

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 26**  
**The Dark Side of Leadership – Destructive Leadership**

We will talk about the exciting point about the dark side of leadership, destructive leadership. So, is it also so possible that a leader is destructive? So, yes, certain practices will classify them on the dark side of leadership. First, we will discuss and understand what destructive leadership in different domains is?

Toxic triangle about the destructive leader's susceptible followers and conducive environment. Now, so far, we have understood that there are three factors: leaders, followers, and the environment in leadership.

**(Refer Slide Time: 01:06)**

**CONTENTS**

- Destructive Leadership
- Destructive Leadership in different domains
- Toxic Triangle
  - Destructive Leaders
  - Susceptible Followers
  - Conducive Environment
- Preparing against Destructive Leadership
  - Toxic to Transformative Triangle
- Research paper
- Case study
- Book recommendation
- References

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

The slide features a blue header and footer. On the right side, there is an illustration of a leader in a suit pushing several people off a cliff. Below this, there is a small video inset showing Prof. Santhosh Rangnekar speaking. The footer contains logos for IIT Roorkee and Swayam, along with a small number '2'.

So, when we talk about destructive leadership, there are susceptible followers in that case. What are those followers, and how are they classified into this class? In detail, we will discuss preparing against the destructive leadership toxic to the transformative triangle. Moreover, as usual, we will be talking about the research papers, case studies, and book recommendations.

**(Refer Slide Time: 01:36)**


## 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






3

So, first, we have to understand the destructive relationship. Because you often see whenever we argue with the leadership, many people give examples of such leaders and say, is this leadership? Because they are harming the society, and if they are harming the society, they can influence the followers, and if they can influence the followers, then theoretically, we will say they are leaders.

However, then what type of leaders they are? So, they are destructive leaders with individuals who effectively build teams and get results through others. So, you also have to keep in mind they are very effective. So, therefore they also create the teams. So far, we have discussed the leaders. Leaders have the followers; followers have the teams.

And then, the team is led by the leader, and the goal has been achieved. So, therefore they are getting the results also. So, the leadership process is complete, but those who obtain morally or ethically challenged results. So, dear friends, the goal is fundamental; if somebody thinks that is the destructive leadership, he can occupy the position in the organization.

Moreover, he thinks I am very influential and, therefore, a successful leader. However, that is not right in what context it is not right that we will see. It is not the question of the morally or ethically challenged. So, somebody may say, I do not bother, I do not bother about the moral. So then, in that case, what will be there? Then how that leadership can be stopped?

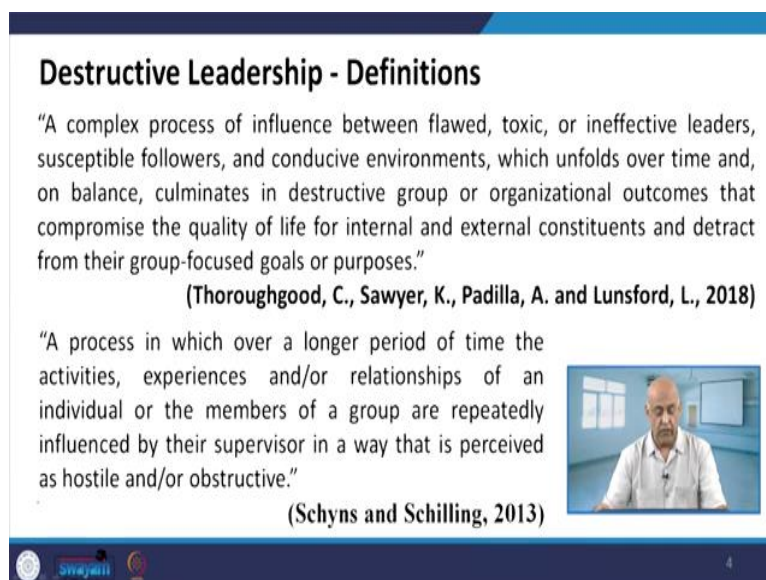
So or undermine the organizational or community success. So therefore, in that leadership, no, it is such an addiction, destructive leadership also an addiction that they do not bother

about the organizational commentary success. Also, for example, Hitler is there, and you know about all these about Hitler. Only 8% of the fortune 1000 executive directors' leadership capacity is excellent.

While 47 rated their leadership capacity as fair to the poor is there. So therefore, in that case, you will find that it is only 8% off in the fortune 1000, only 8%. Moreover, they have talked about it is yes, our leadership is excellent. Nevertheless, 47% have rated themselves in the fair to poor category. Moreover, we can understand that if this is the situation, we will have this particular concept of effective leadership.

Moreover, leadership in the organization is outstanding. No, it is excellent is only 8% is there.

**(Refer Slide Time: 04:42)**



**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)

The slide features a video inset on the right side showing a man in a white shirt speaking. At the bottom left, there are logos for 'Swayam' and 'eGangotri'.

Now, whenever we want to understand precisely the theoretical definition or concept of destructive leadership, it is the process of influence between the flawed toxic or the ineffective leaders. Therefore, they are flawed and toxic, making a difference. So, when we talk about that easy, what is the goal?

So, we will call it a flawed style of leadership is there. Susceptible followers and conducive environments, which unfold over time and unbalance, culminate in the destructive group are the organizational outcomes that comprise the quality of life for internal and external constituents. Therefore, the quality of life is becoming essential that we are talking about.

Moreover, every time we talk about work-life balance, we talk about the quality of work life. We talk about the quality of life. Nowadays, we are, we want work-life enrichment to be there. Moreover, it is the external and internal constituents, And the track from their group focus goals or purposes is there. So you will find that it is not the right strategy to adopt this type of leadership.

Another definition is given a process in which, over a more extended period, the activities, experiences and relationships of an individual or the members of a group are repeatedly influenced by their supervisor definitely, in a way that is perceived as hostile and or the obstructive is there. So, it is also a significant period. What is the period there? Furthermore, in the period, if that particular relationship of an individual of the members is a repeated influence.

Then you will find that these followers are becoming hostile and the obstructive is there.

**(Refer Slide Time: 06:58)**

**Destructive Leadership in different Domains**

- **Government and Political**

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

					
<b>Alexander the Great</b>	<b>Genghis Khan</b>	<b>Saddam Hussein</b>	<b>Napoleon Bonaparte</b>	<b>Adolf Hitler</b>	<b>Joseph Stalin</b>
<small>Source: <a href="https://en.wikipedia.org/wiki/Alexander_the_Great">https://en.wikipedia.org/wiki/Alexander_the_Great</a></small>	<small>Source: <a href="https://en.wikipedia.org/wiki/Genghis_Khan">https://en.wikipedia.org/wiki/Genghis_Khan</a></small>	<small>Source: <a href="https://www.biography.com/history/infamous-leaders/saddam-hussein">https://www.biography.com/history/infamous-leaders/saddam-hussein</a></small>	<small>Source: <a href="https://www.britannica.com/biography/Napoleon">https://www.britannica.com/biography/Napoleon</a></small>	<small>Source: <a href="https://www.encyclopedia.com/people/world-war-ii/adolf-hitler">https://www.encyclopedia.com/people/world-war-ii/adolf-hitler</a></small>	<small>Source: <a href="https://www.britannica.com/wiki/Joseph_Stalin">https://www.britannica.com/wiki/Joseph_Stalin</a></small>

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.




Some of the leaders are among the most infamous in history, including Alexander the Great, then Genghis Khan, Saddam Hussein, Napoleon Bonaparte, Adolf Hitler, and Joseph Stalin. Moreover, no one could argue whether these individuals significantly impacted their countries and societies. So, they have been the leaders, but their collective influence killed hundreds of millions of innocent people.

**(Refer Slide Time: 07:32)**

## 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.

  
 Jallianwala Bagh Massacre

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





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


6

Moreover, in that case, we will find that becoming destructive leaders is there. In the case of these military settings, the massacres at My Lai, Serbia, Bosnia, Croatia, Rwanda, Darfur and Syria show that destruction 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 and like here in India. When are we talking about the Jallianwala Bagh, which was the massacre? So therefore, in that case, general dyer, who ordered the Jallianwala Bagh the massacre of April 13 1919, was a destructive leader in the British army during British Raj before the independence was there.




So therefore, in that case, the following is the leader's order. So then the leader says it is influential because there is a but what is the goal or objective that is becoming very important.

**(Refer Slide Time: 07:41)**

## 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.






7

So, we have destructive religions in this leadership in different domains of the religions are there. Moreover, highly charismatic religious leaders develop cult-like followings and lead their adherents to commit suicide. Finance, the recession of 2008 to 2010 can be partially attributed to some destructive leaders in the financial service industries.

Many greedy bank and insurance executives did an excellent job of building teams and generating profits, but the profits were gained by the cooking the books and selling financial products that were doomed to fail. So, if these types of practices are there, these industries, financial practices, then definitely we will classify, that is this type of the leadership is will be the destructive leadership.


The problem was so widespread that it almost caused the collapse of the entire global economy. Moreover, these leaders, financial problems, you see that is it created such an impact, that is it has collapsed the entire global economy.


**(Refer Slide Time: 09:53)**



## 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.




8

You can see that is how destructive leadership can even influence so highly. In organizations, destructive leadership can occur at a variety of levels. Sometimes, first-line supervisors, middle-level managers, and executives who disagree with company policies and strategies will motivate their followers to pursue the course of action that is not aligned with the corporate interest.

So, even in a case then when then it is not related to the corporate interest, then definitely those policies and strategies they did which have been motivated. Moreover, many times we see the closure of the organizations. Why the closure of the organization? They could not run the organization properly, and the decisions were found wrong. Thus, therefore, in that case, we will say it is destructive leadership.

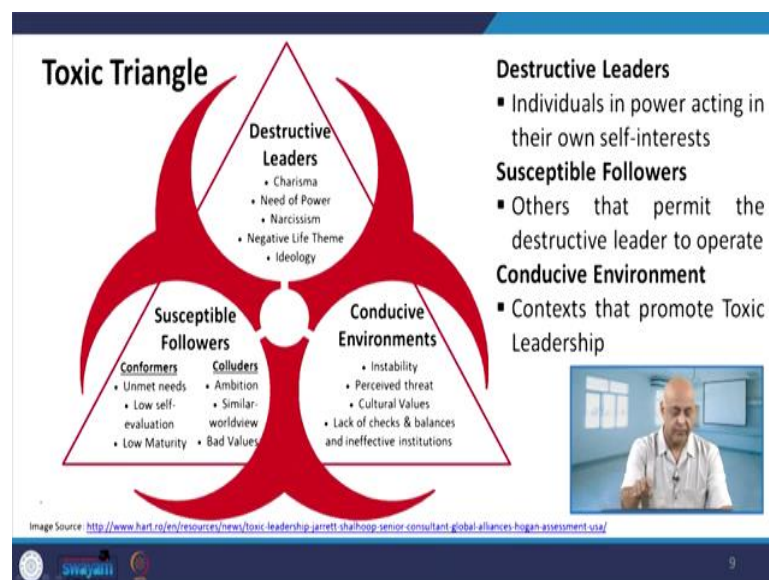
These actions and the subsequent results often lead to poor customer service, duplicate efforts, high levels of team conflict, and ultimately, suboptimal financial performance. Are there and these outcomes are expected? What will happen when the leader is in such an institute position? So who will take care of the customers? Nobody will take care of the customers.

They will be the high level of the team efforts, and ultimately, the suboptimal financial performance will be there. So, team conflicts will be there. So, if a high level of team conflicts is there, then if the performance is the high level of performance into destructive style, ultimately that is the financial performance has to go down and when it is financially, performance will go down.

Then organization's survival will be in the question. Although these leaders and followers may believe they are doing the thing, their actions harm their organizations. Now here, we have to focus on this particular point. So, the question arises in destructive leadership, the intention in intention is there, or intention is not there? That is very subjective, but the ultimate goal, because what is the leadership when you talk about that collective effort to achieve the goal of the organization.

However, ultimately, the result is not achieving the goal rather than harming the organization. Furthermore, this destructive leadership style in these different domains, whether intentional or unintentional, ultimately will be very damaging.

**(Refer Slide Time: 12:46)**



A beautiful concept to understand is that destructive leadership is the toxic triangle. So, here destructive leaders are there, so they are charismatic. So, they are acting in their self-interest. So, destructive leaders act in self-interest and not in the organization's interest, so they, but they are charismatic, need power. So, they are in high need of power, and for the remaining power they can, they go for this type of destructive practice.

Narcissism is a negative life theme, and the ideology is to destroy. Susceptible followers are the conformers and the colliders. Conformers are the unmet needs, so, therefore, in that case, whatever is their need was there, they are not able to gain that fulfilment of that need. Low self-evaluation, why they are not involved in the positive act? Because they have a low self-evaluation.



Self-evaluation is shallow. So, I will be necessary to the organization if I create a problem for the organization, which is the philosophy of the susceptible followers. So, the susceptible followers will they are highlighted in the organization. People are scared of them, but they behave like this because they have a low self-evaluation.

They are not becoming a leader by performing as a role-models and doing something good in the organization. Then the low maturity is left there so that they understand itself. It is a question that this type of this follower they are immature. They cannot understand that is what will be the consequence of their act and behaviour in the overall organization, and, ultimately, the organization, society, and nation all will suffer.

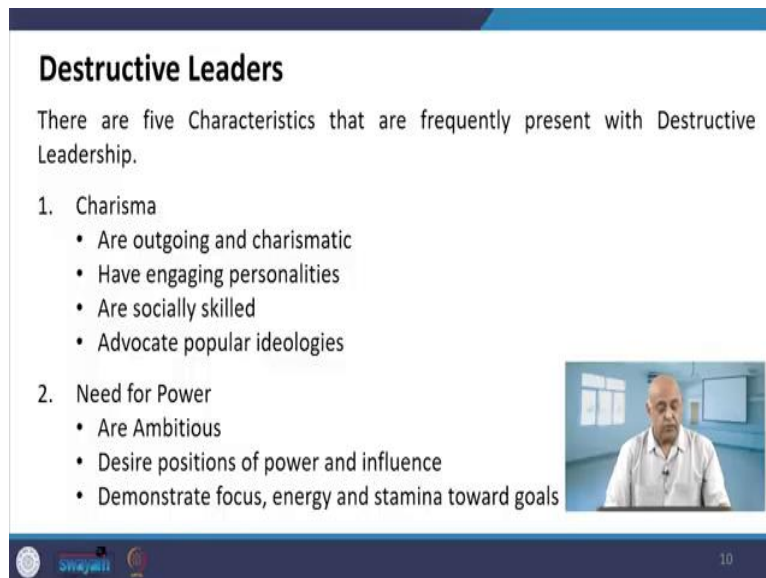
What position are they in? However, because of their low maturity and low self-evaluation, they are not performing. They are involved in the harmful act. So, colliders are the ambition highly ambitious about themselves; a similar worldview is there. So therefore, in that case, they join with that particular view, and the bad value systems are there. Moreover, as a result, they are becoming the substitutional followers.

The third in third leadership element or dimension is the conducive environment. A conducive environment is a context that promotes toxic leadership. So, if the organization has instability and cannot perform consistently in its growth, there will be instability, and as a result, it cannot perform.

The perceived threat is maybe the social or environmental factors are there, and on this, they will have this perceived threat. Then the cultural value is there whenever talking about these wrong values of these susceptible followers; it will create the organization's culture. If this type of follower is more known, what will be the value system in that organization?

In an organizational system, that culture will be developed not to work, creating damage to the organization, adverse decisions, or self-interest. So, this will be the cultural values lack of checks and balances. So, therefore, in that case, they will be no control. The organization does not have control over this the followers and the organization process. There are no proper checks and balances are there. So, as a result, what will happen an ineffective institution will be developed.

(Refer to Slide Time: 17:30)



**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

The slide includes a small video inset showing a man in a white shirt speaking. At the bottom, there are logos for 'Swajati' and '10'.

So, these points are discussed in detail. That is when I was talking about no, and they are charismatic. So then are outgoing and charismatic are there? They engage the personalities and have much influence on dear friends. That is, they can influence those personalities, so that those followers join them and they are socially skilled, which is also very interesting.

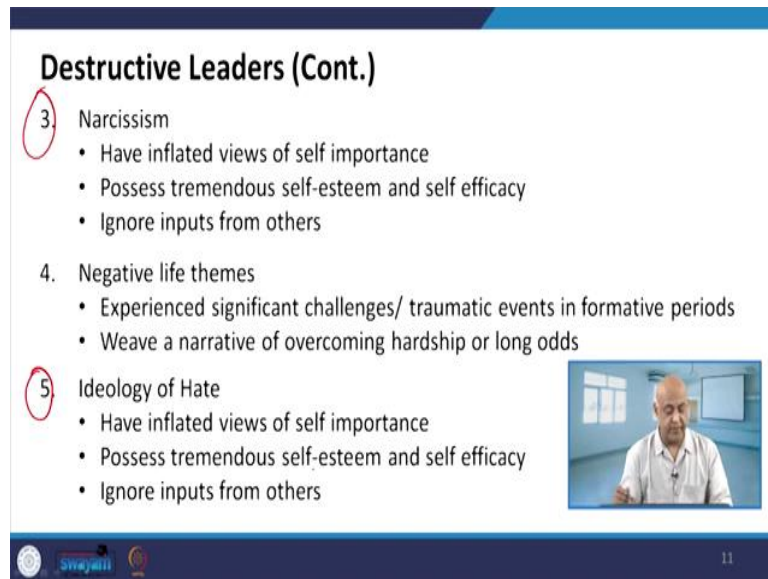
People voluntarily join them, which is why they are part of the leadership; it is not forcefully. Moreover, they advocate the popular ideologies and what type of talk they will have are the speech they will have, which will be more acceptable. So, therefore, they advocate the popular ideologies, so popular ideologies are there. People accept that, but why do they do so? They are highly ambitious positions of power for the need for power and demonstrate the focus, energy, and stamina towards the goal.

Moreover, your stamina is very high, your energy level is very high, and you move towards the goal. This is also the influence that is why they are leaders. Unfortunately, they are destructive leaders, but what is required to be a leader? Moreover, the focus is required, the goal is required, energy is required, and stamina is required. So, these leaders also have all the focus, energy and stamina.

Have inflated the views of self-importance, so people they take, you take them as a leader. Possess tremendous self-esteem and self-efficacy. There is no one like me on this earth, and therefore, tremendous self-esteem is there. Liking for self is too much; I am different from

all. Nobody is here like me, and if I leave the organization, this organization has to go to dogs.

**(Refer to Slide Time: 19:33)**



**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

The slide includes a video inset of a man speaking. The bottom of the slide features a blue bar with logos and the number 11.

So, therefore, that much self-esteem and self-efficacy are there. Ignore inputs from others, so autocratic style, is there not to listen to others, no suggestions, whatever they think, they think it is okay. Negative life themes are there, experience significant challenges, traumatic events informative periods. This is also the most the leaders have either their childhood or their young age of this destructive leader.

That has become the very, very challenging and a struggle entire. Moreover, as a result, they develop the value system of hating others. Then they will create chaos in society. We were narrative of overcoming the hardship, or long odds are there. So therefore, why they are so much appreciated because they have come with the very much hardship in life and long odds situations are there.


They struggle with that, they win over those situations, and now they are into the positions. The ideology of hate has clear views of self-importance, possesses tremendous self-esteem and self-efficacy and ignores the inputs from others. So this ideology is there, so these points number 3 and point number 5, the sub-factors are the same, but basically, both have that is the ideology of hate is there. Moreover, therefore, in that case, they are becoming destructive leaders.

**(Refer to Slide Time: 21:16)**

## 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
  - Unsocalized values



12


When we talk about the follower's conformers, they passively permit the destructive leadership, unmet needs, poor self-evaluation and immaturity. Moreover, this type of these people, who are internally less confident, are going as conformers. Colluders, are there assistance destructive leadership? That is personal ambitions, and the congruent values are beliefs there and the unsolicited values they have.

**(Refer to Slide Time: 21:50)**

## Conductive 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



13

Now, this conducive environment. In the previous slides, we have given an example of financial leadership; destructive leadership is there. Many banks and financial institutions created problems when the economic recession was there. So that is because of the instability because it was an economic recession, and in that economic recession, there was instability, so periods of change or uncertainty.

So, they got the opportunity to become destructive leaders to make harm the nation. Moreover, the need for a quick decision was there, and at that time, because of instability, so quick decisions were required. So, every decision is not well wetted, and as a result of which, immediately decisions are taken. So, they will this type of this environment is there. So, many times that leads to a destructive outcome.

They perceived threats, external threats, especially the competitors and survival, common enemies are there and for those who are the market shareholders of their business. They become common enemies. Moreover, there is a need for protection is there. Moreover therefore, because this instability environment is not supported, there are threats, are there, so they need protection for this from this environment.

**(Refer to Slide Time: 23:19)**

**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

There is the absence of checks and balances; emerging organizations are there, and poor institutional oversight. An organization does not have a long-term vision, and as a result, there are no checks and balances. The collectivist cultures are there; those who are the followers here when we talk about the types of followers and then the types of followers are susceptible.


Then the high power distance is there in the organization. So, despite the temporary and horizontal structures, the organizations have a high power distance, which creates a tall structure in the organization. So, there is a need for stability and security in the organization, and as we have seen, these are all outcomes of the instability in the previous slide, so there is a need for stability.

(Refer Slide Time: 24:18)

### 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



swajati 15

So, destructive leadership is associated with various adverse outcomes; follower resistance will be their view of the leaders. A negative view of the job decrease motivation, dedication and satisfaction. The opposing view of the individual follower's stress, well-being and performance are there. So therefore, these followers will be under this stress and decreased motivation.


So, therefore, in that case, dedication and satisfaction decrease, it will be decreased, damage to the organization is turned over, and the counterproductive work behaviour is there. Moreover, in that case, it is becoming towards the more non-performers rather than the performers.

(Refer Slide Time: 25:05)

### 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)



swajati 16



So, how in this at some point, you may benefit from preparing for this challenge to do what you may want to. So therefore, how do you prepare against destructive leadership? So, increase your awareness, leadership assessments, performance appraisals or generally employee satisfaction, and the survey may be helpful to flag leaders that could become destructive leaders.

So, in the beginning, you see, whenever there are these, these types of decisions are going on, and the ladder of the leader for this destructive leadership is there, so immediately there should be in the organization, there should be checks and balances. There should be the counterparts to identify, and they can flag the leaders, identify the leaders, and flag the leaders that could become the destructive leaders.


There is, if this type of the officers, this step of the section heads this type of the supervisors if they have been allowed to grow. So, one day, they will take a critical position in the organization as a destructive leader. So, have a plan, an apparent response to destructive leadership when it is identified, focusing not only on the leader but also on supporting employees as suggested. It's also an excellent point.


So, it is not that that is when you observe that a particular person is negatively working in the organization, so do not focus only on that particular leader, but also focus on those employees who suggest supporting this type of leader. So, then only you will be able to break that chain.

**(Refer Slide Time: 26:50)**

### 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.



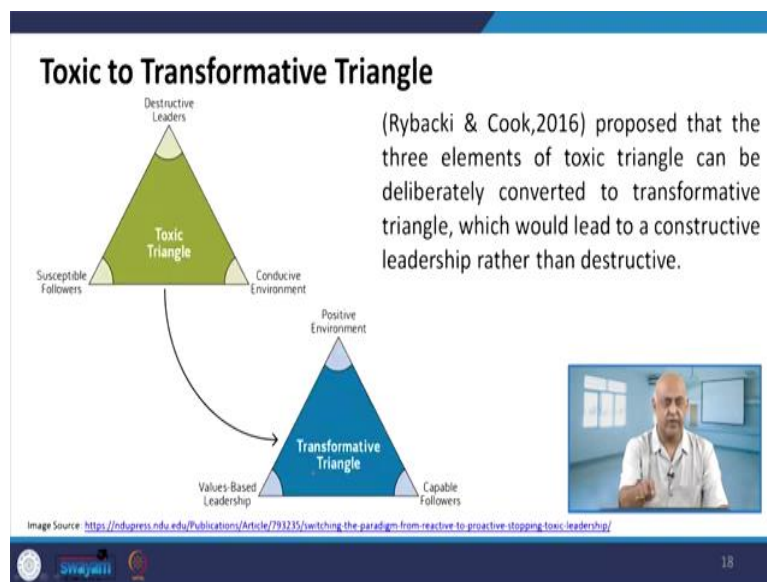


17

Know themselves, and leaders should consider how their behaviour and tactics affect staff. In addition, leadership teams may benefit from discussing acceptable and unacceptable behaviour. What type of behaviour are you willing to tolerate amongst colleagues at the leadership level? So, many times what happens now? Whenever we say that it is always those who tolerate this type of behaviour.

They are also more responsible for promoting this type of destructive leadership. Is this a type of behaviour you would like imitated throughout the organization? If, Yes, then that is not destructive, but if it is No, that is a sign of destructive leadership. So, consider your context; addressing the behaviour of the district leader is just a start. Consider the aspects of your organizational environment or culture that may enable or allow destructive leadership to occur, as suggested in the models discussed above.

**(Refer Slide Time: 27:49)**



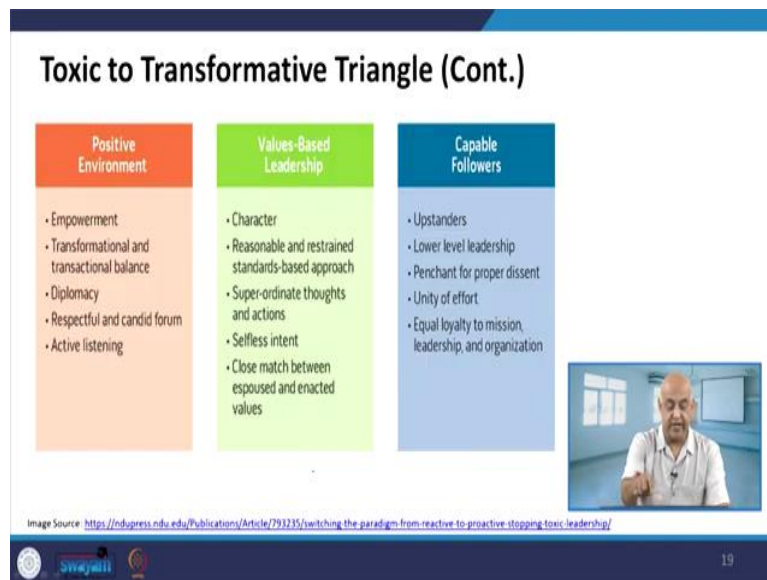
Now, the toxic to the transformative triangle is there. So, whenever you talk about the susceptible followers, destructive leaders and a conducive environment, that is a toxic triangle to the transformative triangle. How we can take out this particular problem and our organization becomes a constructive organization. So, therefore, despite the conducive environment, there will be a positive environment.

Furthermore, value-based leadership. Value-based leadership is required so that despite these susceptible followers, you will have capable followers with you that the three elements of the toxic triangle can be deliberately converted into a transformative triangle, which would lead

to constructive leadership rather than destructive leadership. So, despite the leaders, constructive leaders are required.

Despite the susceptible follower's value-based, capable followers are required, and despite the destructive leaders, value-based leadership is required. So then, in that case, we will have that transformative triangle.

**(Refer Slide Time: 28:59)**



How to create that positive environment? Empowered the people, transformational and transactional balance is required, diplomacy, this type of this positive environment, respectful and candid forum and the active listening is required. The leader itself will characterize value-based leadership. Reasonable and restrained standard-based approach. Super-ordinate thoughts and actions so that the vision is created.

Selfless intent and the close match between the espoused and enacted values are there. Capable followers are there: the upstanders, lower-level leadership, then the Penchant for the proper descent, unity of efforts, and equal loyalty to mission leadership and organization. When we follow this type of transformation into a triangle, we can come out from the destructive leadership to the transformative leadership, and the triangle will be there.

**(Refer Slide Time: 30:03)**

**Research Paper**


**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

www.elsevier.com/locate/leaqua  
The Leadership Quarterly 18 (2007) 207–216  
1048-9843/\$ - see front matter © 2007 Elsevier Inc. All rights reserved.  
doi:10.1016/j.leaqua.2007.03.002

**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.



20

These are the research papers as usual, which is the advice, destructive leadership behaviour a definition in the conceptual model, and propose a definition of destructive leadership behaviour in this paper also, it has been given. He proposes a conceptual model of leadership behaviour within his research field that incorporates the notion that a destructive leader may simultaneously show both destructive and constructive behaviour.

This is also possible interestingly; that is, the leader may show that both destructive and constructive leadership is there.

(Refer to Slide Time: 30:35)

**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

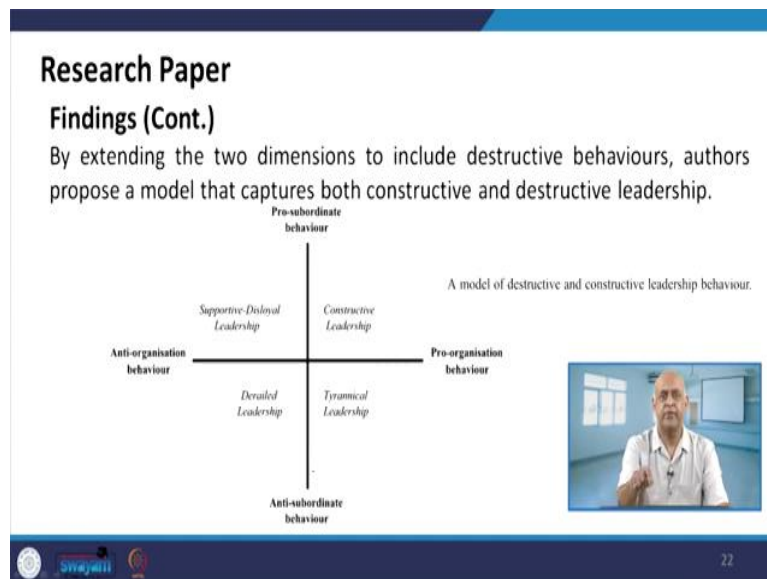


21

Ultimately, what we understand is that there should be continuous observations. Observations in the organization, what type of decisions are taken by the leader from the general level to the top level? Moreover, we can journey from entering the organization enriching to the CEO

or leadership positions. That journey has to be observed systematically, and if it is destructive, it should be stopped there only.

**(Refer to Slide Time: 31:02)**



So, by extending the two dimensions to include destructive behaviour, the authors propose a model that captures both constructive and destructive leadership. So, anti-subordinate behaviour is there, and pro-subordinate behaviour is there, so pro-subordinate and pro-organizational behaviours are there. So then it will be the constructive leadership is there. When the pro organizational behaviour is there, but anti-subordinate behaviour is there.

Then that, we will say, tyrannical leadership is there. When the anti-organizational behaviour is there, and anti-subordinate behaviour is also there, that is a derailed relationship. When anti-organizational leadership is there, but the pro-subordinate behaviour is there, supportive disloyal leadership is there. So, you support your subordinates, but against the organization, so disloyal will be there.

**(Refer to Slide Time: 31:53)**

## 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.



(Refer to Slide Time: 31:55)

## 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)


(Refer Slide Time: 32:07)



### 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)



25

So, by this study, we can go, and this is the case study of the story of Vijay Mallya. A multinational conglomerate of over 60 companies on lifestyle and problem terms is called the king of the good times. Launched Kingfisher, and then airlines acquired 46% of the damage.

**(Refer Slide Time: 32:14)**


### Case Study (Cont.)

- The year 2012 was the most turbulent year of all for Kingfisher Airlines. Just in the beginning of the year 2012. SBI declared Kingfisher as a non performing Asset. After incurring huge losses 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)



26

And then, what we find is a non-performing asset. Kingfisher has been for non-performing assets in the business, and unlike his other two primary businesses, the spirits and the beer's segments were running smoothly under the managing directors. Airlines had no long term CEO. So therefore, in this case, we find that it is the organization's failure because of the leader's destructive style of the leadership practices.

**(Refer to Slide Time: 32:28)**

## 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)



(Refer Slide Time: 32:44)

## 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"



(Refer Slide Time: 32:45)

## 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\\_switch\\_0?encoding=UTF8&qid=80z](https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_switch_0?encoding=UTF8&qid=80z)

29

So, dysfunctional organizations and the therapeutic approach, destructive leaders and dysfunctional organizations.

(Refer Slide Time: 32:52)

## 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.

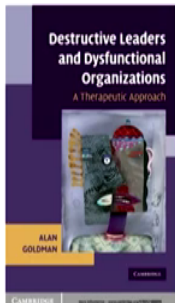




Image Source: [https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm\\_pap\\_switch\\_0?encoding=UTF8&qid=80z](https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_switch_0?encoding=UTF8&qid=80z)

30

(Refer Slide Time: 32:57)

## References

1. Gupta, S., & Gupta, S. (2017). Case Study From Riches to Rages : The Story of Vijay Mallya. Pacific Business Review International, 9(7).
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Mackey, J. D., Frieder, R. E., Brees, J. R., & Martinko, M. J. (2017). Abusive Supervision: A Meta-Analysis and Empirical Review. Journal of Management, 43(6). <https://doi.org/10.1177/0149206315573997>
4. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
5. Rybacki, M., & Cook, C. (2016). Switching the Paradigm from Reactive to Proactive. Joint Forces Quarterly, 82(3).



And then this is a book which talks about this particular concept and the practices by the many leaders, and for your further studies, these are the references. Thank you.