



Working at the Shadow Side of Leadership pays off!

Do not simply learn móre, try to learn dééper!

*A useful perspective to change
leadership 'risk' into leadership 'resilience'*

The Global Organisational Excellence Congress, Abu Dhabi, December 10-12th 2018

Jelle Vos

Professional coach and consultant

- Leadership/ executive coaching
- Predicting and assessing (dysfunctional) leadership behaviour
- Personal leadership

Human Resources, Organizational Psychology,
'Masters in Executive Coaching' (MSc-program) at
Ashridge Executive Education London



Jelle Vos Coaching

Shadow side 'examples'

- A leader became irritated (even angry sometimes) every time he had to work with persons that in his view were 'weak people'. These so called 'weak people' felt quite intimidated by him. If they gave him feedback, he stopped communicating. Their relationship got very poor, his effectiveness decreased. What triggered the irritation really? And why would he stop communicating?
- A CEO suddenly got a double case load. Until then he was doing very well, from that moment he 'froze'. What was happening?

When you choose for leadership you choose for a **tough** challenge

What's going on?

50% (indication) of our leaders does not cope in their leadership role (Hogan 2015)

Netherlands 2015: Burnout managers (2015): 10% male and 15% female

And so on.....

So, does leadership 'holds' risks for organizational excellence ? For the leader and the organization? Absolutely!

So: how do we develop more 'resilience'?





The Shadow Side of Leadership

- Authors in Europe: Manfred Kets de Vries (INSEAD Paris), Erik de Haan (University of Amsterdam)
- It is about (for example): haughtiness, narcissism, depression, avoiding behaviour, compulsory behaviour, theatrical behaviour etc.
- It is about behavioural patterns that may (e.g. under pressure, when tired) overshoot, become dysfunctional or even derail.





Continuously present ambivalent emotions

‘The thing is that managers have to deal with a broad range of ambivalent emotions without getting overheated. You could say: that they are disposable at the complete bandwidth of ambivalent emotions’
(Adriaan Rengelink)

So the core issue is: “how do I cope emotionally in an organizational context that has the characteristics of a fiercely, continuously operating rollercoaster”?

‘What do you mean, cope emotionally?’

- Change occurs at greater speed, leadership becomes more complex
 - (for example changes in ownership models, financial constructions, strict governance, globalization, digital development, vision on leadership, continuous reorganization etc)(de Haan 2012)
- Neurologically limitations to human adaptability
- Leadership is by itself ‘relational’, dysfunctional leadership behavior always (!) affects teams and organizations
- Quiz: what was the average lifespan of the S&P 500 in the US in the 20’s? And in 2014? And when was the biggest change? And what if this trend carries on? (de Haan 2012)

‘Everybody is normal, until we get to know a person better’

- So: leaders are under tremendous pressure
- Under pressure: behavioural patterns that are normally not visible, get manifest.
- Manfred Kets de Vries: ‘everybody is normal, until we get to know a person better.
- Let’s have a look at possible dysfunctional patterns with ‘Hogan’.



Hogan Leadership Forecast Series



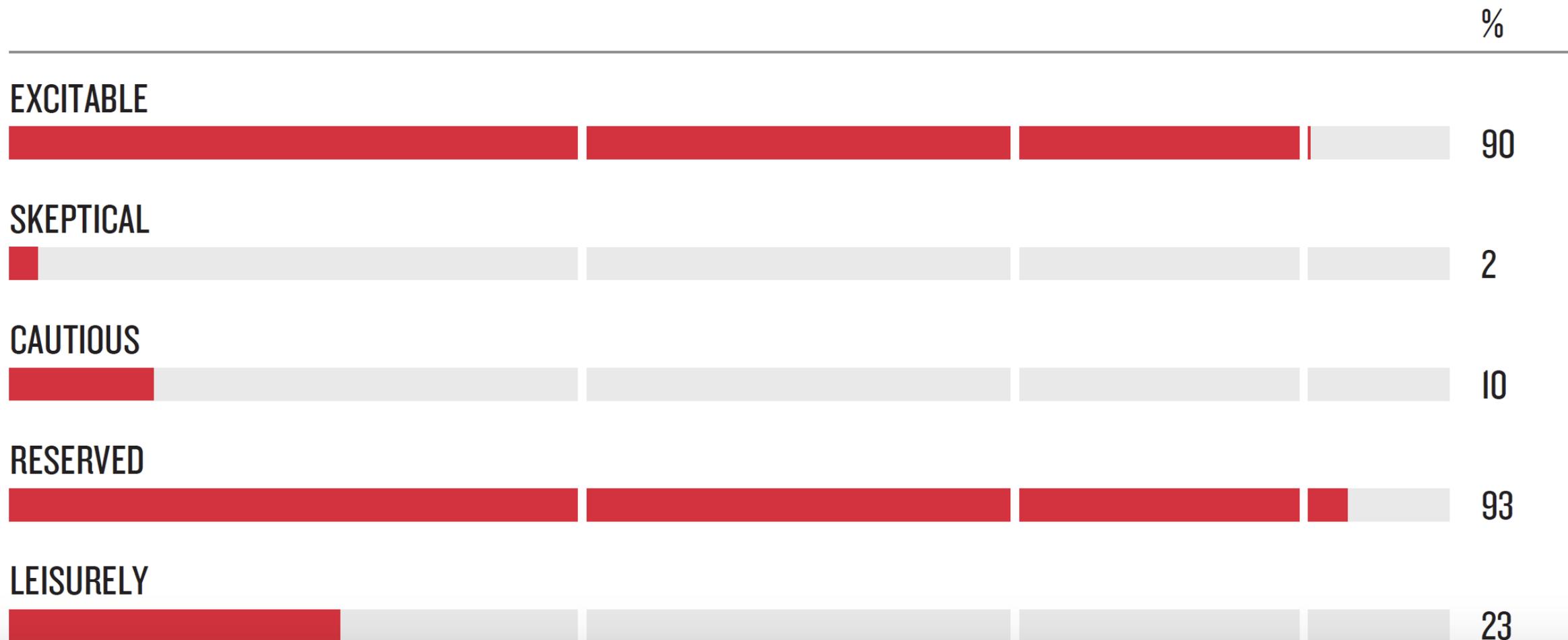
- Hogan Assessment Systems has developed within the LFC a specific assessment tool for the 'Dark Side of Personality': 'Challenge'
- Hogan is used in 56 countries, in the US at > 50% of the Fortune 500.
- Let's have a look:





LEADERSHIP CHALLENGE PROFILE

Scales



BOLD



MISCHIEVOUS



COLORFUL



IMAGINATIVE



DILIGENT



DUTIFUL



NO RISK

LOW RISK

MODERATE RISK

HIGH RISK

DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

Excitable Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

Skeptical Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

Cautious Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.

Reserved Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.

Leisurely Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.

Bold Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.

Mischievous Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.

Colorful Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

Diligent Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

Dutiful Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.

What scores are acceptable for leadership?



- Please always relate to the context (in nuclear plants please no high scores on 'risk-taking')
- Would some narcissism be helpful in change??
- A very interesting research by Kaiser, LeBreton & Hogan (2015) shows a strong correlation between effective leadership and 1. a high score on emotional stability and 2. a medium score on possible derailing patterns

Is there a lifebuoy?

- So: under pressure (that increases in this timeframe) leaders experience continuously present ambivalent emotions that causes that their behaviour may overshoot, becomes dysfunctional or even derails. This might be one of the main reasons that leaders don't survive.
- Is there a lifebuoy? What helps?



Don't simply learn **móre**, try to learn **dééper**!

- Of course, there are more 'lifebuoys', but for the moment I want to focus on this one.
- What helps is that we ask our 16 year old daughter for feedback on our behaviour. And listen to it. And not only ask her, but also ask our friends, family and yés, also our employees.

Hogan: 'The you yóu know, is hardly worth knowing'

- To say it in a different way: organize frequently and consciously feedback.
Ralph Stacey: 'change emerges in communicative interaction'

What helps (from Risk to Resilience)?

- To say it in a different way:

‘if we open up more for, and understand more of, our **personality patterns**, how they make us ‘use’ our **strengths and potential**...

....but also if we **wánt to look** at our possible **derailing patterns**,

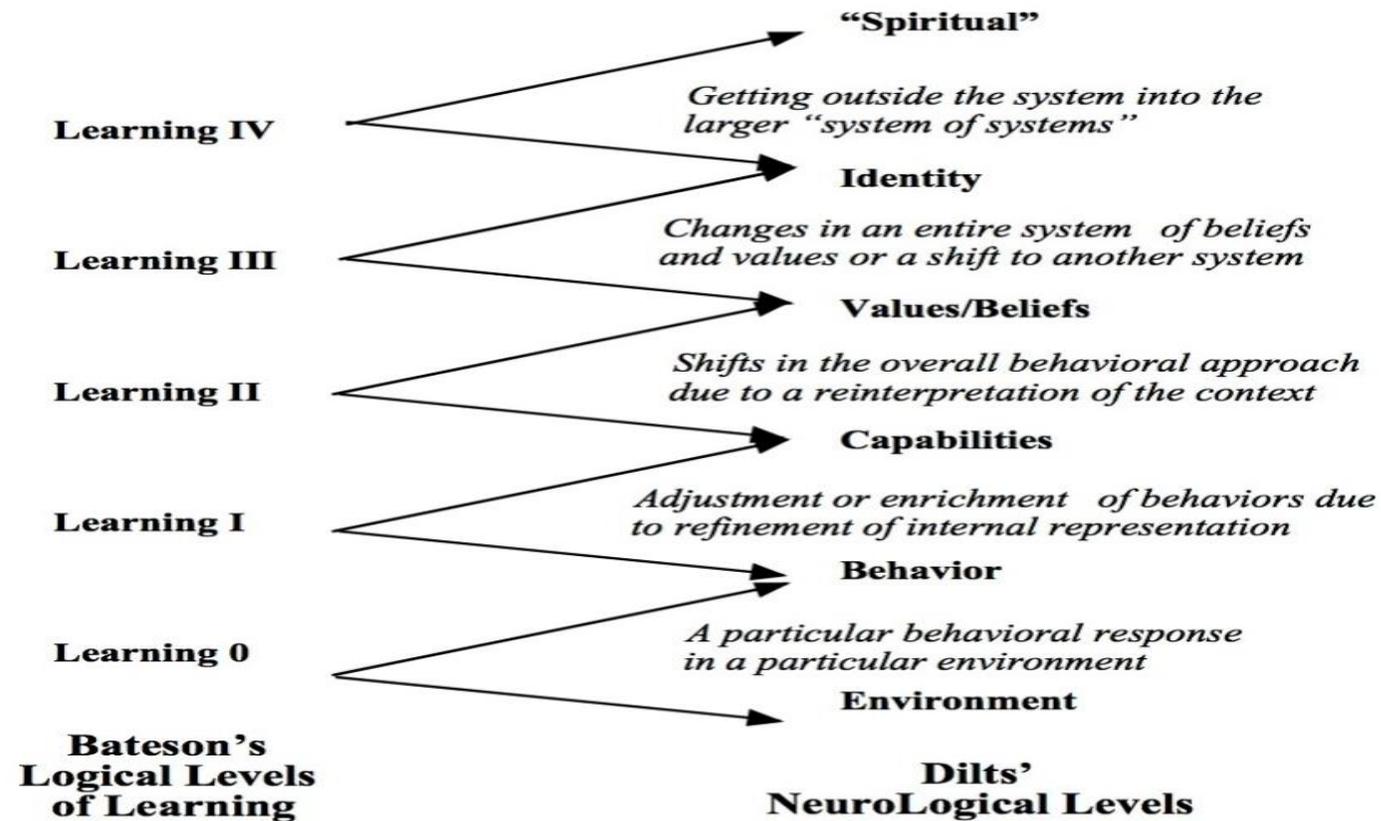
.... then we can **anticipate** more on situations in which ambivalent emotions can emerge...

....and we will be able to do the work in which we can make a **difference** ánd stay **connected** to other people.’

Be aware! We often do not achieve this if we do not learn deep enough !

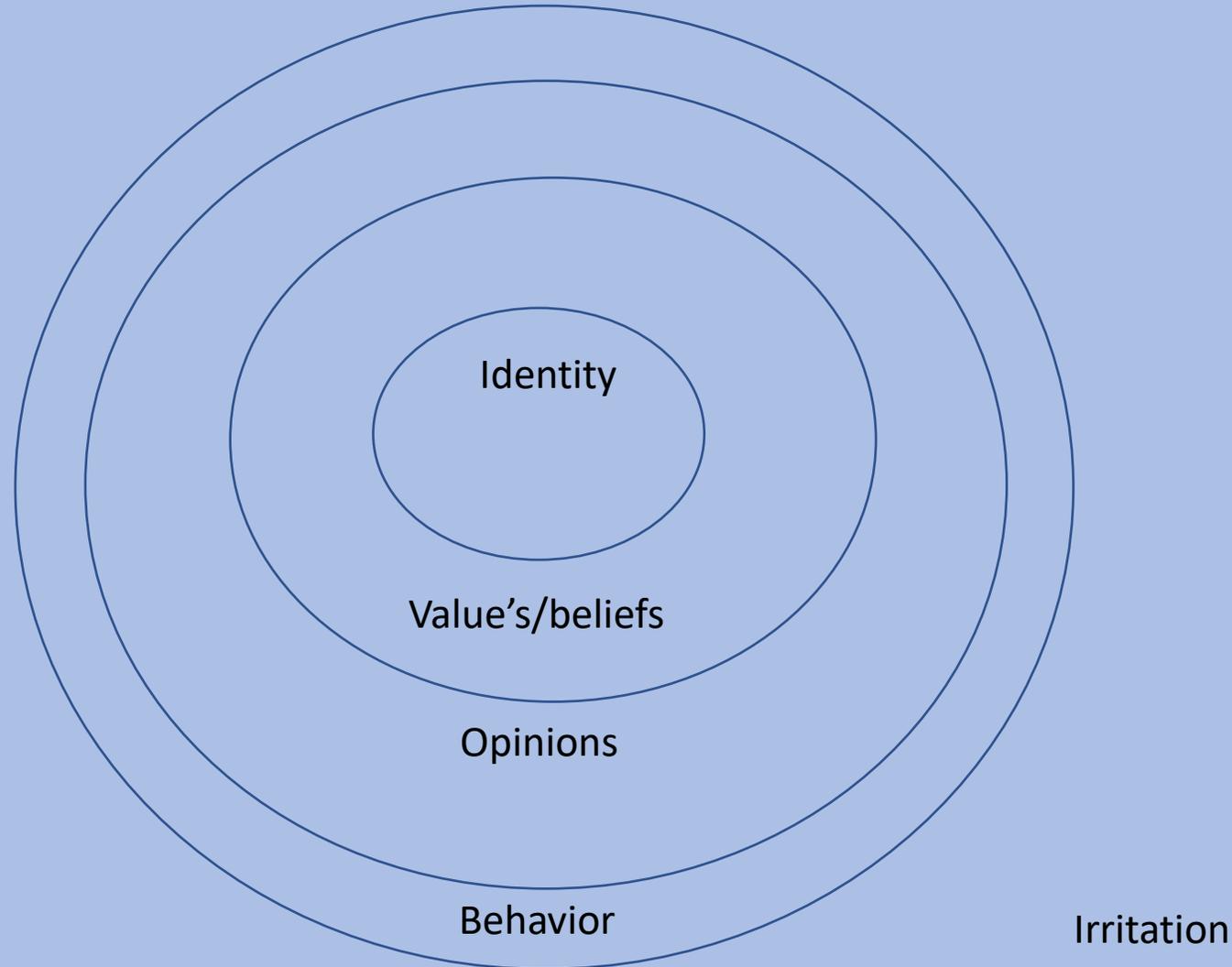


- ‘Personality patterns’ = more than just behavior!
- For example: Dilts/Bateson: Logical levels

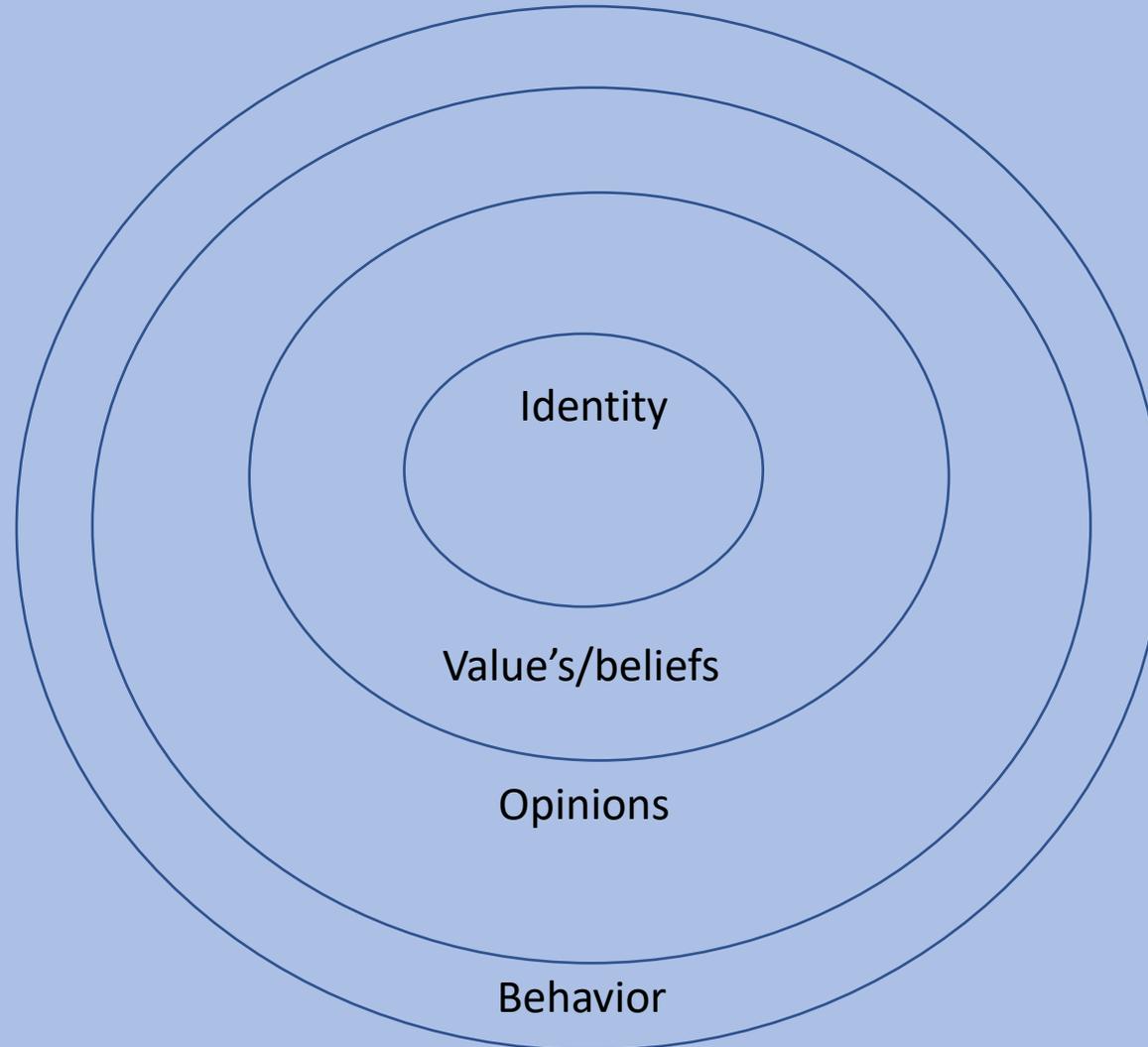


Relationship of Bateson's Levels of Learning to NeuroLogical Levels

How a 'pattern' looks like, a real example.



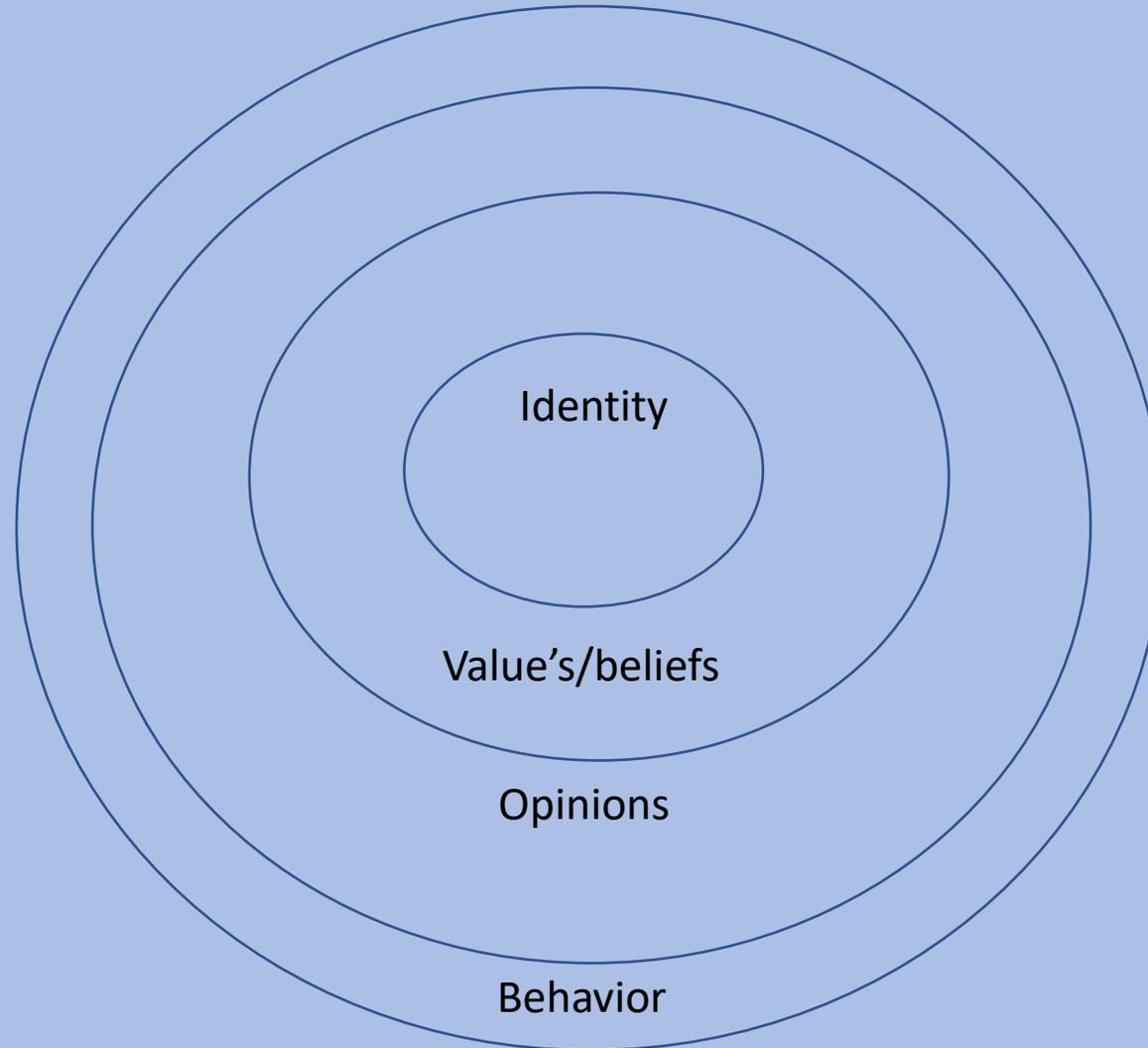
How a 'pattern' looks like.



I think they are bothering me
with their issue's!

Irritation

How a 'pattern' looks like.

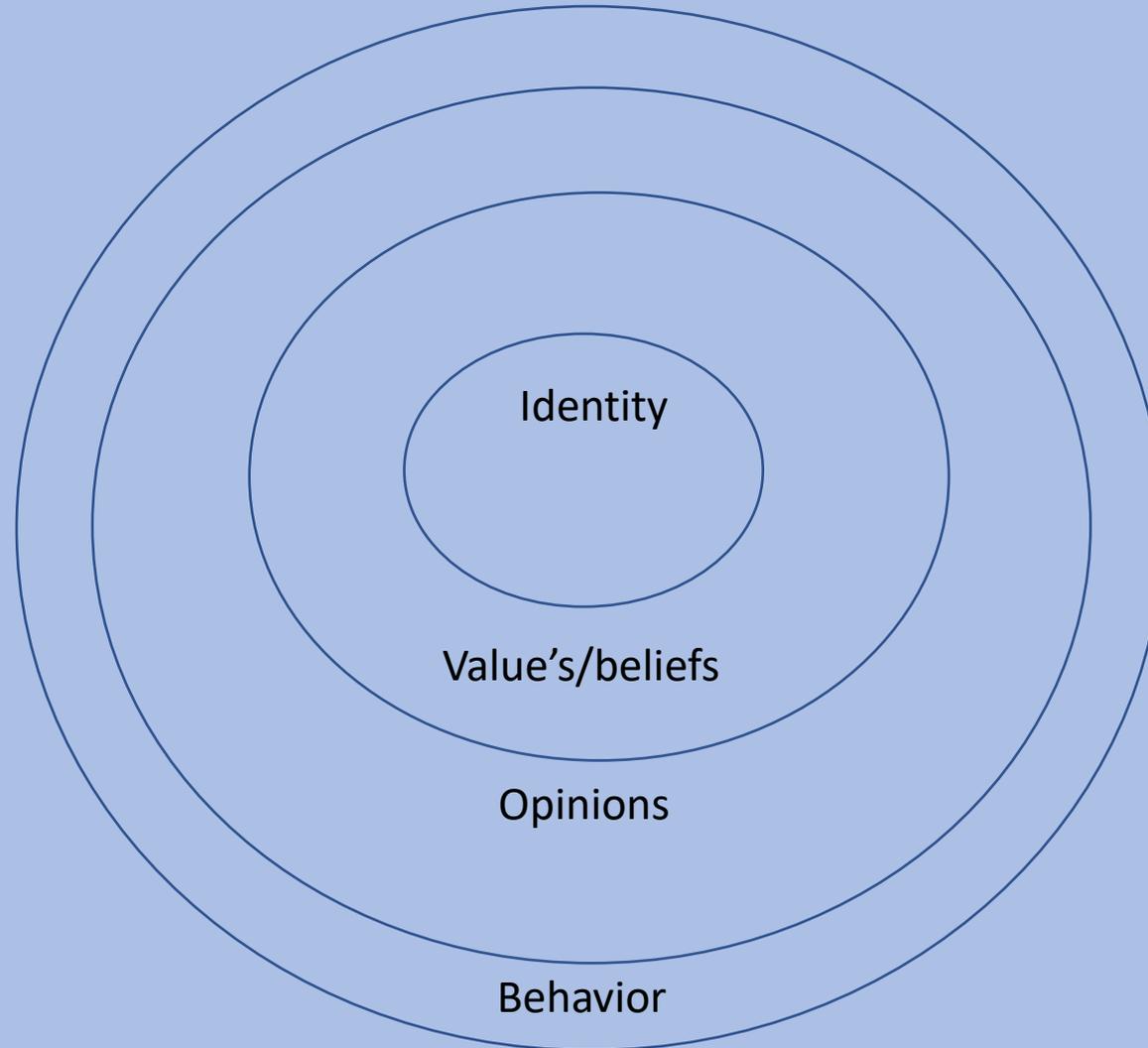


People should be strong!

I think they are bothering me
with their issue's!

Irritation

How a 'pattern' looks like.



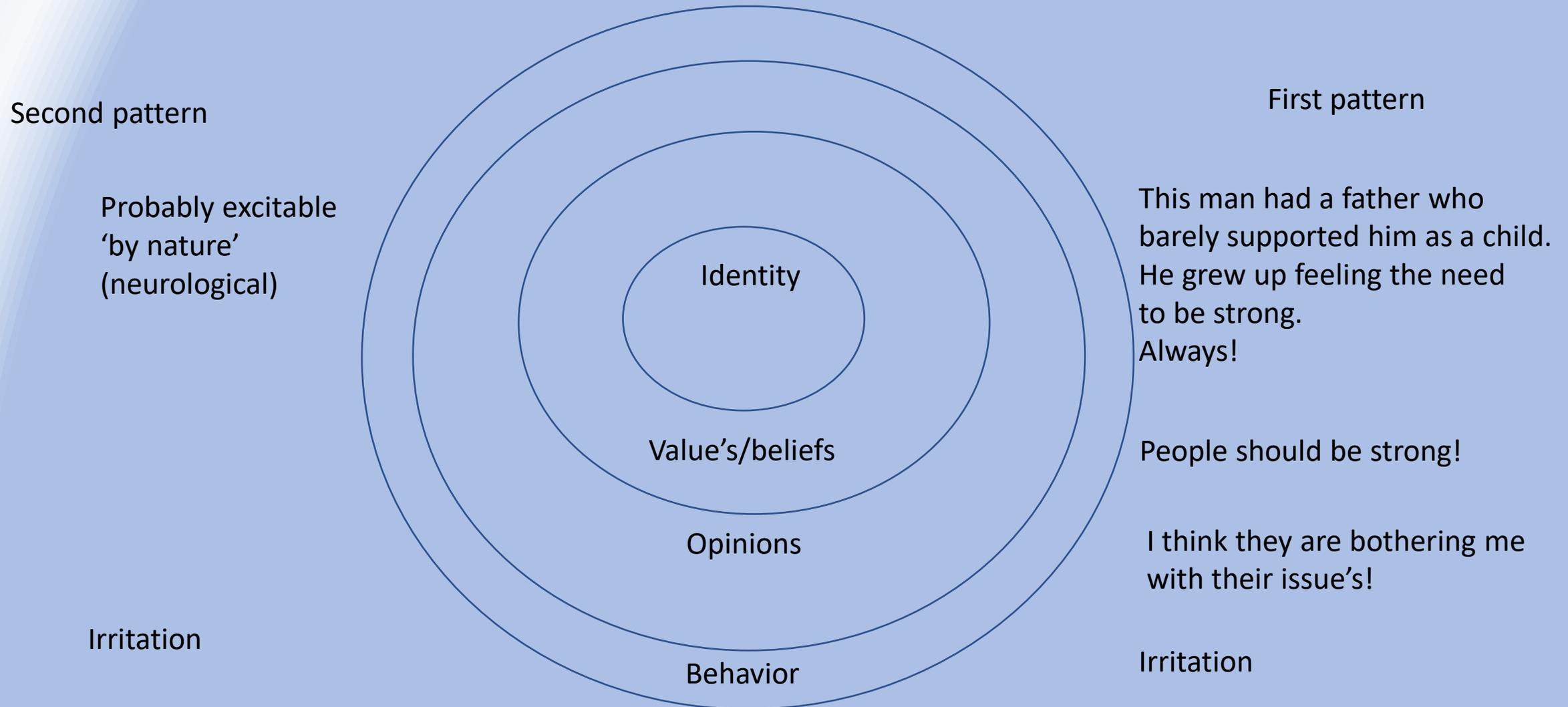
This man had a father who barely supported him as a child. He grew up feeling the need to be strong. Always!

People should be strong!

I think they are bothering me with their issue's!

Irritation

How a 'pattern' looks like.



'Deep organizational learning'

- Réal (sustainable) change only (!) grows if learning is done on a deeper level than just the behavioural level.
- So: the second thing to do next to organizing feedback is: to apply this feedback in learning about your personality patterns in a deeper level.

For example: Robert Keagan [Immunity to Change], André Wierdsma ['hard place to be' and '3rd level learning'], Argyris en Schön [single-double-deutero learning],

Shadow side 'examples'

- A leader got irritated (even angry sometimes) every time he had to work with persons that in his view were 'weak people'. These so called 'weak people' felt quite intimidated by him. Their relationship got very poor, his effectiveness decreased. What triggered the irritation really?
- A CEO suddenly got a double case load. Until then he was doing very well, from that moment he 'froze'. What was happening?

Summarizing

- The 'Shadow Side of Leadership' is about potentially dysfunctional behaviour
- Yés, we all (you too!) have our shadow side
- Under pressure/when we are tired it becomes manifest
- And it always affects the effectiveness of your leadership
- Neurologically we can not adapt as fast as change might require
- But we can learn to look into our personality patterns
- In order to anticipate on continuously emerging ambivalent emotions, and therefore stay in balance and effective
- But: looking at our personality patterns must be done at a deep level (3rd level) to achieve sustainable change
- To move through this learning from 'risk' to 'resilience'

Change your 'risk' into 'resilience'

Don't simply learn móre, learn dééper

Fritz Perls:

'we can not become something we are not, we can only become more of ourselves'

Thank you kindly for your attention!



Jelle Vos Coaching

Literatuur

- Dilts, R.B. (2014) *A brief history of logical levels*. Consulted on March, 28th 2018 on <http://www.nlpu.com/Articles/LevelsSummary.htm>
- de Haan, E., Kasozi, A. (2014) *The leadership Shadow*. Assen: van Gorcum
- Joyce, Ph., Sills, C. *Skills in Gestalt*. London: SAGE Publications
- Kahler, T. *The Process Model. Personality types, miniscripts and adaptations*. Consulted April 26th 2018 on <http://www.pcmoceania.com/library/testimonials/documents/The%20Process%20Model.pdf>
- Kaiser, R.B., LeBreton, J.M., Hogan, J. (2015) The dark side of personality and extreme leader behaviour. *Applied psychology, an international review*. In Press
- Kets de Vries, M.F.R. (2005). *The leadership mystique*. Den Haag: Academic Service
- Interviewserie with Adriaan Rengelink. Consulted on 26th of July 2018: <http://tg.twynstragudde.nl/hubfs/S0895%20-%20Whitepaper%20Adrian%20Rengelink-v4-klein.pdf>