

# Leader Derailment: *Personality is not Destiny*



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# My Personal Strengths

Take a moment to review the list. Write down no more than (2) strengths that *you believe* are primarily responsible for your success to date:

- 1. Independent, like to do it alone
- 2. Bright, driver, ambitious, high standards, tough on laggards
- 3. Extremely loyal to the organization, a team player
- 4. Controlling, results-oriented, single minded, really nails down the technical detail
- 5. Personable, relies on relationships to get things done
- 6. Creative, conceptually strong, “ball of fire”, finger in many pies
- 7. Has a single, notable characteristic such as “tons of energy”, raw talent, or a long-term mentor
- 8. Contentious, likes to play “devil’s advocate”, takes strong stands, usually right

# The Process of Derailment

Early Strengths	"Little" problems/untested areas	As time goes by	May slide into trouble due to:
1. Bright driver	<ul style="list-style-type: none"> <li>Overly ambitious, bruises others</li> <li>Needs no one else</li> <li>Abrasive, lacks composure</li> <li>Handles other' mistakes poorly</li> <li>Doesn't know how to get the most out of other people, appreciate what they can do</li> </ul>	<ul style="list-style-type: none"> <li>Friends come and go, but enemies accumulate and they are getting more powerful too;</li> <li>Bringing out the best in others becomes required</li> </ul>	<ul style="list-style-type: none"> <li>Arrogant</li> <li>Insensitive</li> <li>Betrayal of trust</li> <li>Ethics and values</li> <li>Overly ambitious</li> <li>Lack of composure</li> </ul>
2. Independent	<ul style="list-style-type: none"> <li>Doesn't develop direct reports</li> <li>Doesn't resolve conflict</li> <li>Poor delegator</li> </ul>	<ul style="list-style-type: none"> <li>Team building, staffing, development others becomes a necessity</li> <li>Conflicts can't be ignored forever</li> </ul>	<ul style="list-style-type: none"> <li>Can't build a team</li> <li>Can't rally people to his or her side (performance problems)</li> <li>No network- political missteps</li> </ul>
3. Loyal, team player	<ul style="list-style-type: none"> <li>Selects in own image</li> <li>Not challenging</li> <li>Has never built a staff</li> </ul>	<ul style="list-style-type: none"> <li>Team building, standing alone, staffing become essential across time</li> </ul>	<ul style="list-style-type: none"> <li>Over-managing</li> <li>Can't be counted on when times are tough</li> <li>Failure to staff effectively</li> <li>Can't build a team</li> </ul>
4. Controlling, results oriented	<ul style="list-style-type: none"> <li>Has trouble in new jobs, situations</li> <li>Gets irritated when things don't go right</li> <li>Not strategic</li> </ul>	<ul style="list-style-type: none"> <li>Giving up old ways of doing things in order to succeed in new situations</li> </ul>	<ul style="list-style-type: none"> <li>Over-managing</li> <li>Non-strategic</li> <li>Unable to adapt to differences</li> <li>Lack of composure</li> </ul>
5. Personable	<ul style="list-style-type: none"> <li>Not strategic</li> <li>Has problems with deep analysis</li> <li>Not very flexible</li> </ul>	<ul style="list-style-type: none"> <li>Jobs get more complex and cognitive</li> <li>Relationships will only take one so far</li> </ul>	<ul style="list-style-type: none"> <li>Non-strategic</li> <li>Blocked personal learner</li> </ul>
6. Creative	<ul style="list-style-type: none"> <li>Lacks attention to detail</li> <li>Disorganized, speedboats along</li> <li>Hasn't really completed anything</li> </ul>	<ul style="list-style-type: none"> <li>Depth, nitty-gritty required to do many jobs</li> <li>Ramifications of failure to follow through get huge</li> </ul>	<ul style="list-style-type: none"> <li>Poor administrator</li> <li>Betrayal of trust</li> </ul>
7. Single notable characteristic	<ul style="list-style-type: none"> <li>Too many eggs in one basket</li> <li>Staying with the same person too long</li> </ul>	<ul style="list-style-type: none"> <li>Increasing complexity calls for broader skills and standing alone</li> </ul>	<ul style="list-style-type: none"> <li>Standing alone</li> <li>Key skill deficiencies</li> <li>Over-dependence on a single skill or advocate</li> </ul>
8. Contentious, usually right	<ul style="list-style-type: none"> <li>Doesn't know how to sell a position</li> <li>Has to win</li> <li>Trouble adapting</li> <li>Hasn't learned to lose gracefully</li> </ul>	<ul style="list-style-type: none"> <li>The higher you go, the more powerful your peers and bosses get</li> </ul>	<ul style="list-style-type: none"> <li>Unable to adapt to differences</li> <li>Political missteps</li> <li>Insensitive to others</li> </ul>

# Five key competencies for Leader Derailment

- Interpersonal relationships
- Building and leading teams
- Meeting business objectives
- Too functionally narrow
- **Adaptability/Change**



# Biggest shift in leadership ability in decades

- Strong leaders are **self-aware**. This awareness extends to a personal understanding of *how they learn* and benefit from experience.
- A “high performance *learner*” rather than an expert.
- Leader agility—enhanced behavioral and *cognitive* capabilities to anticipate and respond to changing conditions.

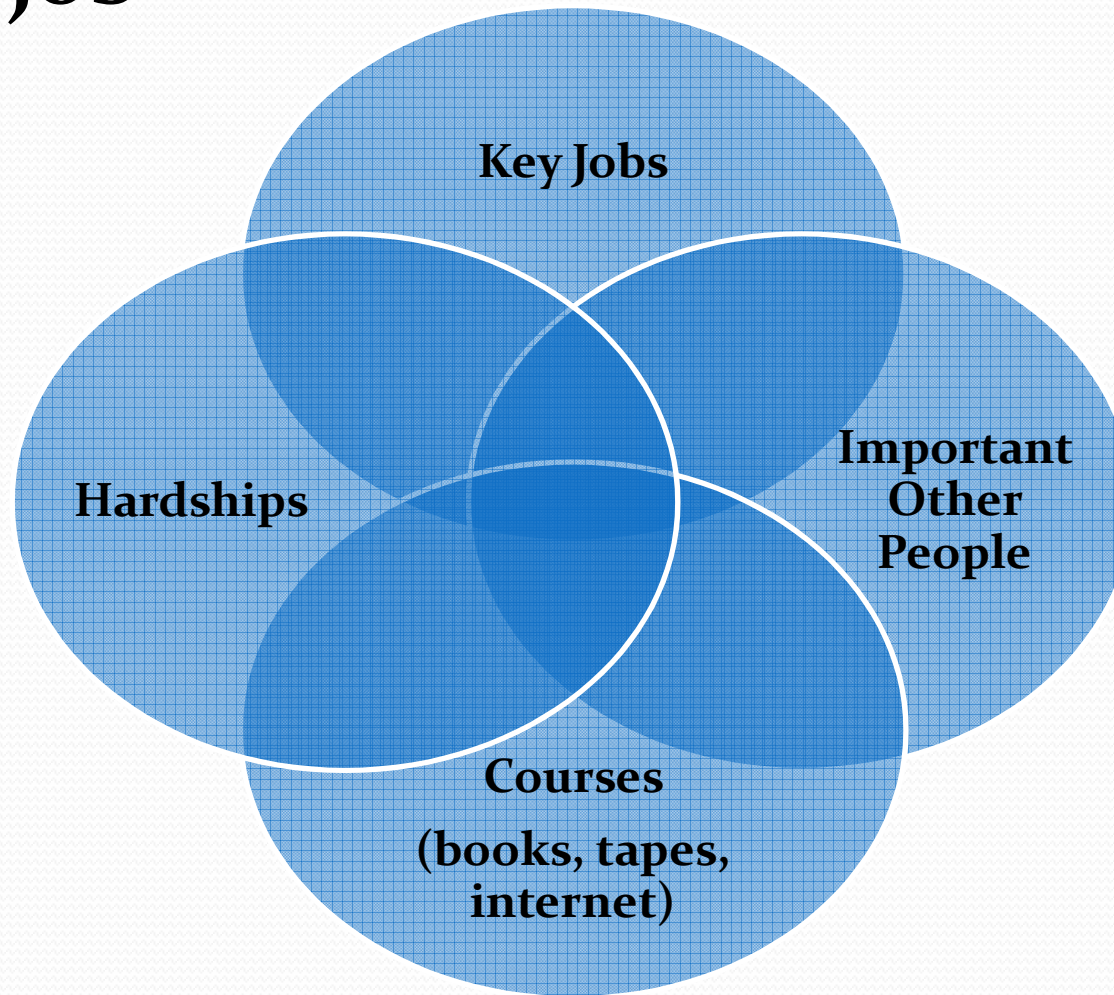




# Successful leaders leverage learning opportunities

- Changing circumstances call for rapid learning and fresh skills.
- Successful executives have strong and active learning patterns from key job assignments.
- They learn faster, not because they are more intelligent, but because they have more effective learning skills and strategies.

# People learn most of the skills they need on the job





# Three Key Learning Experiences

Think back through your life – focusing on work and school experiences. Pick 3 experiences that may have lasted for a few minutes or for years, that had a lasting impact on you. They made an impact on you as a person, how you respond to the world, and, in this case, how you approach work.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_



# What is the right combination?

- Basic intelligence
- Variety of experience
- Continuously learning to do something new or different
- Learning to learn (Learning Agility)



**“Individuals who are better learners are,  
or will become better leaders.”**

- Maxine Dalton