

Managing Leaders' Dark Sides

Zsolt Feher | Vice President, Business Development



Sepp Blatter

FIFA



Martin Winterkorn

Volkswagen



Marissa Mayer

Yahoo



Richard Fuld

Lehman Brothers



Elizabeth Holmes

Theranos



Adam Neumann

WeWork



Dave Calhoun

Boeing



Sam Bankman-Fried

FTX

Leadership is THE Problem

Leadership is the most important problem in human affairs.

When **good** leadership is in place



- Organizations and countries prosper
- Everyone wins

When **bad** leadership is in place



- Organizations and countries fail
- Everyone loses

Pareto's Rule

80 / 20



How is Leadership Defined?

Who gets to the top of large, hierarchic, bureaucratic, male dominated organizations?

Smart, ambitious, politically astute players who may not be leaders.

Two thirds of current CEOs will fail.

The accepted definition of leadership is clearly wrong.

How Good Is Modern Leadership?

Bad management is normative.

Gallup reports **65%** of the global workforce is alienated.

65% - 75% of workforce say the worst part of their lives is their boss.

The Academic Study of Leadership Has Failed

“Among the colleagues and clients with whom I worked, I cannot recall a single individual who relied on the academic literature on management in a serious or systematic way.”

Matthew Stewart, *The Management Myth*, 2009

What Are the Alternatives?

It is time for some thinking from outside the academic mainstream



Freud and Piaget studied errors and mistakes to understand **“normal” functioning.**



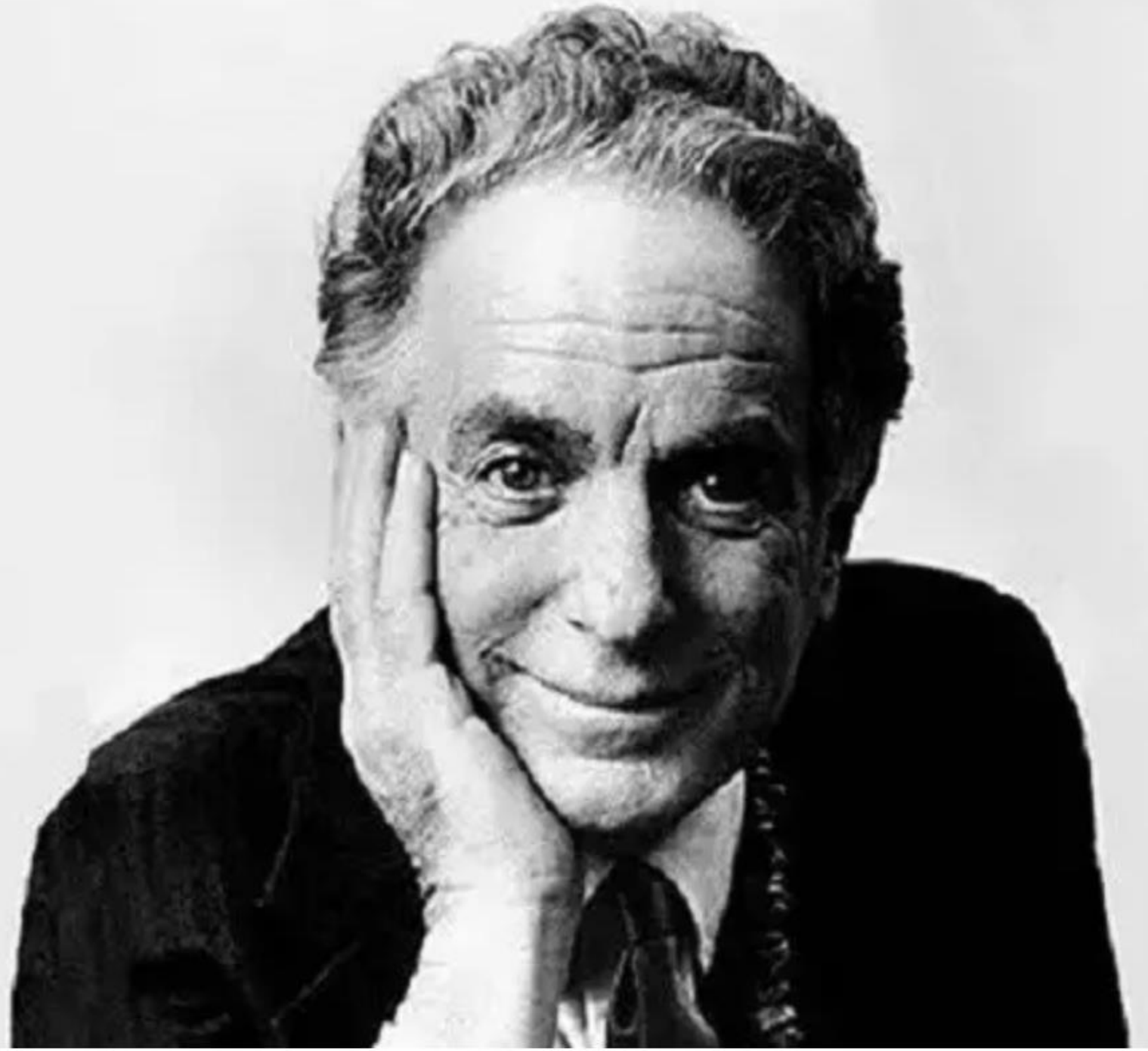
This suggests that it might be useful to **study bad leadership to understand good leadership.**

**On The
Psychology of
Military
Incompetence**

On the
PSYCHOLOGY
of MILITARY
INCOMPETENCE



Herzberg's Hygiene Factor



V. Jon Bentz's Sears Study



**McCall &
Lombardo's
*Lessons of
Experience***

*THE
LESSONS
of
EXPERIENCE*

**HOW SUCCESSFUL
EXECUTIVES DEVELOP
ON THE JOB**

**There is no
news in good
news**



**We have to
look for what
might cause
someone
to fail**



**Bad
leadership
selection
alienates
people and is
*expensive***





Carly Fiorina

Hewlett Packard



Stan O'Neal

Merrill Lynch



Bob Nardelli

Home Depot



The Bright Side and the Dark Side



Filtered behavior



Unfiltered behavior

The Bright Side and the Dark Side



HPI

VS.



HDS

Dark Side Risks and Payoffs

- Dark side behavior creates **short-term wins and long-term problems.**
- Dark side behavior is based on strengths that are **over-used.**
- Too much dark side will get you **fired**; not enough will get you **ignored.**
- **Everyone** has dark side tendencies.
- The **more talented the person**, the greater the potential dark side.
- **Power doesn't corrupt, it reveals**—power potentiates the dark side.

The Dark Side of Personality

Identifies counterproductive personality characteristics

Hogan Development Survey



The **HDS** identifies derailers, which are behavioral tendencies that are strengths under typical circumstances but can be overused during times of stress or pressure. Unmanaged, these behaviors can degrade leadership effectiveness, erode the quality of business and personal relationships, and derail careers.

Organizations around the world rely on the HDS to identify derailers that disrupt or interfere with effective performance.

The Dark Side of Personality

The Hogan Development Survey (HDS) assesses the dark side of personality using 11 scales that concern how people behave when they stop self-managing.

Excitable	Moody, hard to please, and emotionally volatile
Skeptical	Suspicious, sensitive to criticism, and expecting betrayal
Cautious	Risk averse, resistant to change, and slow to make decisions
Reserved	Aloof, uncommunicative, and indifferent to the feelings of others
Leisurely	Overtly cooperative, but privately irritable, stubborn, and uncooperative
Bold	Overly self-confident, arrogant, and entitled
Mischievous	Charming, risk-taking, and excitement-seeking
Colorful	Dramatic, attention-seeking, and interruptive
Imaginative	Creative, but thinking and acting in unusual or eccentric ways
Diligent	Meticulous, precise, hard to please, and micromanaging
Dutiful	Eager to please and reluctant to act independently or against popular opinion



Excitable



Skeptical



Cautious



Reserved



Leisurely



Bold



Mischievous



Colorful



Imaginative



Diligent



Dutiful

How to Manage the Dark Side

Forgiveness Credit

Every dark side theme has some positive qualities

Being seen as effective creates forgiveness credit.

If managers are more effective than ineffective, staff will forgive their bad behavior.



Strategic Self-awareness

There are three components to strategic self-awareness

1. Recognize problematic behaviors exist.
2. Find the triggers of problematic behavior.
3. Develop strategies to control problematic behavior.



Changing Personality

How much can we change our personalities?

Not much but any change depends on:
(1) *wanting to change*; and (2) *knowing what to change*

We can change our behavior without changing our personalities.

Assessment is essential for learning what to change.

Assessment is essential for creating strategic self-awareness.



Avoiding Emerging Dark Side

The Process

- 1 Assess to identify dark side characteristics
- 2 Enhanced self-awareness and situational awareness
- 3 Identify triggers
- 4 Implement rituals, strategies & behaviors to prevent the dark side from emerging , thereby mitigating damage to effectiveness and reputation

Final Thoughts





By The Numbers

11
Million
Assessments

974
Job Solutions

More than
68K
Certified

520+
Journal Articles &
Book Chapters



1.6K
Research Studies

54
Languages

Thank You

Zsolt Feher



hoganassessments.com



11 S. Greenwood
Tulsa, OK 74120



+1 800.756.0632
918.749.0632



info@hoganassessments.com