
Destruktiv ledelse – et uforløst potensial

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In Norway:

- 33,5-61% of the workforce does experience some form of destructive leadership (Aasland et al., 2009)
- Only 40% do not



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Bad is stronger than good (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001)



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Bad Leadership today

- Bad \neq Good;
 - Bad leads its own life – it is a “discrete variable”
- Bad has much stronger effects than Good
- Bad and Good co-exist and can be done at the same time
- The large majority of leaders do both

- Bad is common;
 - 33,5-61% of the Norwegian workforce does experience some form of destructive leadership (Aasland et al., 2009)
- Zero even became negative!
 - Passive leadership is proven as Destructive, rather than as a form of Non-Leadership at the intersection of a coordinate system (Skogstad et al., 2007)



Consequences of Destructive Leadership

Bad mood, anxiety, lack of concentration, fear of violence, depression, increased alcohol use, reduced physical health

Supervisor-directed aggression, co-worker directed aggression, customer directed aggression, family directed aggression

Lower performance, negative safety climate, workplace deviance (theft, sabotage, lateness, and shirking), drop-out of PhD-project, increased turnover, fraud, tax evasion, embezzlement, company bankruptcy (Enron), corruption (Statoil), misusing corporate assets (Skandia), \$42 million non-authorized bonus payments (Skandia)



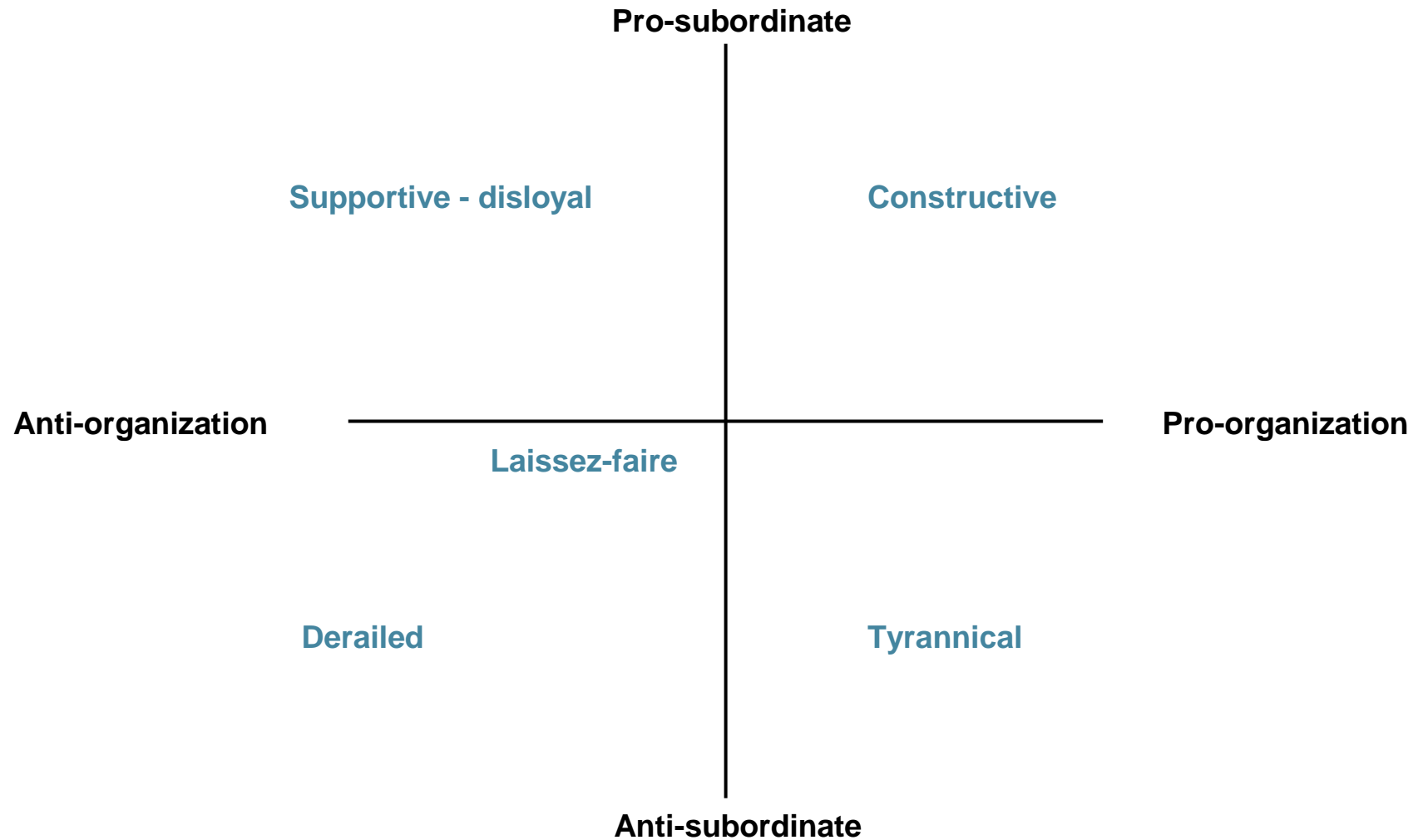
Definition of destructive leadership

- “Destructive leadership” as *“the systematic and repeated behaviour by a leader, supervisor or manager that violate the legitimate interest of the organisation by undermining and/or sabotaging the organisation’s goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates (Einarsen, Skogstad & Aasland, 2007).*
 - Repeated behavior; not isolated instances (e.g. mistakes)
 - Two dimensions: about subordinates and about the organization
 - Both active and passive
 - All unwanted behavior, verbal as well as physical
 - No call for intent
 - Behavior varies with the situation and the people involved
 - Hardly any leader is “stuck in a corner”



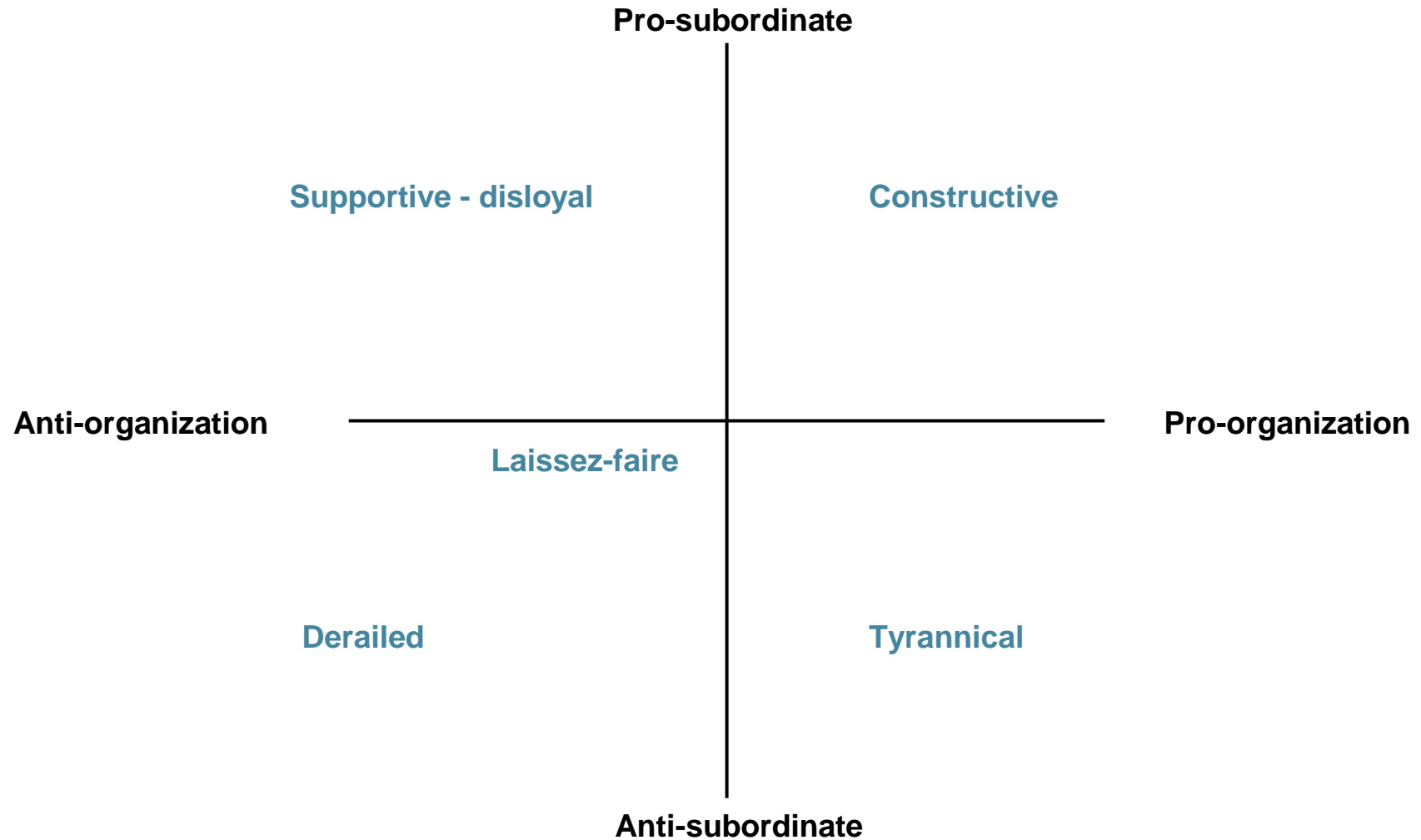
Destructive and constructive leadership behavior model

(Einarsen, Aasland & Skogstad, 2007)



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Discuss with the person next to you: how do you move in the model?

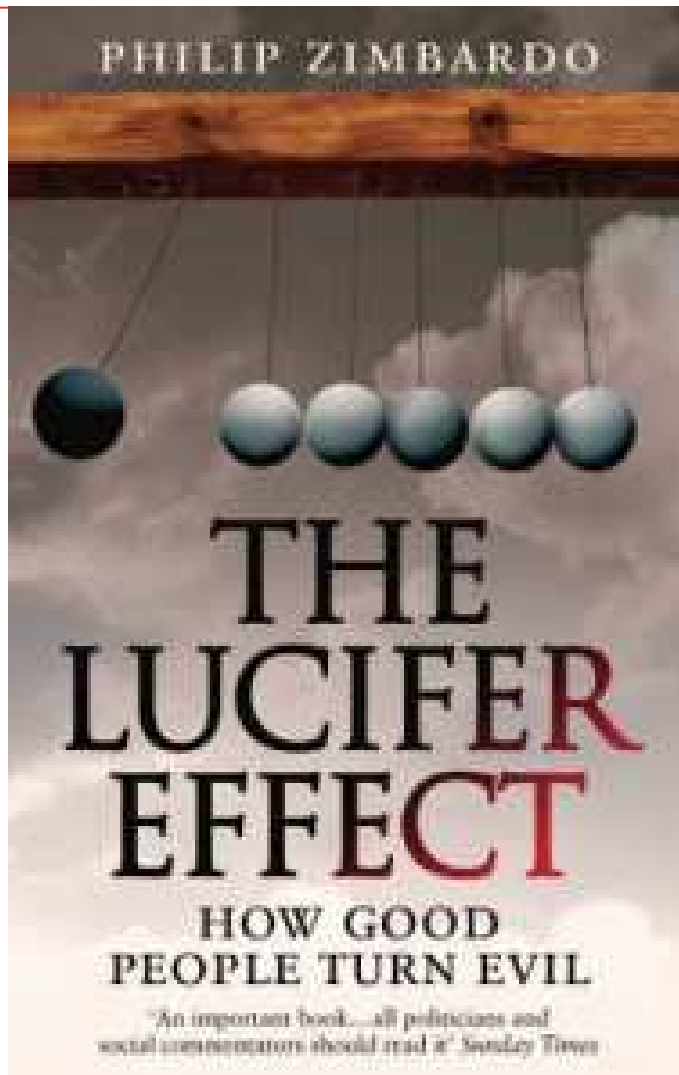


From The Problem to the reason Why to Bother about Bad

- Discrete variable: Destructive leadership does not equal Constructive leadership
- A list of detrimental consequences of it
- We are used to working with Constructive leadership
- Destructive leadership is unfamiliar to us. We lack
 - Systems
 - Internal control,
 - Selection policies,
 - Reward systems,
 - Key Performance Indicators
 - Methodology
- Larger effects
- Little done about it
- =promising cost/benefit-ratio?
- Bonus: to allow leaders to be mortal?



Types of causes



- Individual
 - Leader and follower alike
 - » Chaleff (2009)
- Situation
- System
 - » Zimbardo (2007)
 - » Reason (2008)



Causes, continued – seen in a “Toxic Triangle” (Padilla, Hogan, & Kaiser, 2007)

Leader: anger (Kant et al.);
“try to avoid conflict (...) excessive need
for both security and attachment”
(Dr. Jones test results, p. 342, Zimbardo, 2007)

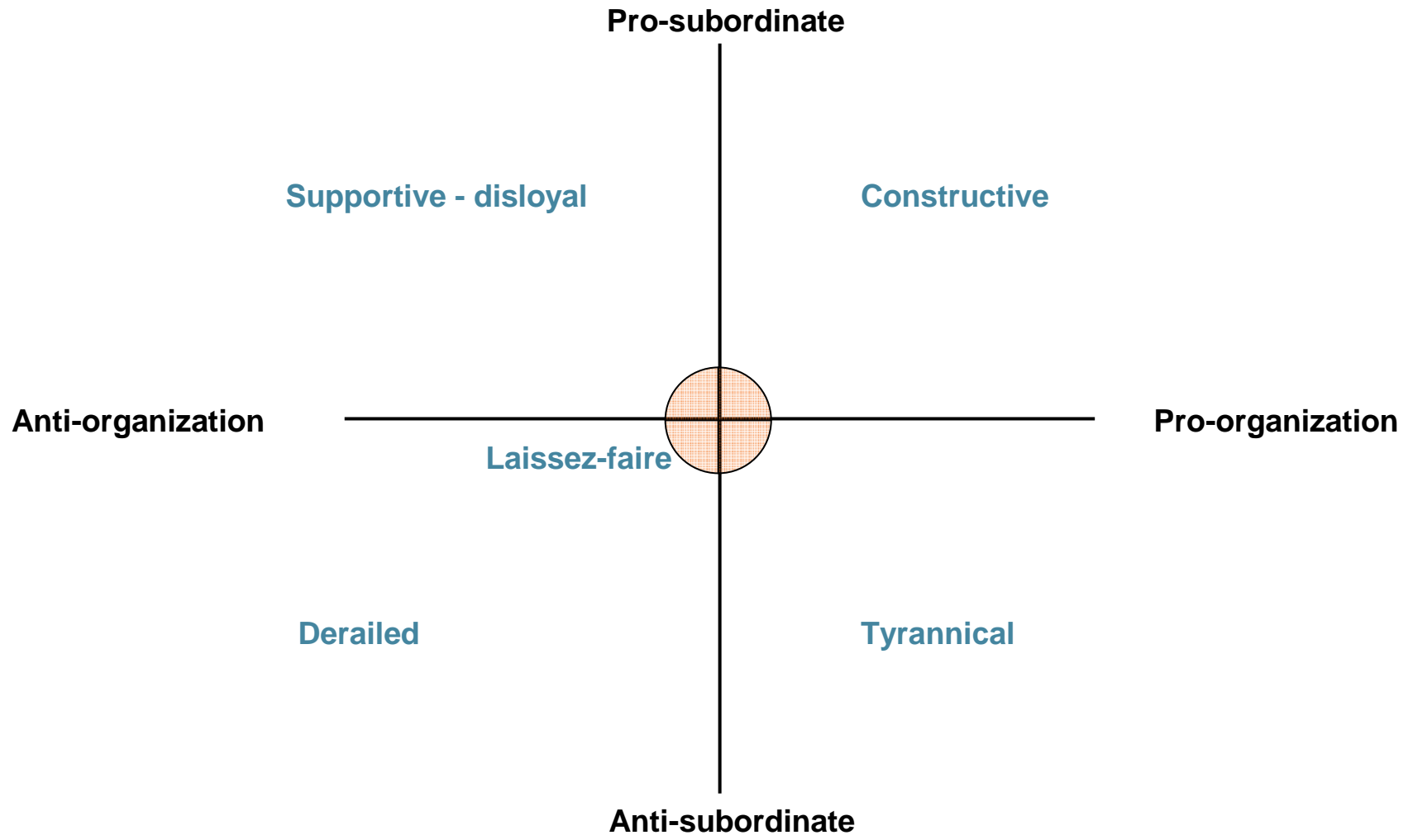
Ved konflikt med:
produksjon, inntjening, lederbonuser etc.
– I hva grad handler vi allikevel i henhold til HMS-prinsippene?

Follower: anger (Kant et al.);
“try to avoid conflict (...) excessive need
for both security and attachment”
(Dr. Jones testresults, p. 342, Zimbardo, 2007)

Situation: crisis, war, hardship
System: oppressive state or organization;
Company with no room in priorities for HSE?



Where and what is "legitimate"? Is the authority legitimate?



The possibilities

- The person
 - Understand the phenomena
 - Admit own traits and reactional patterns
 - Find alternative strategies
- Training and development
 - Accurately dealing with destructive behaviors (e.g. Assessment of Crisis Managers at Falck Nutec)
- Organization
 - Systems (e.g. selection, reward, role clarity, control)
 - Methods (e.g. appraisal interview, complaints in work environment)
 - Support network (e.g. against overload for Crisis Managers, “lowering the shoulders”)



The possibilities

Selvfølge at jeg/vi gjør destruktive handlinger

– Find alternatives

- Training and

– Accuracy of Crisis Management

Spør heller: Hva? Når? Hvordan? Hvorfor?

- Organization

– System

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Gi tilbakemelding – til deg selv, andre og organisasjonen – konkret og spesifikt om både konstruktive og destruktive handlinger

– See

“lowering





Thank You! Leo.Kant@falcknutec.no +47 975 04840

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