



# Northwest Illinois Criminal Justice Commission

Douglas E. Fargher, Regional Director  
355 West Everett Street - Dixon, IL 61021  
Phone: 815-288-6695- Fax: 815-288-6787- [www.mtu1.com](http://www.mtu1.com)

Mobile Team Unit #1 is funded in partnership with the Illinois Law Enforcement Training & Standards Board

## Assessing & Managing Toxic Employees

**DATE:** May 23, 2019

**Registration Ends:** May 7, 2019

**TIME:** 8:00 AM—4:00 PM 8 Hours

**LOCATION:** Dixon Police Dept., 220 S. Hennepin Avenue, Dixon, IL

**INSTRUCTOR:** Jan Mirikitani, Jan Mirikitani & Associates

**COURSE CONTENT:** This course identifies the Commander's/Supervisor's personal communication style: assertive, aggressive, or passive (non-assertive), & how a passive laissez-faire manager's communication style can facilitate and enable toxic employees. The course defines Toxic I, Toxic II, and Toxic III employee behaviors, causes, & effects. It describes covert & overt crazy-maker manipulative ploys toxic employees use to undermine department policies, leadership, & employees.

It discusses assertive, straight-forward coaching methods for confronting toxic behavior & 360 strategies for requiring & enabling employee development. It demonstrates & practices neutral writing strategies for documenting toxic behavior & coaching.

The course goal is to develop leaders who support capable employees whose communication methods are NOT negatively impacting other quality employees & for supervisors to limit a toxic employee's negative impact.

### Learning Objectives- Attendees will be able to assess & discuss:

1. A personal self-inventory for whether they are predominantly assertive, aggressive, or a passive communicator
2. Define Toxic I employees, their behaviors, goals, & impact on other employees & the department, with strategies for managing
3. Manipulative crazy-maker ploy
4. Define Toxic II employees, their behaviors, causes, & impact on other employees & the department, with strategies for managing
5. Define Toxic III employees, their behaviors, causes, & impact on other employees & the department, with strategies for managing
6. Be factually assertive when coaching/confronting toxic employee
7. Address conflict impact with other employees
8. Identify coaching goals & delivery methods using neutral writing skills
9. Using in-class practice scenarios including all three toxic types, have attendees assess, decide a course of action, and role-play their strategy

Partial funding provided by Illinois Law Enforcement Training and Standards Board and MTU#1's request for certification of this course has been approved by the Illinois Law Enforcement Training and Standards Board

### REGISTRATION:

All registrations are received on the [MTU#1 website](#). Find Registration instructions [here](#)



This course has been certified by the ILETSB and approved to meet the following mandates:

***Mandated Annually***

- Law Updates     Use of Force (must include scenario based or similar approved)

**Mandated once every 3 years** (begin 1/1/16)

- Civil Rights**                                     Constitutional and proper use of law enforcement authority  
 Cultural competency                         **Procedural Justice**                         Human Rights

**Mandated once every 3 years** (begin 1/1/17 all/ within 2 yrs. for investigators)

- Trauma Informed Response & Investigation of Sexual Assault & Abuse

**Mandated once every 3 years** (begin?)

- Mental Health Awareness

**Mandated 32 hours every four years after initial training**

- Lead Homicide Investigator training