

Toxic Leadership

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— Toxic Leadership Agenda

- Personality and Reputation
- Defining Leadership
- Leadership Styles
- The Toxic Triangle
 - Destructive Leadership
 - Susceptible Followers
 - Conducive Environments
- Identifying the Toxic Triangle

WELCOME

Personality and Reputation

HOGAN ASSESSES REPUTATION FROM TWO PERSPECTIVES:

BRIGHT SIDE

Bright-side personality, or normal personality, describes people when they are at their best. Bright-side personality is measured by the Hogan Personality Inventory (HPI), and predicts leadership performance across all organizational levels and industry sectors.

DARK SIDE

Dark-side personality describes people when they are stressed, bored, or simply not paying sufficient attention to their behavior. Measured by the Hogan Development Survey (HDS), this behavior alienates subordinates and prevents managers from being able to build a team.

What is Leadership?

“Influencing the actions of others towards a common goal.”

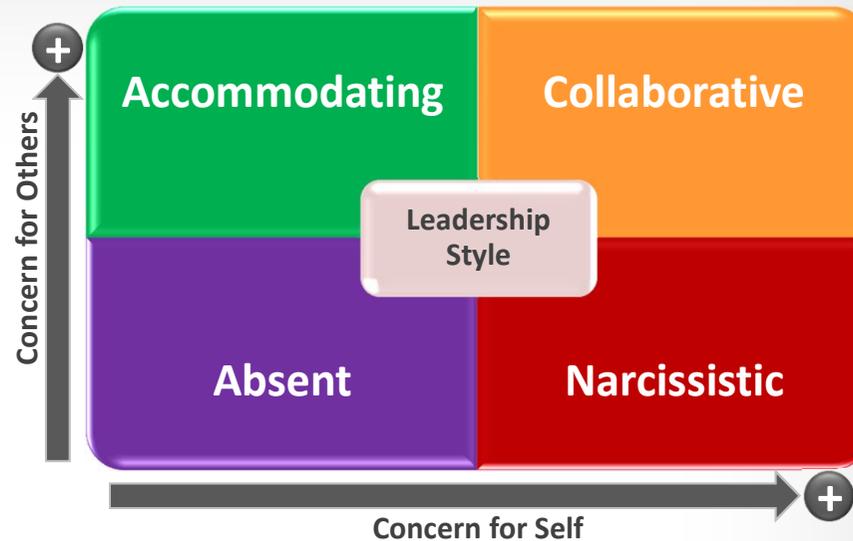
- Vision
- Forgoing self-interests
- Not always positive
- Measuring effectiveness
- Followership



Leadership Style

Concern for Self

Concern for Others



Leadership style has implications for:

Method of
Influence

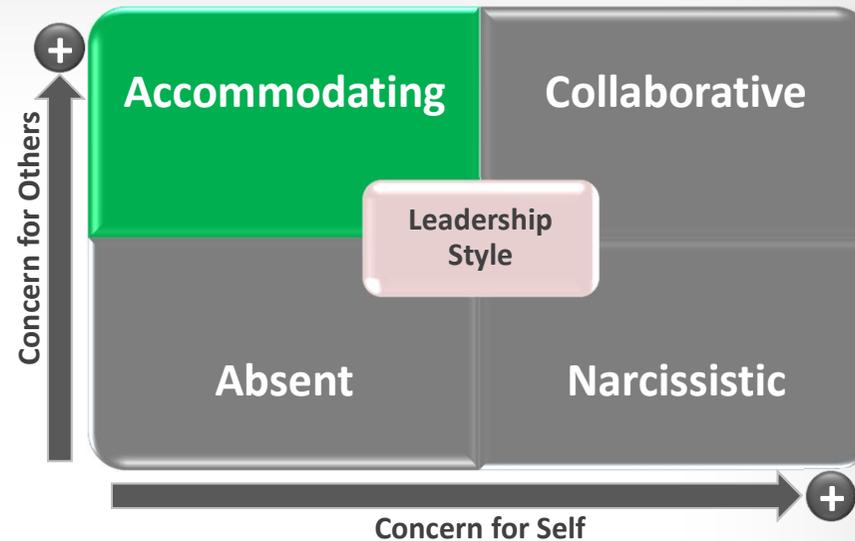
Decision-Making
Style

Type and Manner
of Feedback

Leadership Style

ACCOMMODATING

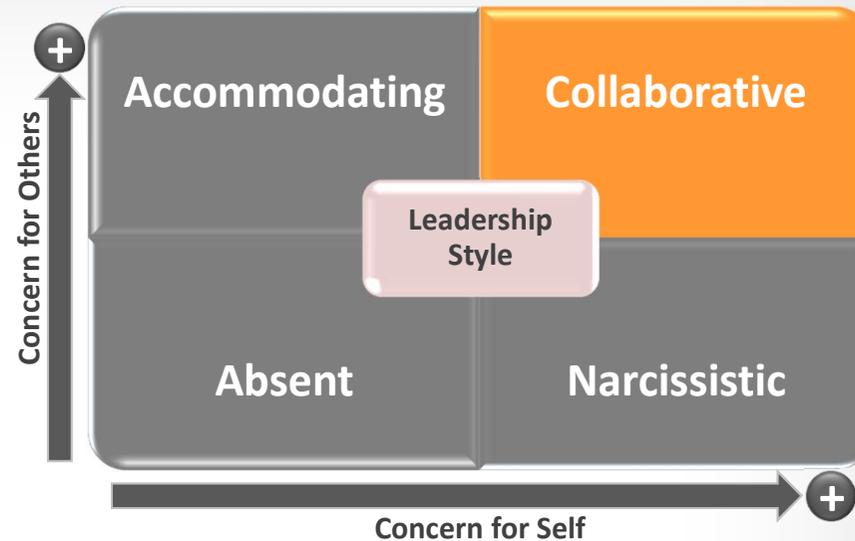
- Permissive
- Influences by currying favor
- Difficulty with confrontation and tough conversations
- Avoids difficult decisions



Leadership Style

COLLABORATIVE

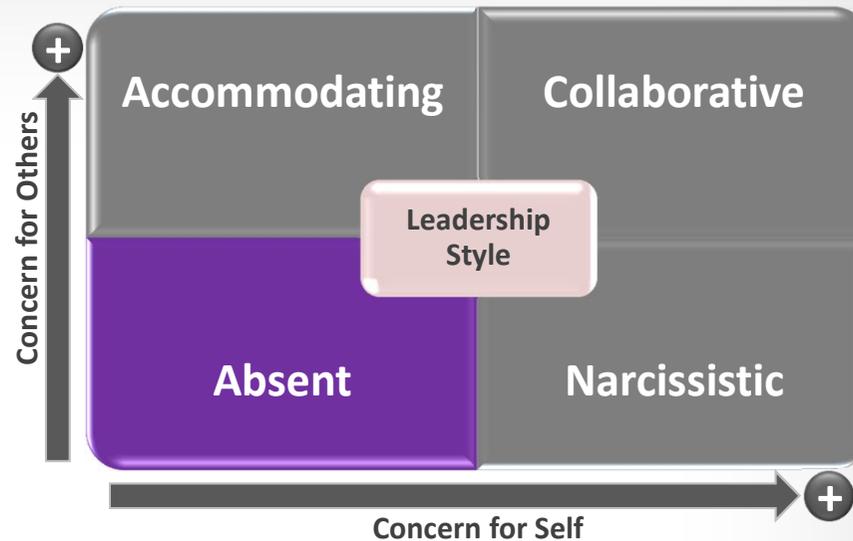
- Partnership
- Influences by focusing on shared interests
- Balances positive and negative feedback
- Makes decision in consideration of common good



Leadership Style

ABSENT

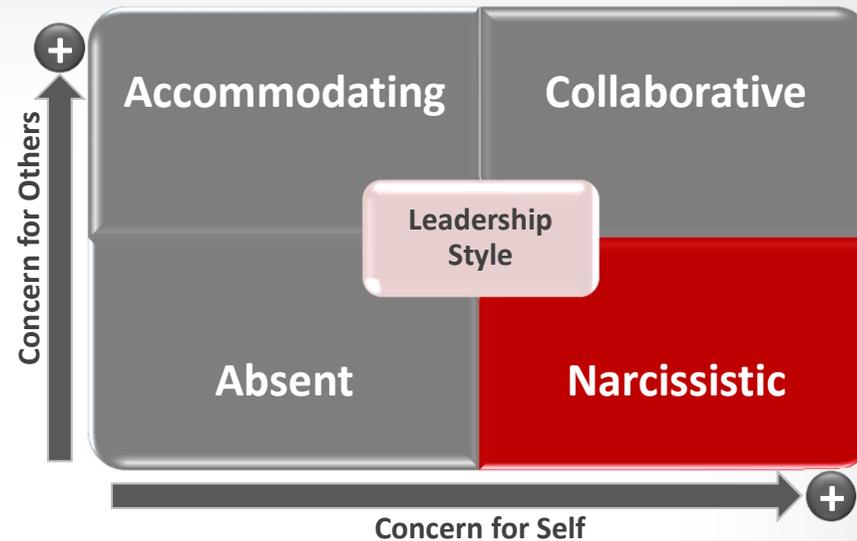
- Indifference
- Little influence
- Avoids providing or receiving feedback
- Laissez faire



Leadership Style

NARCISSISTIC

- Authoritarian
- Influence through compliance
- Feedback through retribution and punishment
- Self-interested decision-making



The Toxic Triangle

The Toxic Triangle facilitates Toxic Leadership

Destructive Leaders

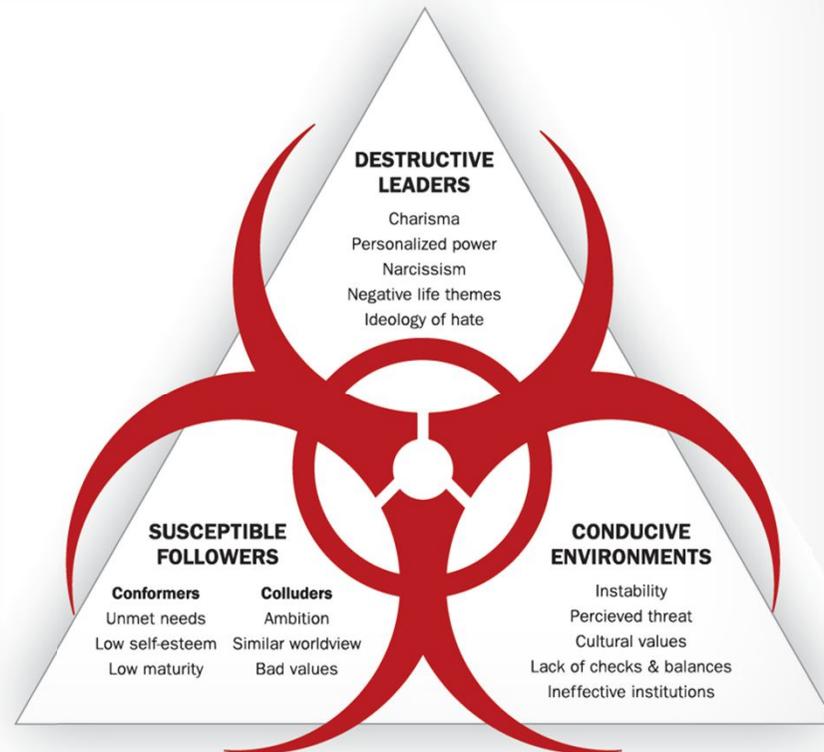
-Individuals in power acting in their own self-interests

Susceptible Followers

-Others that permit the Destructive Leader to operate

Conducive Environments

- Contexts that promote Toxic Leadership



Destructive Leadership

1

Charisma

2

Need for Power

3

Narcissism

4

Negative Life Themes

5

Ideology of Hate

**5 Characteristics
that frequently
present with
Destructive
Leadership**

Destructive Leadership

1

Charisma

2

Need for Power

3

Narcissism

4

Negative Life Themes

5

Ideology of Hate

Destructive Leaders often:

- Are outgoing and charismatic
- Have engaging personalities
- Are socially skilled
- Espouse popular ideologies

Destructive Leadership

1

Charisma

2

Need for Power

3

Narcissism

4

Negative Life Themes

5

Ideology of Hate

Destructive Leaders often:

-Are ambitious

-Desire positions of power and influence

-Demonstrate focus, energy, and stamina towards goals

Destructive Leadership

1

Charisma

2

Need for Power

3

Narcissism

4

Negative Life Themes

5

Ideology of Hate

Destructive Leaders often:

- Have inflated views of self-importance
- Possess tremendous self-esteem and self-efficacy
- Ignore input from others

Destructive Leadership

1

Charisma

2

Need for Power

3

Narcissism

4

Negative Life Themes

5

Ideology of Hate

Destructive Leaders often:

-Experienced significant challenges or traumatic events during formative periods

-Weave a narrative of overcoming hardship or long odds

Destructive Leadership

1

Charisma

2

Need for Power

3

Narcissism

4

Negative Life Themes

5

Ideology of Hate

Destructive Leaders often:

-Rally support against a common threat

-Create or exaggerate the perception of external threats to justify power

Susceptible Followers

Followers pursue personal well-being by being seen as industrious, enthusiastic, and loyal to leadership.

Conformers passively permit Destructive Leadership

- Unmet needs
- Poor self-evaluations
- Immaturity

Colluders actively assist Destructive Leadership

- Personal ambitions
- Congruent values/beliefs
- Unsocialized values

Conducive Environments

Contextual factors can facilitate or hinder the rise of Destructive Leaders to positions of influence

1

Instability

2

Perceived
Threat

3

Cultural
Values

4

Absence of
Checks &
Balances



Conducive Environments

Contextual factors can facilitate or hinder the rise of Destructive Leaders to positions of influence

1

Instability

2

Perceived
Threat

3

Cultural
Values

4

Absence of
Checks &
Balances

- Periods of change or uncertainty
- Need for quick, decisive action

Conducive Environments

Contextual factors can facilitate or hinder the rise of Destructive Leaders to positions of influence

1

Instability

2

Perceived
Threat

3

Cultural
Values

4

Absence of
Checks &
Balances

- External threats
- Common enemies
- Need for protection

Conducive Environments

Contextual factors can facilitate or hinder the rise of Destructive Leaders to positions of influence

1

Instability

2

Perceived
Threat

3

Cultural
Values

4

Absence of
Checks &
Balances

- Collectivist cultures
- High power distance
- Need for stability and security

Conducive Environments

Contextual factors can facilitate or hinder the rise of Destructive Leaders to positions of influence

1

Instability

2

Perceived
Threat

3

Cultural
Values

4

Absence of
Checks &
Balances

- Emerging organizations
- Poor institutional oversight

Identifying the Toxic Triangle

The capacity for Toxic Leadership to take hold is a function of measurable, human characteristics.

Destructive Leaders

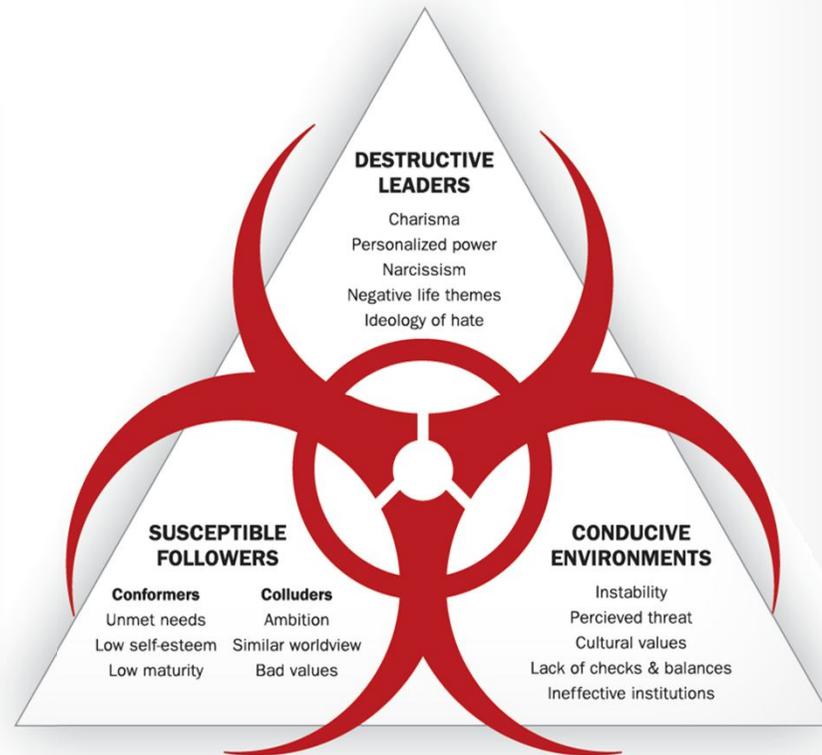
-Personality and Values of the leader

Susceptible Followers

-Personality and Values of the followers

Conducive Environments

- The shared values of the organization, and the broader cultural context



Identifying the Toxic Triangle

Destructive Leadership

Low concern for others



High concern for self



HPI
"Bright Side"

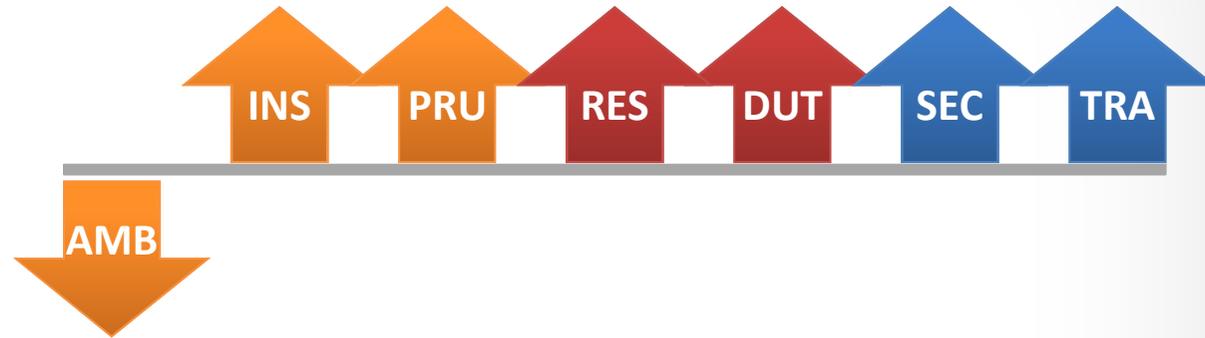
HDS
"Dark Side"

MVPI
"Inside"

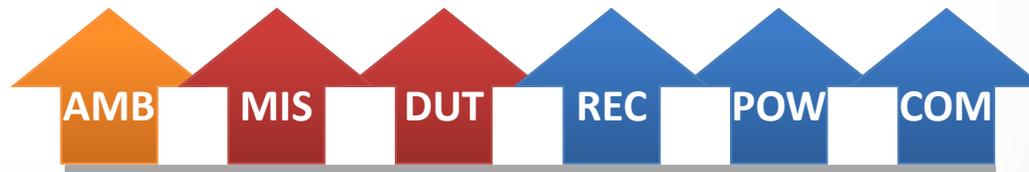
Identifying the Toxic Triangle

Susceptible Followers

Conformers



Colluders



HPI
"Bright Side"

HDS
"Dark Side"

MVPI
"Inside"

Identifying the Toxic Triangle

Conducive Environment

Cultural Risks

- Collectivist
 - High Power Distance
-

Governmental Risks

- Corruption
 - Weak Institutions
 - Existence of Threats
-

Organizational Risks

- Traditional Culture
- Need for Security
- Rapid Change

Summary

- Personality = Reputation
- Leadership is the mobilization of a group towards a common goal
- Toxic Leadership organizes pursuit of goals that may ultimately be against followers' self-interests
- Toxic Leadership emerges in conducive environments when the Destructive Leader is supported by susceptible followers
- The conditions for Toxic Leadership can be measured based on personality and values