

## ADDRESS COUNTERPRODUCTIVE LEADERSHIP BEHAVIORS RESOURCES LIST

The following resources designed to further your understanding of counterproductive leadership and how to handle it. The resources on this list are in a variety of information formats: articles, pamphlets, books, and online full-text materials. Articles are hyperlinked via their titles.

### General Resources

#### Articles

- [How to Work with Toxic Colleagues](#). Harvard Business Review OnPoint Magazine. (2016)
- [Tips for Handling a Toxic Co-Worker](#). New York Times (2016)
- [Toxic Leadership: Part Deux](#). George Reed & Rick Olsen, Military Review (2010)

#### Books

- *Bad Apples: How to Manage Difficult Employees, Encourage Good Ones to Stay, and Boost Productivity*. Brette Mcwhorter Sember and Terrence J Sember (2010)
- *The Courageous Follower: Standing Up to and for Our Leaders*. Ira Chaleff (2003)
- *Good Boss, Bad Boss: How to be the Best and Learn From the Worst*. Sutton, R.I. (2010)
- *Employee Well-being Support: A Workplace Resource*. (2008) John Wiley & Sons, Ltd.
- *The No Asshole Rule: Building a Civilized Workplace and Surviving One that Isn't*. Robert I. Sutton (2010)
- *Coping with Toxic Managers, Subordinates, and Other Difficult People*. Roy H. Lubit (2004).
- *The Allure Of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians-and How We Can Survive Them*. Jean Lipman-Blumen (2005)
- *Is Silence Killing your Company?* Leslie Perlow and Stephanie Williams, Harvard Business Review (2003)

#### Websites & Army Resources

- Counterproductive Leadership Resources (<https://capl.army.mil/counterproductive-leadership/>)
- [Army Leader Development Improvement Guide](#)
- Army FM 6-22, *Leader Development*
- Workplace Bullying Institute ([www.workplacebullying.org](http://www.workplacebullying.org))

### Strategy-Specific Resources

#### INTERVENE FOR OTHERS

#### Articles

- [7 Things to Say when a Conversation Turns Negative](#). Harvard Business Review (2016)
- [9 Signs that you are the Co-Worker Everyone Vents to](#). New York Magazine. (2016)
- [Want to Decrease your Stress at Work? Encourage your Coworkers](#). Forbes Magazine. (2016)
- [Helping a Coworker Who's Stressed Out](#). Harvard Business Review (2015)

#### Books

- *The Art of Followership: How Great Followers Create Great Leaders and Organizations*. Ronald Riggio, Ira Chaleff, & Jean Lipman-Blumen (2008)

#### Websites & Army Resources

- Counterproductive Leadership Resources (<https://capl.army.mil/counterproductive-leadership/>)

## DIRECTLY ADDRESS

### Articles

- [Active Listening: The Leader's Rosetta Stone](#). MAJ Joel Cummings. *Armor Magazine* (2012)
- [How to Handle a Colleague Who's a Jerk when the Boss isn't Around](#). *Harvard Business Review* (2016)
- [Calm Conflict with these Key Steps](#). Center for Creative Leadership (2015)

### Books

- *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior*. Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, & David Maxfield (2013)
- *Crucial Conversations: Tools for Talking when Stakes are High*. Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler, (2012)
- *How to Deal with a Boss Who Behaves Unpredictably*. Carolyn O'Hara (2016)
- *How to Deal with a Bullying Boss*. Jacquelyn Smith (2013)
- *Just Listen: Discover the Secret to Getting Through to Absolutely Anyone*. Mark Goulston & Keith Ferrazzi. (2009)
- *Where to Draw the Line: How to Set Healthy Boundaries Every Day*. Anne Katherine (2000)

### Websites & Army Resources

- Counterproductive Leadership Resources (<https://capl.army.mil/counterproductive-leadership/>)
- *Active Listening*. U.S. State Department (<https://www.state.gov/m/a/os/65759.htm>)

## STRENGTHEN RESILIENCE

### Articles

- [12 Ways to Eliminate Stress at Work](#). *Forbes Magazine* (2013)
- [How to Handle Stress in the Moment](#). *Harvard Business Review* (2014)
- [Under Pressure: Your Brain on Conflict](#). *Psychology Today* (2011)
- [6 Ways to Stress Less at Work](#). *Psych Central* (2016)

### Books

- *How Resilience Works*. Diane Couto (2002)
- *Yoga for Warriors: Basic Training in Strength, Resilience, and Peace of Mind*. Beryl Bender Birch (2014)
- *The Sleep Revolution*. Arianna Huffington (2016)

### Websites & Army Resources

- *Coping with Stress at Work*. American Psychological Association (<https://www.apa.org/topics/healthy-workplaces/work-stress>)
- *Stress Management*. Mayo Clinic (<http://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/coping-with-stress/art-20048369>)
- *Strengthening Your Support Network*. American Psychological Association (<http://www.apa.org/helpcenter/emotional-support.aspx>)
- AR 600-63, *Army Health Promotion*
- Counterproductive Leadership Resources (<https://capl.army.mil/counterproductive-leadership/>)

## HANDLE RETALIATION

- AD 2014-20, *Prohibition of Retaliation against Soldiers for Reporting a Criminal Offense*
- AD 2015-16, *Command Engagement to Prevent Retaliation*
- [Disciplinary Best Practices & Advisory Guidelines Under the No Fear Act](#). Office of Personnel Management (2008)