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POT-SHOTS NO. 4894.



WHAT ARE
YOU DOING
TO
HELP RELIEVE
THE
WORLD
JOY
SHORTAGE ?

Ashleigh Brilliant
SANTA BARBARA

TOXIC LEADERSHIP

Arthur R. Ellis, PhD

RSHI EU Conference

Berlin, Germany

May 12, 2016

WHY?

- Seems to be a common wide spread experience.
- Toxic Leaders impact organizations negatively.
- Toxic Leaders impact employees negatively.

What is a Toxic Leader?

- Contributions from group

WHAT IS TOXIC LEADERSHIP?

- “It is a leadership approach that harms people - and, eventually, the company as well - through the poisoning of enthusiasm, autonomy, and innovative expression. Toxic leaders disseminate their poison through over-control. They define leadership as being in control.”
- “Toxic Leadership,” Karen Y. Wilson-Starks, PhD.
- www.transleadership.com. P.2.

BEHAVIOR PATTERNS

- Lack of integrity and honesty. Lying to followers to bolster a powerful vision.
 - Outsized ambition that put the leader's quest for glory above the wellbeing of others.
 - Egotism and arrogance.
 - Actions that "intimidate, demoralize, demean, and marginalize" others.
 - Breaching opponents' and followers' human rights.
 - Stifling criticism.
 - Holding tight to power.
-
- The Allure of Toxic Leaders, Jean Lipman-Blumen
www.getAbstract.com, p.3

CHACTERISTICS

- Lack of integrity
- Out of control ambition
- Puts self before wellbeing of others
- Enormous ego
- Blind to own shortcomings; limited capacity for accurate self-appraisal
- Arrogance (which prevents acknowledging mistakes; blames others)
- Reckless disregard for the costs of their actions to others

More Characteristics From the U.S. Army

- Incompetence
- Malfunctioning
- Maladjusted
- Sense of Inadequacy
- Malcontent
- Irresponsible
- Amoral
- Cowardice
- Insatiable ambition
- Egotism

U.S.Army, cont.

- Arrogance
 - Selfish values
 - Avarice and greed
 - Lack of integrity
 - Deception
 - Malevolent
 - Malicious
 - Malfeasance
-
- Toxic Leadership in the U.S.Army, Col. Denise Williams, U.S.Army War College, 2005

DESTRUCTIVE BEHAVIORS

- Leaving followers (and non-followers) worse off
 - -undermining, demeaning, marginalizing, intimidating, demoralizing, incapacitating, etc.
- Violating basic human rights, even of their own supporters
- Feeding followers illusions that enhance the leader's power
- Playing to the basest fears and needs of followers
- Stifling criticism - Don't question
- Misleading through misconstruing issues and problems
- Subverting the structures and processes of the system which are intended to generate truth, justice, and excellence, and engaging in unethical, illegal, and criminal acts
- Ignoring or promoting incompetence, cronyism, and corruption
- May treat own followers well (as long as they comply) but may persuade them to hate/destroy others
- Lipman-Blumen, pp. 19-20

**IT ALWAYS HELPS PROVE
HOW RIGHT YOU ARE**

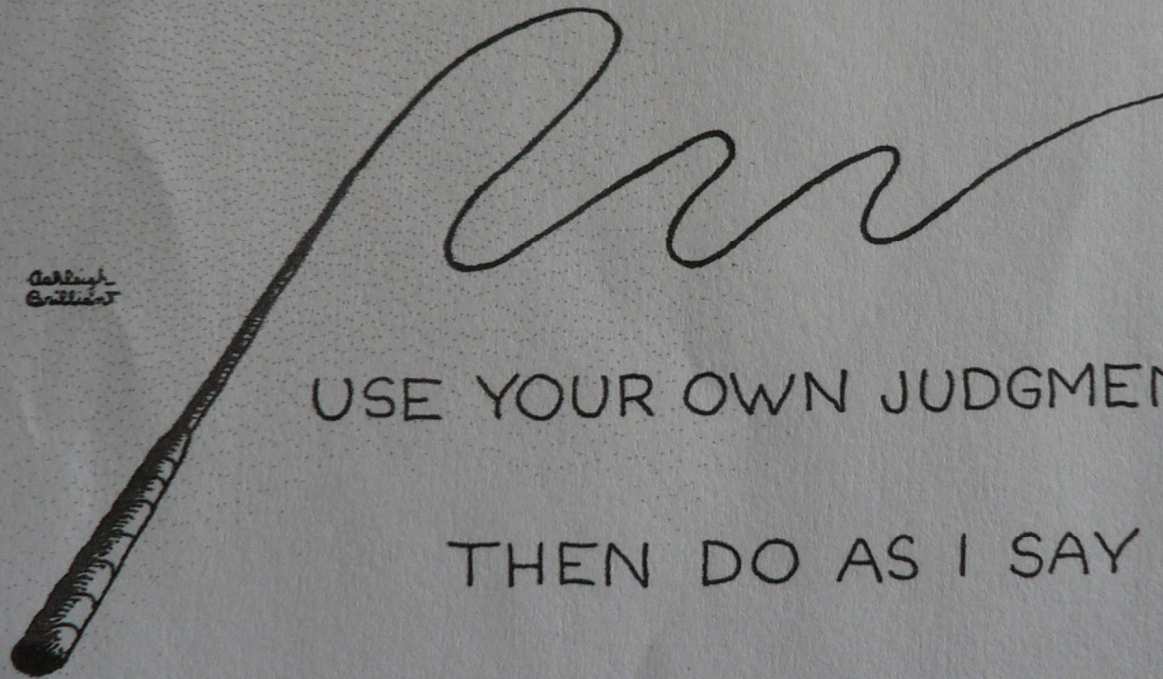


**IF YOU
WAVE YOUR ARMS
AND JUMP
AND SCREAM.**

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POT-SHOTS NO. 91

Calligraph
Brilliant



USE YOUR OWN JUDGMENT

THEN DO AS I SAY

HIGH PROFILE EXAMPLES

- Dennis Kozlowski - Tyco
- Bernard Ebbers - WorldCom
- Sam Waksal - ImClone
- Richard Scrushy - HealthSouth
- Michael Milken - junk bonds
- Al Dunlap - Sunbeam Corp.
- Arthur Andersen - accounting firm
- Kenneth Lay, Jeffrey Skilling, Andrew Fastow - Enron

Are all bad leaders toxic?

- No.
- Bad leaders may be incompetent, insecure, authoritarian, even arrogant
- But, if they lack the malevolent elements, they are not toxic
- However, they may be at risk to become toxic under pressure

Why are some leaders toxic?

- Poor role models
- Faulty definition of leadership
- Feel they need to control everything
- Ego gratification from over controlling
- Attempt to compensate for unresolved issues (e.g. fears, mistrust, inadequacy, lack of confidence or over confidence)

Translations
in Spanish

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GOING BERSERK AND RUNNING AMOK

ARE SIMPLY
MY WAY
OF COPING
WITH THINGS.

Ashleigh Brilliant

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POT-SHOTS NO 5442

The important thing
is not
to solve
the problem,
but
to fix
the blame.



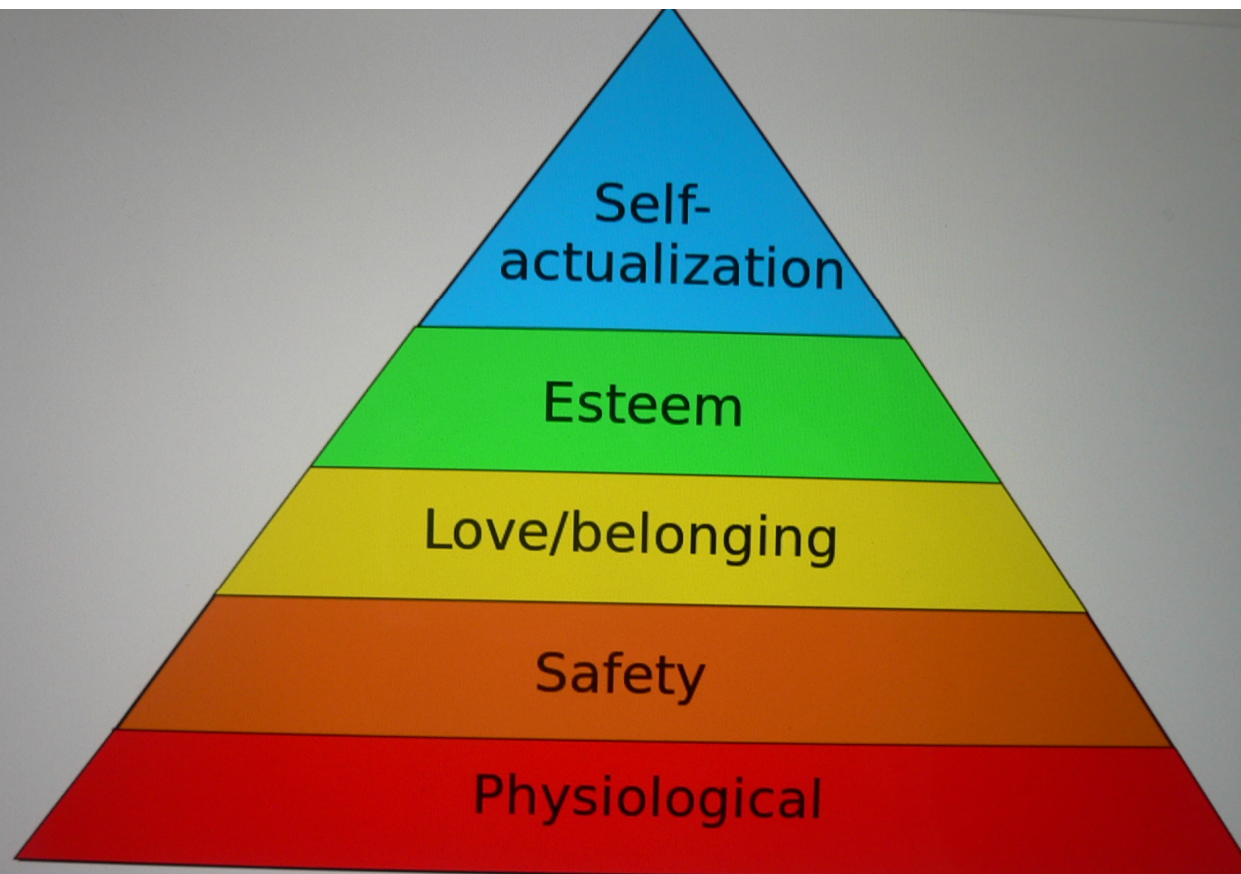
Ashleigh Brilliant
SANTA BARBARA

Why are Toxic Leaders tolerated?

- Certain followers “buy in”
- Toxic leader meets their needs (“strong” leadership, vision, culture of “success,” part of entourage)
- Cede personal responsibility
- So they do not become a target
- Victims tend to isolate to avoid the bullying
- For protection - the leader is perceived as providing security
- They “get the job done,” at least in the short term - in spite of their toxicity; human cost overlooked (U.S.Army)

Exploitation of followers' needs

- Intimidate
- Threaten
- Demoralize
- Erode self esteem
- Create atmosphere of fear



Maslow's hierarchy of needs, represented as a pyramid with the more basic needs at the bottom^[1]

Negative effects

- Stifles creativity
- Interferes with communication
- Staff divisions (“not a team player”)
- Work atmosphere of fear and intimidation
- Productivity costs

Comparison of Companies with High and Low PMPs

Financial Factors	Hi PMP (%)	Low PMP (%)
Sales Growth	16.1	7.4
Profit Growth	18.2	4.4
Profit Margin	6.2	3.3
Growth (earnings/shares)	10.7	4.7
Total Return (stock app+ div)	19.0	8.8

Dyck and Roithmayr (2001), “The toxic workplace: is your organisation making workers sick?”, Benefits Canada, 25 (3),p.52.
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If you work under a toxic leader....

Some possible options

- Intervention
- Confrontation
- Form coalition to confront, undermine, overthrow
- Appeal to higher management (assuming they are not the problem)
- Whistleblow
- Grit your teeth and bear it
- Leave

Prevention

- Leader training
- Systemic elements to prevent (job descriptions, accountability, bonus contingencies)
- “Circular organizations”

Can Toxic Leaders change?

- YES - with recognition and willingness, pressure from above
- MAYBE
- NO - refusal

EXAMPLES FROM AXIOLOGICAL PROVIDERS

- Gracious contributors

FROM K.T. CONNER, PhD

CASE 1: Business owner who kept his employees in a state of fear of being fired.

- He would scream about insignificant things....a waste basket being an inch out of place.
- He had a strong Systemic focus (S1 and S2), which was a strength, but a detriment the way he was using it. His rigidity made him uncomfortable when everything was not in place.
- K.T. was successful in showing him how to use his Systemic orientation positively and change the way he related to his employees (and his family).

From PAM BROOKS

- Pam describes toxic leaders she has encountered as 1) lacking concern for others, and 2) driven for personal recognition at the expense of others.
- Like a cancer:
 - some treatable with a change of diet and a round of chemo
 - some require more intense treatment
 - some not treatable

Pam's Case 1

“Charming manipulator”

- Great ability to read people, but strong negative bias (I1 neg)
- Clear practical thinking (E1 bal)
- Very high Systemic, marginal clarity (S1 hi)
- Behaviorally, high in influence, low in compliance, interact with anyone, may not pay attention to rules (unless they are his rules)
- Pam came in as coach. Worked with him, employees and Board
- Outcome: he was unwilling to change and was fired.

PAM'S CASE 2

- Business owner (CEO) and wife
- Asked for help because of high turnover
- Phone and live sessions with them and the employees
- Both CEO and his wife had behaviors which were problematic -- tempers and making insulting remarks which had created an air of fear and distrust
- After a year, he was able to make some changes and improve his relationships
- Wife was unwilling to change.
- Positive results, but some people (under wife's supervision) left -- too much damage done

Steve Byrum, PhD

Observations

- Very strong in the Extrinsic tend to be obsessive compulsive about details; unaware of the culture needed for people to thrive (Intrinsic) and focus on strategy (Systemic). See success in terms of the Extrinsic and may have unreasonable expectations of people.

Byrum continued

- If self esteem (Part 2 Self - Intrinsic) is a problem (and Steve says he is seeing this more and more), these leaders tend to overdo “ego” to compensate.
- Steve reports a growing number of leaders whose scores are not as strong as the people they manage, usually indicating a poor leader.

Byrum continued: Best Leaders

- Stronger in combination of Intrinsic and Systemic on work side global scores.
- Well balanced in all indicators.
- Good work-life balance (Dif 1/ Dif 2).
- Intrinsic dominant on Part 2 (self), more positive self, self awareness

Jay Niblick

Observations

- Anecdotally, toxic managers seem to “have less clarity/concern/consideration for the thoughts/feelings/interests of others than they do for their own thoughts/concerns/interests.”
- Reflected in Dim I 1 vs Dim I 2. A very positive Dim I 2 may manifest as a person who is very self absorbed (a distorted self esteem) and may generated the behaviors which disvalue others.

Statements about Leadership

- “Leaders who cannot confront their own mistakes, both privately and publicly, are probably not leaders we can trust with decisions that affect our lives.” (Lipman-Blumen, p.218)
- “Being obsessed with success is not directly correlated with toxicity. The required characteristics and negative/counterproductive emotions need to be present.” (Yeo and Carter, p.37)
- “Truly effective leaders are distinguished by a high degree of emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skill.” (Daniel Goleman in “What makes a Leader?”)

Statements, cont.

- “Positive leaders are unusual in that they choose to emphasize the uplifting and flourishing side of organizational life, even in the face of difficulty. It is not that they ignore the negative or adopt a Pollyannish perspective, but they counter the tendency toward negativity with an abundance of positivity. In the absence of such emphasis, negative inclinations overwhelm the positive and a negative climate is the default option.” (Kim Cameron in “Positive Leadership”)

What is a GOOD Leader?

- Contributions from the group

The 9-Pathways to Leadership /

Coaching essentials

By Wayne Carpenter & Pam Brooks

- **1.Trust** **Trust, See the person as a whole**
- Treating each person as unique and valuable
- Building confidence and competence
- Respecting the rights of each person
- **2. Integrity** **Integrity,Ownership,Responsible& Accountable**
- Being responsible and accountable
- Walking the walk and keeping promises
- Respecting principles, standards and codes
- **3.Innovation and Change** **Innovation, Discovery, & Change**
- Learning to adapt and grow
- Acting as a change agent and risk taker
- Being inventive, spontaneous and creative, thinking outside the box
- **4. TeamSynergy** **Personal Synergy,Responsive&Available**
- Cooperating and sharing, each person feels part of the team
- Listening, delegating and developing
- Being fair and consistent

9 Pathways

- **5. Vision, Mission, and Purpose** **Listen for Clients Vision, Mission, & Purpose**
 - Personal commitment, dedication
 - Optimism, seeing and expecting the best
 - Sense of purpose and meaning
- **6. Results** **Results-Get them Doing and Seeing results.**
 - Putting yourself into your work
 - Getting things done
 - Prioritizing actions, setting priorities
- **7. Preparation and Tactics** **Preparation and Tactics - What works**
 - Personal competence and confidence
 - Knowing what is needed to get the job done, documenting success
 - Building action plans, schedules and timelines

9 Pathways

- **8. Strategy and Discipline Strategy & Discipline Clarity in Execution and Expectations**
 - **Personal discipline**
 - **Translating plans into action, being effective and efficient**
 - **Building well organized strategies and long term goals**
- **9. Consistency and Conformity Consistency, Conformity and Core Values**
 - **Respecting authority, rules, codes and mores**
 - **Setting clear goals**
 - **Building standards**
- **©Axiometrics TM International 2004**

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MY THANKS TO:

- K.T. Connor
- Pam Brooks
- Steve Byrum
- Jay Niblick
- Meg Hrivnak

Translations
in German

POT-SHOTS NO. 1449.

Nothing we can do
can change
the Past



Ashleigh
Brilliant
SANTA
BARBARA

but
everything
we do
changes
the Future.

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An der Ver
können wir
aber alles
ändert die.

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