



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 26

The Dark Side of Leadership - Destructive Leadership

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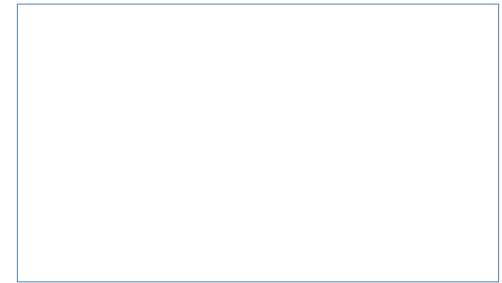


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Image Source: <https://flightsafety.org/asw-article/the-ceo-as-a-top-level-hazard/>



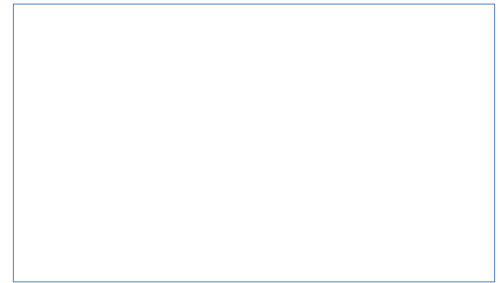
Destructive Leadership

Destructive leadership is associated with individuals who are effective at building teams and getting results through others, but who obtain results that are morally or ethically challenged or undermine organizational or community success.

An example here might be Adolf Hitler. Hitler was clearly able to rally an entire country around a common cause and conquered a number of countries, yet the end result was a continent in ruins and the death of over 20,000,000 people.

“ Only 8 % of Fortune 1000 executive directors rate their leadership capacity as excellent, while 47% rated their leadership capacity as fair to poor”

-The Conference Board



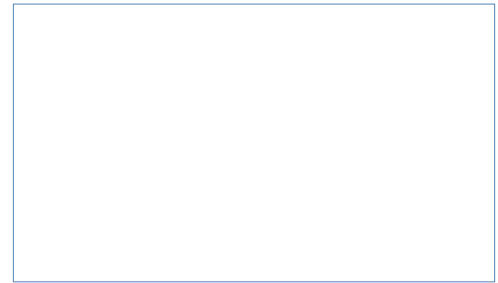
Destructive Leadership - Definitions

“A complex process of influence between flawed, toxic, or ineffective leaders, susceptible followers, and conducive environments, which unfolds over time and, on balance, culminates in destructive group or organizational outcomes that compromise the quality of life for internal and external constituents and detract from their group-focused goals or purposes.”

(Thoroughgood, C., Sawyer, K., Padilla, A. and Lunsford, L., 2018)

“A process in which over a longer period of time the activities, experiences and/or relationships of an individual or the members of a group are repeatedly influenced by their supervisor in a way that is perceived as hostile and/or obstructive.”

(Schyns and Schilling, 2013)



Destructive Leadership in different Domains

- Government and Political**

Some of leaders are among the most infamous in history and include:



Alexander the Great

Source:

https://en.wikipedia.org/wiki/Alexander_the_Great



Genghis Khan

Source:

https://en.wikipedia.org/wiki/Genghis_Khan



Saddam Hussein

Source:

<https://www.biography.com/dictator/saddam-hussein>



Napoleon Bonaparte

Source:

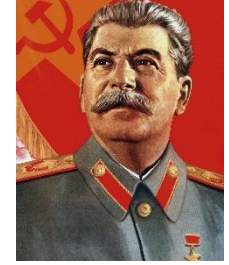
<https://www.britannica.com/biography/Napoleon-I>



Adolf Hitler

Source:

<https://www.onthistday.com/people/adolf-hitler>

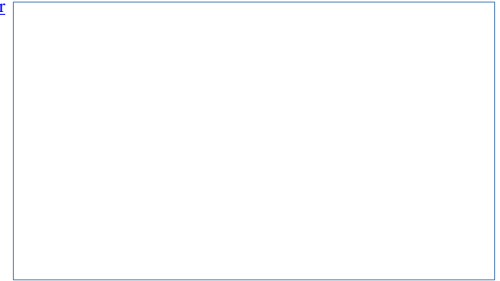


Joseph Stalin

Source:

https://the-soviet.fandom.com/wiki/Joseph_Stalin

No one could argue about whether these individuals had a major impact on their countries and societies, but their collective influence killed hundreds of millions of innocent people.



Destructive Leadership in different domains

- **Military Settings**

The massacres at My Lai, Serbia, Bosnia, Croatia, Rwanda, Darfur, and Syria show that destructive leadership also occurs in military settings. In the spirit of seeking revenge or ethnic cleansing, military commanders will rally the troops to kill everyone in particular villages and towns—even those who are not military combatants.

In Indian Context, **General Dyer**, who order the Jallianwala Bagh Massacre of April 13 1919, was a destructive leader in the British Army during British Raj before Independence



Jallianwala Bagh Massacre

Image Source: <https://www.bookedforlife.in/beyond-books/jallianwala-bagh-massacre-a-100-years-on/>

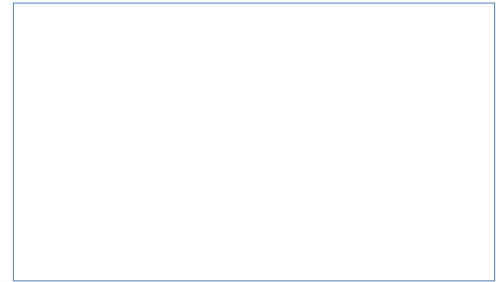
Destructive Leadership in different domains

- **Religion**

Religious leaders can also exhibit destructive leadership. Jim Jones and David Koresh are two examples of highly charismatic religious leaders who developed cultlike followings and lead their adherents to commit suicide.

- **Finance**

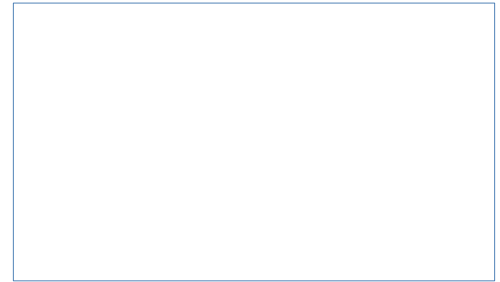
The recession of 2008 to 2010 can be partially attributed to a number of destructive leaders in the financial services industry. Many greedy bank and insurance executives did a good job of building teams and generating profits, but the profits were gained by cooking the books, selling financial products that were doomed to fail. The problem was so widespread that it almost caused the collapse of the entire global economy.



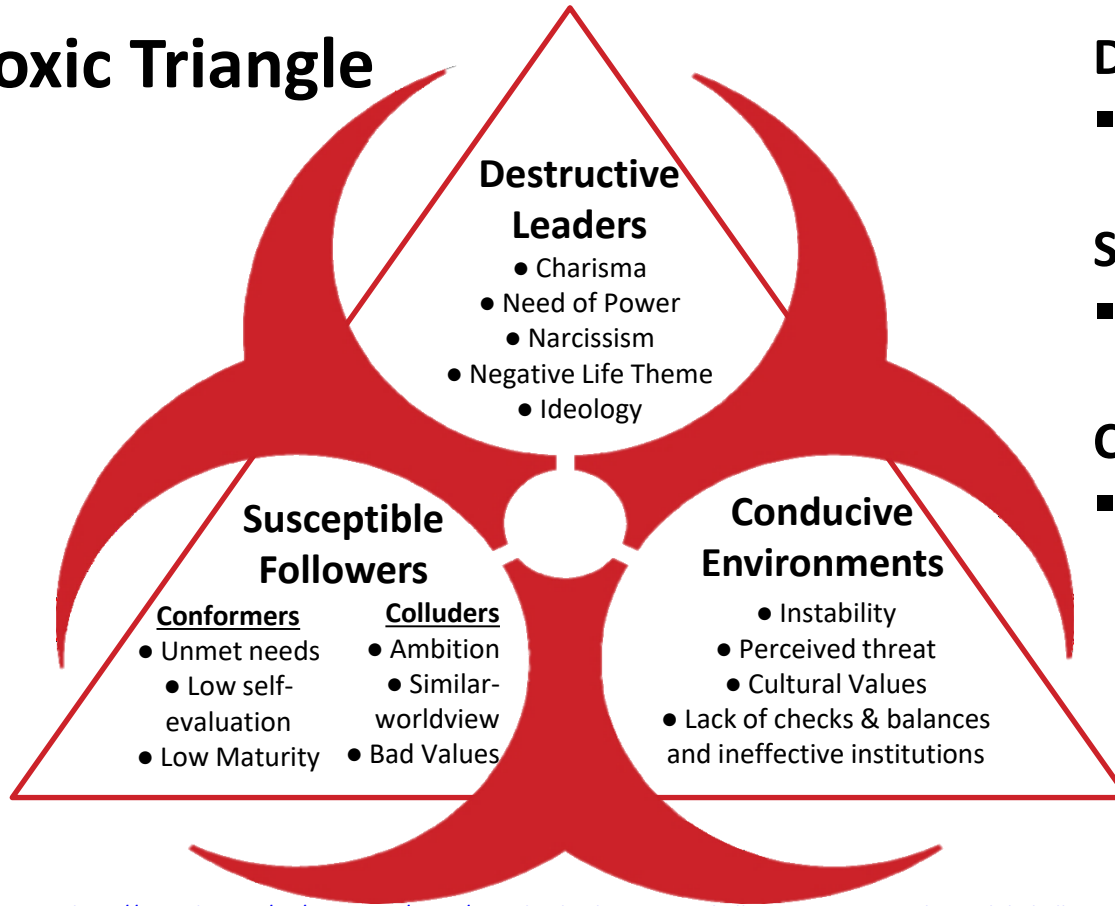
Destructive Leadership in different domains

- **Organisations**

- Destructive leadership can occur at a variety of levels in organizations.
- Sometimes first-line supervisors, midlevel managers, and executives who disagree with company policies and strategies will motivate their followers to pursue courses of action that are not aligned with organizational interests.
- These actions and their subsequent results often lead to poor customer service, duplicative efforts, high levels of team conflict, and ultimately suboptimal financial performance.
- Although these leaders and followers may believe they are doing the right thing, their actions harm their organizations.



Toxic Triangle



Destructive Leaders

- Individuals in power acting in their own self-interests

Susceptible Followers

- Others that permit the destructive leader to operate

Conducive Environment

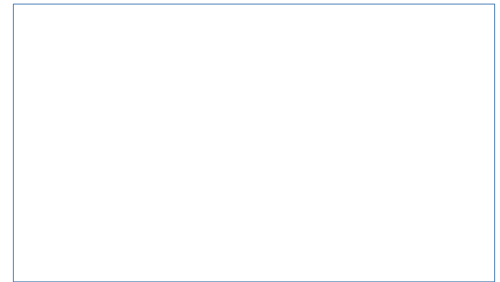
- Contexts that promote Toxic Leadership

Image Source: <http://www.hart.ro/en/resources/news/toxic-leadership-jarrett-shalhoop-senior-consultant-global-alliances-hogan-assessment-usa/>

Destructive Leaders

There are five Characteristics that are frequently present with Destructive Leadership.

1. Charisma
 - Are outgoing and charismatic
 - Have engaging personalities
 - Are socially skilled
 - Advocate popular ideologies
2. Need for Power
 - Are Ambitious
 - Desire positions of power and influence
 - Demonstrate focus, energy and stamina toward goals



Destructive Leaders (Cont.)

3. Narcissism

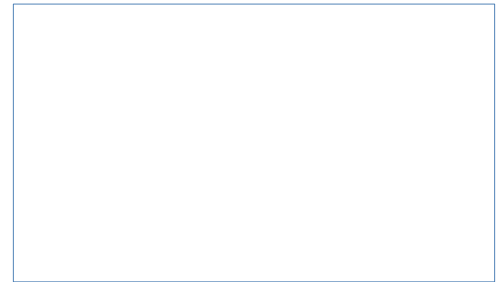
- Have inflated views of self importance
- Possess tremendous self-esteem and self efficacy
- Ignore inputs from others

4. Negative life themes

- Experienced significant challenges/ traumatic events in formative periods
- Weave a narrative of overcoming hardship or long odds

5. Ideology of Hate

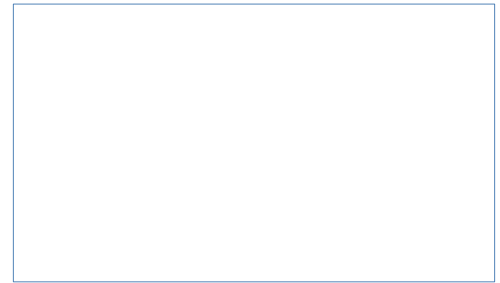
- Have inflated views of self importance
- Possess tremendous self-esteem and self efficacy
- Ignore inputs from others



Susceptible Followers

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

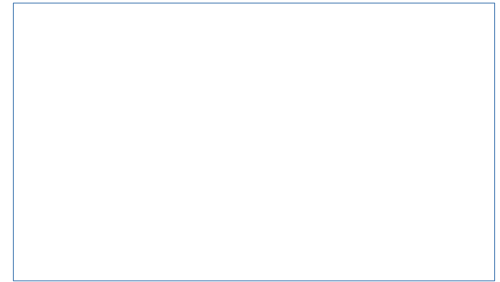
- **Conformers** passively permit Destructive leadership
 - Unmet needs
 - Poor self – evaluations
 - Immaturity
- **Colluders** actively assist Destructive leadership
 - Personal ambitions
 - Congruent values/beliefs
 - Unsocialized values



Conducive Environments

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

1. Instability
 - Periods of Change or uncertainty
 - Need for quick, decisive action
2. Perceived Threat
 - External Threats
 - Common enemies
 - Need for protection



Conducive Environments

3. Absence of Checks & Balances
 - Emerging organizations
 - Poor institutional oversight

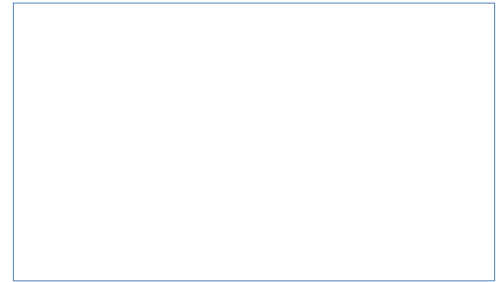
4. Cultural Values
 - Collectivist cultures
 - High power distance
 - Need for stability and security



Consequences of Destructive Leadership

Destructive Leadership is associated with various negatives outcomes.

- **Negative view of the Leader**
Follower resistance
- **Negative view of the Job**
Decreased motivation, dedication and satisfaction
- **Negative View of the Individual Followers**
Stress, Well Being, Performance
- **Negative View of the Organisation**
Turnover and counter productive work behaviour



Preparing against Destructive Leadership

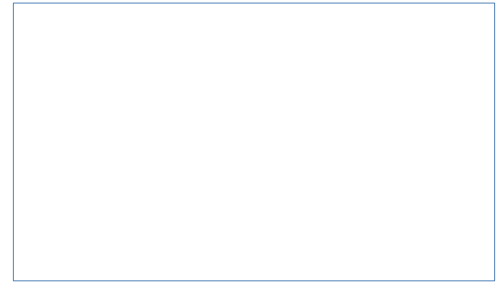
Given that destructive leadership could impact your organization at some point, you may benefit from preparing for this challenge. To do so, you may want to.

- **Increase your Awareness**

Leadership assessments, performance appraisals, or general employee satisfaction surveys may be helpful to flag leaders that could become destructive leaders

- **Have a plan**

Develop a clear response to destructive leadership when it is identified, focusing not only on the leader (e.g., coaching, training, development plans) but also supporting employees as suggested by (Mackey et. al.,2015)



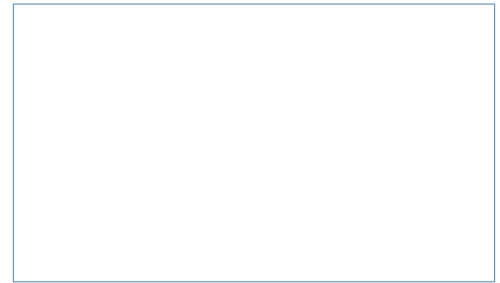
Preparing against Destructive Leadership

- **Know thyself**

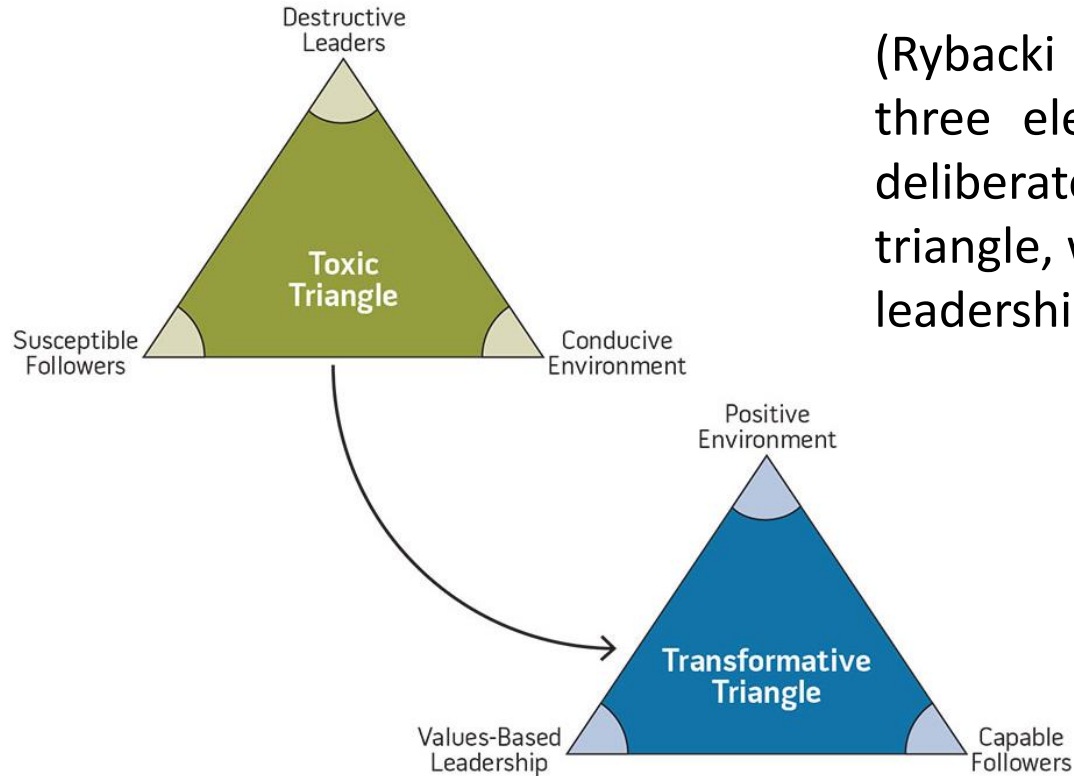
Leaders should consider how their behavior and tactics may affect staff. In addition, leadership teams may benefit from discussions of acceptable and unacceptable behavior — what types of behavior are you willing to tolerate amongst colleagues at the leadership level? Is this the type of behavior you would like imitated throughout the organization?

- **Consider your context**

Addressing the behavior of the destructive leader is just a start. Consider the aspects of your organizational environment or culture that may enable or allow destructive leadership to take place, as suggested in the models referenced above.

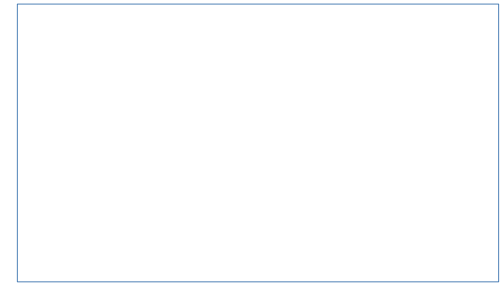


Toxic to Transformative Triangle



(Rybacki & Cook, 2016) proposed that the three elements of toxic triangle can be deliberately converted to transformative triangle, which would lead to a constructive leadership rather than destructive.

Image Source: <https://ndupress.ndu.edu/Publications/Article/793235/switching-the-paradigm-from-reactive-to-proactive-stopping-toxic-leadership/>



Toxic to Transformative Triangle (Cont.)

Positive Environment

- Empowerment
- Transformational and transactional balance
- Diplomacy
- Respectful and candid forum
- Active listening

Values-Based Leadership

- Character
- Reasonable and restrained standards-based approach
- Super-ordinate thoughts and actions
- Selfless intent
- Close match between espoused and enacted values

Capable Followers

- Upstanders
- Lower level leadership
- Penchant for proper dissent
- Unity of effort
- Equal loyalty to mission, leadership, and organization

Image Source: <https://ndupress.ndu.edu/Publications/Article/793235/switching-the-paradigm-from-reactive-to-proactive-stopping-toxic-leadership/>

Research Paper



The
**Leadership
Quarterly**

ELSEVIER

www.elsevier.com/locate/leaqua

The Leadership Quarterly 18 (2007) 207–216

Purpose

The purpose of this paper is twofold: (1) to propose a definition of destructive leadership behaviour that captures the different destructive behaviours described within this research field, and (2) to propose a conceptual model of leadership behaviour that incorporates the notion that a destructive leader may simultaneously show both destructive and constructive behaviour.

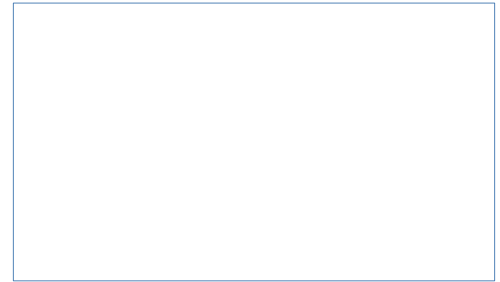
Destructive leadership behaviour: A definition and conceptual model

Ståle Einarsen *, Merethe Schanke Aasland, Anders Skogstad

University of Bergen, Norway, Department of Psychosocial Science, Christiesgate 12, N-5015 Bergen, Norway

1048-9843/\$ - see front matter © 2007 Elsevier Inc. All rights reserved.

doi:[10.1016/j.leaqua.2007.03.002](https://doi.org/10.1016/j.leaqua.2007.03.002)



Research Paper

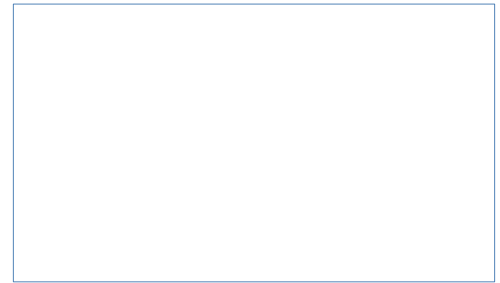
Design/methodology/approach

The authors investigate this topic with help of review of literature in the fashion of developing new theory

Findings

“The systematic and repeated behaviour by a leader, supervisor or manager that violates 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.”

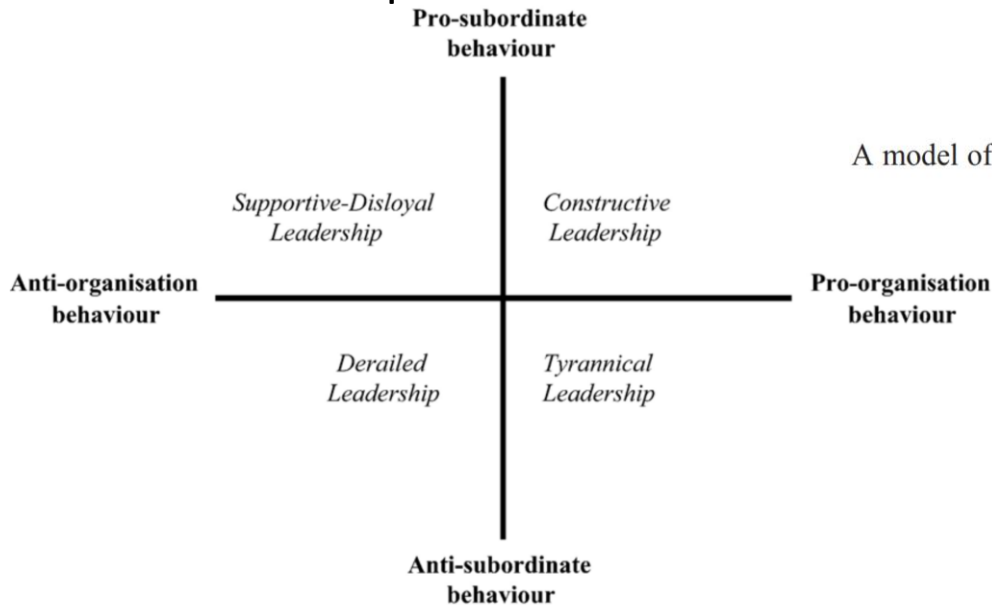
Assuming an inclusive concept of destructive leadership should account for destructive behaviour aimed at both subordinates and at the organisation, paper propose the above definition of destructive leadership



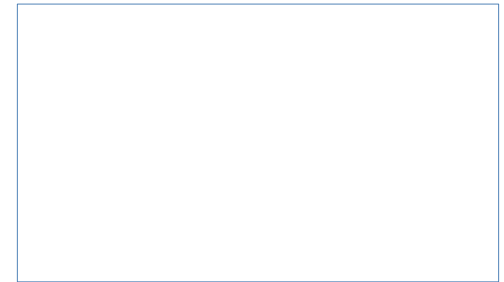
Research Paper

Findings (Cont.)

By extending the two dimensions to include destructive behaviours, authors propose a model that captures both constructive and destructive leadership.



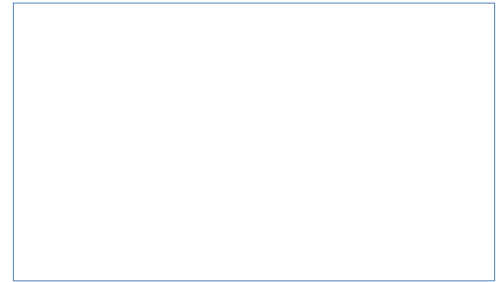
A model of destructive and constructive leadership behaviour.



Research Paper

Implications

- First, the proposed definition and the accompanying model contributes to understanding of destructive leadership by offering a broad and inclusive concept of destructive leadership behaviour, including behaviours directed both towards subordinates and toward the larger organisation.
- Second, the proposed model presents a nuanced picture of destructive leadership behaviour, pointing out that destructive leaders may display destructive and constructive behaviours simultaneously.
- Third, the model presents a taxonomy of destructive behaviours that clearly defines and differentiates the main forms of such behaviours.



Case Study From Riches to Rags: The Story of Vijay Mallya

- Vijay Mallya, an Indian business baron, multibillionaire, was Chairman of the Conglomerate- United Breweries Holdings (UB). He was one of the most talked about and prominent business personalities of India. After the death of his father, Mallya became the Chairman of United Breweries Group in 1983 at the age of 28.
- Afterwards, the group has grown into a multi-national conglomerate of over 60 companies. Mallya was also a member of the Rajya Sabha, the upper house of the Parliament of India. Popularly known for having
- Vijay Mallya is known for his extravagant lifestyle and is popularly termed, as called the "King of Good Times"

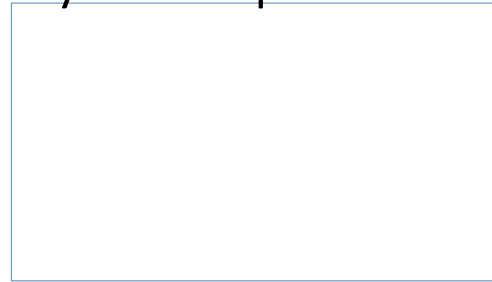


Source: (Gupta and Gupta, 2017)



Case Study (Cont.)

- In 2005, Vijay Mallya launched Kingfisher. Kingfisher Airlines began its operations in 2005 with its inaugural flight from Mumbai to Delhi. Kingfisher Airlines was soon becoming an airline synonym with five star air travel and was becoming famous among business travelers. In 2006, Kingfisher announced to offer its passengers with live in flight entertainment which was first of its kind.
- He bid for the Air Sahara in 2006 but he could not buy it as it was bought by Jet. Jet bought Air Sahara and rebranded it as JetLite. Then, in 2007, he bought the bleeding Air Deccan, India's first low-fare carrier, promoted by G.R. Gopinath.
- In the end of 2007 Kingfisher Airlines had acquired entire 46% of Deccan Aviation in Air Deccan. 2008 was good year for the airlines as things went well.



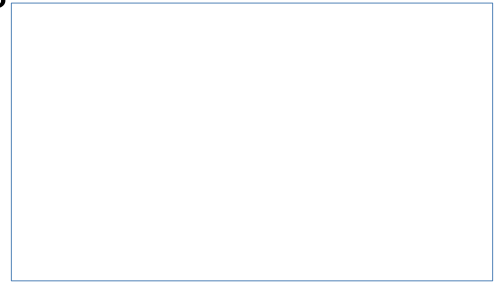
Source: (Gupta and Gupta, 2017)

Case Study (Cont.)

- The year 2012 was the most turbulent year of all for Kingfisher Airlines. Just in the beginning of the year 2021. SBI declared Kingfisher as a non performing Asset. After incurring huge loses and failing to pay its employees, Kingfisher was grounded and October 2012 and its license was canceled in December 2012.

Reasons behind the failure of Kingfisher Airlines

- ❑ **Lack of Delegation** Mr. Mallya was too involved in the business and unlike his other two major businesses – the spirits and beer segments- which were running smoothly under the managing directors. Airlines Had no long term CEO.



Source: (Gupta and Gupta, 2017)

Case Study (Cont.)

- ❑ **Lavishing Expenditures** The Airlines was spending loads of money on maintain the premium services even when it was hit by the recession of 2008. Not only this Mr. Mallya also spend handsome amount of money on buying a formula one team “Sahara Force India F1 team” in this time. Along with Owing IPL team Royal Challengers Bangalore.
- ❑ **Frequent Changes in Business Model** Kingfisher was launched as an all economy, single-class configuration aircraft in 2005. However a year later it shifted it focus from economy to luxury. After acquiring Air Deccan it again start to go with Economy flights with Brand “Kingfisher Red” which didn’t provide Kingfisher Time to stabilize in the market.

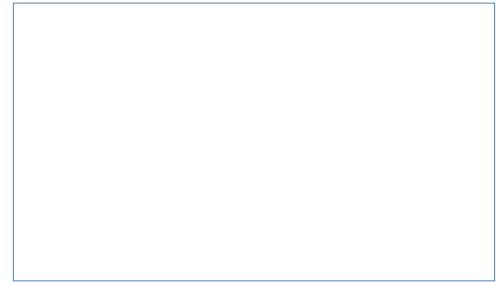


Source: (Gupta and Gupta, 2017)

Case Study (Cont.)

Questions

- Q1)** Do you think Vijay Mallya as a Destructive Leader in making decision as per own wishes?
- Q2)** Did acquiring of Air Deccan, a low cost Airline by a premium brand 'kingfisher' was a right decision by the leader?
- Q3)** Discuss the case of Kingfisher Airlines as a prey of the "Toxic Triangle"



Book Recommendation

Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach

Authors: Alan Goldman
Publisher: Cambridge University Press;
(10 December 2009)
Language: English
Paperback: 240 Pages
ISBN-10: 0521717345
ISBN-13: 978-0-521-71734-2

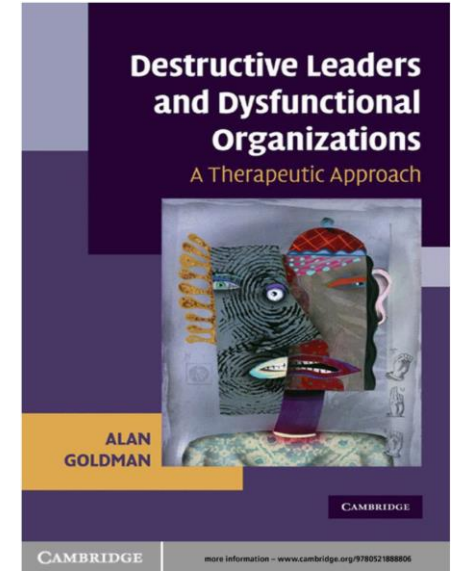


Image Source: https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?_encoding=UTF8&qid=&sr=

Book Recommendation

- In *Destructive Leaders and Dysfunctional Organizations*, Alan Goldman draws on his extensive experience as a management consultant and executive coach to provide a fascinating behind-closed-doors account of troubled leaders and the effect they have on their organizations.
- Featuring clinical case studies, ranging from the fashion industry to an aeronautical engineering corporation, the book explores the damaging effects of destructive leadership on organizations and provides the tools necessary for early recognition, assessment, and treatment.

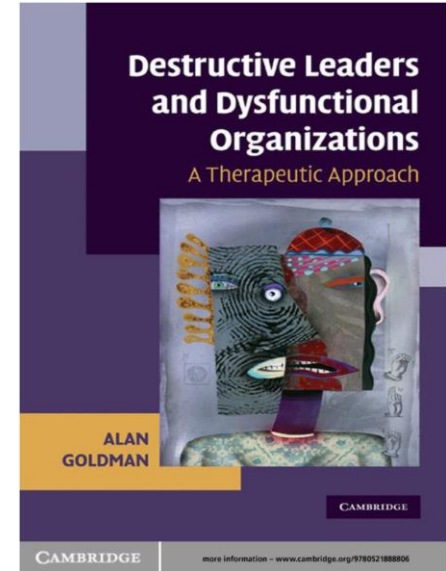
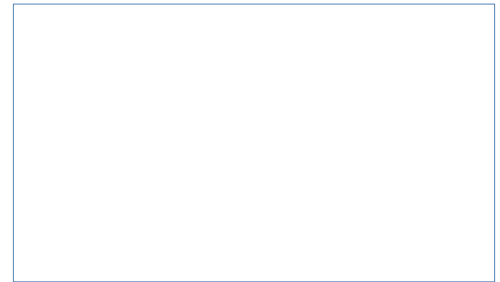


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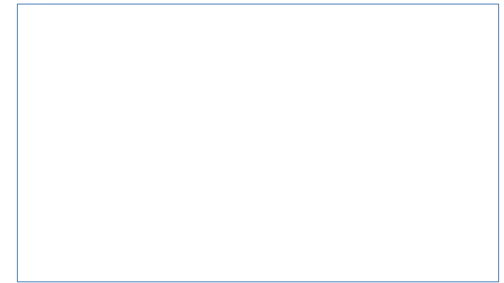
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Thank You

