

# Contents

---

1	<b>Toxiker?! What You Need to Know in a Nutshell .....</b>	1
2	<b>Slow Poison: Work Is Turning into a Living Hell .....</b>	7
2.1	Is This Still My Company? .....	8
2.2	Icy Times at Work: Conflicts Are Suddenly on the Daily Agenda .....	13
2.3	“Work Makes Me Sick!”: Psychosocial Stress in the Workplace .....	18
2.4	Are We Cooperating, Operating Side by Side or Working Against Each Other? .....	22
2.4.1	The Toxiker and the Company as a Whole .....	24
2.4.2	The Toxiker as an Executive .....	25
2.4.3	The Toxiker and Their Supervisor .....	26
2.4.4	The Toxiker and Their Colleagues .....	27
2.4.5	The Toxiker and Further Company Staff .....	28
2.4.6	The Toxiker and External Relations .....	28
3	<b>Toxikers: What Drives Them? How and at What Cost Do They Reach Their Goal? .....</b>	31
3.1	<b>The Dark Side: The Toxiker’s Personality in the Spotlight .....</b>	33
3.1.1	The Machiavellian Personality: I Will Succeed—No Matter What! .....	38
3.1.2	The Narcissistic Personality: I Will Be the Center of Attention—No Matter What! .....	41
3.1.3	The Psychopathic Personality: I Will Reign—No Matter What! .....	44
3.2	<b>So There’s a Method to the Madness: A Selection of Toxic Types .....</b>	46
3.3	<b>The Toxic Process or: How Toxikers Manipulate Their Environment .....</b>	53
3.3.1	How Does One Gain Personal Power? .....	53
3.3.2	Act One—Analysis—or: The Search for the Weak Link .....	56
3.3.3	Act Two: The Power of Manipulation .....	60
3.3.4	Act Three: On the Prowl .....	62
3.3.5	Act Four: Submit or Be Destroyed .....	63
3.4	<b>What Costs Do Toxikers Cause? Apparent and Hidden Costs .....</b>	65
3.4.1	Toxic Conflicts Are Destructive and Expensive .....	69
3.4.2	Toxikers Exploit and Damage Companies .....	74
4	<b>Detoxify Your Workplace: Promising Action Strategies .....</b>	77
4.1	<b>Finally Enjoying Work Again: What Needs to Be Different? .....</b>	78
4.2	<b>First Aid and Perseverance: Which Strategies Make Sense? .....</b>	88
4.2.1	Love It: Come to Terms With the Situation .....	91
4.2.2	Change It: Tackling and Altering the Situation .....	94
4.2.3	Leave it: It’s Just Not Worth the Effort (Any Longer) .....	102
4.3	<b>When the Going Gets Tough: Argumentation Aids for Parting Ways with Toxikers .....</b>	104
4.4	<b>Prevention: How Can We Protect Ourselves From Toxikers in the Future? .....</b>	106
5	<b>Toxic Constellations and What We Can Learn From Toxikers .....</b>	111
5.1	<b>Success by Toxicity: At Least for a While .....</b>	112
5.1.1	The Caesars .....	112
5.1.2	Gordon Gekko .....	113

5.1.3	Richard S. Fuld .....	114
5.1.4	James Bond .....	114
5.2	<b>Places Only Toxikers Can Survive in</b> .....	115
5.2.1	Politics .....	115
5.2.2	The Arts, Culture, Fashion.....	116
5.2.3	Media.....	117
5.2.4	Finance.....	118
5.2.5	Advertising .....	119
5.3	<b>Toxic Dream Teams</b> .....	119
5.3.1	The Fashion Designer and Their Entourage.....	119
5.3.2	The Top-Level Politician and Their "Stirrup Holders".....	120
5.4	<b>What I Can Learn From Toxikers</b> .....	122
6	<b>Toxikers at Work</b> .....	125
6.1	<b>Toxikers Don't Always Win</b> .....	126
6.1.1	Personality and Luck Lead to Success.....	127
6.2	<b>An Atypical Case: The Toxiker in the Startup</b> .....	128
6.2.1	Being in the Focus of the Toxiker.....	130
6.3	<b>Toxic Double Pack</b> .....	131
6.3.1	Self-Conscious Distance.....	133
6.4	<b>Exercising Power</b> .....	134
6.4.1	When Suddenly Everything Changes .....	136
6.5	<b>The Right Man For the Job: A Toxic Puppet</b> .....	137
6.5.1	Toxiker in a Toxic Company: Get Out of There! .....	139
	<b>Supplementary Information</b>	
	Bibliography.....	142
	Index .....	145