



10th Annual Conference
6th - 8th May 2010
Robinson Executive Centre Wyboston MK44 3AL
www.theabp.org.uk



Tales from the Dark Side

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Tales from the Dark Side



Our purpose is to share our experiences in working with clients to help them understand and actively manage their dark side tendencies.

Three areas to cover:

1. The instrument
2. The individual
3. The team



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The Instrument



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We think about personality in terms of three perspectives:

1. The bright side—you when you are at your best
2. The dark side—you when you are just being yourself
3. The inside—your core values



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- Essence of the dark side
 - The Hogan Development Survey (HDS) identifies strong and distinctive characteristics
 - At their best, they drive success and effectiveness
 - At their worst, they destroy loyalty and commitment



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- Stress, success and excess

People commonly overplay their hand when:

1. Under stress, they rely solely on what worked in the past
2. Success erodes self-awareness and self-restraint and fosters self-indulgence



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- 10 years experience
training • assessment • feedback • coaching
 - Deeply rooted insecurities, often present from childhood
 - Temperament/values distinction
 - Triarchic model based coaching
 - ‘Biographing’ a dark side
 - Impulses that can be, and *have been*, controlled
 - Liberating



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Why we assess derailers

- For the individual
 - Counter-productive behaviours can interfere with achievement of work and personal goals
- For their colleagues
 - Organisational climate surveys often show about 75% working adults report most stressful aspect of job is their immediate boss (Hogan, 2007)
- For the organisation
 - Impact on bottom line e.g.
 - Fleenor (2003) CCL - derailers interfere with ability to shape culture & more skilled leaders develop culture that supports long-term success helping organisation through periods of transition such as downsizing
 - Harter, Schmidt & Hayes (2002) Gallup – manager’s personality affects staff morale, when morale is up good business results follow and vice versa, link between manager’s personality & business unit performance mediated by staff morale



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The Individual



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Case Study (Coaching at Work, Road Test)

- Coaching during a role change and time of increased pressure
- Coach perspective
 - ‘The HDS gives permission to address the impact of stress and pressure in a more objective manner, without it being seen as ‘something wrong with the individual’
- Coachee perspective
 - ‘I have realised that modifying my behaviour helps me achieve more at work’
 - E.G. Imaginative-Eccentric: realisation that others were more receptive to her creative ideas when she reined them in and they weren’t too wacky



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What value is added?

- Helps build a more effective coaching relationship
- Opens up area of discussion (McDowall & Smewing, 2009)
- Enhance the coachee's strategic self-awareness
- Accelerates the coaching process by offering a systematic measure of development needs (Nelson and Hogan, 2009)



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Pitfalls	Tips
Without a good relationship, coachee may be defensive	Establish a relationship of trust with the individual before introducing the measure
Coachee needs to be open to explore the potential derailment areas	Challenge the thinking before suggesting behavioural changes
Being too forceful	Look at the overall person as well as the derailer areas
Only focusing on the aspects the coach deems as important (believing it is infallible)	Consider the importance of situational factors Person centred approach



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What can we expect to achieve when using a measure of derailers?

- Encouragement to look at aspects of personality from others' points of view
- Framework - clarity and focus from the tool
- Springboard for development
- Strategic self-awareness



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The Team



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- The objectives
 - To learn about the “dark side” of personality
 - To recognise “too much of a good thing”
 - How the “dark side” impacts on others
 - To identify development points for the group



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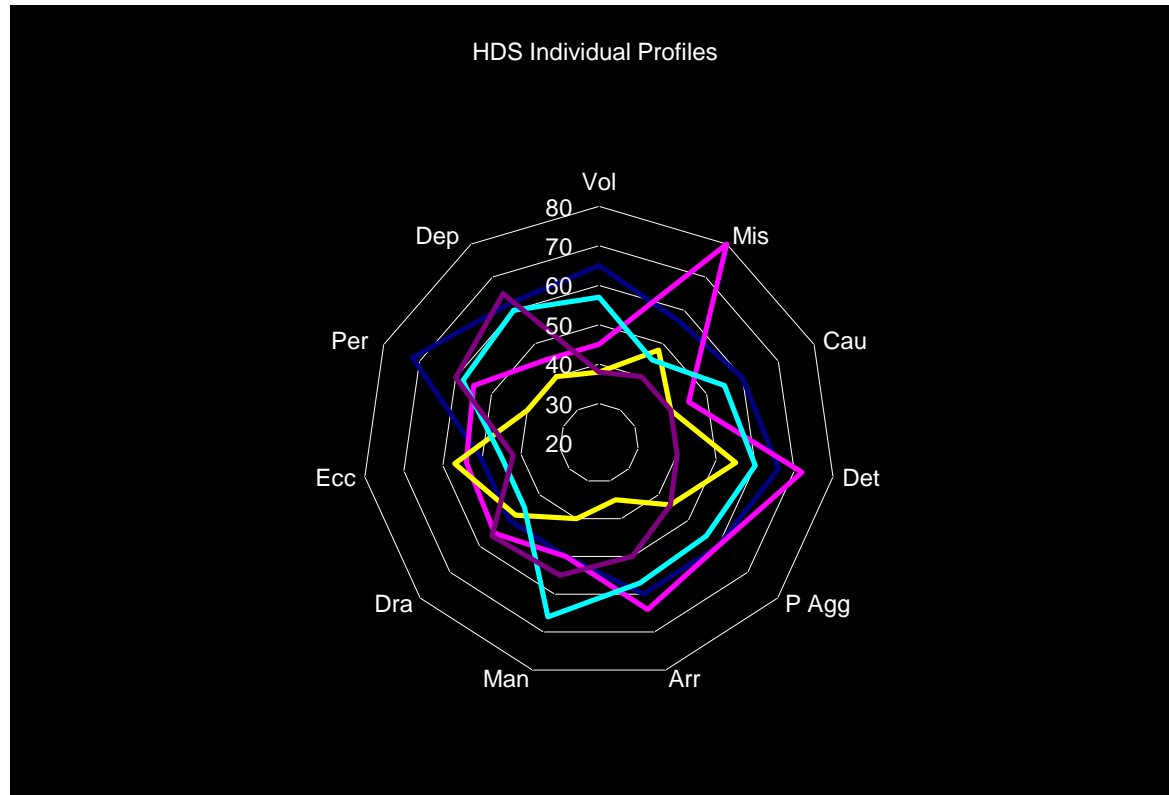
- Focus on
 - What can the team do?
 - Explore underlying issues
 - Finding solutions



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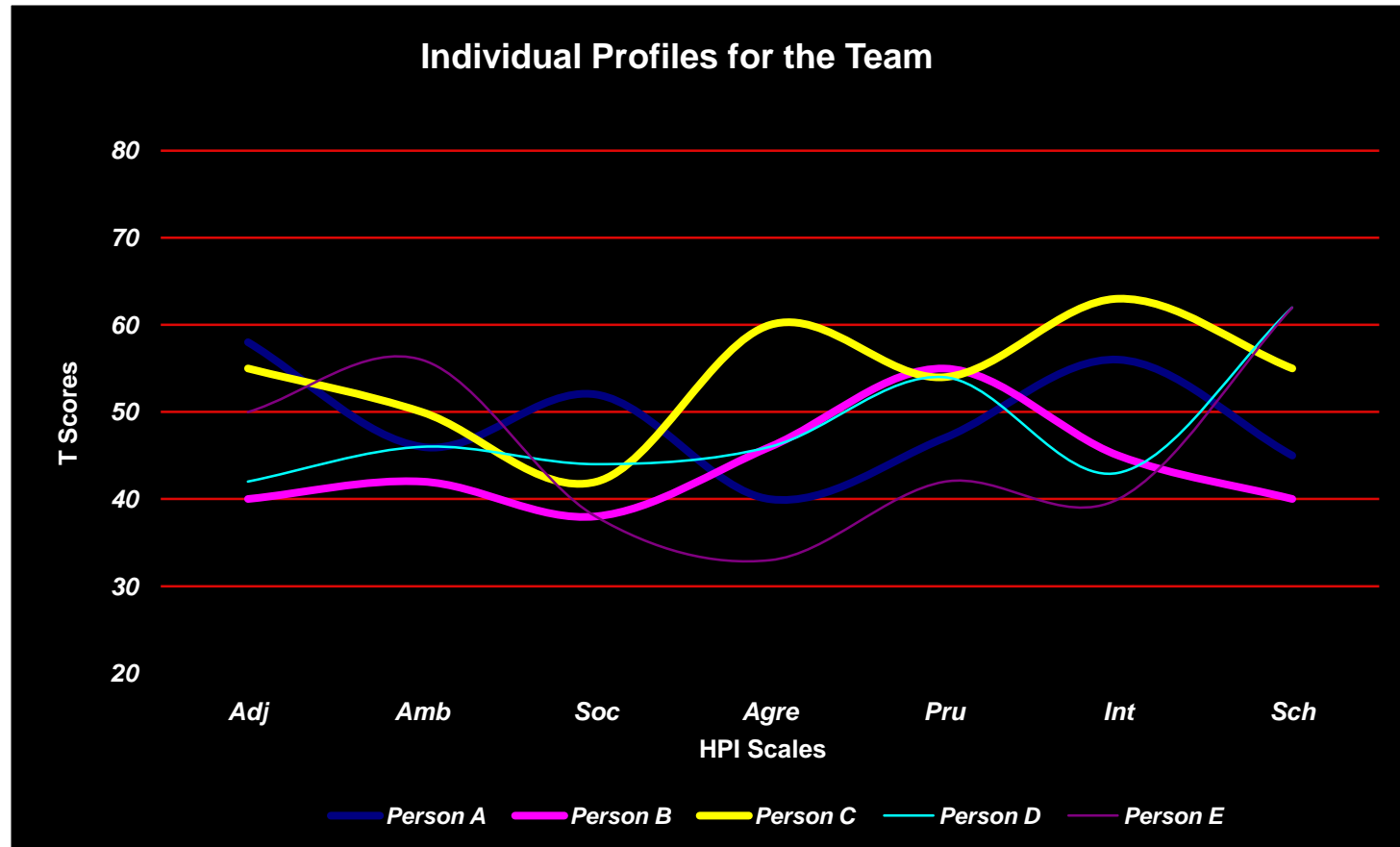
Case Study



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Case Study



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- What did we learn?
 - The team in it's context
 - Toxic exhaustion
 - Learning mutual respect
 - Individual feedback
 - Winning hearts and minds
 - Achieving consensus on team values
 - Future focus



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- Related publications

Bad Leadership: What It Is, How It Happens, Why It Matters by Barbara Kellerman

Overcoming the Dark Side of Leadership: How to Become an Effective Leader by Confronting Potential Failures
Gary L. McIntosh

Snakes in Suits Paul Babiak and Robert D. Hare

Why Smart Executives Fail: And What You Can Learn From their Mistakes Sydney Finkelstein

Why CEO's fail Dotlich, D. & Cairo, P

The Dark Side of Discretion - Leadership Personality and organisational ineffectiveness Kaiser, R.B & Hogan, R.

Who's Afraid of the Big Bad Boss: 13 Types and How to Survive Them Marilyn Haight

The Cost of Bad Behaviour Christine Pearson

In Sheep's Clothing: Understanding and Dealing with Manipulative People George K Simon

Without Conscience: The Disturbing World of the Psychopaths among Us Robert D. Hare

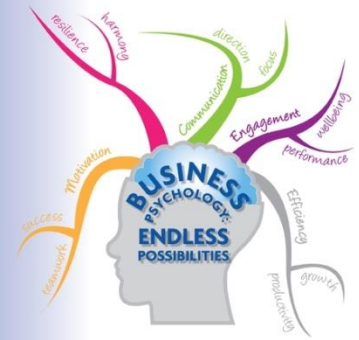


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Discussion and Questions

The End