

Leadership

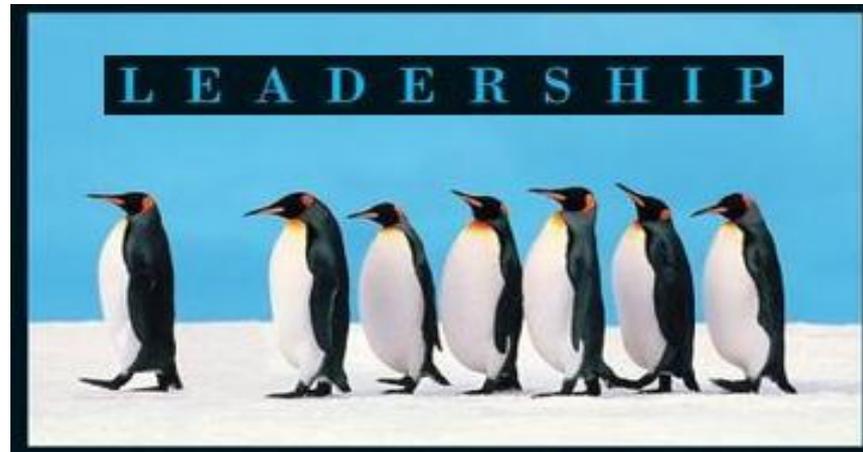
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- Leadership

- Enhancing the Lessons of Experience 8th Edition

- Richard L. Hughes, Robert C. Ginnett, and Gordy J. Curphy, McGraw Hill Education, New York, NY 2015

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Part Four: Focus on the Situation

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- Chapter Fifteen: The Dark Side of Leadership
 - Leadership plays such a pervasive part in our lives that it is easy to overlook its impact on our day-to-day behaviors.
 - Because of the profound ways in which leadership affects us all, it would be nice if the people in positions of authority were actually good at it. But, research shows that most people are woefully inadequate when it comes to influencing an organized group toward accomplishing its goals.



Destructive Leadership

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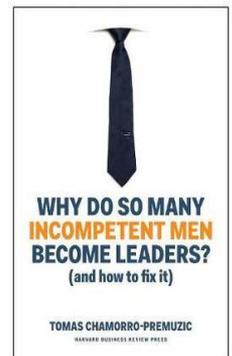
- Destructive Leadership is associated with individuals who are effective at building teams and getting results through others, but who obtain results that are morally or ethically challenged or undermine organizational success.
 - An example is Adolph Hitler, as he was clearly able to rally an entire country around a common cause and conquered a number of countries, but the end result was a continent in ruins and the death of over 20,000,000 people.



Managerial Incompetence

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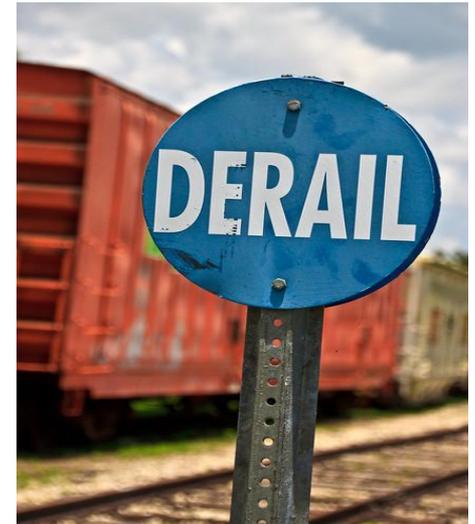
- Managerial Incompetence concerns a person's inability to build teams or get results through others.
 - A majority of people in positions of authority can:
 1. Build teams but not get results
 2. Get results but destroy team morale and cohesiveness, or
 3. Neither build teams nor get results.



Managerial Derailment

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- Managerial Derailment describes the common reasons why people in positions of authority have difficulties building teams or getting results through others.
 - Knowing the root causes of managerial derailment and what to do to avoid pitfalls can help you be more effective as a leader.



Effective Leadership

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- One way to evaluate leadership effectiveness is to look at one's ability to build teams and get results through others.
 - Effective leaders are those who can meet both criteria.
 - ▣ James MacGregor Burns maintains that truly effective leaders need to meet an additional criterion, which is to raise the standard of human conduct and improve the lives of everyone they touch.
 - ▣ In other words, effective leaders must make the organizations or societies they belong to better places to work or live.

better place 



Truth in Leadership

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- There is a subset of leaders who are good at painting a compelling picture of the future and getting followers to drive the organizational or societal changes needed to make their vision become a reality.
 - Yet, the end result may be morally or ethically reprehensible or work against the common good.



COMON GOOD

Common
Good

Optimism in Leadership

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- Many leadership practitioners have an optimistic outlook on leadership, maintain that leadership is easy to learn, and believe that leaders are inherently good and effective.
- However, Jared Diamond in his book “Guns, Germs, and Steel: The Fates of Human Societies,” shows that most societies from the earliest times to today have been “Kleptocracies.”
 - ▣ Some are legitimate kleptocracies, where kings, queens, and elected officials write laws/rules to increase their power or personal wealth.



Destructive Leadership

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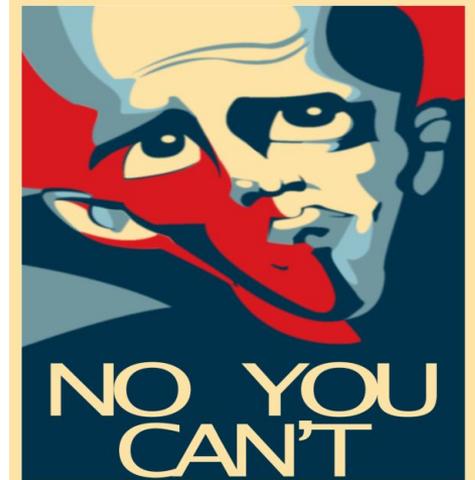
- Destructive leadership occurs when people in positions of authority use their team-building skills to achieve greedy, selfish, or immoral results.
 - And as history mournfully suggests, evil, corrupt, greedy, and selfish leaders will likely be around for a long time.
 - Sometimes leaders may advocate for what many believe are the wrong things, but could turn out to be the right things over time.
 - Thus, destructive leadership might not be quite so clear-cut.



Managerial Incompetence

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- Whereas destructive leadership is associated w/ those who build teams to achieve corrupt or evil ends, incompetent management is associated with individuals who either cannot build teams or cannot get results through others.
- Incompetent managers have difficulties building loyal followings or getting anything done.



Managerial Incompetence

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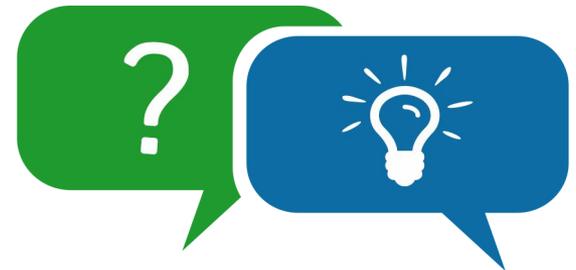
- Research shows that there may be more incompetent than competent managers.
 - The base rate of managerial incompetence may be 50 to 75%.
 - ▣ Confidence in business leaders is the lowest it has ever been for the past 10 years; healthy and respectful work climates are limited.
 - ▣ EE satisfaction surveys show that 75% of all respondents indicate that the most stressful part of their job is their immediate boss.
 - ▣ This finding holds true across countries and industries.



Dr. Gordy Test

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- Count the number of people you have been led by or worked for in the past. This total should include bosses, coaches, teachers, team captains, camp directors, church leaders, etc.
- How many would you willingly follow again if given a choice?
 - ▣ Divide number of effective leaders by total number of leaders.
 - ▣ Research suggests that most people would not work for a majority of the leaders they have been exposed to.



Dimensions of Managerial Incompetence

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- It is believed that those occupying positions of authority are paid to get results, and they get results by building teams.
 - Four types of leaders on this scale have been identified:
 1. Competent Managers
 2. Taskmasters
 3. Cheerleaders
 4. Figureheads

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iDENTiFY

1. Competent Managers

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- Competent Managers are good at building teams and getting results through others.
 - Although they are the types of leaders most people aspire to be, most people in positions of authority fall into one of the other three categories.



2. Taskmasters

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- Taskmasters are good at achieving results, such as financial targets or win-loss records, but tend to treat followers so poorly that these results are generally short-lived.
 - Because these managers do not care for people, they can make the tough decisions needed to right a “sinking ship.”
 - Some Taskmasters are good at projecting an image of success by launching programs and initiatives that garner a lot of attention, but have no real chance of success.
 - Superiors often promote task masters before the consequences of their poorly conceived ideas and lack of team-building skills become evident.

TASKMASTER



3. Cheerleaders

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- Cheerleaders are people in positions of authority who are people-centered and try to get along with everyone.
 - Thanks to their focus on making the workplace fun, most people like working for cheerleaders. However,
 - Cheerleaders spend so much time making the workplace enjoyable that they forget why they are paid to be in leadership positions, which is to get results. They confuse activity with productivity.
 - Also, Cheerleaders have a difficult time doing anything that could erode relationships with followers, which includes dealing with conflict or confronting performance problems.



4. Figureheads

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- Figureheads do not play to win; they play to not lose.
 - They may not be complete failures at building teams and getting results, but they could be a lot better at both of these endeavors. Many times Figureheads do just enough to stay out of trouble and avoid the spotlight.
 - ▣ Figureheads may hold back or even sabotage team performance to avoid having to meet higher expectations in the future.



Summary of Destructive Leadership and Managerial Incompetence

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- Destructive leadership is associated with individuals who have good team-building skills, but achieve results that are morally reprehensible or undermine organizational success.
- Managerial Incompetence is associated with:
 - Taskmasters who get good results, but run over people and erode team cohesiveness while doing so.
 - Cheerleaders who are very busy and care about followers, but fail to get anything done.
 - Figureheads who have difficulties building teams and getting results because they are clueless, do not care, or are in situations that make it impossible to succeed.
 - Competent managers who make up a minority of people in positions of authority and are those who can build teams and achieve results that improve organizations, societies, or countries; however, they are few and far between

Managerial Derailment

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- Extensive research suggests that both successful and derailed high-potential managers (candidates) are smart, ambitious, willing to do whatever it takes to get the job done, and have considerable technical expertise.
 - However, the derailed candidates exhibited one or more behavioral patterns not evident in successful candidates.
 - The following five reasons for failure are universal.
 1. Failure to Meet Business Objectives.
 2. Inability to Build and Lead Teams.
 3. Inability to Build Relationships.
 4. Inability to Adapt.
 5. Inadequate Preparation for Promotion.



Managerial Derailment



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- 1. Failure to Meet Business Objectives.
 - Derailed managers tend to engage in finger-pointing and blame others for the downturn. They also blatantly lie about business results, cook the books, fail to keep promises, commitments, or deadlines. And, they are not particularly smart or have an in-depth understanding of the business, and as a result exercise poor judgment.
 - ▣ Successful managers take personal responsibility for their mistakes and seek ways to solve problems.

Managerial Derailment



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● 2. Inability to Build a Team.

- Derailed managers simply do not know how to build teams.
 - ▣ Some hire staff members just like themselves, which only magnifies their own strengths and weaknesses.
 - ▣ Some hire staff members who are less capable, so they can stay in the limelight.
 - ▣ Some micromanage their staff and want them to “check their brains at the door” before coming to work, even when they lack subject matter expertise.
 - ▣ Some fail to delegate responsibility more suitable for others.
 - ▣ Some fail because they are overcome by the dark-side of their own personality traits.

Managerial Derailment



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● 3. Inability to Build Relationships.

- Derailed managers are insensitive to the needs and plights of their followers and co-workers, and they are often overly competitive, demanding, and domineering.
 - ▣ They embrace the “my way or the highway” school of management, and may be categorized as taskmasters.
 - ▣ Many are arrogant and believe no one in the organization is as good as they are, and they let them know it often.
 - ▣ Some will do whatever it takes to get the job done, even if they have to step on someone else’s toes to get it done.

Managerial Derailment



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- 4. Inability to Adapt.

- Derailed managers are incapable of adapting to new bosses, businesses, cultures, or structures.
 - Business situations require different leadership behaviors and skills, and some derailed managers can not adapt or adjust their styles to changing bosses, followers, and situations.

Managerial Derailment



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- 5. Inadequate Preparation for Promotion.
 - Organizations are under increasing pressure to find good leaders quickly, and they are increasingly asking their own high-potential but inexperienced candidates to fill these roles.
 - Although these new leaders are bright and motivated, they often have narrow technical backgrounds and lack the leadership breadth and depth necessary for the new positions.

Root Causes of Managerial Incompetence and Derailment

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- The Following are the Six Root Causes of Managerial Incompetence and Derailment:

1. Stuff Happens: Situational and Follower Factors in Managerial Derailment
2. The Lack of Organizational Fit
3. Lack of Situational and Self-Awareness
4. Lack of Intelligence, Subject Matter Expertise, and Team-Building Know-How
5. Poor Followership
6. Dark-Side Personality Traits

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Root Causes of Managerial Incompetence and Derailment

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- The following situational and follower factors typically affect a person's ability to build a team and get results.
 - New competitive threats, globalization, technology, changing customer preferences, unreliable suppliers, new governments or government regulations, unfavorable media coverage, natural disasters, and wars.
 - Mergers, acquisitions, divestitures, bankruptcies, new strategies, reorganizations, major change initiatives, incidents of workplace violence, or environmental disasters.
 - New bosses, peers, direct reports; disengaged or disgruntled EE's; disruptive worker cliques, and strikes or dysfunctional turnover.
 - New jobs, responsibilities, or projects.
 - Fit for organizational culture (norms, values, beliefs)



Root Causes of Managerial Incompetence and Derailment

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- Figuring out how to build teams and get things done despite potentially disruptive situational and follower factors is part of any leadership role, but at times these external factors can be so overwhelming that there may be little a person can do to build teams or get results.
- Competent managers take time to reflect on the situation, determine what they need to do differently, and then ensure that their decisions are executed.
 - ▣ Competent managers often succeed where others fail because they investigate all the alternatives and then make the changes needed to maintain team cohesiveness and performance.

Root Causes of Managerial Incompetence and Derailment

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- Competent managers must accurately read the situational and follower factors affecting their teams and remain vigilant for changes.
 - Competent managers not only have high levels of Situational Awareness, but also have high levels of Self Awareness.
 - Individuals who are keenly aware of their own strengths and shortcomings often find ways to either manage or staff around their personal knowledge and skill gaps.

Root Causes of Managerial Incompetence and Derailment

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- Although situational and follower factors can sometimes play key roles, leader factors are much more likely to cause managerial incompetence and derailment.
 - Some leaders cannot see how they impact others, some consistently exercise poor judgment, others do not value building teams or getting results, and others are such poor followers that they are fired from their leadership positions.

Be the kind
of leader
that you
would
follow.



Root Causes of Managerial Incompetence and Derailment

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- It is imperative that people wanting to be competent managers get regular feedback on their performance, ideally in the form of a 360-degree feedback.
- It is also imperative that people in positions of authority regularly ask team members for ideas on improving team performance and find ways to stay abreast of important situational and follower events.
 - By building teams of self-starters, competent managers encourage team members to share ideas and solutions for improving team morale and performance, even if this means telling leaders what they personally need to do differently in order to be more effective.



Root Causes of Managerial Incompetence and Derailment

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- All positions of authority require some level of intelligence and technical expertise.
 - Being smart improves the odds of being a competent manager, but intelligence alone does not equal good judgment.
 - A shortfall in critical knowledge (technical expertise) decreases a person's ability to solve problems and make decisions and increases the odds of managerial incompetence.
 - ▢ Technology and staffing can make up for shortfalls in intelligence and subject matter expertise.
 - ▢ Another way to improve the odds of becoming a competent manager is through hard work.



Root Causes of Managerial Incompetence and Derailment

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- Everything done at work or even outside of work counts. Day-to-day actions, work activities, Facebook entries, tweets, blogs, and e-mail all affect a leader's perceived followership types.
 - It may not be enough to just build cohesive teams and get results – competent managers also need to build good relationships with peers and superiors if they want to get resources and decision-making latitude. Also,
 - Leaders need to honestly assess their follower type.
 - ▣ If they are criticizers, brown-nosers, or slackers, they need to figure out why they are these less effective follower types and what they need to do to become self-starters.



Root Causes of Managerial Incompetence and Derailment

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- Dark-side personality traits are irritating, annoying, and counterproductive behavioral tendencies that interfere with a leader's ability to build cohesive teams and cause one's followers to exert less effort toward goal accomplishment.
- The following is a listing of the most common dark-side traits:
 - ▣ Excitable – Skeptical – Cautious – Reserved – Leisurely – Bold – Mischievous – Colorful – Imaginative – Diligent – Dutiful



Dark-Side Personality Traits

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- **Excitable**

- Leaders with these tendencies have difficulties building teams because of their dramatic mood swings, emotional outbursts, and inability to persist on projects.

- **Skeptical**

- Leaders with this dark-side trait have an unhealthy mistrust of others, are constantly questioning the motives and challenging the integrity of their followers, and are vigilant for signs of disloyalty.

- **Cautious**

- Because these leaders are so fearful of making “dumb” mistakes, they alienate their staffs by not making decisions or taking action on issues.

- **Reserved**

- During times of stress these leaders become extremely withdrawn and are uncommunicative, difficult to find, and unconcerned with the welfare of their staffs.

DEFINE

Dark-Side Personality Traits

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- **Leisurely**

- These passive-aggressive leaders will exert effort only in the pursuit of their own agendas and will procrastinate on or not follow through with requests that are not in line with their agendas.

- **Bold**

- Because of their narcissistic tendencies, these leaders often get quite a bit done. But their feelings of entitlement, inability to share credit for success, tendency to blame their mistakes on others, and inability to learn from experience often result in trails of bruised followers.

- **Mischievous**

- These leaders tend to be quite charming but take pleasure in seeing if they can get away with breaking commitments, rules, policies, and laws. When caught, they also believe they can talk their way out.

- **Colorful**

- Leaders with this tendency believe they are “hot” and have an unhealthy need to be the center of attention. They are so preoccupied with being noticed that they are unable to share credit, maintain focus, or get much done.

DEFINE

Dark-Side Personality Traits

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- Imaginative

- Followers question the judgment of leaders with this tendency because these leaders think in eccentric ways, often change their minds, and make strange or odd decisions.

- Diligent

- Because of their perfectionist tendencies, these leaders frustrate and disempower their staffs through micro-management, poor prioritization, and an inability to delegate.

- Dutiful

- These leaders deal with stress by showing ingratiating behavior to superiors. They lack spines, are willing to refuse unrealistic requests, won't stand up to their staffs, and burn them out

DEFINE

Dark-Side Traits



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- Several aspects of dark-side personality traits are worth noting:
 - Everyone has at least one dark-side personality trait.
 - Dark-side traits usually emerge during crises or periods of high stress, and are coping methods for dealing with stress.
 - Dark-side traits have a bigger influence on performance for people in leadership vs. followership roles, because others are affected.
 - Dark-side traits are usually apparent only when leaders are not attending to their public image.
 - Many dark-side traits are masked by social skills and are difficult to detect in interviews.
 - Dark-side traits are related to extreme OCEAN scores.
 - The behaviors associated with dark-side personality traits can occur at any leadership level, and many times organizations tolerate these behaviors because a leader is smart or experienced or possesses skill.
 - These traits are the leading cause of managerial incompetence.

Dark-Side Traits



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- Competent managers are those who have gained insight into their dark-side personality traits, and have found ways to negate their debilitating effects on followers.
 - Competent managers will ask trusted others about how they act under pressure or what behaviors interfere with their ability to build teams. Once these tendencies are identified, leaders will need to understand the situations or conditions in which these tendencies are likely to appear.
 - Just having an awareness of these dark-side tendencies and situations/conditions in which they appear will help to control the manifestation of counterproductive leadership behaviors.

Discussion

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- Get into small groups and discuss whether the following people were good or destructive leaders. Provide the rationale and facts to support you positions.
 - Hugo Chavez – Nancy Pelosi – Vladimir Putin – Benjamin Netanyahu
- Investigate and prepare short presentations about the underlying causes of derailment or incompetence for the following people:
 - David Petraeus – Rod Blagojevich – Bashar al-Assad



The End

...IS JUST A NEW
BEGINNING

THE
END
IS
JUST
A
NEW
BEGINNING

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