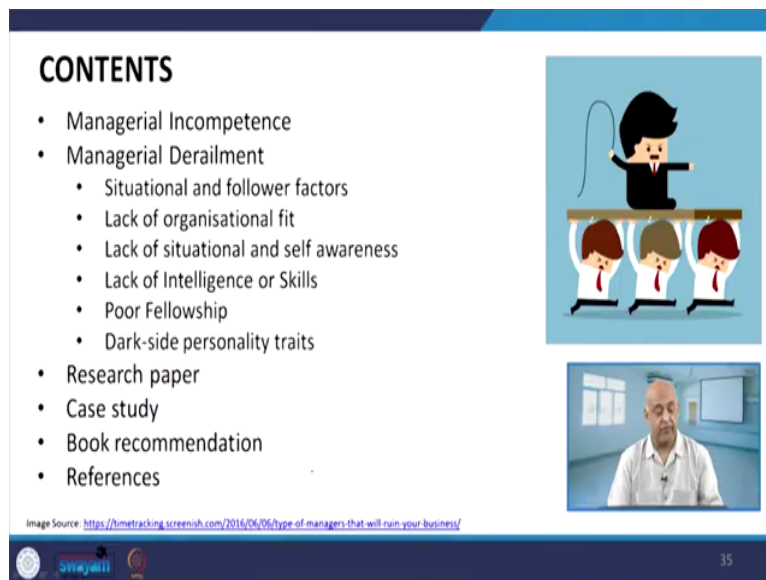


Leadership and Team Effectiveness
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Lecture – 27
Managerial Incompetence and Derailment

Managerial Incompetence and Derailment this session we will talk about. What is managerial incompetence? So, we talked about managerial competence, which is about the, A x M x O. I will discuss it later.

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CONTENTS

- Managerial Incompetence
- Managerial Derailment
 - Situational and follower factors
 - Lack of organisational fit
 - Lack of situational and self awareness
 - Lack of Intelligence or Skills
 - Poor Fellowship
 - Dark-side personality traits
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://tmetracking.screesh.com/2016/06/06/type-of-managers-that-will-run-your-business/>

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Then, the managerial derailment, situational and follower factors, lack of organizational fit, lack of situational and self-awareness, lack of intelligence or skills, poor fellowship and the dark side personality traits are there. Then, we will talk about this; as usual, the research papers, case studies, and book recommendations in the references are there.

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Managerial Incompetence

Managerial incompetence concerns a person's inability to build teams or get results through others. A majority of people in positions of authority can :

- Build teams but not get results
- Get results but destroy team morale and cohesiveness
- Neither build teams nor get results

Incompetent managers have difficulties building loyal followings or getting anything done. Research shows that there may be more incompetent than competent managers; the base rate of managerial incompetence may be 50 to 75 percent.

(Kellerman,2004)



Handwritten notes in red ink:
 AXM x O
 Ability
 Tech, conceptual, analytical, designing

So, first, we have to understand what managerial competence is. So therefore, a manager's competency we will talk about the formula is A into M into O. A is the ability. So, what type of ability is there? The technical skills, HR skills, conceptual skills, analytical skills and designing skills. That is creativity. So, whenever you talk about the manager's competency, the manager's ability is there.

M is for motivation, and O is for the opportunity. So, when the person is the unable inability of the person. So therefore, in that case, he does not like to build the teams or get results as a leader. What is important? That is, HR skills are essential. However, he cannot be unable to build the teams, so his HR skills are lacking. If HR skills are lacking, we will say it is a person who is not competent.

Position of authority can build teams but not get results. So, therefore you create the team, but this will not be the team. This will be the group. So, whenever we talk about the groups, groups are like this, and whenever we talk about the team, teams are like this, so they are connected and integrated. However, when you are building in a position, you are in a position, so you create and say that this is my team, but the team is not working.

The team is not working in coordination; this will be the only group. However, when they are working in a team but even the incompetent team manager, what will be the result and not the team? So therefore, in that case, managerial incompetence is the inability to build a team but not getting the results, getting the results. However, bad morale and cohesiveness are there and neither the build teams do not get the results.

So, all three types of managers you will get. So, incompetent managers have difficulties building a loyal following or getting anything done. Research shows that there may be more incompetent than competent managers. So, therefore there will be more like in the previous session. We have seen it is 8%. Only so, therefore, 8% were excellent while the rest were not excellent.

The base rate of managerial incompetence maybe 50 to 75%. So, therefore it has been seen. The managerial competence you know is not that common. The percentage is meagre.

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Type of Managers based on Competency

- **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.
- **Taskmasters** are often 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.

Image Source: (Hughes, Ginnett, & Curphy, 2015)

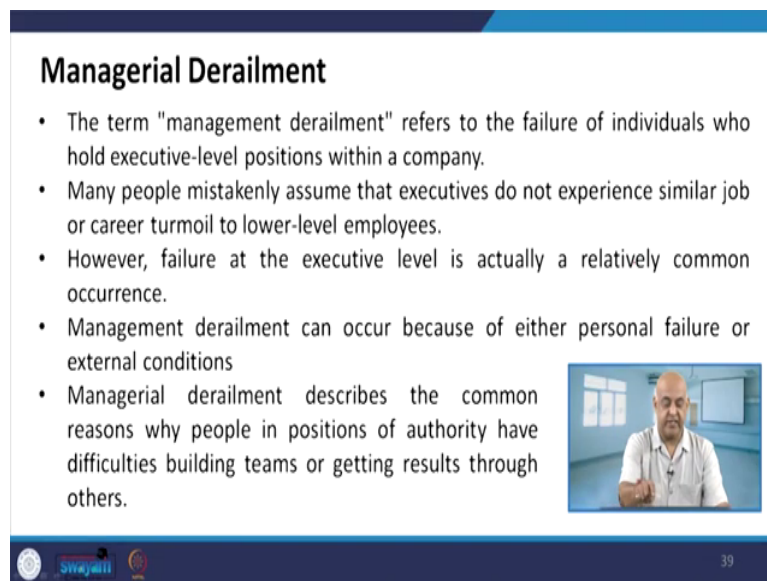
So, competent managers are good at building teams and getting results through others. Although they are the types of leaders most people aspire to be, most people in a position of authority fall into one of the other three categories. So, they are building the team and getting the results of competent managers in the event. They are getting the results but do not build the teams.

Taskmasters do not build a team but do not get the result. So, they are the just figureheads and those who do not get the results, but in the building, the teams they are cheerleaders for are there. So, taskmasters are often good at achieving the results such as financial targets or win-loss records but tend to treat followers so poorly that these results are generally short-lived. A perfect point has been mentioned.

Many times, you know, people believe that if they are autocratic, they get the results. However, they forget that this practice will not continue for long this practice very shortly , it will die. So therefore, in that case, this taskmaster or leadership style does not always work for a long time basically, especially. So, cheerleaders are the people in a position of authority who is people-centred.


Moreover, please make a point of getting along with everyone thanks to their focus on making the workplace warm and fun. Most people like working for the cheerleaders are there. Figureheads do not play to win; they play not to lose. They may not be complete failures at building the teams and getting the results, but they could be better at both endeavours. Many times, figureheads do just enough to stay out of the trouble and avoid this point spotlight.


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Managerial Derailment

- The term "management derailment" refers to the failure of individuals who hold executive-level positions within a company.
- Many people mistakenly assume that executives do not experience similar job or career turmoil to lower-level employees.
- However, failure at the executive level is actually a relatively common occurrence.
- Management derailment can occur because of either personal failure or external conditions
- Managerial derailment describes the common reasons why people in positions of authority have difficulties building teams or getting results through others.



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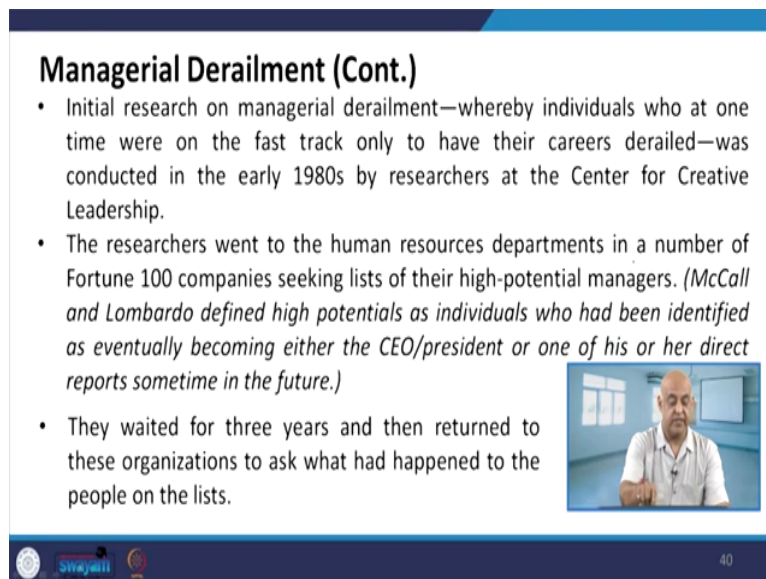
So, therefore, in that case, and they actually, they are not handling the challenging situations. So, what happens? Managerial derailment happens. The term managerial derailment refers to the failure of individuals who hold executive-level positions. Many people mistakenly assume that executives do not experience a similar job or carry a turmoil to lower-level employees, but they do.

Failure at the executive level is a relatively common occurrence. Management derailment can occur because of either personal failure or external conditions. Managerial derailment describes the common reasons people in a position of authority have difficulties building teams are getting results through the others are there. So, the primary reason for the derailment is that those at the top positions do not have the derailment?

Yes, they have. The derailment is there. So, it is not like this that only the lower-level executives will have the derailment and the high-level executive level. We do not have this derailment; it is a relatively common occurrence. There are also having the derailment is there. So, it does not mean that if somebody is at a very high position in the organization, he will not have the derailment.


He will also have the derailment there. Moreover, rather than being ubiquitous, the point is that when you are creating the team and building the team you are getting, you are supposed to get the result through others.


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Managerial Derailment (Cont.)

- Initial research on managerial derailment—whereby individuals who at one time were on the fast track only to have their careers derailed—was conducted in the early 1980s by researchers at the Center for Creative Leadership.
- The researchers went to the human resources departments in a number of Fortune 100 companies seeking lists of their high-potential managers. *(McCall and Lombardo defined high potentials as individuals who had been identified as eventually becoming either the CEO/president or one of his or her direct reports sometime in the future.)*
- They waited for three years and then returned to these organizations to ask what had happened to the people on the lists.



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Initial research and managerial derailment, whereby the individuals who at one time were on the fast track only to have their careers derailed, was conducted in the year the early 90s by researchers at the centre of creative leadership are there. So therefore, in that case, and this is the example given in the 1980s by researchers, research has been done at the centre for creative leadership.

Moreover, the researchers went to the human resource departments in several fortunes, 100 companies seeking a list of their high potential managers McCall and Lombardo defined high potentials as individuals who had been identified as eventually becoming either the CEO or the president or one of his or her direct reports or sometime in the future. They waited for three years and then returned to these organizations to ask what had happened to the people on the list.

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Managerial Derailment (Cont.)

- They discovered that roughly a quarter of the high potentials had been promoted to one of the top two levels in the organization, and an equal percentage had not yet been promoted but would be as soon as a position became available.
- Another 25 percent had left the companies; some had quit to form their own companies, and others were given better offers somewhere else.
- Finally, about a quarter of the people on the list were no longer being considered for promotion. Most of these individuals were let go or demoted to less influential and visible positions.
- This last group of individuals represented cases of **managerial derailment**.



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So, after three years, this researcher again discovered that roughly a quarter of the high potential had been promoted to one of the top two levels in the organization, and an equal percentage had not yet been promoted. However, it would be as soon as the position became available. Another 25% had left the company, some had quit forming their own companies, and others were offered better elsewhere.


Finally, about a quarter of the people on the list were no longer being considered for promotion. Most of these individuals were let go or demoted to less influential and visible positions. So, the last group of this one quarter that has represented the managerial derailment means those with the potential they could have performed but could not.

Moreover, in that case, a first quarter was promoted, and an equal number was given a position in a short period. Moreover, 25% have left, and 25% were the managerial derailment.

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Root Causes of Managerial Derailment

- Situational and follower factors
- Lack of organisational fit
- Lack of situational and self awareness
- Lack of Intelligence or Skills
- Poor Fellowship
- Dark-side personality traits



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However, I think that this percentage, which is the 25% only so, then is not a huge number. Because managerial derailment causes a high percentage many times. So, what is the cause of the managerial derailment? Situational and follower factors are critical, situational factors and follower factors. Lack of organizational fit, so they have the potential, but they do not fit into its culture.

Lack of situational and self-awareness: Many times, they are not aware of themselves doing this job or are competent or not and then performing. Lack of intelligence or skills to perform that particular high-level promotion level position. Poor fellowship is there, so they cannot do that. Moreover, dark-side personality traits are there.

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Situational and Follower Factors

Situational and follower factors significantly affect a person's ability to build teams and get results. Some of the situational factors that can interfere with a person's ability to be seen as a competent manager are:

- New competitive threats, globalization, technology, changing customer preferences, unreliable suppliers, new governments or government regulations, unfavorable media coverage, natural disasters, and wars.






Image Source: <https://www.linkedin.com/pulse/embrace-change-three-reasons-why-important-any-industry-chohley/>

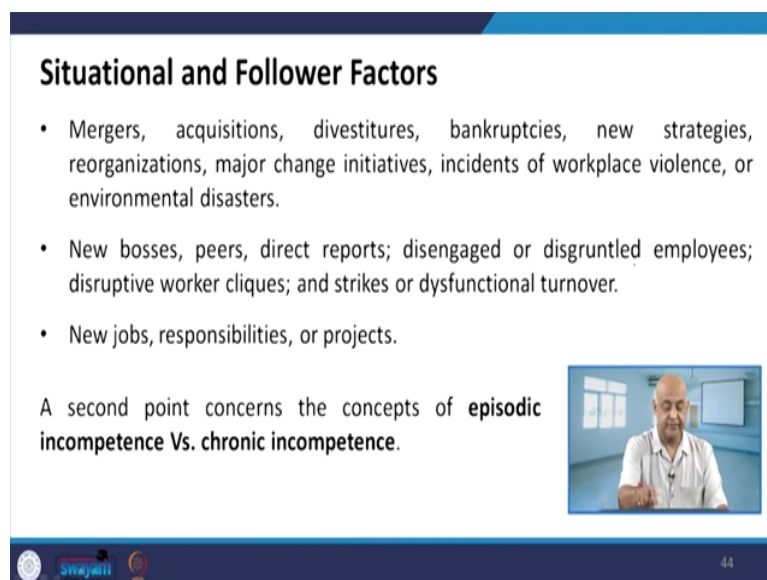
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So, therefore, in that case, these are why the managerial derailment is there. Situational follow factors significantly affect a person's ability to build teams and get results. So, therefore, in that case, they can build the team and get the results. Some situational factors can interfere with a person's ability to be seen as a competent manager.

So, therefore, it is the situational and follow factors they usually are the creating that is about the person's abilities, whether the up or the down. New competitive threats, globalization, technology, changing customer preferences, unreliable suppliers on new governments or the government regulations, unfavourable media coverage and the natural disaster and wars are there.

Moreover, therefore, we will find that it is becoming the government regulations or the unfavourable media coverage. Moreover, as a result, there are certain factors and the person is tested. For example, the role of technology changes technology and the unfavourable media coverage also creates derailment, and natural disasters and wars are there.


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Situational and Follower Factors

- 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 employees; disruptive worker cliques; and strikes or dysfunctional turnover.
- New jobs, responsibilities, or projects.

A second point concerns the concepts of **episodic incompetence Vs. chronic incompetence.**



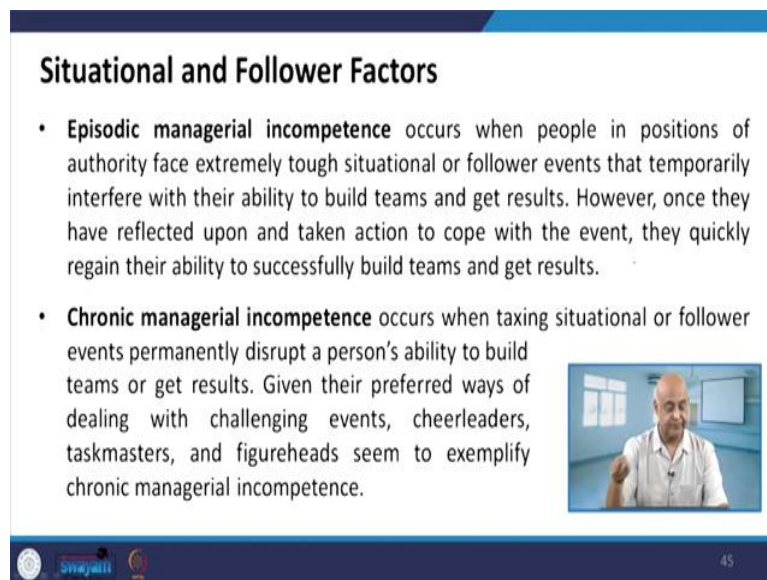


The other factors are mergers, acquisitions, acquisitions, divestitures, bankruptcies, new strategies or reorganizations, major change initiatives, workplace violence, or environmental disasters. So, these are the reasons for the derailment. A new boss's peers are also often the new boss that becomes the cause of the derailment of peers, direct reports, disengaged or the disgruntled employees, disruptive worker cliques.

Moreover, the strikes are dysfunctional. Turnover is there. New job responsibilities or the projects are there? A second point concerns the concept of episodic incompetence versus chronic incompetence. So therefore, when we talk about these new bosses' peer direct reports, these engaged and disgruntled employees are there, disruptive worker collection and the strikes are dysfunctional turnovers are there.


So, these all become examples of episodic incompetence versus chronic incompetence.

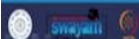
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Situational and Follower Factors

- **Episodic managerial incompetence** occurs when people in positions of authority face extremely tough situational or follower events that temporarily interfere with their ability to build teams and get results. However, once they have reflected upon and taken action to cope with the event, they quickly regain their ability to successfully build teams and get results.
- **Chronic managerial incompetence** occurs when taxing situational or follower events permanently disrupt a person's ability to build teams or get results. Given their preferred ways of dealing with challenging events, cheerleaders, taskmasters, and figureheads seem to exemplify chronic managerial incompetence.



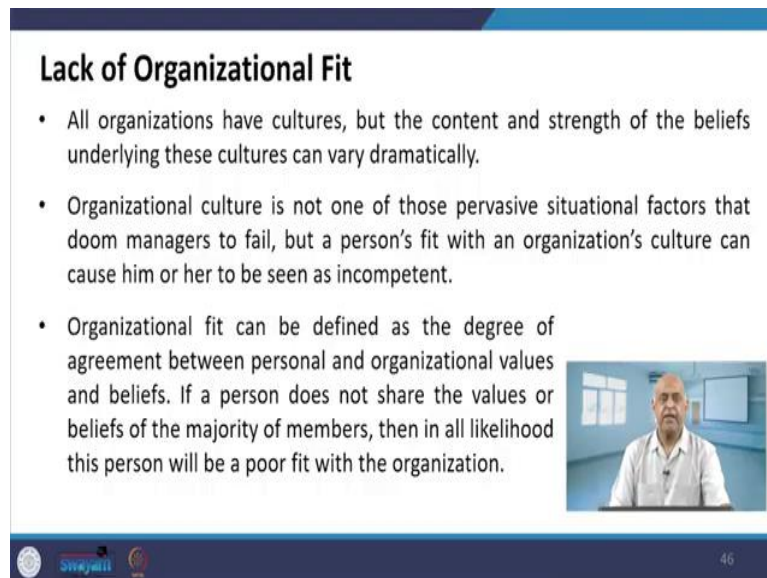
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So, what is episodic managerial incompetence when people in positions of authority face extremely tough situations or follow events that temporarily interfere with their ability to build teams and get results? Once they have reflected upon and taken action to cope with the event, they quickly regain their ability to build teams and get results successfully.

So, if this type of situation arises, how does the person respond to those situations? Furthermore, we can understand that if the person is taking action to cope with the event, he can cope with the event, then definitely, in that case, they quickly regain their ability, but when the taxing situational or follower events permanently disrupt a person's ability to build teams or get results.


Given their preferred ways of dealing with challenging events, cheerleaders, taskmasters, and figureheads exemplify chronic managerial incompetence. However, if this situation arises and they cannot handle the above situations, there will be managerial incompetence excellent point.


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Lack of Organizational Fit

- All organizations have cultures, but the content and strength of the beliefs underlying these cultures can vary dramatically.
- Organizational culture is not one of those pervasive situational factors that doom managers to fail, but a person's fit with an organization's culture can cause him or her to be seen as incompetent.
- Organizational fit can be defined as the degree of agreement between personal and organizational values and beliefs. If a person does not share the values or beliefs of the majority of members, then in all likelihood this person will be a poor fit with the organization.





It often lacks organizational fit or organizational cultures, but the content and strength of the beliefs underlying these cultures can vary dramatically. Organizational culture is not one of those pervasive situational factors that doom managers to fail. So, but a person's fit within an organization's culture. It is not like that. It is the organization's culture. It is not good. However, it is the fitness between the individual and the organization.


So that is why it has been mentioned that it is not the organization culture one of those pervasive situational factors. However, a person's fit with organizational culture can cause him or her to be seen as incompetent. Because he cannot adopt that particular culture, organizational fit can be defined as an agreement between personal and organizational values.




Moreover, beliefs if a person does not share the values or beliefs of the majority of members, then in all likelihood, this person will be a poor fit with the organization. So therefore, in that case, if there is a difference also between the personal values and organizational values, are there. Then definitely, in that case, does not share the values, then it is the likelihood that he has a poor fit with the organization.

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Lack of Organizational Fit

- Organizations often realize that continuing to do things the same way will eventually result in failure, and one approach to fostering new ways of thinking is to hire people from the outside with different work experiences.
- New hires may have good ideas to remedy a situation, but whether they and their ideas are accepted will depend to a large extent on an organization's culture.
- The farther these ideas stray from the organization's prevailing values and beliefs, the more likely they are to be dismissed.
- It also happens when companies hire new CEOs or acquire other organizations.



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Organizations often realize that continuing to do things the same way will eventually fail and one approach to fostering new ways of thinking is to hire people from the outside with different work experience is there. New hires may have good ideas to remedy a situation but whether they and their ideas are accepted will depend to a large extent on an organization's culture is there.

Moreover, therefore, in that case, the ideas which are accepted will create an influence on the organization's culture? The farther these ideas stray from the organization's prevailing values and beliefs, the more likely they will be dismissed. So therefore, in that case, they are required to be quickly developed when companies hire new CEOs or acquire other organizations.

Especially then, they develop that particular style of the values and beliefs. So, determining organizational culture may not be straightforward; however, because the underlying beliefs, norms, stories and values are often unwritten, so many times, what happens to know? That is a new leader. He cannot understand the culture because he sees it superficially, but it is not the right thing.

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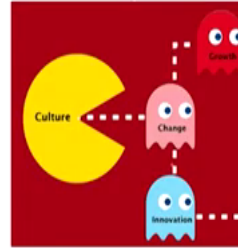
Lack of Organizational Fit

Determining an organization's culture may not be straightforward, however, because the underlying beliefs, norms, stories, and values are often unwritten.

Those who do not fit run the risk of being seen as incompetent and may find that working elsewhere can help them be seen as competent managers.

"Culture eats strategy for breakfast."

- Peter Drucker



Source: <https://www.torbenrick.eu/blog/culture/organisational-culture-eats-strategy-for-breakfast-lunch-and-dinner/>

Rather than that, those who do not fit run the risk of being seen as incompetent and may find that working elsewhere can help them be seen as the competent managers are there. So, therefore, in that case, it is also possible that it is the same person. He may be more successful in another organization because that organization's culture fit, but he may not be successful in the ex-organization.

So, culture is the strategy for breakfast is there. So, therefore, it becomes essential to know what type of these strategies are there and how this culture is. Creating the person's fit is there. Now, here it has been given a fascinating picture of how the culture has been given. Culture is with the change. What are the changes occurring? Innovations organization is adopting.

Execution is the way the organization executes. The performance, how it is performing, and what is the growth. So, based on these five dimensions, the culture will be decided.

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Lack of Situational and Self-Awareness

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—they 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. In contrast, cheerleaders, figureheads, and taskmasters have major situational and self-awareness blind spots.

They either are unaware of or discount the impact of key situational or follower events and overestimate their ability to build teams and get results



Competent managers must accurately read the situational and follower factors affecting their teams and remain vigilant for changes. Competitive managers have a high level of situational awareness, but they also have high levels of self-awareness. So, therefore individuals are keenly aware of their strengths and shortcomings. Always if you know yourself, this is very, very important.

When you know yourself, then only in that case your competency when you know your competencies, high levels of self-awareness will be there. Individuals keenly aware of their strengths and shortcomings often find ways to manage your staff around their knowledge and skill gaps. In contrast, cheerleaders, figureheads and taskmasters can have major situational and self-awareness blind spots.

So, here is an exciting point is there that is the whether they can manage your knowledge and skill and whatever the gaps are there? Are you able to bridge those gaps? If you can bridge those gaps, then you will be more successful. They are either unaware of the impact of important, situational or follower events. They are not aware and overestimate the ability to build teams and get results.



So, sometimes when the individual does not know the reality. So, he is discounting the impact of the key situational factors and their ability to build a team that will get the results.

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Lack of Situational and Self-Awareness

It is imperative that people wanting to be competent managers get regular feedback on their performance, ideally in the form of 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.

Source: https://www.123rf.com/photo_29760397_a-man-is-looking-into-the-mirror-asking-himself-who-am-i-in-his-face-there-is-a-question-mark-to.html?from=com&kg4ylz6yd70-1-19

Shajail

A lack of situational and self-awareness is there. People who want to be competent managers get regular feedback on their performance, ideally 360-degree feedback. It is also imperative that the people in the positions of the authority regularly ask team members for ideas on improving team performance and find ways to stay abreast of important situational and follower events there and there from the basis of those suggestions.

Then, the person can determine whether he is the organizational fit, has a base of self-awareness, and can meet the situation.


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Lack of Intelligence or Skills

Team-building know-how can be defined as the degree to which a leader knows the steps and processes needed to build high performing teams. Many people spend their careers working in groups but lack a fundamental understanding of what it takes to build cohesive, goal-oriented teams.

Subject matter expertise can be defined as the relevant knowledge or experience a person can leverage to solve a problem.

Intelligence can be defined as the ability to think clearly. Although research has shown that people in positions of authority are generally brighter than others, the intelligence of managers varies greatly.



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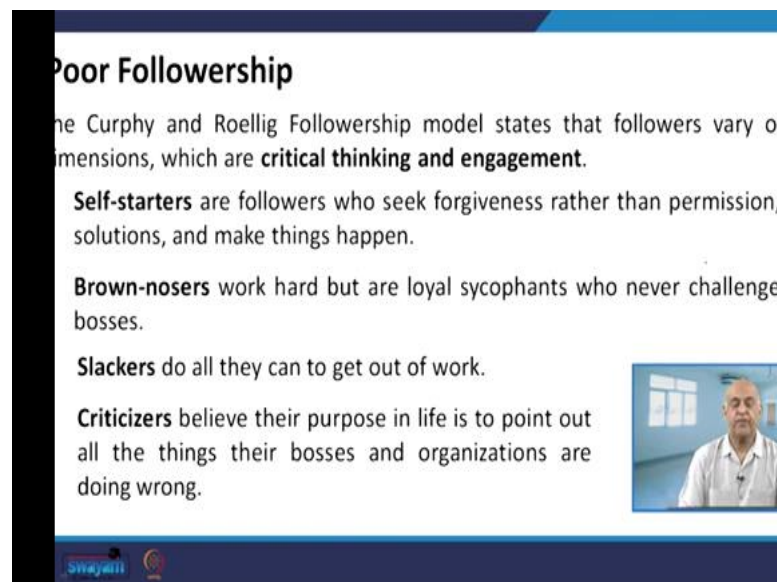
Lack of intelligence or skills is there, which will also be their derailment. Team-building know-how can be defined as how a leader knows the steps and processes needed to build high

performing teams. So, in team building, the leader will know the steps and the processes. Moreover, most people spend their careers working in groups.

However, there is a fundamental understanding of what it takes to build cohesive goal-oriented teams. The subject matter experience can be defined as the relevant knowledge or the experience a person can leverage to solve a problem. Moreover, intelligence can be defined as the ability to think clearly. Although research has shown that it is about intelligence, people in a position of authority are generally brighter than others.

The intelligence of managers varies greatly. So, therefore, in that case, whether the person has that team building knowledge is a matter of expert expertise. Moreover, the knowledge experiences the person can leverage to solve a problem and the intelligence are there. That is whether the intelligence of a manager where is excellent.

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Poor Followership

The Curphy and Roellig Followership model states that followers vary on two dimensions, which are **critical thinking and engagement**.

- Self-starters** are followers who seek forgiveness rather than permission, offer solutions, and make things happen.
- Brown-nosers** work hard but are loyal sycophants who never challenge their bosses.
- Slackers** do all they can to get out of work.
- Criticizers** believe their purpose in life is to point out all the things their bosses and organizations are doing wrong.

Shaykh

Poor followership is there. Curphy and Rolling's followership model, states that followers vary in their two dimensions, critical thinking and engagement. Self-starters are followers who seek forgiveness rather than permission, offer solutions and make things happen. Brown-nosers work hard but are loyal sycophants who never challenge their bosses.

The slackers do all they can do to get out of work. Moreover, critics believe they are supervised in life is no point in pointing out all the things their bosses and organizations are doing wrong.

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Poor Followership

Curphy-Roellig Followership Model

People in positions of authority who are **criticizers** often become incompetent managers. People in positions of authority who are **brown nosers and slackers** are likely to be seen as incompetent managers.

Source: <https://www.linkedin.com/pulse/followership-new-perspective-leadership-coaching-the-shift>

So, if critical thinking is low and engagement is low, they will be slackers. If the critical thinking is low, the brown noses are there, but the engagement is higher. Moreover, if critical thinking is high, but engagement is low, those are the criticizers. Moreover, critical thinking is high, and the engagement is also high; the self-starters are there.

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Dark-Side Personality Trait

Dark-side personality traits are irritating, counterproductive behavioral tendencies that interfere with a leader's ability to build cohesive teams and cause followers to exert less effort toward goal accomplishment.

Research has identified a total of 11 such Dark Traits (Hogan, 2017)


Excitable	Leader with these tendencies have difficulties building teams because their dramatic mood swings, emotional outbursts and inability to complete projects
Skeptical	Leaders with this dark side trait have an unhealthy mistrust of others, are constantly questioning their motives and challenging the integrity of their followers, and are vigilant for signs of disloyalty

Now finally, we will come to the dark side of the personality trait. Dark, dark side personality traits are the irritating, counterproductive behavioural tendencies that interface with a leader's ability. So therefore, in that case, it is in what is the practice is irritating and the counterproductive behaviour. Moreover, with the leader's ability to build cohesive teams and cause followers to exert less effort towards the goal accomplishment, is there?

Research has identified that a total of 11 such dark sides are excitable. Difficulties building teams because of their dramatic mood swings, emotional outbursts and inability to persist on the projects. Sceptical leaders with a dark side trait have an unhealthy distrust of others. Always mistrust is there. Moreover, it is challenging what is in challenges the integrity of their followers and is vigilant for signs of disloyalty.

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Dark-Side Personality Trait	
Cautious	Because these leaders are so fearful of making “dumb” mistakes, they alienate their staff by not making decisions or taking action on issues
Reserved	During times of stress these leaders become extremely withdrawn and uncommunicative and unconcerned about the welfare of their staff.
Leisurely	These passive- aggressive leaders will exert effort only in the pursuit of their own agenda 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 lead results in bruised followers' trials




Because these leaders are so fearful of making dumb mistakes, they alienate their staff by not making decisions or taking action on issues. Reserved, during times of stress, these leaders become highly withdrawn and are uncommunicative and unconcerned about the welfare of their staff. Leisurely and the passive-aggressive leaders will exert effort only to pursue their agenda.

Moreover, they will procrastinate and not follow through with requests that are not in line with their agendas. They are bold, those who have 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 results in the bruised followers' trials.

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Dark-Side Personality Trait

Mischievous	These leaders tend to be quite charming but take pleasure in seeing can get away with breaking commitments, rules, policies and laws
Colorful	These leaders have a need to be center of attention.
Imaginative	These leaders think in eccentric ways, often change their minds, and strange or odd decisions
Diligent	Because of their perfectionist tendencies, these leaders frustrate and disempower their staff through poor prioritization and inability to delegate.
Dutiful	These leaders deal with stress by showing ingratiating behaviour to superiors. They lack spines, are unwilling to refuse unrealistic requests, won't stand up for their staff, and burn them out as a result.



Then that is the mischievous tend to be quite charming but take pleasure in seeing if they can get away with the breaking commitments, rules, policies and loss. Colourful, these leaders need to be the centre of attention. Imaginative, these leaders think in strange ways, change their minds and make strange decisions. Diligent because of their perfectionist tendencies, these leaders frustrate and disempower their staff through the poor prioritization and inability to delegate.

Moreover, Dutiful deals with the stress by showing ingratiating behaviour to superiors. Their lack of spines is unwilling to refuse unrealistic requests, would not stand up for their staff, and burn them out.

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Research Paper


A study of managerial derail characteristics and personal preferences

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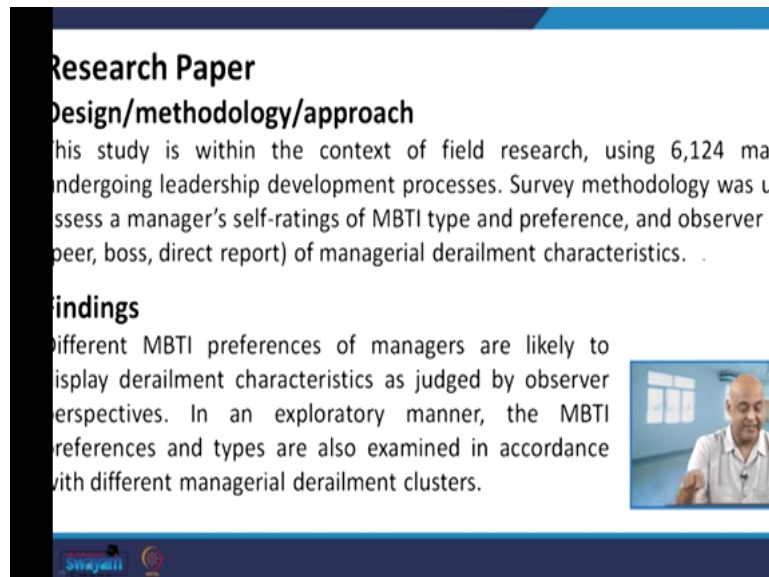
William A. Gentry
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Purpose
This research has the purpose of examining whether personality preferences and type from the Myers-Briggs Type Indicator (MBTI) are related to managerial derailment



As usual, some readings are suggested. This research paper primarily focused on managerial derailment characteristics and personality preferences. The purpose of examining whether personality preferences and the type of the MBTI are related to the managerial derailment is there.

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Research Paper

Design/methodology/approach

This study is within the context of field research, using 6,124 managers undergoing leadership development processes. Survey methodology was used to assess a manager's self-ratings of MBTI type and preference, and observer ratings (peer, boss, direct report) of managerial derailment characteristics.

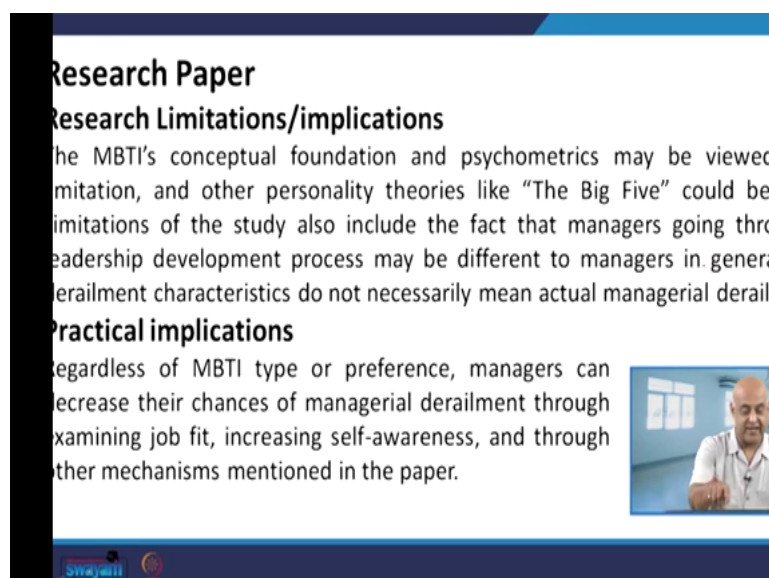
Findings

Different MBTI preferences of managers are likely to display derailment characteristics as judged by observer perspectives. In an exploratory manner, the MBTI preferences and types are also examined in accordance with different managerial derailment clusters.

Swajati

This study is within the context of field research. It is fascinating to know how MBTI affects the derailment of personality traits. The observer's perspective and exploratory manner judge these. The MBTI preferences and types are also examined according to the managerial derailment clusters.

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Research Paper

Research Limitations/implications

The MBTI's conceptual foundation and psychometrics may be viewed as a limitation, and other personality theories like "The Big Five" could be used. Other limitations of the study also include the fact that managers going through leadership development process may be different to managers in general. Derailment characteristics do not necessarily mean actual managerial derailment.

Practical implications

Regardless of MBTI type or preference, managers can decrease their chances of managerial derailment through examining job fit, increasing self-awareness, and through other mechanisms mentioned in the paper.

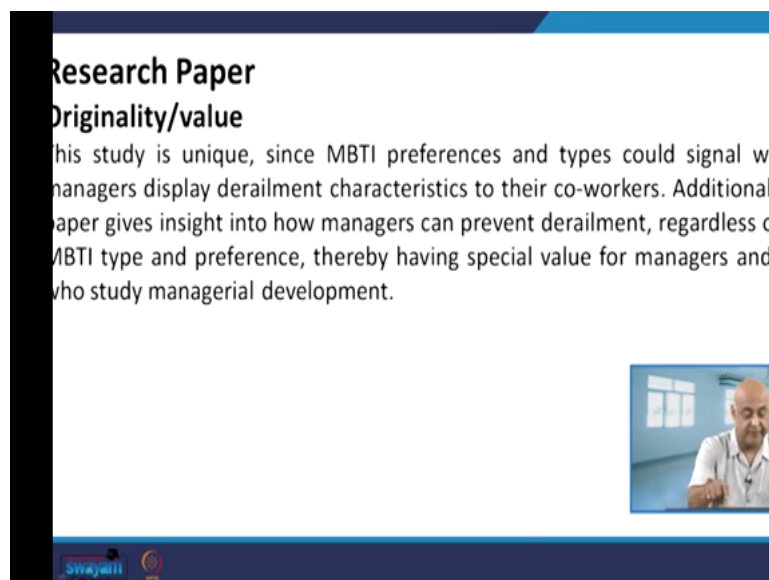
Swajati

The MBTI's conceptual foundation and psychometrics may be viewed as a limitation in other personality theories, like "The Big Five" could be used. Furthermore, managers going

through a leadership development process may differ from managers in general. Moreover, derailment characteristics do not necessarily mean actual managerial derailment. This is also important. That is, sometimes, you might have derailment characteristics.

However, you may not have the managerial derailment; why? Because the organization fit. If you are, your traits fit with the organization, so there will be not many derailments in that organization. A beautiful limitation has been mentioned. Regardless of the MBTI type of reference, managers can decrease their chances of managing derailment by examining job fit, increasing self-awareness, and other mechanisms mentioned in the paper.

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MBTI preferences type could signal whether the managers display derailment characteristics to their co-workers. Moreover, this paper gives insight into how managers can prevent derailment, regardless of their MBTI type and preferences. Moreover, therefore and those who want to develop their managerial derailment. So, this study will be very much useful for them.

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Case Study : Ready Food Company

Ready Foods is a regional packaged food company that makes and sells products in supermarkets.

The company's most popular brands have traditionally been nonperishable and are easy to prepare, often with little regard for nutritional value.

For the last 20 years, these brands have made the company highly profitable. Employees have become accustomed to big paychecks and generous benefits, including three week annual paid holiday, a well-funded retirement program and college tuition reimbursement for children of employees.

However, in recent years, company sales and profits have declined because consumer preferences have shifted to favor fresher, healthier foods not currently provided by the company.

(Yuki and Garden, 2020)



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Case Study (Cont.)

Bruce Berry has been the CEO of the company for five years, and the shift in customer preferences to healthier options has been his major management problem. Over the past few years Bruce has made incremental changes to the company's products, but none of these changes have reduced the decline in sales and profits. He knew that for the company to survive, it would be necessary in the coming year to make more significant changes in the company's product and marketing strategy.

After considerable marketing research, Bruce determined that the company needed to expand its product offerings and invest in a program to develop and offer fresher, organic foods to support the healthier lifestyle of many potential customers.

(Yuki and Garden, 2020)



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Case Study (Cont.)

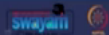
However, this program would require funds that would not be available as the company's profits continued to decline. Bruce did not like the idea of employee layoffs as a means of securing the necessary funds, and he decided instead to cut some employee benefits that seemed excessive and unnecessary for his type of company.

He assumed that most employees would be willing to lose these benefits in order to enable the company to pay for the new fresh foods program without having to lay off any employees.

However, he did not try to explain the need for his decision or seek the suggestions and support of his employees.



(Yuki and Garden, 2020)



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Case Study (Cont.)

When the changes were announced, many employees were very upset that the benefits were being cut. Most employees believed the fresh foods program was unnecessary.

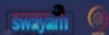
They saw it as an overreaction to a temporary change in customer preferences and they believed company sales and profits would recover to the levels achieved for many years without such a program.

Many employees believed the cut in benefits was excessive and felt like the company did not value their years of service.

This resentment caused some employees to seek employment elsewhere, and others found ways to delay the development and implementation of the fresh foods program.



(Yuki and Garden, 2020)




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Case Study (Cont.)

It took months to find qualified replacements for the employees who left a
regain employee trust. Meanwhile, the lack of healthier options continued to
company performance.

Questions

- Q1) Why did Bruce fail to successfully implement the changes?
- Q2) If Bruce was an incompetent manager, what do you think were the under
root causes of his incompetence?
- Q3) Which Dark Personality Traits Does Bruce had?



Swajal



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Book Recommendation

The Incompetent Manager :

The causes, consequences and cures of managerial derailment

Authors:	Adrian Furnham
Publisher:	Wiley;
	(September, 2003)
Language:	English
Paperback:	288 Pages
ISBN-10:	1861563701



Source: <https://www.amazon.in/Incompetent-Manager-Adrian-Furnham/dp/1861563701>

Swajal

As usual, this is the case study to which you can refer and answer the questions is an assignment, and this is the book Incompetent Manager and cures of managerial derailment.

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Book Recommendation

This Book investigates normal and abnormal incompetence. The former is where people have a poor fit between themselves (personality and ability) and the job.

The book looks also at personality disorders. Well-known psychiatric disorders are described in detail and how to spot these in managers. Thus, the paranoid or sociopathic, narcissistic or passive-aggressive types are described in everyday language as well as how to deal with them.

The final section of the book attempts to help the reader correctly diagnose incompetence. It also offers various possible cures: the emphasis is that cure follows correct diagnoses.


Source: <https://www.amazon.in/Incompetent-Manager-Adrian-Furnham/dp/1861563701>

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So, this book you can refer to based on this. This is all about the suggested ratings. So, I am sure that is with this particular session. You must have understood that managerial derailment causes the particular individual in the organization. However, the most critical point is to encourage those who do not have those MBTI personality traits of the derail to be successful in that as an individual.

As I mentioned, they can be successful managers because of the organizational fit. So, therefore, if you have certain managerial derailment traits, please identify and try to get them on track. So, there is no development and develop yourself. Thank you.