

The logo consists of a large, dark blue circle with a white 'C' shape cut out of it. Inside the white 'C', the text 'Cranfield School of Management' is written in white. The background of the slide features a dark blue diagonal shape on the left side.

Cranfield
School of
Management

Understanding our personal strengths and challenges as leaders

Dr Karen Janman
**Cranfield School of
Management**

19th September 2017



CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

Report for: John Score-Average

ID: UH555944

Date: 11.08.2016

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Saville Consulting Wave Performance 360

360 Feedback on Performance Delivered in the Most Powerful Way



		Behavior Profile - Influencing People				
		Ineffective		Effective		
		Low	High	Low	High	Target
Social Interaction	Influencing People					
	Engaging with People Requesting Enthusiasm, Making Contact, Networking	5	10	5	10	10
	Establishing Rapport Putting People at Ease, Understanding People, Making Friends	4	10	5	10	10
Social Interaction	Impressing People					
	Articulating Ambitions, Showcasing Past Achievements, Claiming Recognition	8	10	10	10	10
	Convincing People Persuading Others, Stealing Opinions, Reasoning	7	10	10	10	10
Social Interaction	Articulating Information					
	Conveying Information, Explaining Things, Responding Social Confidence	7	10	10	10	10
	Challenging Ideas	5	10	10	10	10
Social Interaction	Making Decisions					
	Deciding on Action, Assuming Responsibility, Forming Opinions	5	10	10	10	10
	Directing People	4	10	10	10	10
Social Interaction	Empowering Individuals					
	Providing Resources, Inspiring People, Giving Encouragement	5	10	10	10	10
		5	10	10	10	10

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Derailers or ‘Dark Side’

Robert Hogan – American
psychologist

Multiple instruments now

Core notion:

*Our strengths, when we are
under pressure, can become risk
factors or “derailers”*



DERAILER

the tendency to engage in a particular set of behaviors that can limit or undermine your effectiveness as a leader

- They occur most often under stress.
- All adults have them – they're part of one's personality.
- Some derailers create more problems than others.

THE ELEVEN SCALES

- **Excitable** – lacks persistence
- **Sceptical** – lacks trust
- **Cautious** – resistant to change and risk
- **Reserved** – poor communicator
- **Leisurely** – uncooperative and stubborn
- **Bold** – Unable to admit mistakes or learn from experience
- **Mischievous** – breaks commitments and easily distracted
- **Colourful** - preoccupied with self and lacks focus
- **Imaginative** – may lack judgement or depth of analysis
- **Diligent** – intimidating and disempowering
- **Dutiful** – rigid to authority and may not support team below

Excitable



Healthy	Potential for failure
Losing your temper over major mistakes and problems	Exploding over minor mistakes or for reasons you can't articulate
Behaving calmly most of the time	Having a reputation for "Jekyll and Hyde" unpredictability
Consistently generating energy and enthusiasm	Creating energy one day and intimidating others the next
Changing the way you act in order to achieve a specific effect	Feeling that events or your moods create changes in how you normally act



Healthy	Potential for failure
Assessing potential downside before making a decision	Never taking action because you always see downside
Being alert for people whose actions are motivated by politics or self-interest	Constantly looking for confirmation that people are acting out of self-interest
Tolerating and learning from occasional negative feedback	Dismissing all negative information as tainted by ulterior motives
Mixing criticism with positive comments during feedback	Only criticizing when giving feedback



Healthy	Potential for failure
<p>Analyzing a situation before making a decision</p>	<p>Requiring second and third opinions before making any decision</p>
<p>Looking at worst-case scenarios before moving forward</p>	<p>Obsessing about what might go wrong and eventually getting stuck</p>
<p>Turning down requests for projects and resources when you have hard evidence that flaws exist</p>	<p>Not giving people the go-ahead because of your fears that a proposed project is flawed</p>



Healthy	Potential for failure
Creating an environment where decisions are made objectively and non-politically	Creating a cold culture where expression of feeling is frowned upon
Remaining calm during crisis and controversy	Withdrawing during crisis and controversy
Maintaining outward reserve but connecting with people when necessary	Remaining stoic to the point that you never open yourself to others or show vulnerability
Being willing to forge key alliances in crucial situations	Being unable to work in teams or creative alliances



Healthy	Potential for failure
Saying one thing and doing another only when there's no other option	Saying one thing and doing another most of the time
Not being overly public about what drives you	Having a private agenda that you share with no one
Avoiding conflict except when it's necessary	Avoiding conflict and disagreement at all costs
Having a sense of what other people expect of you	Not knowing or caring what others expect of you



Healthy	Potential for failure
Fighting for what you believe in	Never giving up a fight, no matter what
Believing your view is correct after evaluating the facts and other points of view	Believing your view is correct in spite of the facts or before evaluating other points of view
Holding yourself accountable when your strategy or idea doesn't work	Refusing to take responsibility when your strategy or idea doesn't work
Having a powerful ego that makes an impact on others	Having a powerful ego that makes you dominate others

Mischievous



Healthy	Potential for failure
Testing limits and boundaries to foster innovation	Breaking rules because you find them dull and pointless
Being impulsively creative	Being destructively impulsive
Taking calculated risks and not dwelling on mistakes	Taking risks without considering consequences
Using your charm and creativity to achieve organizational goals	Using your charm and creativity as a matter of personal style
Making provocative statements to foster debate	Being provocative for your own amusement



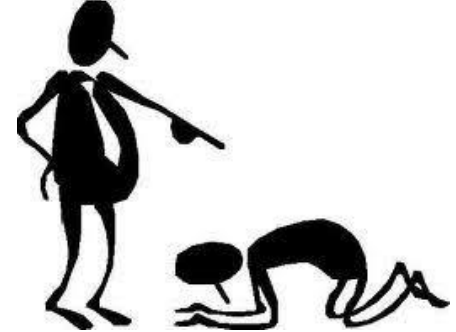
Healthy	Potential for failure
Commanding attention when you speak	Dominating meetings by speaking constantly
Using charisma to involve and motivate people	Using charisma to create unquestioning compliance
Knowing when to be charming and eloquent to achieve a goal	Creating the impression that your leadership style is the issue for discussion
Being able to “turn off the style” and listen to and learn from others	Always being “on stage” and rarely reflecting on what you’re trying to achieve



Healthy	Potential for failure
Having a million great ideas	Having a million great ideas that rarely get executed
Keeping people on their toes with your unpredictable and offbeat style	Confusing and confounding people with your style
Launching many important initiatives	Launching many initiatives, but rarely following up on them
Blending your unconventional style with a more conforming approach when necessary	Refusing to change who you are by conforming in any way to organizational norms



Healthy	Potential for failure
Focusing on the details	Failing to see the big picture
Feeling uncomfortable with uncertainty and ambiguity	Trying to impose structure in every situation to get rid of uncertainty and ambiguity
Managing processes with skill and determination	Managing processes to the extent that people's needs become secondary
Being conscientious about your responsibilities	Not letting go of any task, no matter how small, until it's completed exactly as you want

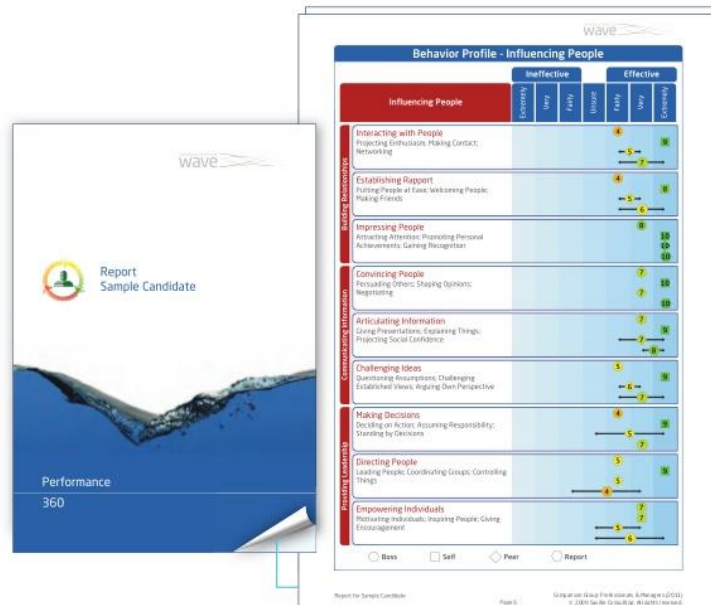


Healthy	Potential for failure
Believing that happy workers are good workers	Believing one unhappy worker can spoil the whole company
Adapting to new events and circumstances	Being so flexible that no one (including you) is sure where you stand on the issues
Confronting with compassion	Confronting without backbone
Not liking conflict and disagreements to disrupt meetings and the flow of work	Communicating that conflict is unacceptable, so that strong emotions are rarely expressed



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Solving problems

- Evaluating Problems
- Investigation Issues
- Creating Innovation



Influencing People

- Building Relationships
- Communicating Information
- Providing Leadership



Adapting Approaches

- Showing Resilience
- Adjusting to Change
- Giving Support



Delivering Results

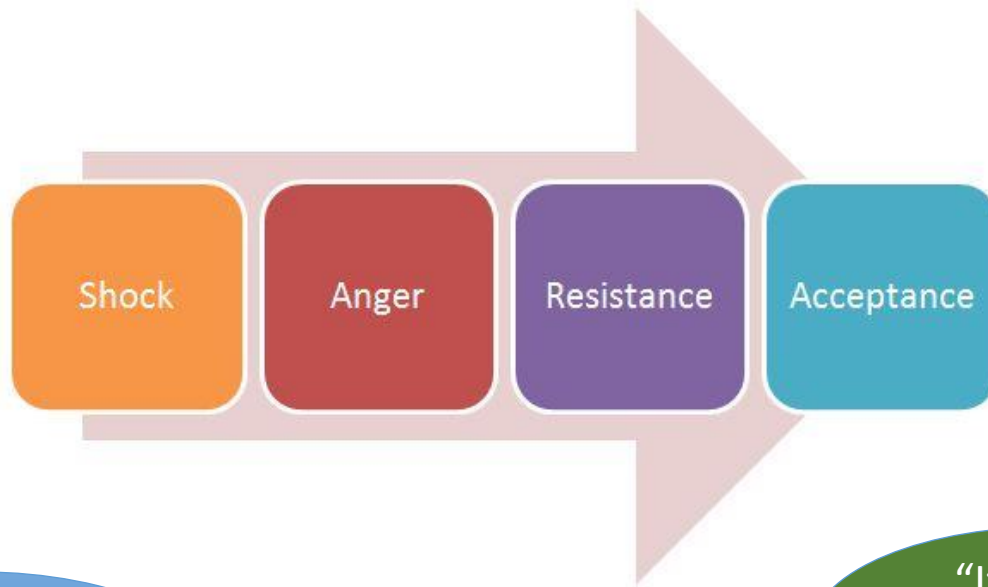
- Processing Details
- Structuring Tasks
- Driving Success



Global

○ Boss □ Self ◇ Peer ⬡ Report

COMMON RESPONSES TO 360 FEEDBACK



Excuses

Obsessing

Over-rationalising

"It's their problem not mine"

Revenge!



Your Coaching Session

- Expectations
- Confidentiality
- Preparation & Mindset