

The Tools of Leadership

Toxic Leadership

MA Leadership



Today we will...

*Reflect on what
we've noticed
about leadership
& skills*

*Toxic Leadership:
What is it?
Why focus on it?*

*What is the
impact of toxic
leadership?*



Individuals?
Organisations?
Communities?



Reminder of our module aims:

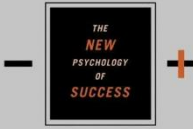
To explain the significance and nature of leadership and its role within organisations

Undertake a ***critical exploration*** of leadership tools and techniques used by successful leaders and ***explore*** different situational forces and variables in the leadership situation

Consider the concept of leadership ***occurring as a practice*** rather than residing in the traits or behaviours of particular individuals



MINDSET



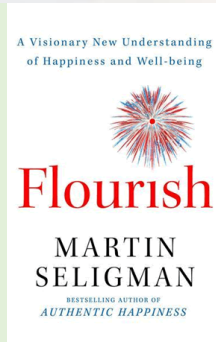
CAROL S. DWECK, PH.D.

Set learning goals toward mastery
Believe learning, talent and ability can all be developed
Effort and persistence
Embrace challenge and new ideas

'I never stopped trying to be qualified to do the job'

Darwin E Smith, CEO, Kimberly-Clark Corporation 1971-1991

Know your key strengths
and use them daily
Know how you learn best &
get more from learning
Ask questions



"Re-craft your life, work, love, play and friendships around your top strengths"

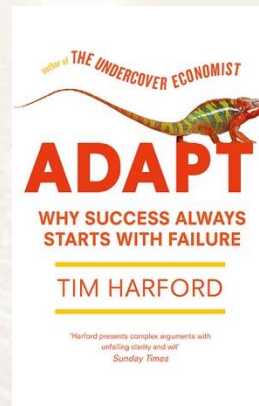
**Dr Martin Seligman,
founder of Positive Psychology**



Give your full attention to learning
Recognise the emotions you feel &
the impact they have
Allow yourself time to reflect & find value
Value the difference of others

'You can't stop the waves, but you can learn to surf'

Jack Kornfield, Buddhist Teacher & Psychologist

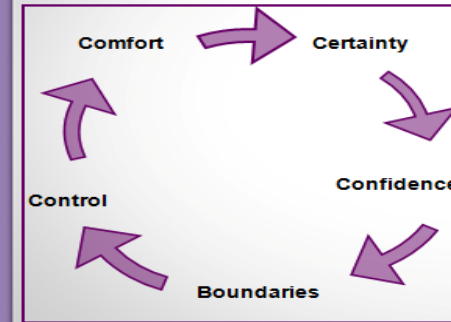


Design an experiment to test new ideas
Make the test small scale and failure survivable
Keep what works
Share your learning with others

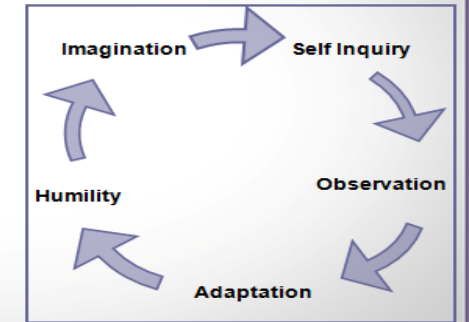
'Adapt: Why success always starts with failure'

Tim Harford, economist & author

Positive Capability



Negative Capability



Knowing more, understanding less
Be open to new ideas that challenge current thinking
Personal sense of inquiry
Reflecting on your performance

"What got you here won't get you there"

Marshall Goldsmith, leadership thinker, author, coach



From last week...

...what are your reflections:

Where have you noticed leadership around you? In the world?

What tools and skills have you noticed?

What works? Work doesn't? Why?

Why might they be doing what they are doing?

What would you advise them to do to be more effective?



What is Toxic Leadership?



...what are your feelings and thoughts? Discuss...



What is Toxic Leadership?



Destructive to individuals, teams, organisations

Selfish all about the leader

Hubris

Abusive

Limits Potential



What is Hubris?



Hubristic behaviour is a syndrome, constituting a cluster of features, evoked by a **specific trigger (power)**. Hubris is seen as an **acquired condition** and therefore different from most disorders of the personality which are traditionally seen as persistent throughout adulthood. The key concept is that hubris is a **disorder of the possession of power**, particularly **power which has been associated with overwhelming success**, held for a **period of years** and with **minimal constraint on the leader**.



AcademiWales

#PublicServiceWales



Llywodraeth
Welsh Gov

Hubris

'Intoxicated with power?
What, me?'

How to stay on the 'bright side' of yourself

S: special (believes he or she is special and unique)
P: preoccupied with fantasies (of unlimited success, power, brilliance, beauty, or ideal love)
E: entitlement
C: conceited (grandiose sense of self importance)
I: interpersonal exploitation
A: arrogant (haughty)
L: lacks empathy



What are the effects of toxic leadership?

...what are your feelings and thoughts? Discuss...



What are the effects of toxic leadership?

...what are your reflections:

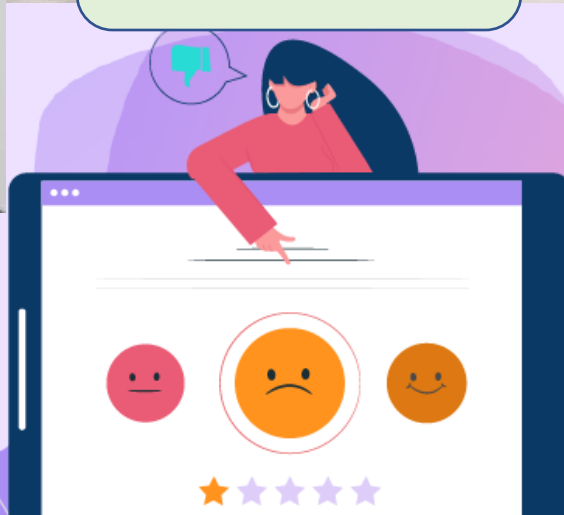
**Workplace
Bullying**



**Anti work
behaviours**



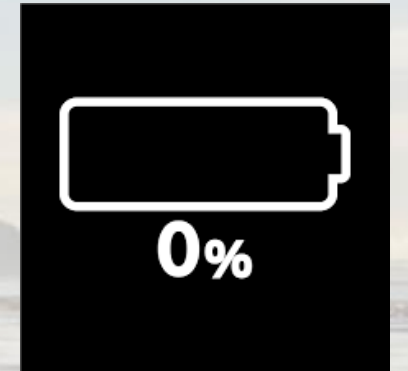
**Job
dissatisfaction**



**Psychological
distress**



**Depression
Burnout**



How to spot toxic leadership...



Individual Leaders

- Frequent lying/ inconsistent expectations
- Doesn't listen (to feedback)
- Arrogance
- Importance of hierarchy
- Discriminates against individuals
- Lacks confidence
- Incompetent at their job
- Self interested



System/organisation Design

- Unrealistic expectations
- Limited listening (especially by senior leaders)
- Rewards for obeying
- Importance of hierarchy
- Does not actively include different perspectives
- “Playing the game” is rewarded
- Incompetence is tolerated

Toxic Leadership: What are the power dynamics?

Do Transactional Analysis and Drama Triangle help us think of these in action?

What happens between Relationships versus Tasks?

Choosing my state?

Parent

Controlling



Nurturing



Adult



*Transactional Analysis
– the Games We Play
Berne (1958)*

Child



Adapted: Compliant vs Rebellious

Free Child

The consequences?



Controlling
Parent



Nurturing
Parent



Functional
Adult



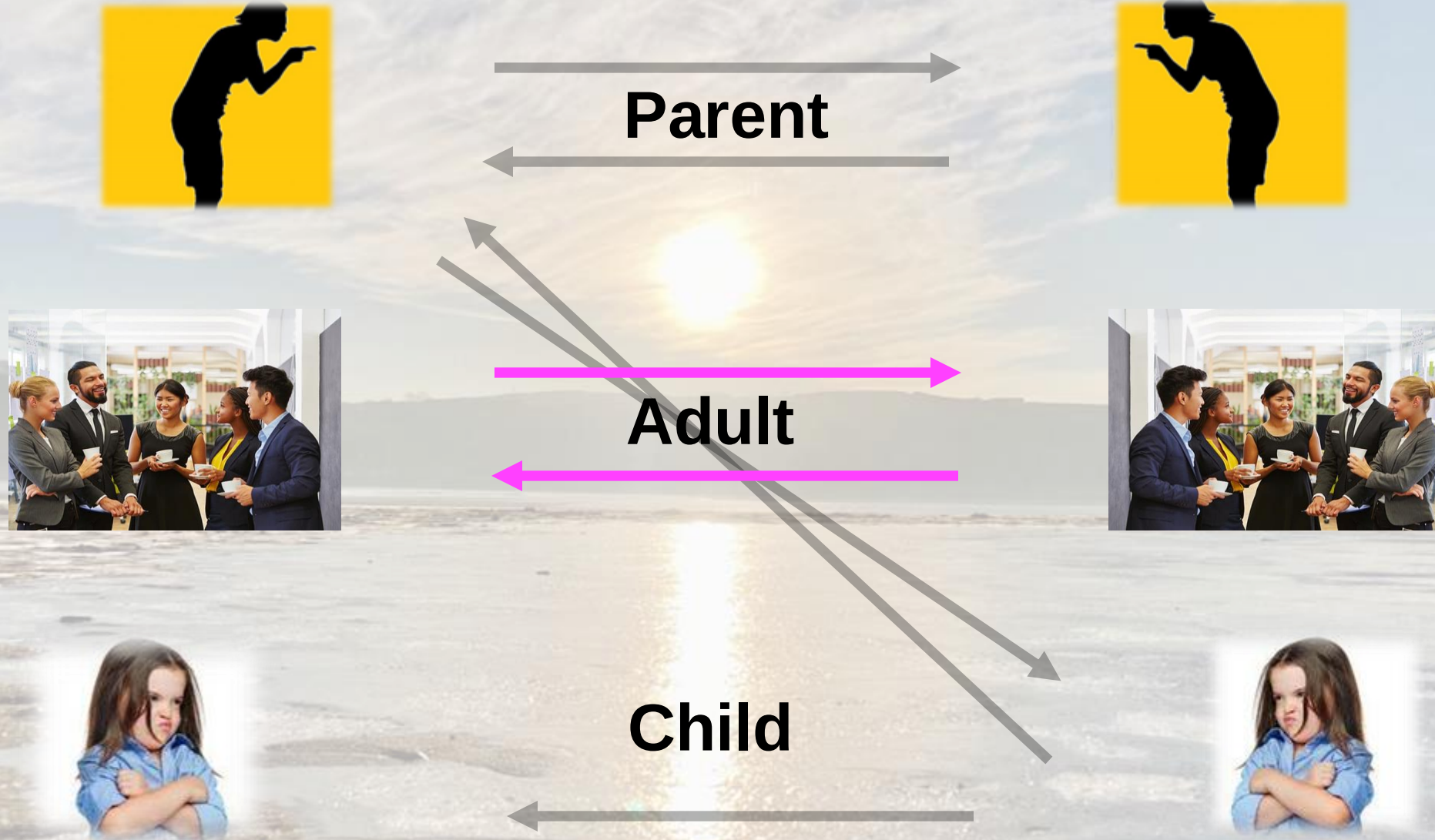
Adapted
Child



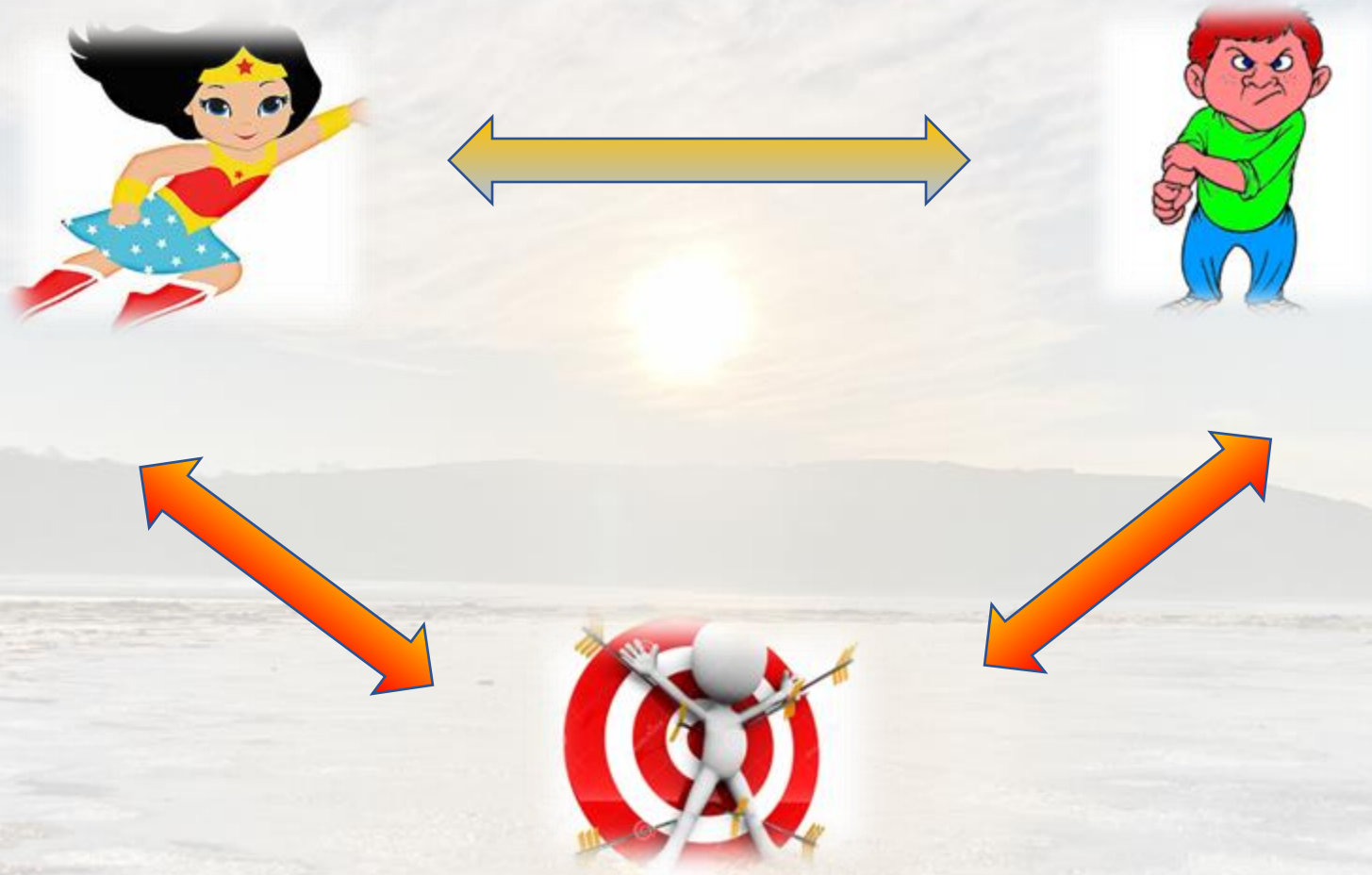
Free
Child

Positive	Negative
Firmness, control, clarity, accountability	Bossy, overbearing, disabling & disengaging
Caring, loving, kind generous	"Rescuers need victims; disable people doing things for them
Logical, rational, problem-solving, balance conflict	Boring, pedantic, limited use of feelings/values
Polite, courteous, accepting, amenable	Sit quietly, can't say "no"; or aggressive, rebellious (or both)
Friendliness, fun, creative, honest, use emotions	Immature, childish, over emotional

How do we want to do things?



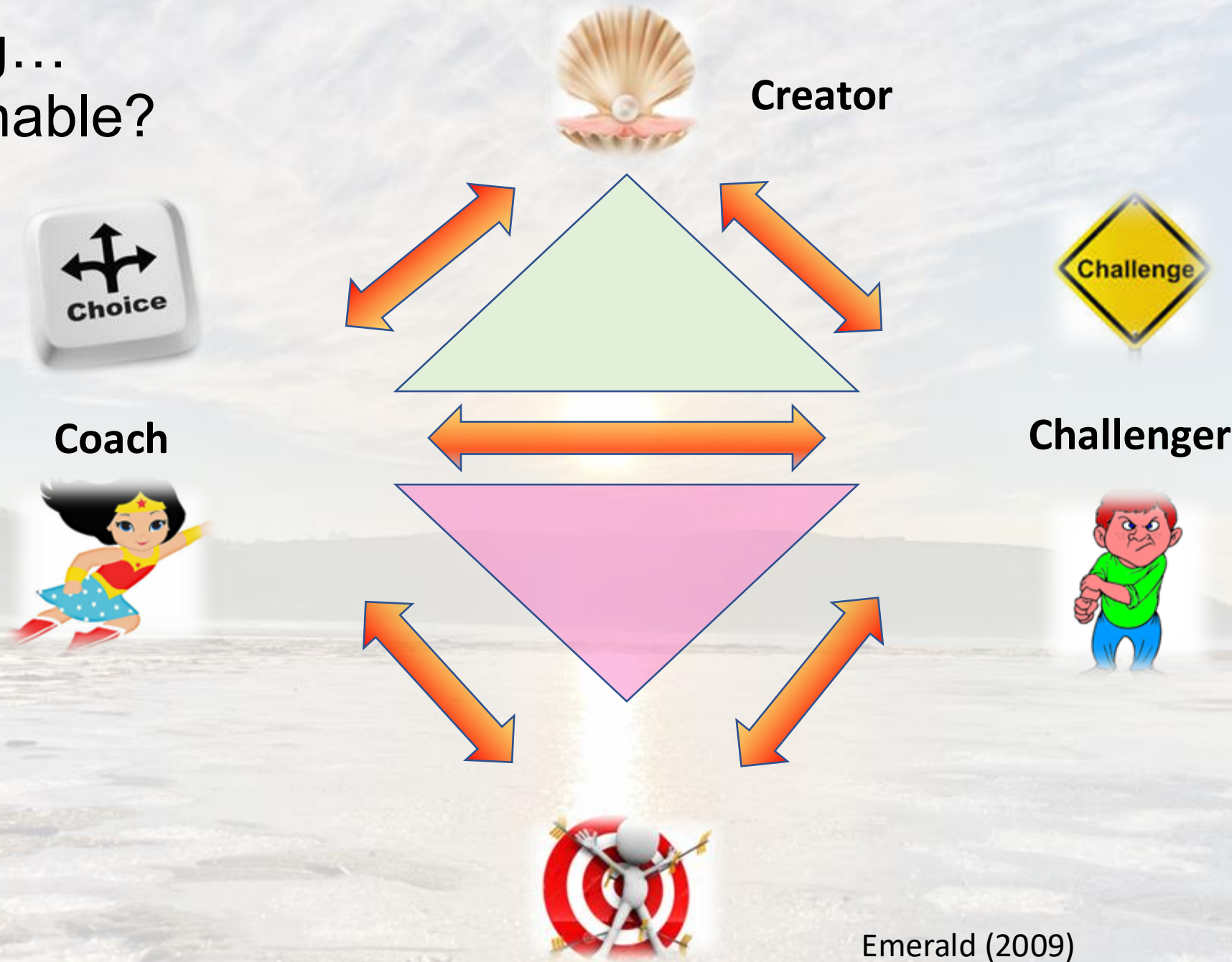
Noticing Drama Triangles...



Karpman (1968)

Reframing...

“Fix” or Enable?



Toxic Leadership: who/where is it most likely...



https://www.ted.com/talks/linda_karp_the_dark_side_of_leadership?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare

Toxic Leadership Quiz:

If this is the answer...	...what is the question?
20-25%	?
30 x higher than the average person	?
Populism, post truth & polarisation	?
Develop empathy skills & practices	?

What are some of the core toxic leadership traits?



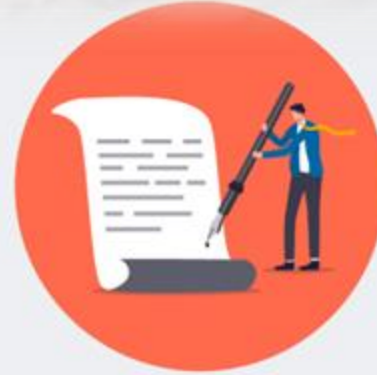
How to deal with Toxic Leadership...



Attempt to help
instead of judge



Keep control of
your reactions



Document
everything



Set professional
boundaries



Approach your
manager with a
candid conversation



Clarify



Focus on your
job and forget
the ego



How to deal with Toxic Leadership...

1. Attempt to help instead of judge

If you can't avoid the toxic behaviour, at least you don't have to focus on it and give it all your attention.

2. Keep control of your reactions

Remember that this behaviour isn't about you. Stay in control of your emotions and don't give them the attention they want.

3. Document everything

Always ask for a written confirmation via email before you complete a task that you don't agree with.

4. Set professional boundaries

You have no obligation to befriend your leader or answer personal questions. By doing this, you'll protect yourself and your personal life from toxic behaviour.

5. Approach your manager with a candid conversation

The goal of a candid conversation is not to accuse but rather to air out how you feel and how your performance is being affected. Approach it with "I" statements and explain how this doesn't just impact you, but the company as well.

6. Clarify instructions

Don't make assumptions about what you believe your toxic leader wants. This may lead to misunderstandings. Ask for clarifications (in written form) whenever you have even the smallest of doubts.

7. Focus on your job and forget the ego

Remember not to take things personally. A toxic leader's behaviour is not a reflection of you and your performance. You won't be able to prove that you're right and your toxic leader is wrong, so don't try to do so.

Reflecting on toxic leadership...

In your group, share your reflections in turn. What are you feeling?
What are you thinking?

Some tips:

- Consider leadership you might all recognise
- Consider the context of this leadership
- Reflect on the skills that have been used: how effective were these? What worked? What could/should have been better?

What is your biggest learning about leadership from today?

Toxic Leadership: is it in us?



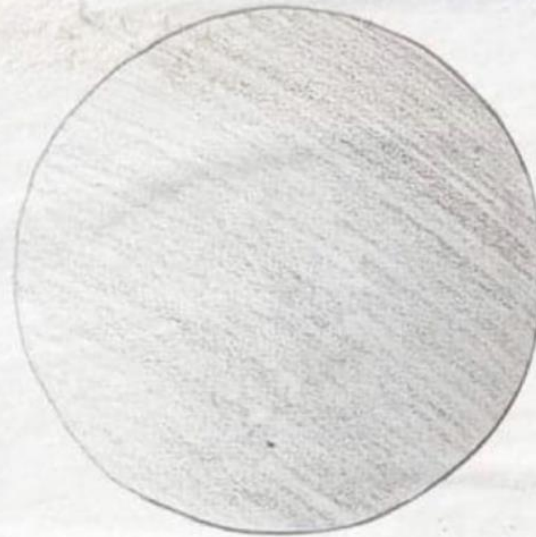
https://youtu.be/RZWf2_2L2v8?si=r9cNMCzkqRQxvWf9

What is leadership trying to achieve?



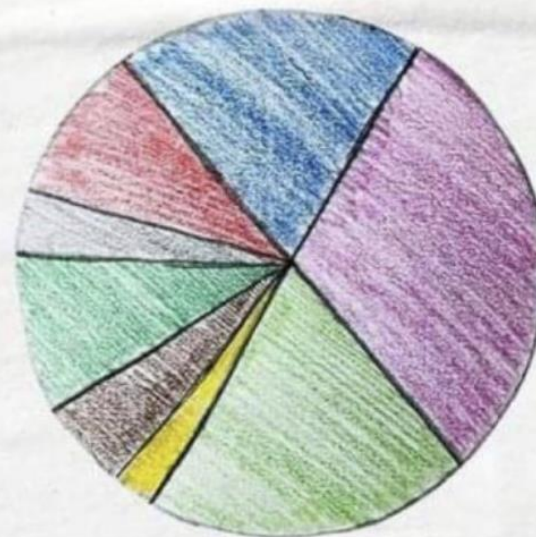
A view of leadership

What people **THINK** leadership is:



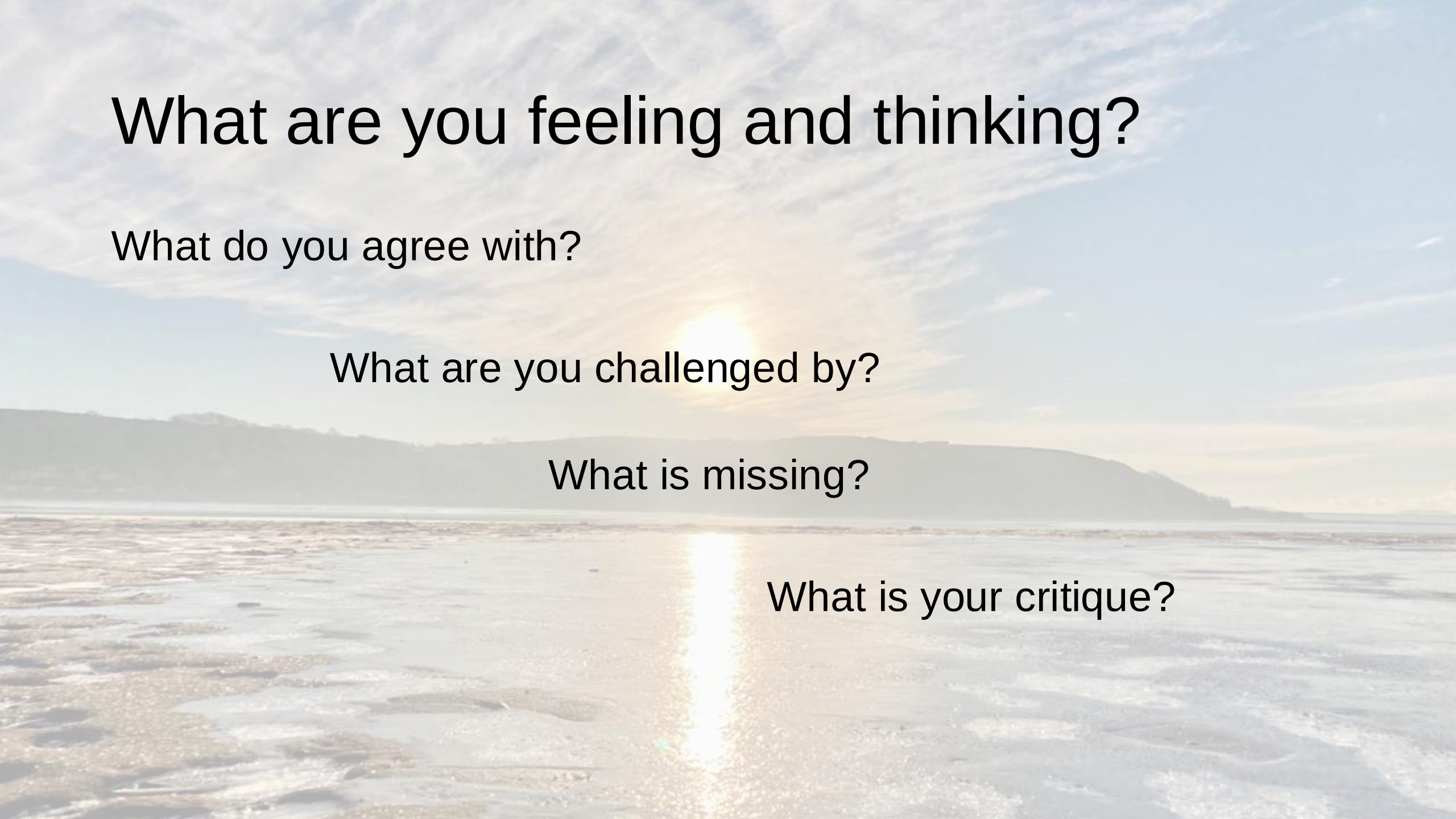
■ Telling people what to do

What **LEADERSHIP** really is:



■ Integrity
■ Cast a vision
■ Use of influence
■ Use of power
■ Praise your team
■ Self-awareness
■ Listen first and speak last
■ Empathy

What do you think?



What are you feeling and thinking?

What do you agree with?

What are you challenged by?

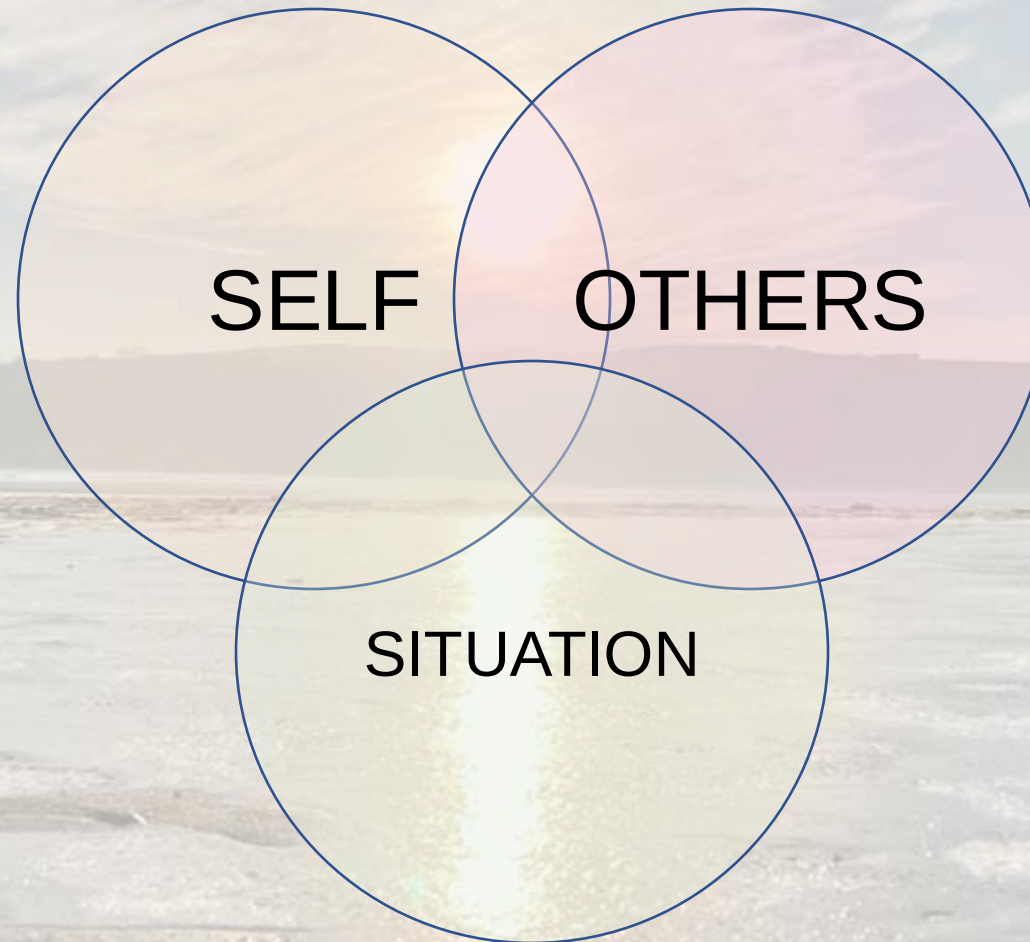
What is missing?

What is your critique?

What are some of the core leadership skills?



SOS: Self, Others & Situation

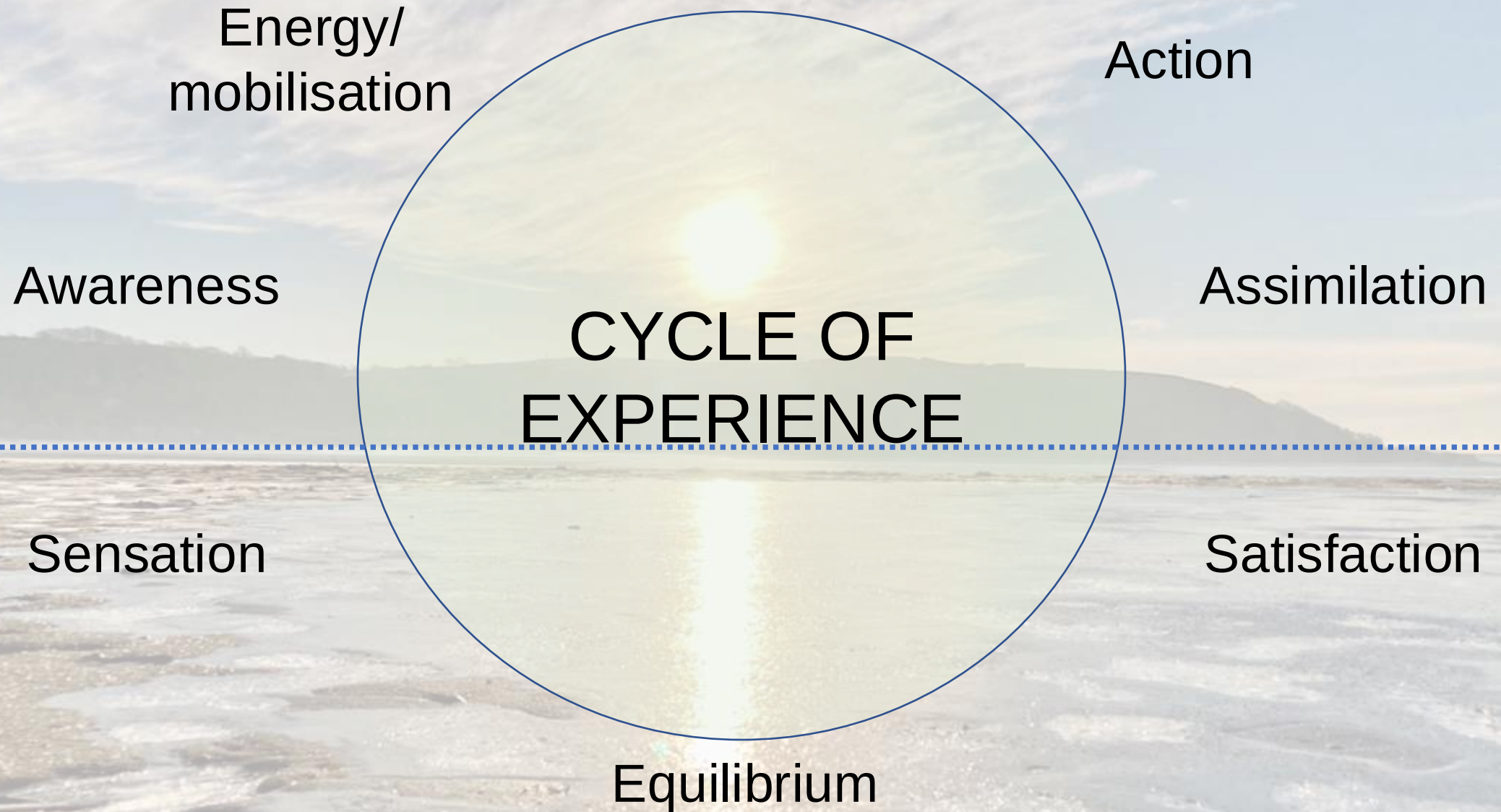


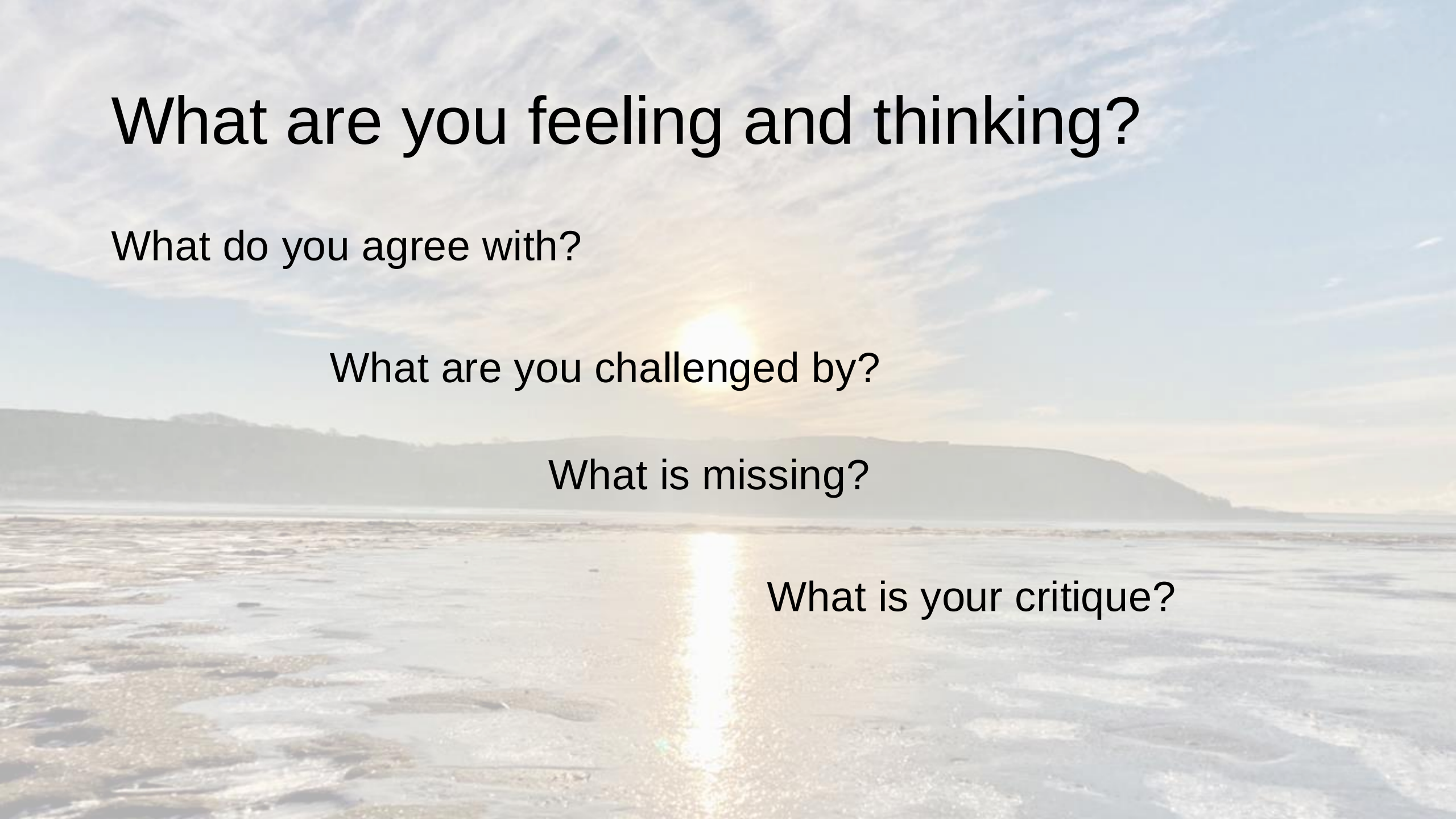
Constantly
evolving:

Focus, size,
boundaries =
Dynamic

Our role: notice
bring attention,
adapt

Cycle of Experience





What are you feeling and thinking?

What do you agree with?

What are you challenged by?

What is missing?

What is your critique?

Introducing Sowing Seeds

Learning resources

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☆☆☆☆☆ (0) | 2 items | [Academi Wales](#) | 1918 Views

English

Cymraeg

Sowing Seeds - Becoming a thought leader - Influencing Decisions, Thoughts and Behaviours to Achieve Results Through Others

The ability to successfully influence others without using traditional forms of power and control has become a key skill for managers and leaders needing to work beyond the boundaries of their personal and professional authority. This reflects a changing environment where collaboration and partnership are the primary means of addressing whole systems problems and the key to delivering adaptive and meaningful change

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 PDF

Becoming a thought leader - Influencing Decisions_ Thoughts and Behaviours to Achieve Results Through Others

Launch 

Tags

Career management

Influencing

The Tools of Leadership Assignment:

Attributes and Impacts of Leaders

Choose an organisation within any industry/sector, and critically analyse the impact that poor leadership has had upon the organisation and its environment.

It would be useful to review a range of organisations to generate different perspectives, for example: BHS, Toys R Us, Blockbuster, Manchester United, Northern Rock and FIFA etc.

Discuss the significance of leadership and critically evaluate how different leadership styles and emotional intelligence can be applied by leaders within organisations to different people and contexts. Use appropriate models/theories to support your discussion.

Discuss the enduring dysfunctional qualities of character which mark the toxic leader, with consideration of the impact and effect that toxic leaders can have upon the performance and culture of an organisation.

Critically review and appraise the role and feasibility of leadership development programmes, with reference to the benefits and limitations of such programmes.

Reference should be made to the importance of leaders understanding their own strengths and limitations as a leader.

Deferring to referring...



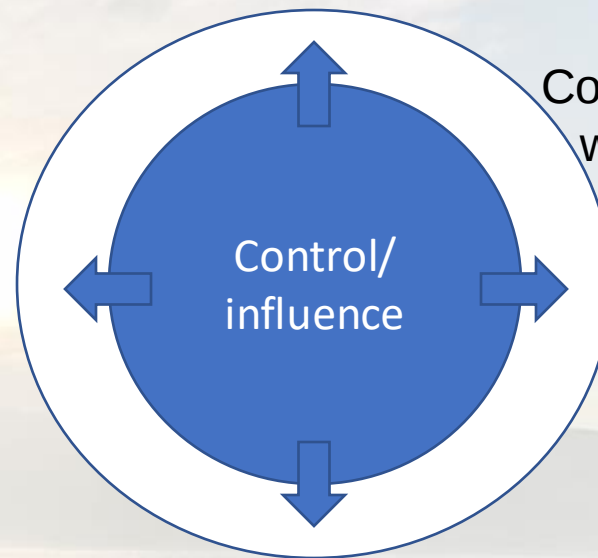
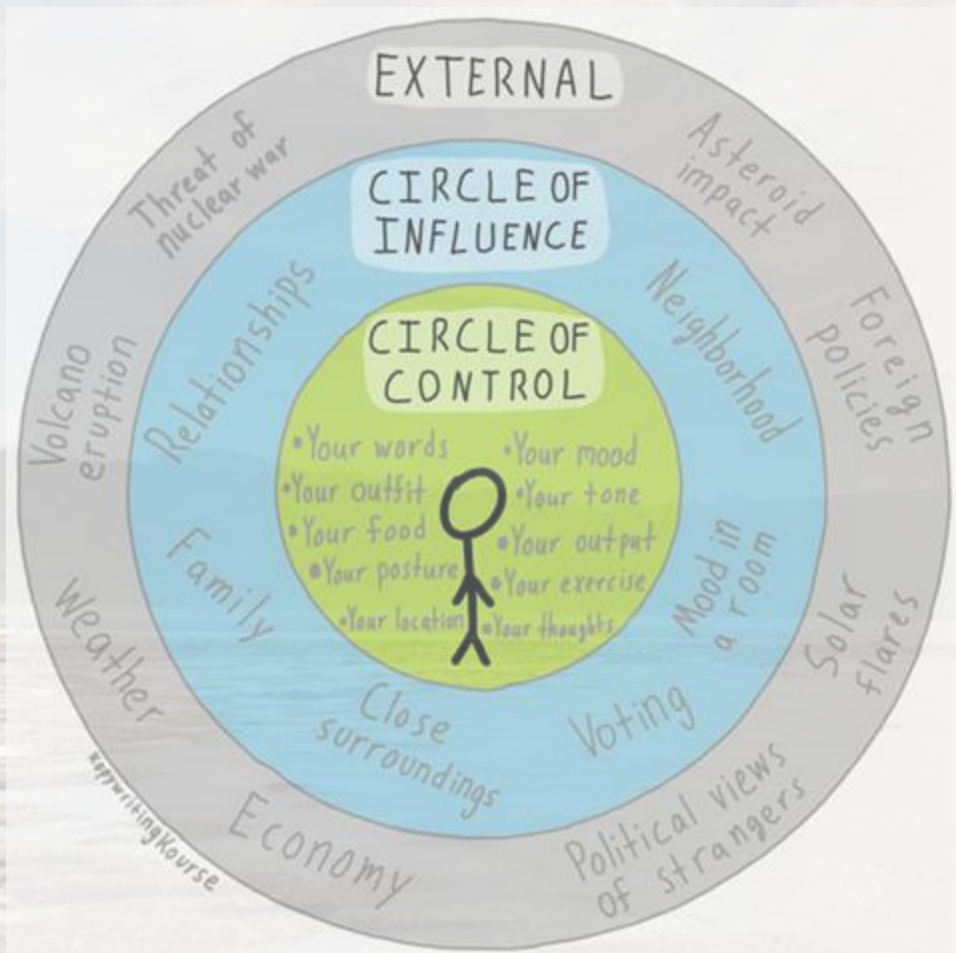
My Contact Details

James@mortawel.co.uk

www.mortawel.co.uk

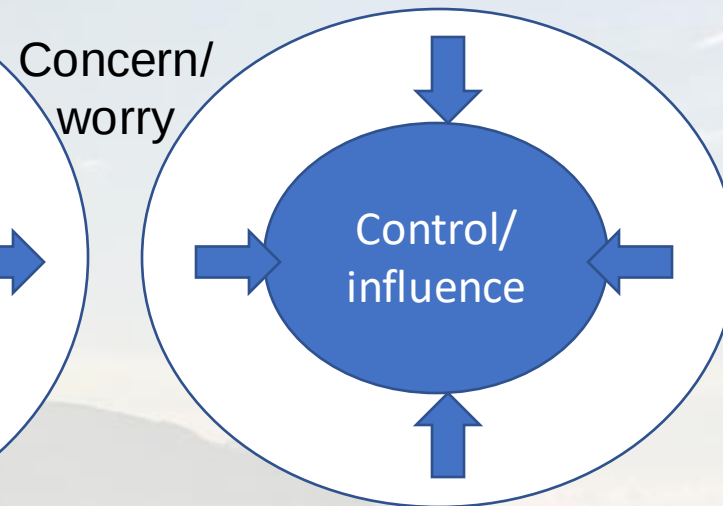
Realising we have a choice...

...our circles of control & influence



Proactive

However stormy and what the size of
our vessel,
“we are the master of our own ship”



Reactive

Activity for Developing your Leadership Skills - **Meyers- Briggs Type Indicator**

- The [Meyers & Briggs Foundation](#) uses the theories of Carl Jung in the [Myers-Briggs Type Indicator \(MBTI\) test](#). The assessment considers what many people believe to be random variations in behavior to be orderly and consistent based on fundamental traits. These perceptions include:
 - Introversion (I) vs. Extroversion (E)
 - Intuition (N) vs. Sensing (S)
 - Thinking (T) vs. Feeling (F)
 - Judgment (J) vs. Perception (P)
- The assessment determines your personality type from [16 different archetypes](#). For instance, an INFP type is considered an “idealist” or someone focused on finding meaning in the world. INFP’s can be excellent communicators and are reserved and value-driven creative types. Some famous INFPs include Edgar Allen Poe, William Shakespeare, and J.R.R. Tolkien.
- Another common type is the ISFP or the “composer.” ISFP’s are typically great listeners and even better friends. They place value on being at peace with themselves, yet maintain the capacity for spontaneity. The famous painter Pablo Picasso is suggested to be an [ISFP](#).
- Why is understanding your personality important to leadership? As a leader, you'll face internal and external situations that challenge your resolve. When you are aware of your attitudes and personality you'll be better prepared to approach the task at hand, delegate responsibilities, work with others, and communicate during high-pressure situations.
-

What are Traits, Skills, Styles and Intelligences? What is Personality?

- **Trait** – A distinguishing feature in character, appearance, habit or portrayal
- **Personality** – a distinctive character or qualities of a person, personal existence or identity, being a person
- **Skill** – expertness, a practical ability, facility in action
- **Style** – a kin or sort, a manner of writing, speaking or doing, a distinctive manner of a person
- **Intelligence** – understanding, a quickness of understanding.

- Source: Schedlitzki, D. and Edwards, G. (2022), *Studying Leadership – Traditional and Critical Approaches*, Third Edition, UK:SAGE