

# Emotional Abuse and Neglect in the Workplace

GVB: A Tough Nut to Crack  
3 Stories 3 Lessons 1 Struggle

# Amsterdam



700.000  
passengers  
24/7  
365 days a year

Since 1901

# A Freight Tram in the Night



# Troubled OD

1. History of drastic reorganizations and high turnover of managers
2. The board is not engaged with the organization's challenges
3. The board lacks unified leadership
4. Senior management lacks authority and influence
5. Support staff has undue influence
6. Direct supervisors are not invested with authority

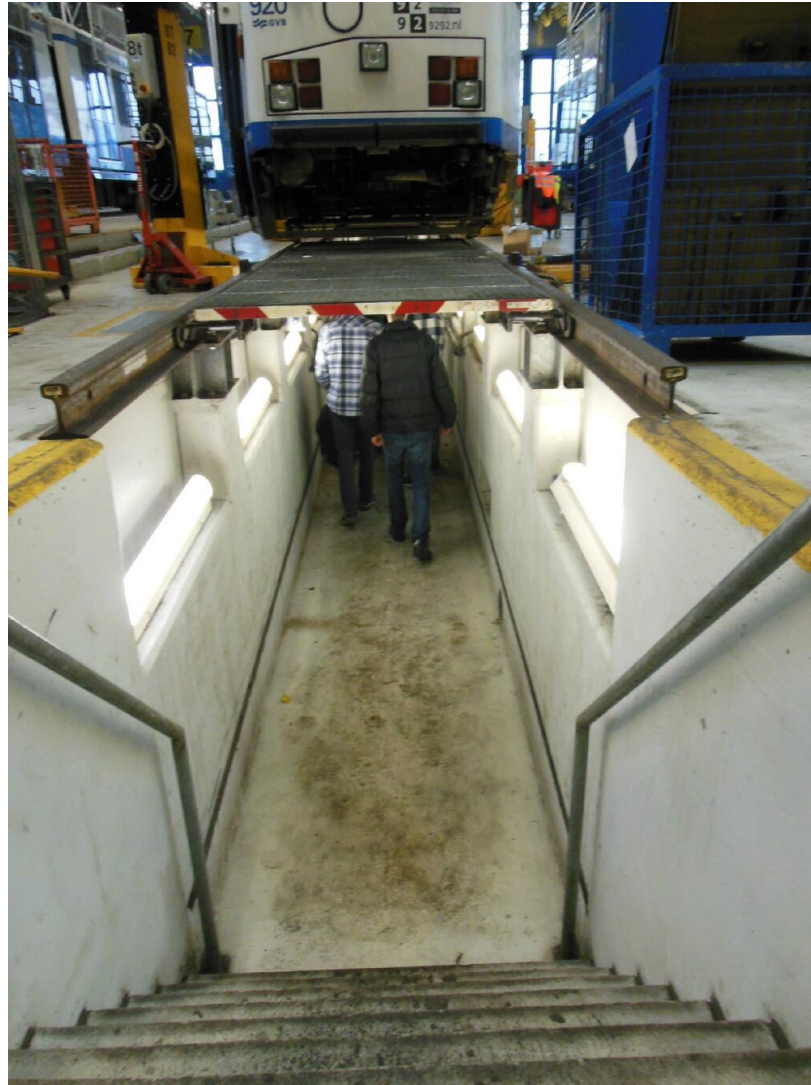
# A Six Week Holiday



# Laissez Faire Leadership

1. Management is not demanding
2. Management is unresponsive
3. Management is unavailable (physically and/or emotionally)
4. Direct supervisors do not act appropriately for their role

# A Fully Equipped Garage



# Survival of the 'streetwise'

1. Transgressive behavior
2. Inability to reflect and learn
3. Shirking responsibility
4. Self-preservation
5. Strong resistance
6. Undermining authority



# How to restore normal organizational life

- Accept organizational reality
- Focus on daily organizational performance
- Everyone (back) in role
- Respond to competences and (emotional) needs
- Demand orderliness, consistency and routines
- Confront misbehavior
- Take 5 to 10 years

Available this Autumn on Amazon.com

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How to Restore Normal Organizational Life



Joost Kampen