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The first time I dealt with rogue employees, I was absolutely stunned. Very smart people I trusted did something incredibly stupid. I recall shouting at them, "Were you guys smoking dope?" Later, when I uncovered exactly what happened, I realized they were intoxicated, but not on illegal substances--on power. It's likely that you, like me, foster a company culture that prizes transparency, open doors, and honesty in all interactions. But one day, one of your trusted lieutenants might shock you by doing something extremely ill-advised, maybe even illegal. And if he ends up doing the perp walk, you might end up right behind. New Jersey Governor Christie's "Bridgegate" scandal (in which his lieutenants allegedly caused a massive traffic jam in Fort Lee, New Jersey, in political retribution against the town's mayor, all allegedly without Christie's knowledge) is very instructive. It certainly gave me some chilling flashbacks. The assertion is that even if Christie was completely unaware of the specifics, he must have created a culture where his team thought he would approve of their actions. I know from experience that isn't necessarily true. But the fact is that every leader is vulnerable to good people who choose to do bad things that they think are in the organization's best interests. It happens more than you think. Bad apples are inevitable. When an employee "breaks bad," you'll ultimately realize that there were signs of trouble long before it happened, but you were oblivious to them. Fortunately, by understanding how this happens, you can prevent a good employee from going rogue. Entrepreneurs love their creations, often to the detriment of marriages and other relationships. Love is blind, so you may not see that others don't share your dedication. Your employees may be enamored by a big potential payday in your entrepreneurial vision, but their loyalty can be fleeting. They might be seduced by better opportunities or perhaps their own new ventures. Don't ever assume that even the most dedicated people are 100% aligned with you and your goals. Presidents, clergy, teachers, and scout leaders--no one is immune to indiscretion. Everyone lies. Otherwise honest people will cheat and even steal. Everyone has secrets. You can't afford to completely trust anyone. If you hired A-list, super-smart, self-motivated people--which you did--then you also stacked your company with individuals with all the tools to break bad. That's because hyper-motivated people also tend to love power and authority. They're movers and shakers with long-term aspirations that supersede their current gig with you. Keep in mind that while they're helping you build your empire, they are also accumulating the power base to build theirs. decision making by them that could return to excise a chunk of your posterior. Now that you know what can lead to bad behavior, you can spot the symptoms will show up in employees who are in the management team that stands between you and the workforce-the gatekeepers. These folks are positioned to control the flow of information and should be especially well monitored. The "go-to" person in your office will make many decisions about what warrants your attention. But they can also isolate you from key information. In many organizations, gatekeepers become a proxy for you. Although gatekeepers are your most trusted employees, your best policy is to trust but verify. Never allow military-style hierarchy to set in. Instead, gently and frequently reach into your organization for feedback. Have lunch meetings with people who report through the gatekeepers. Ask them questions and watch their body language. A certain twitch is worth 1,000 words. When gatekeepers know that you come out of the ivory tower with regularity, they will be less effective at trying to hide certain activities. Ever walk by a conference room and see a standing room only crowd? I'm willing to bet that half the people in most meetings really don't need to be there. There is a certain type of manager who feels they have to be "in-the-know." They will either crash or get themselves invited to meetings just because they see information as currency. They crave upward mobility and always go the extra mile--which you would normally consider a good thing. But these are also the people who will see competitive threats to their "power" everywhere they look. They can be troublemakers and agitators as a result. In my experience, these types of employees have been one of the biggest sources of problems. Make it a habit to drop into those full conference rooms and ask every person why they're present. You will quickly identify the ones who have no real business being there--and you'll also get a list of people to watch more closely. Many bad-apple events can be traced to stress is viral. The pressure to make revenue targets can lead people to dark places. A salesperson might ask a friendly client to place an order, which they can return later (wink, wink). A CFO might take liberties with the books, assuming he can fix it next quarter. Keep in mind, as the leader, that you are the single biggest source of stress in the company. Your own stress as an overachiever will profoundly affect your team, and perhaps inadvertently create an environment that drives people to bad judgment in an attempt to please you. Be mindful of what you're putting out to your team. Being suspicious 24/7 is exhausting. I'm not suggesting that's the right solution. But every C-level executive has to assume the responsibility of Chief Cynic. Rather than let this turn you into a paranoid control fiend, rely on your team to be your eyes and ears. Often, lower-level employees will observe irregularities long before you do. Rarely will they come forward, for fear of their job. Large organizations have formal whistleblower procedures that allow any employee to report anonymously. Every company should put this practice in place and regularly remind employees how to use it. This simple process just might allow you to solve a problem before it becomes unsolvable. Keep up with the latest daily buzz with the BuzzFeed Daily newsletter! A friend offers you a smoke while you're tailgating at the game. You have one every now and then, and you're not hooked, so sure, thanks. Besides, it does look good with your drink. This, my friend, is your brain battling a bad habit—and losing. As we continually perform a behavior—smoking socially, say, or texting while driving—neural pathways in our brain shifts into autopilot. "Situational cues bring out habits that are deeply embedded," says Ellen Peters, Ph.D., who studies risk perceptions at Decision Research, a psychological research firm in Eugene, Oregon. "When that habit surfaces, it's hard not to let it overcome you." The problem, of course, is that these proclivities can endanger your health. So follow our guide to rid yourself, once and for all, of a few distinctly unhealthy habits. A Quick Drag Every Now and ThenWhile regular smokers have a chemical component fueling their addiction, people who smoke only occasionally succumb mainly to social and environmental triggers. "The most powerful prompt is often being around other people who are smoking or drinking," says Michael Fiore, M. D., director of the University of Wisconsin Center for Tobacco Research and Intervention. In stressful situations, a cigarette can put you at ease: Ten minutes after you take a puff, your brain releases a surge of dopamine, a neurotransmitter that can make you feel relaxed and happy. Why it's bad: Lighting up even a few times a week is still poisoning yourself. "There's no lower limit of exposure to tobacco smoke that is safe. Period," says Richard D. Hurt, M.D., director of the Mayo Clinic Nicotine Dependence Center. In fact, a single cigarette can almost instantly injure the inner walls of your blood vessels. That damage can lead to heart disease and blood clots. Looming in the background, of course, is also the risk of developing a full-blown addiction. Some research suggests that about a quarter of "occasional" smokers go full-time.Break the habit: When you can't steer clear of the smokestacks, benign substitutes can work wonders, Dr. Hurt says. For instance, grab a drink stirrer and hold it between your fingers like a cigarette. Set it between your lips while you take out your wallet or phone. This keeps your mouth and hands busy. And carry nicotine gum or lozenges—these can mimic the effects of nicotine from cigarettes, Dr. Fiore says. Evenings in Front of the TubeGrabbing some snacks and firing up the plasma after work is okay once or twice a week. But every night? Yes, bad habit. "People who are under high levels of stress and who may not have a large network of friends are prone to isolating themselves after work," says Leonard Jason, Ph. D., a DePaul University psychologist who studies the challenges of breaking bad habits. "Eventually, it becomes their default."Why it's bad: Slumming it on the couch plays havoc with your body and your brain. For one thing, people can consume up to 71 percent more food while they're glued to the tube, so it's no surprise that watching more than 19 hours a week increases your odds of being overweight by 97 percent, according to a 2007 Belgian study. And researchers at Case Western Reserve University found that for every hour of TV beyond 80 minutes that you watch daily, your risk of developing Alzheimer's increases by a whopping 30 percent. Break the habit: If you have a digital video recorder, use it to record shows, and simply start your descent to bedtime later in the evening, Jason suggests. Zipping through the commercials can cut about half an hour off every 2 hours of couch time. Then, at least three times a week, make after-work plans that specifically involve people-meet friends for dinner, or join a recreational sports team. "Finding alternatives that you can do with others helps reduce passive TV viewing," Jason says. Your Caffeine DripThe human body embraces some vices with gusto, effectively launching lifelong habits by punishing you for skipping even a single hit. That's caffeine's MO. When a caffeine is not blood vessels results in a headache, while you suffer from symptoms such as fatigue and grumpiness. To avoid this, you visit the vending machines or the office java pot. (Makes us wonder: Why can't fruits and vegetables hook us like this?) Why it's bad: A constant infusion of caffeine can set your nerves on edge. "High daily caffeine intake may decrease hand steadiness and increase anxiety," says Russell Keast, Ph. D., a caffeine-consumption researcher at the School of Exercise and Nutrition Sciences at Deakin University, in Australia. Then there's a 2007 study from Dartmouth medical school, which found that people who consumed 400 milligrams of caffeine a day (about four 8-ounce cups of coffee) for a week experienced a 35 percent decrease in insulin sensitivity, which may increase the risk of diabetes. Break the habit: Start by keeping a food diary for a few days to identify all the sources of caffeine in your diet—soda, coffee, tea, energy drinks—and tally the total milligrams you're consuming, says Chad Reissig, Ph. D., a researcher at Johns Hopkins University who studies the behavioral effects of caffeine. (Consult beverage manufacturer Web sites for the actual amounts.) Then reduce your caffeine intake by about 10 percent. This could be as simple as drinking a 12-ounce can of cola instead of the 20-ounce bottle. "You can also mix decaf with your cup of full-strength coffee, and slowly increase the ratio," says Reissig. Keep dialing back by 10 percent every few days until your craving subsides. The gradual reduction should minimize fatigue and headaches, but plan for them anyway: Go to bed earlier to keep drowsiness at bay, Reissig says, and carry Advil or Tylenol to treat brain pain. Cranking the TunesThis habit sneaks up on you: You listen to your music through your headphones at a higher volume than you should a few times, and your ears become accustomed to it. Then you play it at that level all the time. Eventually, you max out the volume controls on the iPod. "It's possible to quickly adapt and become accustomed to louder and louder sounds without realizing it," says Robert Fifer, Au. D., the director of audiology and speech-language pathology at the University of Miami's Mailman Center for Child Development. Why it's bad: Blasting Nickelback at full volume through earbuds for long intervals can cause permanent hearing damage, because your body lacks a self-defense mechanism for loud noise. While you won't feel pain in your ears until the volume exceeds 120 decibels, the damage can begin earlier than that. The cells in your inner ear that process sound begin working overtime to keep up with the onslaught, and eventually die off under stress, says Dr. Fifer. The fewer of these cells you have, the more difficult it becomes to hear soft sounds. You may also experience a constant ringing in your ears, called tinnitus. Break the habit: You have to retrain your brain to perceive lower volume levels as normal, and to automatically tune out background noise. Start by turning down the volume on your iPod or car stereo until you can hear other people talking to you--they shouldn't have to shout. "If you force yourself to listen to music at a lower level, your brain will begin to perceive it as normal after about a week," says Catherine Palmer, Ph.D., the director of audiology at the University of Pittsburgh Medical Center Eye & Ear Institute. Also, think about using Loud Enough com), which reduce your music player's maximum volume by up to 20 decibels. Talking and Texting While DrivingWe keep doing this because while we intuitively know that the combination is unsafe, we assume nothing would ever happen to us. "If you do it once and nothing happens, your experiences build up a sense of invulnerability." Why it's bad: The hard reality is that our habit of talking and texting which springs from our still-bubbling enthusiasm for our mobile devices, conflicts directly with proof that we suck at it. Look no further than the September 2008 train crash in Los Angeles that killed 25 people; a commuter train's engineer had just sent a text message before the collision with a freight train. Even having a hands-free cellphone conversation while driving slows your reaction time by more than 20 percent, a French study found. Break the habit: Switching your cellphone ringer to silent when you step in the car is an easy, effective fix. But many people forget to turn the ringer up again, so a better strategy is to train yourself to not want to pick up the phone. "You can teach yourself to have a negative emotional association with cellphone use while driving," Peters says. When your phone rings or beeps with a new text message, visualize what could happen if your attention is distracted—picture yourself plowing into the car ahead of you. Be graphic about it. Then imagine the effect that an accident would have on your family and on the family of the person you hit. Over time, you'll start associating the ringing cellphone with a crash, and you'll have less desire to answer it.

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