

LEAD AND BE LED DERAILERS

The following eight leadership/followership behaviors were identified in the article “Why Smart Leaders Fail” (Cynthia Kivland, 2008).

Strength	When Exaggerated Hijacked	Employee Impact
Achievement Orientation Leaders tend to have a high achievement drive and often think others do not need help in setting goals.		Engaged employees do want clarity in their performance goals and in how goals relate to the business.
Self-Reliance Leaders lean toward self-reliance. They believe others do not need supervision.		Engaged employees need some supervision and support to achieve their performance or career goals.
Intuition Leaders use intuition to make decisions.		Actually, engaged employees want to understand the structure and process of how a leader arrives at a decision.
Profit or Results Leaders are measured on achieving profits, gains or other results. People are resources to achieve that goal.		When employees do not understand how their efforts contribute to the profit, they feel used and engagement wanes.
Decision Style High-achieving leaders make decisions quickly and implement immediately, often without much discussion. <i>Do as I say!</i>		Engaged employees want to know their decision authority and range, and want guidance on how to implement decisions.
Critique First Quick to criticize first and speak their mind.		The engaged employee wants to be appreciated first and to share their perspective.
Self-Confidence Project high confidence in self.		Engaged employees develop self-confidence after being recognized for a series of successes.
Time Orientation Everything is a crisis, or nothing is urgent.		Engaged employees will experience burnout or boredom. When is it really a fire, and when is it better to implement fire prevention?

- What behaviors on this list do you see as limiting this person’s leadership effectiveness?
- What are you tolerating, and what is the consequence of this toleration?
- What would you like the leader to stop or start doing that would have the biggest impact on you?