

An Extended Abstract of  
**Struggles of coping with and defending against organisational toxicity**

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## **Struggles of coping with and defending against organisational toxicity**

### **ABSTRACT**

Psychological phenomena lurking in covert processes affects dynamics of containment of organisational toxicity and its spillovers. This can thwart creation and sharing of knowings necessary for collaborations. This study brings insights from four longitudinal action research studies in organisations across a spectra of technologies and technology intensities to examine containment and spillovers of organisational toxicity. The paper concludes that strategic juxtaposition of ends, ways, and means requires socio-technical structures to provide reliability; techno-economic systems for coping with anxieties around uncertainties of value-adding functions; and, socio-economic processes for credibility and aesthetics to promote harmony. Together, under certain conditions, this trine of structures, systems and processes may facilitate mitigation of toxicity with more understanding of the toxicity bred in systems from introjections, projections, transferences and counter-transferences. Sustaining a shared core to cultivate inner awareness and wisdom for the common good requires hermeneutic endeavours to work with unconsciously held phenomenal primary tasks. The paper raises new research questions for understanding the scope and limits of these conditions in old and new combinations of scale, growth and dominance.

### **Keywords**

organisational toxicity, emotional contagion, pictures-in-the-mind, management