consider When Implementing this Technique
	<p>leader), indirectly confronting (e.g., changing the subject during the conversation, call the attention of bystanders to the inappropriate actions of the leader afterwards), or directly confront (e.g., stating that you will not accept specific behaviors).</p>
De-escalate a negative exchange	<p>Counterproductive leadership situations often result in intense emotions that escalate over time. To counteract this, you can use various strategies to interrupt and refocus the discussion to the work that needs to be done.</p> <ul style="list-style-type: none"> • <i>Hit the “pause” button.</i> Slow down the exchange by explicitly making a statement that redirects the conversation or just pausing and changing delivery and speaking more concisely. • <i>Use open-ended questions to prompt the leader to reflect.</i> Questioning allows you to explore assertions made by the leader, as well as your own assertions about their intent. Questioning can also redirect any contentious discussion back to a common purpose, rather than focusing on disagreement or fault-finding.
Report to others	<p>What to report to others:</p> <ul style="list-style-type: none"> • You may encounter behavior that is so severe that you need to report it immediately. To determine if this is the case, consider the frequency, severity, and impact of the behaviors you documented in the Assess lesson using the Situation-Actors-Behaviors-Impacts (SABI) tool. Is this behavior in violation of the UCMJ? Is it a severe case of cruelty or maltreatment, sexual misconduct, or discriminatory behavior? If you answered yes to these questions, then you should immediately report the incidents. • In other situations, you may have tried to address the behavior via other strategies, and the behaviors still aren’t changing. In that situation, you may also consider reporting the concerns to others. <p>How to report to others:</p> <ul style="list-style-type: none"> • <i>Escalate to more senior leaders.</i> This may involve enlisting informal help from senior leaders inside or outside your unit by way of using open door policies, making an office call, or talking to them before or after PT. This is particularly useful if you think the leader’s behavior is unintentional and/or is not malicious and hypothesize that they may benefit from support from above in helping to change their behavior. In cases where the situation is more serious or you have not been successful with other techniques, consider using the chain of command and talking to your superior or your superior’s superior. • <i>Use formal channels.</i> You can use the following formal channels: Inspector General (IG) Complaint, Commander’s Inquiry and/or 15-6 Investigation, Equal Opportunity Complaint, and/or Article 138 Complaint.

Setting the Stage for a Productive Exchange

To put the techniques into action, you can use approaches you may be familiar with from other training—like considering your attitude toward others and setting a respectful tone—but that are especially important to “get right” in situations where a leader is exhibiting counterproductive leadership behaviors. To set the stage for a productive exchange, either in the moment or after the fact, you’ll need to pay attention to the conduct and manner of the interaction. You need to be intentional with your demeanor and conscious of how you intend to come across to the leader. The general goal is to communicate in a manner that reestablishes calm in the moment, restores mutual respect, and directs energy to what’s organizationally productive. Note that while the techniques are presented separately, you might need to combine or mix and match multiple techniques when coming up with your action plan.

Technique	Tactics to Consider When Implementing this Technique
Part 1: Defuse the Situation and Establish Mutual Respect and Purpose	<ul style="list-style-type: none"> • <i>Manage environmental triggers.</i> Control for environmental or contextual triggers by avoiding the leader’s pet peeves and “pushing his or her buttons,” interacting with the leader during his or her optimal time of day when information is likely to be received better, and presenting good news with bad news and think ahead about solutions to problems. • <i>Defuse tense situations.</i> Take a moment (and a deep breath) and acknowledge the leader’s emotion. Express regret for any potential misunderstanding of your position or words, then explain what you were trying to communicate. This approach can help to reduce tension and creates a more relaxed atmosphere and environment of openness. • <i>Establish mutual respect through active listening.</i> Establishing mutual respect reduces miscommunication and allows the speaker to feel respected and appreciated. Consider your verbal and nonverbal behavior; both are important. Give the person your full attention; maintain appropriate eye contact; provide signals that you are listening (e.g., nod head, say “I see”); actually listen, i.e., do not prepare your next response while listening to the person; adopt a relaxed, open posture; never roll your eyes, make patronizing comments, or smirk; avoid inappropriate humor. • <i>Establish mutual purpose.</i> Some people find others difficult to work with if they believe they are not working toward the same goal. When talking to the leader, demonstrate that you want the same outcome as him or her. Clarify that your intent is to ensure a positive and productive work environment; you are not out to hurt or undermine the leader. Start with what is important to you AND the leader, and focus on the desired outcomes and the bigger picture (e.g., unit performance, career development, next upcoming promotion). Then give the leader a chance to respond to it. This open dialogue helps prevent the leader from feeling threatened and increases the leader’s openness to your suggestions.
Part 2: Address the Situation Respectfully	<ul style="list-style-type: none"> • <i>Ask for permission to discuss difficult topics.</i> Asking for permission may seem like a small, not-very-meaningful action, but it is actually a powerful sign of respect that can help to de-escalate contentious, prickly, or difficult situations. It is especially useful for delicate topics, like discussing counterproductive leadership behaviors. For instance, you might use any of the following statements to ask permission of the leader you are working with: “Can I discuss XYZ with you?” “Would it be possible to talk about what happened in the meeting/our interaction the other day?” • <i>Practice facilitation techniques.</i> Asking the right types of questions is critical to creating an open discussion with a leader. As you conduct the conversation, focus on hearing the message. Do not plan what you are going to say next. After the leader makes a point, clarify your understanding by restating or paraphrasing what you heard from the leader, then confirm that it is correct. It is okay to pause if you need to

Technique	Tactics to Consider When Implementing this Technique
	<p>gather your thoughts. Reflect the leader's feelings as he or she shares his or her perspective. For instance, say, "I can see how important this is to you." Summarize the major points of the discussion as you proceed.</p> <ul style="list-style-type: none"> • <i>Use contrasting language, ideas, and technique to clarify your intent.</i> As you conduct the conversation, even if you clarified your intent at the beginning, the leader may continue to question your motives. If you sense this is occurring, clarify using the contrasting technique, meaning you explain what you DO NOT mean followed by what you DO mean.
<p>Part 3: Redirect Rationalizations and Emotions</p>	<p>During conversations with leaders who exhibit counterproductive leadership behavior, you may find that he or she rationalizes his or her behavior; in other words, the leader may make excuses or try to explain away what he or she did. Expect these rationalizations and be prepared to redirect the conversation when they're used.</p> <ul style="list-style-type: none"> • <i>Address rationalizations.</i> Address the "yeah-buts" or rationalizations that the leader may provide as explanations for his or her behavior. This is a normal response and can include insightful detail into the leader's intentions behind their behavior. This can be done by exploring faulty either/or (i.e., black and white) thinking (e.g., "Either I yell at this subordinate or he isn't going to perform") and presenting smart alternatives to counterproductive behaviors. The leader may respond to your suggestions with resistance (e.g., "Yeah I see what you're saying, but that won't work in my unit because of XYZ"). However, you can continue to support your opinion with logical reasoning and additional alternatives to help him or her see how they can be applied to the situation. • <i>Recognize normal emotional reactions to negative feedback.</i> When thinking about how emotions might impact the interaction, recognize that people may initially resist negative feedback. That does not mean they will not ever accept the feedback, but it does mean that they may need time to process it first. Given this, it can be useful to hit the "pause" button and continue the conversation later, especially if emotions are running high or the interaction is in a group setting. • <i>Remain calm.</i> Remaining calm yourself in such situations is critical and often difficult, especially when stress and emotions are running high. Speak slowly and calmly. Lower your vocal tone and use non-threatening language. Take deep breaths.

Topic 3: Strengthen Resilience

Negative physical, emotional, and behavioral responses are natural and automatic responses to being subjected to threatening actions, like counterproductive leadership, directly or indirectly. As you learned in the Assess lesson, being a recipient of these behaviors can increase tension, anxiety, stress, exhaustion, vulnerability to illness, and it can decrease concentration. It can also lead to a feeling of shame, helplessness, insecurity, and resignation. People who witness these behaviors can also experience negative emotions like this. Refer to the categories of well-being and the associated techniques within each to help you strengthen your resilience in these challenging circumstances.

Well-Being Category	Techniques to Strengthen Your Resilience in This Area
<p>Emotional Well-Being</p>	<ul style="list-style-type: none"> • <i>Recognize and regulate your emotions in the moment.</i> Situations where you are subjected to counterproductive leadership and feel threatened can trigger our body's natural "fight or flight" response. When faced with danger or a threat, the body responds by physically preparing the body to either fight off the attack or flee by increasing your

Well-Being Category	Techniques to Strengthen Your Resilience in This Area
	<p>heart rate, breathing, adrenaline levels, etc. However this hard-wired reaction can interfere with your ability to respond to situations rationally and logically. Our “fight” tendencies make us respond in these situations by seeking to protect ourselves. While protecting ourselves may be appropriate, doing so when emotions are high is not likely to result in a productive outcome. When you feel your emotions getting in the way of your ability to think logically and rationally, give yourself space, either physically or mentally. Take deep breaths to slow down your body’s automatic response to anger and to decrease your heart rate. Lower your shoulders away from your ears and try to relax your body. Speak at a normal pitch and pace, demonstrating that you are in control of yourself. Fight the urge to show your emotions physically via facial expressions, squirming in your chair, or other indications that you are upset.</p> <ul style="list-style-type: none"> • <i>Lean on your support system.</i> Stressful times may leave you tired and feeling like withdrawing, but it is even more critical to engage with others to help you cope. Everyone’s support system is different and unique to them; it may include others in your workplace (like peers) or individuals outside of it, like a trusted confidante, mentor, friends, or close family members. Forming strong bonds with your <i>peers</i> can help you all better tolerate and address the situation. Your support system can help you express your emotions and process your experiences, provide perspective, discuss options for addressing the situation, and help you “check” your thinking and assumptions. • <i>Strengthen your support system.</i> If you feel your current support system needs some strengthening, then reach out to others who you may have lost touch with. Get involved in professional or social or hobby organizations or volunteer in your community to build connections with people you can later learn to trust and lean on. • <i>Seek formal mental health support.</i> Review the following resources for more information: <ul style="list-style-type: none"> ○ https://www.mentalhealth.gov/get-help/veterans/ ○ http://www.militaryonesource.mil/health-and-wellness/managing-stress • <i>Emotionally detach.</i> Consistently remind yourself to not take it personally, that the counterproductive leadership behaviors are likely more about the leader and the challenges they are facing than about you. Practice separating yourself from the situation. Refuse to let the leader’s words and actions negatively affect your well-being. Instead, try to understand the leader’s perspective and actions from a logical standpoint, not an emotional one. Avoid ruminating or continuously dwelling on the situation; this can lead to depression and burnout. If you find yourself falling into this pattern, set a time limit for how long you can think about the situation before letting it go, distract yourself with other tasks, or use the other techniques in this section to help you move forward.
Mental Well-Being	<p>Your mental well-being refers to how you’re thinking about and processing information, and coping with your situation. During times of stress, we sometimes fall into negative patterns of thinking and processing that can worsen an already stressful situation.</p> <ul style="list-style-type: none"> • <i>Use positive affirmations.</i> Experiencing counterproductive leadership behaviors can lead you to question your abilities and feel less competent or insecure. To restore your confidence, use affirmations, or positive self-talk, to build positive mental habits. • <i>Review past accomplishments.</i> Reflect on your accomplishments to boost your self-confidence. Review positive performance feedback you’ve received from others, educational accomplishments, career successes, and times you overcame challenging situations. Remain confident in the fact that you are where you are in your career

Well-Being Category	Techniques to Strengthen Your Resilience in This Area
	<p>because you have the experience, education, and training to successfully complete your responsibilities.</p> <ul style="list-style-type: none"> • <i>Get a reality check from others.</i> Get a “reality check” from others who may have observed a given situation as well as people outside the situation (e.g., significant others, friends, or family). Question your thoughts and assumptions about the situation in order to determine the facts and “truth”; separate the facts from your emotions. • <i>Continue to learn and grow.</i> Continue to learn and grow as a leader in your field to help build your confidence and competence. Take classes, read articles and books, and talk with experienced leaders to increase your knowledge and feelings of competence. • <i>Find the “silver lining.”</i> You are experiencing an extremely stressful and difficult situation. Although difficult, try to use the situation as an opportunity to learn about yourself, others, and your organization. Reframe the issue in your mind by reflecting internally and/or with others in your social support system.
Physical Well-Being	<p>Your physical well-being is a critical component of your overall well-being. We’re sometimes tempted to neglect it when under stress. Ironically, though, doing so can actually worsen the situation. Consider the following to boost resilience in this area:</p> <ul style="list-style-type: none"> • <i>Exercise.</i> Physical activity and exercise are effective ways to relieve stress. This helps relax your mind and increases your body’s endorphins, which are our “feel-good” neurotransmitters. Simply taking a walk during a stressful period can help you feel calmer, more alert, and more positive. Having a consistent exercise routine is also useful for helping to stave off the consequences of stress on the body. • <i>Practice yoga, meditation, or mindfulness.</i> Relaxation techniques like yoga, meditation, and mindfulness can have physical as well as mental benefits. Along with the physical benefits of strength and flexibility, these techniques help relieve stress, calm and declutter your mind, and help you to become more focused. • <i>Get enough sleep.</i> The life of a Soldier and Army civilian makes it difficult to get enough sleep. However, sleep is essential for achieving your best self – physically, mentally, and emotionally. Sleep allows our bodies and brains to recharge and recover. Stressful situations can also disrupt sleep patterns or cause insomnia, making it difficult to get a good night sleep. Not getting enough sleep can affect your memory, judgment, mood, weight, emotions, concentration, and many more bodily functions. Getting optimal sleep starts with learning and practicing good sleep habits.
Spiritual Well-Being	<p>During stressful times, it can be helpful to remember your values and spirituality. Spirituality helps you:</p> <ul style="list-style-type: none"> • <i>Connect to the world.</i> The more connected you feel to your purpose or the world, the less alone you will feel. This can lead to a valuable inner peace during this stressful time. • <i>Release control.</i> When you feel part of a greater whole, you may realize that you aren’t responsible for everything that happens in life. You can share the burden of tough times while recognizing how fortunate you are in other areas of your life. • <i>Connect with others.</i> Whether you find spirituality in a church, mosque, or synagogue, in your family, or in nature walks with a friend, sharing your beliefs and practicing your faith with others can help build relationships. For instance, talk to a chaplain. Chaplains can provide advice and guidance on how to manage difficult work situations, and how to compartmentalize your work and home life.

Protect Your Contribution to the Mission. In addition to enhancing each part of your overall well-being, remember that you're a professional who seeks to do your best and uphold the Army values. Therefore, it's important that you consider how to ensure you can best contribute to the mission regardless of the leader's counterproductive leadership behavior.

- *Do your duty.* Doing your duty means continuing to put forth your best effort, even in challenging circumstances. Come to meetings prepared. Anticipate what you might be asked and have quick, direct answers that will satisfy your leader. Speak confidently and logically.
- *Document your work and exchanges.* Document all exchanges between you and the leader by saving emails, taking meeting notes or noting orders, and/or having a witness present (e.g., a peer or mentor). Document your work by keeping daily logs of your work efforts. If you are directed to change direction, clarify expectations (in writing) and obtain written directions from the leader or others involved when possible.
- *Consider confidentiality.* Be cautious about what you share and how and when you do so. For instance, consider when you want to put something in writing versus when you might not want to do so. Do not assume that others, particularly the leader in question, will maintain your confidentiality. Assume that information will be disclosed and decide what you should reveal accordingly. Recognize that this technique does not mean you should "hoard" information or intentionally withhold it from those who need it. Withholding information, especially if done improperly or with ill-intentions, could erode morale and decrease productivity. Instead, it means you should be intentional with how you share sensitive information.
- *Be honorable in your conduct.* You want to maintain your reputation as a principled, ethical, and "above bar" Soldier. Therefore, do not share gossip, rumors, or questionable judgment. Take time to consider the credibility of the source of information before you share or disseminate it with others. The "rumor mill" is often damaging to unit climates and can quickly get out of hand. Whether it is the counterproductive behavior of a leader, an adverse action occurring in the unit, or speculation about changes to the mission, resist any temptation to engage in behavior that undermines your honorable conduct.
- *Consider requests from the leader before agreeing.* In some cases, the leader may make a request of you that you are not sure is in the best interest of you, your unit, and the Army. While you must follow direct orders that do not violate a regulation, there may be other situations where you have more discretion on whether to comply or not. For instance, a leader could ask you to do something that is outside the scope of your duties and that benefits the leader without necessarily benefitting the unit's mission. Document your decision to accept or deny the request in writing.

Topic 4: Avoid Tempting But Ineffective Techniques

In addition to techniques you should use, there are also techniques that you shouldn't use. In some cases, these techniques may be useful for defusing a situation in the moment, but they're likely to undermine efforts to effectively address the behavior over time and may make the situation worse.

Technique	Explanation
Retaliate	Research shows that those impacted by counterproductive leadership sometimes lash out and retaliate against the leader exhibiting the behaviors. Unfortunately, this approach frequently backfires and makes the situation worse. Retaliation can be either covert or overt, and both types are ineffective for dealing with counterproductive leadership behavior.
Flattery	Counterproductive leadership can occur because a leader feels insecure. As a result, you may be tempted to appeal to the leader's ego to avoid triggering the behaviors. Flattery can take many forms including not challenging the individual's authority, not outshining the leader by downplaying your accomplishments, and praising the individual indiscriminately. Flattering and avoiding triggers may seem helpful, but doing so will not fix the situation in the long term. False

Technique	Explanation
	flattery can also backfire as it could sound insincere and anger the leader more and alienate your peers. Also, note that there is a fine line between flattery and being respectful and tactful.
Physically Avoid	If the behaviors are more severe and/or you have tried to address the behaviors with little success, you may need to find ways to minimize the time you spend with the leader. While you may be legally required to remain in the vicinity of the leader to carry out certain duties, you should not stay any longer than obligated. If feasible in your situation, consider taking a few days of leave or asking to be moved to a different unit, recognizing that this may be difficult if the leader exhibiting counterproductive leadership behaviors is your immediate superior. This is a “last ditch” technique and may not be feasible or successful in many situations.
Do Nothing	Research shows that doing nothing is actually an ineffective technique to deal with counterproductive leadership behaviors. Not taking action does not protect you in the way you might expect. If you do nothing, you may become a target of the behavior, the behaviors may continue or worsen, you may violate your personal values and the Army value of Courage by not speaking up, and you may create resentment and resistance among subordinates as well as decrease morale, which negatively impacts readiness and performance and outcomes. Doing something to address the situation—even if it is having lunch with peers to talk about the situation—is beneficial to your health and well-being and the organization as a whole.

Topic 5: Handle Retaliation

While the strategies explored throughout this lesson included exercises to help you think about how to manage risk when addressing these behaviors, you may still experience retaliation. Refer to AD 2014-20 and AD 2015-16 for in-depth coverage of how to handle retaliation. Retaliation may take the following forms:

- **Military Whistleblower Reprisal.** Taking or threatening to take an unfavorable personnel action, or withholding or threatening to withhold a favorable personnel action, for making, preparing to make, or being perceived as making or preparing to make a protected communication. You should address this behavior with the IG.
- **Ostracism.** Excluding from social acceptance, privilege, or friendship a victim or other member of the Armed Forces because: (a) the individual reported a criminal offense, or (b) the individual was believed to have reported a criminal offense; and (c) the ostracism was motivated by the intent to discourage reporting of a criminal offense or otherwise to discourage the due administration of justice. If this occurs, consult the Command’s Staff Judge Advocate (SJA).
- **Maltreatment:** Acts of cruelty, oppression, or maltreatment committed against a victim, an alleged victim, or another member of the Armed Forces by peers or other persons because the individual reported a criminal offense or was believed to have reported a criminal offense. If this occurs, consult the Command SJA.