

# Managing Toxic Emotions at Work: HR's Unique Role as the "Organizational Shock Absorber"

*Teresa A. Daniel*

Layoffs, harassment, discrimination, mergers and acquisitions, personality conflicts, or an abusive boss are just a few of the workplace situations that can (and usually do) generate intense emotional pain for employees—feelings like anger, frustration, stress, disappointment, and even fear. Unfortunately, these types of events are predictable and somewhat inevitable, but it is the way organizations handle them that can create a serious problem for employees.

If these situations are managed poorly, the chronic anger or prolonged stress they create can result in an undesirable by-product known as *organizational toxicity*.<sup>1</sup> Over time, the buildup of these negative emotions will create a workplace culture where employees feel devalued, demoralized, and often hopeless or litigious. Under those circumstances, employees "will become disconnected from what is going on at work, become obsessive about their pain, the source of it, and how others are responding"<sup>2</sup> (or not) to it—conditions ensuring they are no longer productive or actively engaged.

Peter Frost first identified the phenomenon and coined the term for a special role that some employees take on in an effort to alleviate this toxicity for their employees. He called them *toxin handlers*—people within an organization who "voluntarily shoulder the sadness, frustration, bitterness, and the anger that are endemic to organizational life."<sup>3</sup>

Employees routinely bring emotionally charged problems to HR, with the expectation that they will receive help to resolve those issues or at least see someone who will listen to them.<sup>4</sup> This article examines those brave HR practitioners who voluntarily step up and serve their organizations as toxin handlers.

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## WHO THE TOXIN HANDLERS ARE

Toxin handlers are typically compassionate people who recognize that "when people's hearts are broken, their heads don't work."<sup>5</sup> They take time to actively listen to and work with employees to help them resolve their problems. Their overarching goal is to hit the "sweet spot" of caring for and helping employees to reduce their emotional pain, while maintaining a sharp awareness of the need to keep the organization functioning and profitable—which means trying to resolve issues quickly so that the employees can return to work.<sup>6</sup> The achievement of both objectives is a delicate balance for HR practitioners, to be sure, and it requires both business acumen and a high degree of emotional intelligence.

# Organizational Shock

**Harry Hutson, Martha Johnson**



## **Organizational Shock:**

*Corporate Culture Shock* Teresa Rector, 2007-11 A What Not to Do guide that in turn provides insights and tools for successfully redirecting organizational culture Written by a professional with over nine years of experience in leadership and employee development including facilitation of Southwest Organizational Shock W. Clay Hamner, 1980 **Corporate Culture Shock** Adrian Furnham, 1997 All organisations have many written and unwritten rules about corporate behaviour from dresscode to time keeping to communication This guide offers an essential lesson on adapting and coping and overcoming culture shock It addresses the challenges of having to re learn new sets of beliefs values and customs on the job

**Navigating an Organizational Crisis** Harry Hutson, Martha Johnson, 2016-01-18 How are leaders facing a crisis supposed to handle and overcome an unknowable set of issues This book demonstrates how effective leaders under pressure work from an understanding of the situation at hand and of their impact on others and explains how leaders can best apply their internal strengths Most leaders are steeped in risk management crisis response tactics readiness for disaster continuity of operations planning and logistical and agility capabilities These preparations are critical but not complete The reality is that even experienced leaders themselves need guidance when it comes to managing a crisis This standout book fills that need drawing on interviews with successful leaders research findings on trauma neuroscience and crisis management and the authors own extensive career experiences The chapters suggest and probe ideas from various angles rather than promoting simplistic formulas or nostrums that are unlikely to apply to all circumstances and present new angles on self awareness and management under pressure for the practitioner The book leads off with a description of organizational disaster and crisis leadership topics of considerable concern as disasters are becoming the new normal The authors then explore three critical but very different types of responses by leaders at such a time recognition and response care of self and others and storytelling A detailed case study of a leader in the midst of Hurricane Katrina the most expensive natural disaster in U S history provides readers with a real world practicum for the theories and ideas suggested **Organizational**

**Psychology** Steve M. Jex, 2002-11-08 A comprehensive treatment of the science and practice of organizational psychology Following a scientist practitioner model Organizational Psychology explores the practical implications of the current research in the field expertly integrating multicultural and international issues Beginning with a foundation of research methodology author Steve Jex examines the behavior of individuals in organizational settings Drawing on his experiences as a consultant and educator he uses actual cases to illustrate workplace issues offering balanced coverage of such key topics as occupational stress motivation and corporate culture Also presented is unique information on research methods and the use of statistics in understanding organizations With an emphasis on applying theory and research in practice Jex explores the mechanisms that organizations use to influence employees behavior addressing the major motivation theories in organizational psychology Readers will discover how psychological models can be used to improve employee morale

productivity and quality of service The focus then shifts from the individual to the group level an important distinction given the increased reliance on teams in many organizations Jex identifies the factors that have the greatest impact on group effectiveness and examines the dynamics underlying intergroup behavior Finally he moves to the organization macro level revealing a variety of ways in which organizations engage in planned change with the assistance of behavioral science knowledge

**Technical Manual** United States Department of the Army,1983

**Culture Shock** Jim Clifton,Jim Harter,2023-06-26 The COVID 19 pandemic caused an awakening that shocked the world a structural change in how and where people work and live One thing we now know for certain Nothing is going back to normal How organizations adapt to this culture shock will determine whether they thrive or even survive and whether U S and global productivity will go up or down The immediate danger is that most employees will now operate more like independent contractors or gig workers than employees who are loyal and committed to your organization The risk grows as your workforce s mentality continues to shift from my life at work to my life at home It may become nearly impossible to create a culture of committed team members and powerful relationships at work Leaders continue to wrestle with the issue of how to bring employees back to the office But the far greater issue is deteriorating customer relationships which is already happening Simply put your employees and your customers know each other Many are best friends How will you maintain your customers commitment when you re struggling to create a culture of dedicated employees who build and strengthen relationships with those customers It s clear now that an unstoppable force has changed how we work and live Culture Shock offers a solution that outlines a better world of work and life one with far higher productivity greater customer retention and better wellbeing It s Gallup s solution to the biggest leadership issue of our time

[Digital Management and Artificial Intelligence](#) Richard C. Geibel,2025

Zusammenfassung This book presents selected contributions from the Fourth International Scientific Practical Conference ISPC 2024 held on October 10 11 2024 organized by IU International University East European University Adelphi University and the E Commerce Institute with contributions from Asia Africa Europe and the USA It discusses the challenges and opportunities of digital transformation and AI in different industries and introduces advanced research and solutions from both academic and professional perspectives The topics covered include artificial intelligence digitalization in healthcare legal systems corporate responsibility e commerce digital entrepreneurship and digital transformation in education One key topic is social commerce including live shopping as a blend of social media and e commerce The interaction between digitalization and sustainability is also explored The growing influence of artificial intelligence in the financial sector is examined as well Additionally investigations into the impact of digitalization on the education sector and the labor market are included All studies focus on the unique opportunities presented by digitalization and describe how these new potentials can be translated into concrete benefits The book is an engaging read for researchers and professionals interested in digital management one of the most significant developments of recent times

**Proceedings** ,1992

**Using Qualitative**

**Methods in Organizational Research** Thomas Lee, 1999 Using Qualitative Methods In Organizational Research offers a broad overall description of qualitative research with the objective of facilitating the greater integration of qualitative and quantitative methods in organizational research The book provides a look at the methods and tactics of qualitative research for both generating and testing management theories It includes guidelines for deciding whether to use qualitative methods and overviews of four specific research designs It describes how qualitative data is collected and analyzed and when and how to quantitatively analyze qualitative data The author articulates the critical roles for reliability and validity and in the final chapter offers conclusions and recommendations for writing articles that report qualitative studies Using Qualitative Methods In Organizational Research is appropriate for courses intended to introduce students to qualitative methods for those traditional quantitative researchers interested in expanding their research methodology base and for those interested in gaining additional insight into understanding which methods to use in future research

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**Aftershock** Harry Woodward, Steve Bucholz, 1987-11-01 A practical hands on guide to helping employees through the often painful process of organizational change whether from technological innovation limited resources or new management Based on years of experience this field tested book will teach the crucial skills and strategies to help managers deal with their co workers reactions to change minimize the disruptions in productivity creativity and worker relationships

and make the transition a positive experience Each section includes a step by step treatment of tactics case studies of real situations dialogues and illustrations Also includes a list of references

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