



Douglas Klippel

Director, Leadership Development Practice

FLAWED LEADERSHIP:

IS IT PRESSURE OR PERSONALITY?



Agenda:

- What is meant by derailment?
- Historical overview
- Derailment characteristics
- Profiling derailment
- Case study
- Questions and Wrap-Up

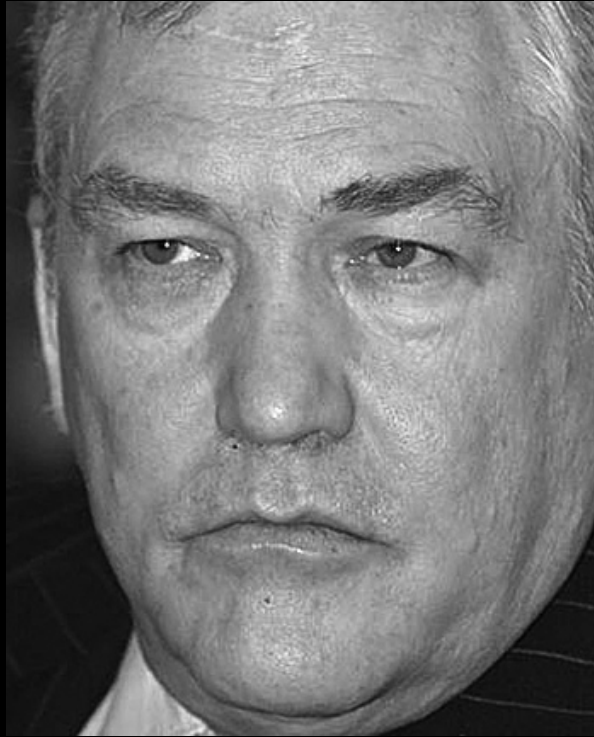
Poll question:

What percentage of leaders fail, derail or are otherwise deemed incompetent?

- a. 5%
- b. 20%
- c. 35%
- d. 50%
- e. 65%

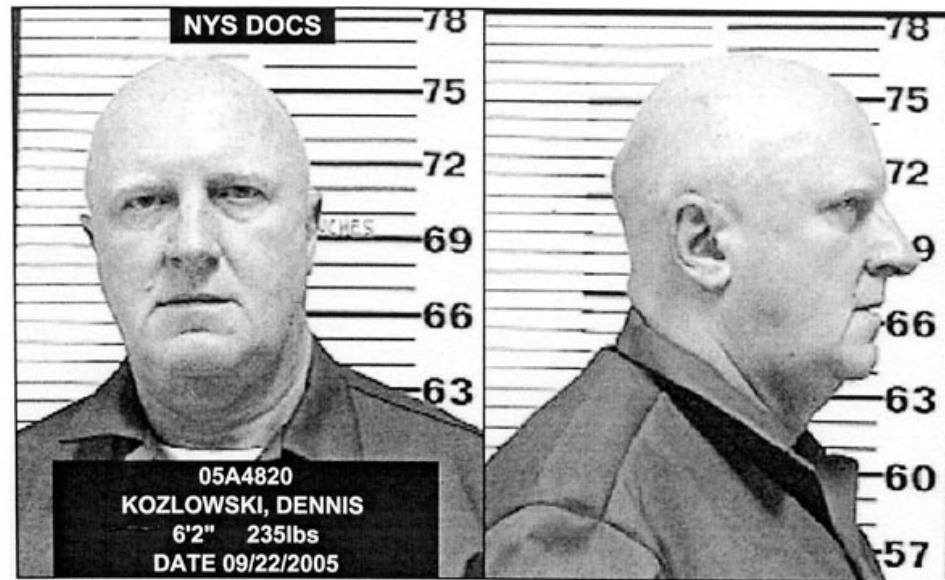
d. 50%

CONSIDER THE FOLLOWING:



Conrad Black

CEO of Hollinger International,
sentenced to prison for fraud.



Sex - MALE Race - WHITE Hair - BLD/GY Eyes - BLUE DOB - 11/26/1946
SCAR RS FACE, LT. WRIST

NYSID # - 1959351J

ID CARD # - 00086723

Dennis Kozlowski

CEO of Tyco, sentenced to prison for looting
his company.



Richard Scrushy
CEO of HealthSouth, indicted for
bribery and fraud.



Jeffrey Skilling
CEO of Enron, sentenced to
prison for fraud.

Who leaders are (personality) determines
how they lead.

Personality quirks lead to bad decisions,
create enemies, alienate coworkers, and
undermine team morale.



So shouldn't we be focused on potential leaders' personal characteristics to prevent derailment?

We think so.

LEADER PERSONALITY

It's all about discretion.



DISCRETION

Technically, it isn't spying unless you're caught.

Discretion defines a manager's
latitude of action.

THE DILEMMA:

Without discretion, leaders struggle to influence.

With discretion, leaders can put self-interest ahead of their responsibilities and obligations.

Discretion links leaders to outcomes.

Leader personality impacts organizational performance and reputation.

WHAT IS MEANT BY DERAILMENT?



“Undesirable qualities that lead to failure”

Behaviors that lead to the inability to build teams, to motivate staff, to partner with others, and to be seen as trustworthy and sincere.

While opinions differ on what constitutes **effective** leadership, there is much consensus on what constitutes **ineffective** leadership.

Recall from the first poll question:

The base rate of managerial incompetence is about 50%, and every competent study of managerial failure points to overriding personality defects as the key issue.

Research finds the following overlapping themes:

Insensitivity (abrasive, intimidating, bullying)

Being cold, aloof, or arrogant

Betrayal of trust

Over-managing / failure to delegate

Overly ambitious

Failure to staff effectively

Unable to adapt to a boss with a different style

Over-dependent upon an advocate or a mentor

Having an “overriding personality defect”

The problem:

It is frequently difficult to assess characteristics via interviews or normal measures of personality.

The solution:

Specially-designed instruments can be used to assess these characteristics

Awareness of derailment characteristics can help individuals avoid displaying these behaviors

Information from these assessments can be used for both selection and development

The Hogan Development Survey measures 11 potential
derailing characteristics:



EXCITABLE

Emotional and volatile

HOGAN DEVELOPMENT SURVEY



SKEPTICAL

Mistrustful and
suspicious



CAUTIOUS

Careful and indecisive



RESERVED

Private and insensitive



LEISURELY

Stubborn and
procrastinating



BOLD

Vain and entitled



MISCHIEVOUS

Charming and
manipulative



COLORFUL

Attention-seeking and
dramatic



IMAGINATIVE

Eccentric and creative



DILIGENT

Rule follower and
micromanager



DUTIFUL

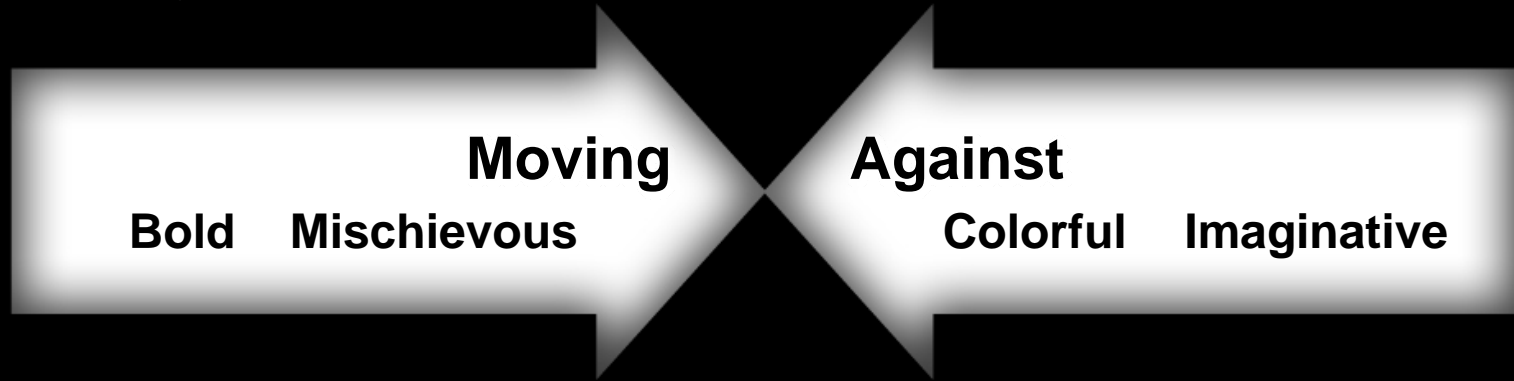
Loyal to a fault

Poll question:

TRUE OR FALSE:

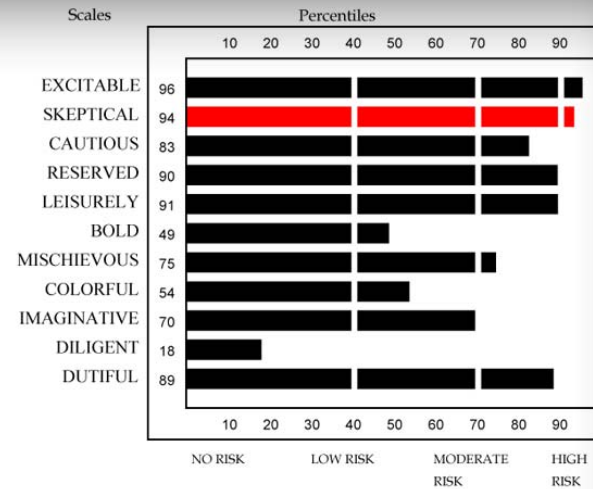
Having several derailers makes a person less attractive from a talent management perspective.

FALSE.



SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.



BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Are very insightful about people and politics.
- Are alert for signs of betrayal or disrespect.
- Seem argumentative and easily offended.
- Expect to be mistreated.
- Retaliate when they feel wronged.

LEADERSHIP IMPLICATIONS

You are perceptive about others' intentions and a shrewd observer of organizational politics. These qualities can be a major asset in your career. However, you may also tend to focus on the negative, overreact to perceived threats, become argumentative when you feel slighted, and take critical feedback personally. You may become too concerned about organizational politics. These tendencies can interfere with your ability to build and sustain relationships and appreciate others' viewpoints. A tendency to be suspicious and argumentative could also cause others to perceive you as difficult and uncooperative.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS: You may seem suspicious of others' intentions. If so, then this will limit your ability to influence, persuade, and inspire them to take action.

OPENNESS TO IDEAS: You may react to new ideas by arguing and pointing out how they won't work. This tendency will make others defensive and lead to difficulty in gaining their consensus or approval.

OBJECTIVITY: You may seem set in your ways and unable to appreciate viewpoints different from your own.

Every leader has personality characteristics that threaten his or her success.

The Hogan Development Survey is the only business-related assessment that measures performance risks that impede work relationships, hinder productivity and limit overall career potential.

Profiling Derailment Factors

- Can be done by interviews, observation, or questionnaires

SECTION II: PERFORMANCE BARRIERS

INSTRUCTIONS

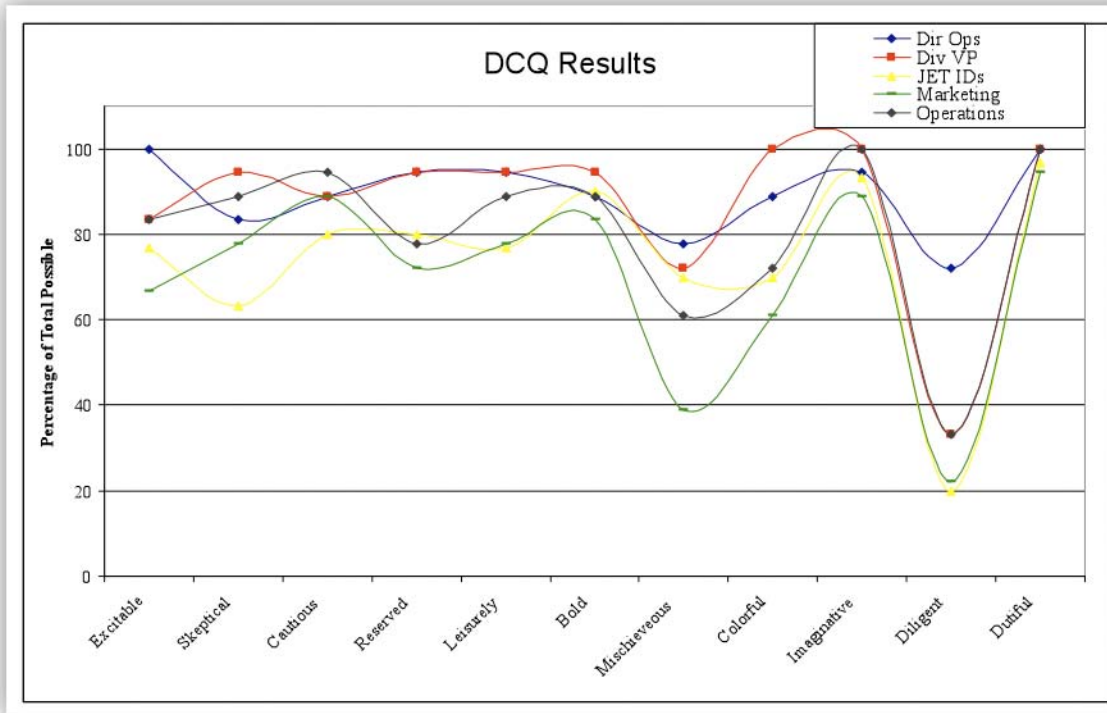
Below is a list of behavioral characteristics. Please rate the extent to which each characteristic would **IMPEDE** or **DEGRADE** the performance of a _____. Try to work quickly. Do not spend too much time thinking about any single item. Please mark your responses in the bubbles provided.

Does Not Degrade Performance	Minimally Degrades Performance	Moderately Degrades Performance	Substantially Degrades Performance
0	1	2	3

*Would job performance **DECLINE** if a _____?*

	Rating
1. Becomes emotional when dealing with difficult people _____	① ① ② ③
2. Becomes irritable when frustrated _____	① ① ② ③
3. Mistrusts others and questions their motives _____	① ① ② ③
4. Resents criticism and takes it personally _____	① ① ② ③
5. Resists needed changes in job procedures _____	① ① ② ③
6. Avoids taking any risks _____	① ① ② ③
7. Makes decisions without consulting or informing others _____	① ① ② ③
8. Is typically silent and uncommunicative _____	① ① ② ③

Company X Derailment Graph



The HDS provides valuable feedback for

strategic self-awareness,

which is the key to overcoming these tendencies and achieving
success in the workplace.

Identify behavioral tendencies to keep, stop,
and grow

Accelerate the coaching process

Identify gaps between rewards/desired
conditions & behaviors

Reflect on motivations capable of impacting
behavior

Predict performance in new jobs and novel
situations

Poll question:

Does your company currently use personality assessments
in the hiring or
development process?

Assessments at ACME: Building Blocks for Leadership Capability



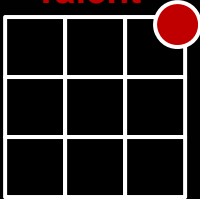
ACME, INC. – A BRIEF HISTORY

- Founded **in the mid-1980's**
 - \$30-60B in 5 yrs - organic growth
- ACME's 2008: Global systems and services company
 - Fortune 50 company
 - **\$61 B** in revenue (fiscal 2008)
 - **~85,000** employees in 55 countries
- ACME has more than **5 million conversations** with customers every day.
- Every day around the world, **150 million** people will use ACME computer equipment and **50,000 new ACME IT products** will be born.

CLOSING THE LEADERSHIP GAP

High Potential Talent

1%

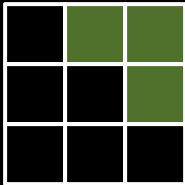


Globally identified and selected top high potential talent. Sponsored by CEO, rotational program to create **SUCCESSION DEPTH**

Top Jobs Succession

Top Talent

20%



Selected few. **Leadership Acceleration Programs**, aimed at increasing **READINESS FOR NEXT ROLE**; offered at 3 levels; D1-D3-VP

Leadership Bench Strength

Core

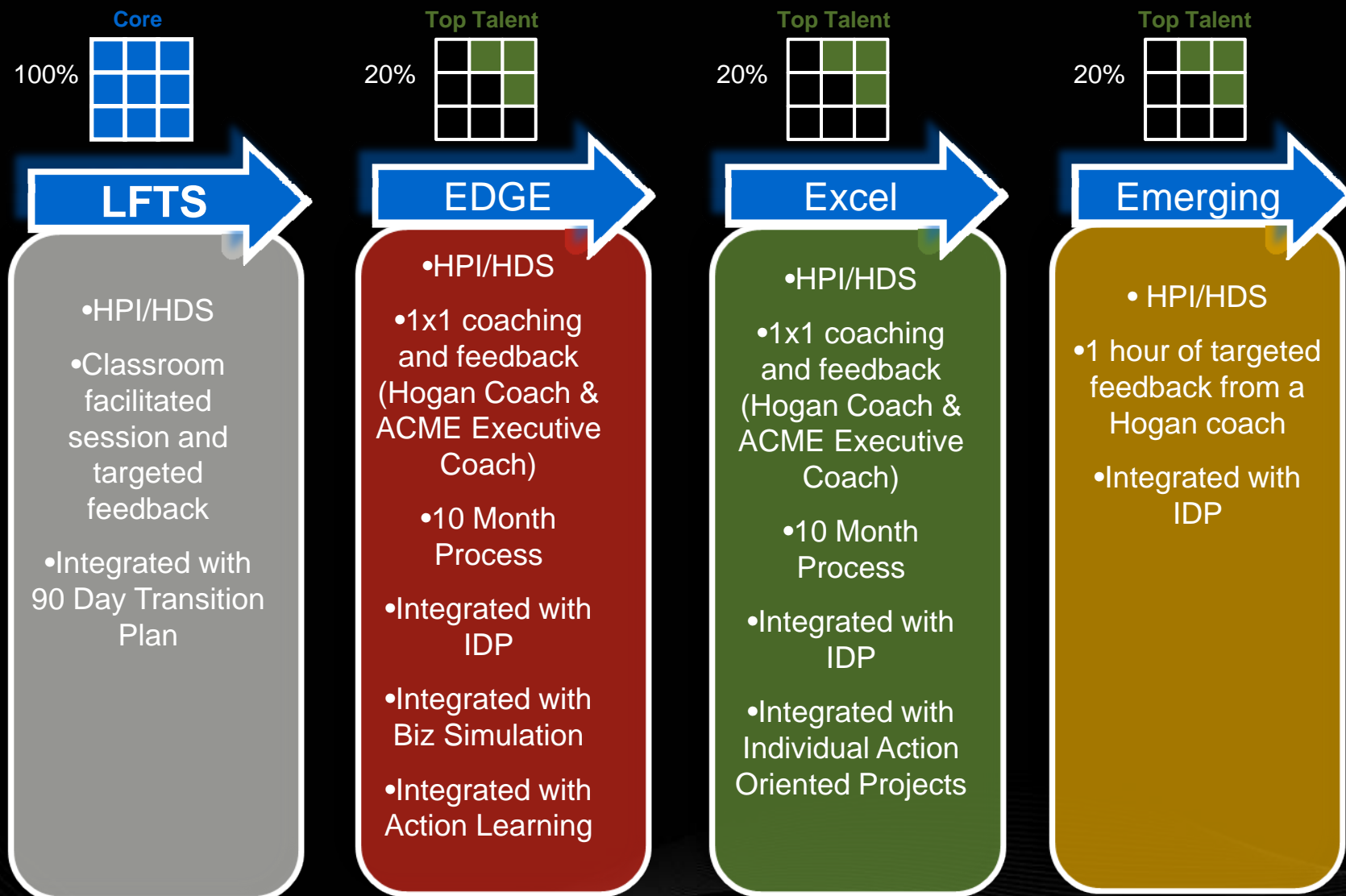
100%



All managers worldwide. Same program, methodology and content; **DEVELOP IN POSITION**
All levels in three segments: IC to Manager; Manager of Managers, and Executive

Management Effectiveness

Top Talent & Executive Audiences



The Good News

90% of high potentials agreed or strongly agreed that “The performance improvements I can make as a result of this process will affect my future career success”.

89% agreed that “The investment my company made in this process was well worth it”.

WHAT DERAILMENT LOOKS LIKE AT ACME ?

-leaders who overestimate their ability.....(Bold)
-leaders who fail to communicate with their team....(Reserved)
-leaders who bask in the limelight.....(Colorful)
-leaders who are in fear of failure.....(Cautious)
-leaders who explode like TNT.....(Excitable)

HOW DOES ACME COACH AROUND DERAILMENT?

Create self-awareness through individualized feedback

Provide an integrated development plan that stresses monitoring potential derailers and seeking feedback from others

Learning resources on alternative strategies and follow-up activities

In house development programs that facilitate development and peer accountability

So, is it pressure or personality?

BOTH.

When we're under pressure, our derailing personality characteristics become most evident.

Through **strategic self-awareness**,
derailers become manageable and effective leadership emerges.

Questions and Discussion

**For more information or to receive a sample report,
please call**

800.756.0632

or email

hds@hoganassessments.com

