



## **Preventing Executive Derailment “Transforming the Angry Executive”**

“If you are patient in one moment of anger, you will escape a hundred days of sorrow” Chinese proverb

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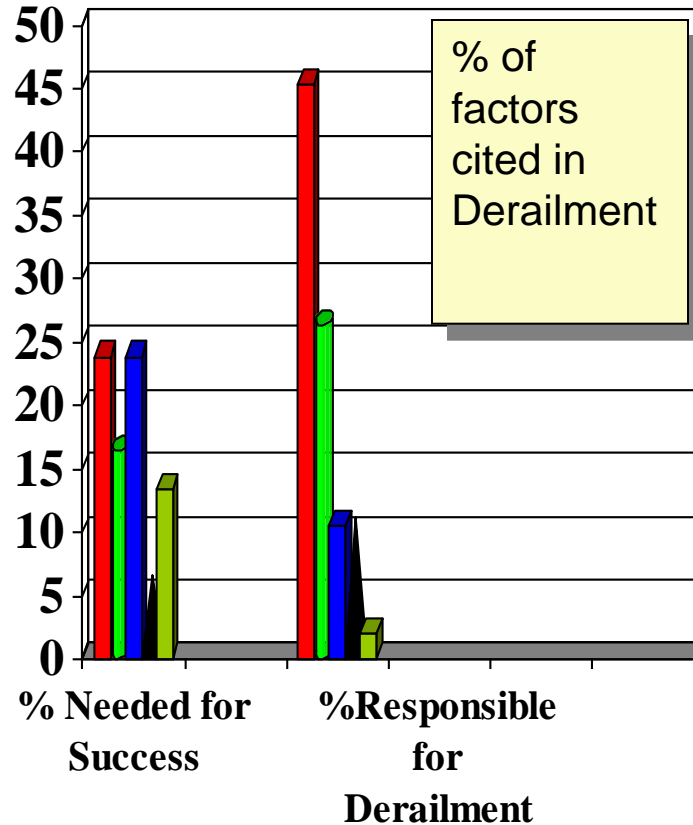
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## Costs of Unaware Bosses



- A recent Gallup poll of more than 1 million employed U.S. workers confirmed the No. 1 reason people quit their jobs is a bad boss or immediate supervisor.
- People leave managers, not companies ... . turnover is mostly a manager issue
- Poorly managed work groups are on average 50 percent less productive and 44 percent less profitable than well-managed groups.
- Research by Inc. Magazine concluded that “Unaware” Bosses cost the economy over 360 Billion Dollars a Year!
- Numerous studies conducted around the world during the past several decades have drawn similar conclusions, noting that 75 percent of workers report that their immediate supervisors are the most stressful part of their jobs.

# Derailment Factors



- Relationship Building
- Self Management
- Cognitive Complexity
- Technical Ability
- Decisiveness

# The Five Dysfunctions of a Team

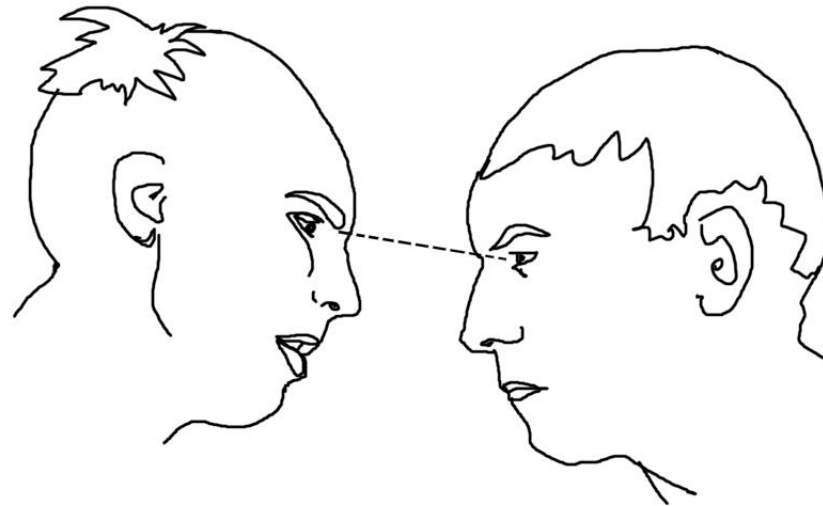
Patrick Lencioni



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CLC

Emotions Are Contagious. The brain has an 'open loop' system We are 'wired' to pick up subtle clues from one another  
Resonance is Contagious ... So Is Dissonance



Resonance is Contagious ... So Is Dissonance

# ***The Sacrifice Syndrome: The Sacrifice of being a leader Causes Stress\****

**Hormones Activated:** Epinephrine and Norepinephrine

- Blood pressure increases
- Large muscles prepare to fight or run
- Brain shuts down non-essential neural circuits
- Less open, flexible and creative

**Stress arouses the Sympathetic Nervous System**

**Hormones Activated:** Corticosteroids

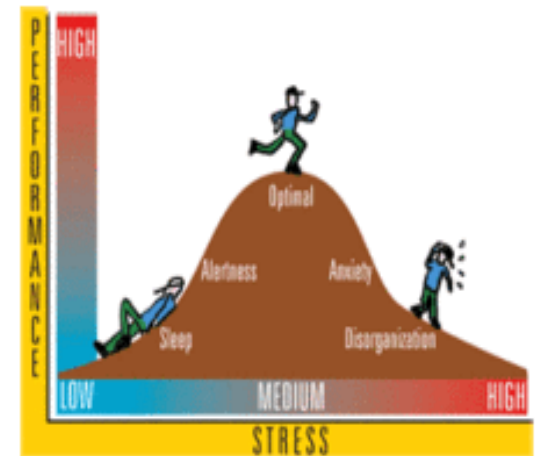
- Leads to reduction in healthy immune system
- Inhibits creation of new neurons
- Over stimulates older neurons leading to shrinkage of neurons

## **Results**

Brain loses capability to learn

- We feel anxious, nervous, even depressed
- Perceive things people say or do as threatening and negative
- More stress is aroused

Stress Performance Connection



\* Richard E. Boyatzis and Annie McKee, 2005.

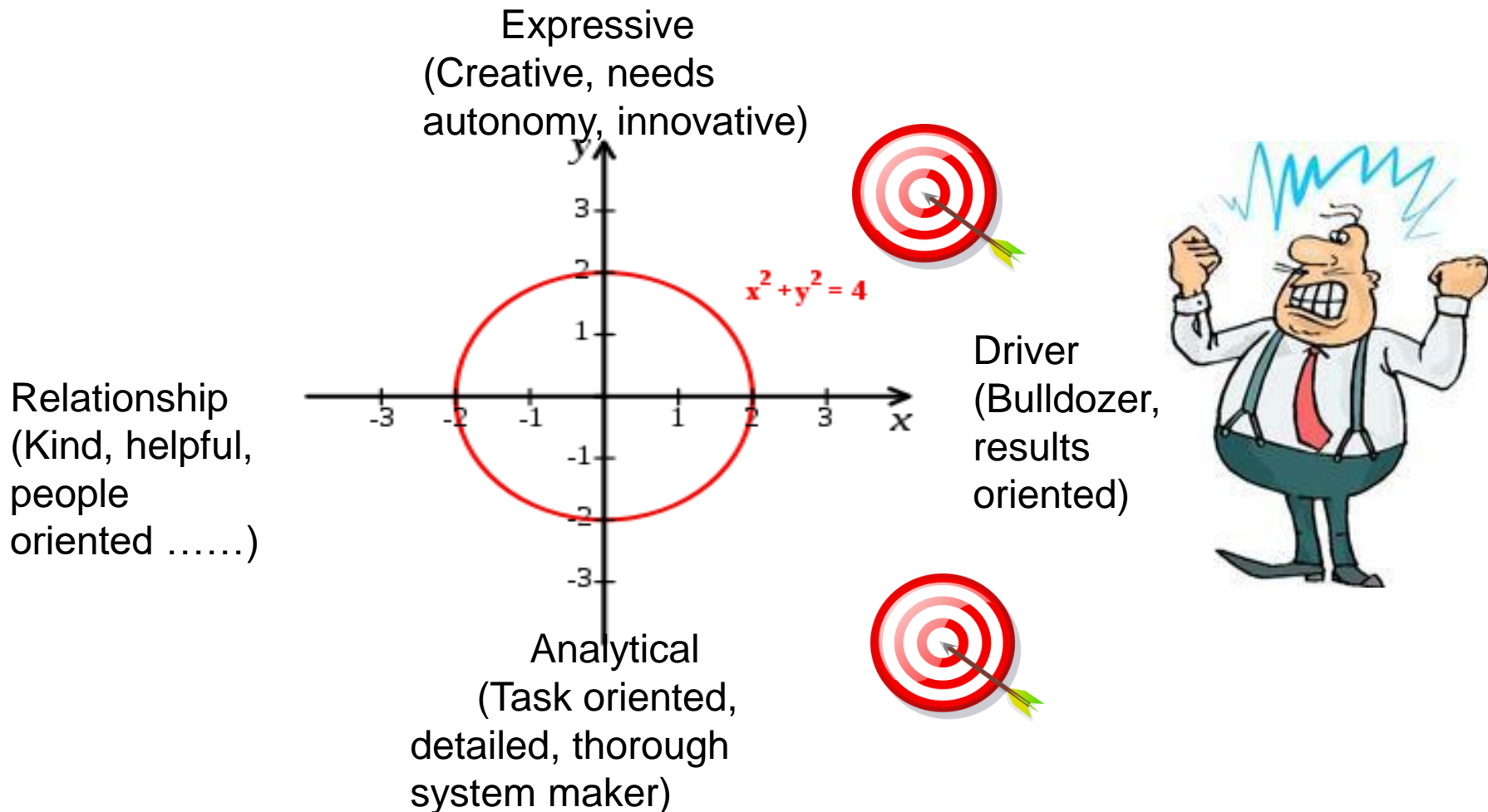
# Renewal: Engaging the Parasympathetic Nervous System

- Wanting to understand, care for another person, and to initiate some action contributing to their well-being.
- Neural circuit activated: limbic system to the left pre-frontal cortex Aroused Compassion Release of Oxytocin and Vasopressin Adrenal-pituitary axis activated; arousal of the PNS
- Feeling hopeful, optimistic, at peace or excited and looking forward to the future
- Systolic and diastolic blood pressure decreased Increased secretion of immunoglobulin A and natural killer cells



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# Typical Personality Profile of the “Angry” Executive





# High Performing Teams



## Three Attributes of Ideal Team Players

1. Humble
2. Hungry
3. People Smart

Patrick Lencioni – The Ideal Team Player



Date \_\_\_\_\_

Name \_\_\_\_\_

# Leadership Development Plan Action Sheet

Personal Purpose

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Positive Self**

Reinforcing

**Action Plan**  
(what you want to be)

Positive Emotions

New Positive Behavior

Desired Positive Leadership Effect

Triggers

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Choice

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_

Belief



**BARRIERS**



**Intention**



Triggers

Negative Emotions

Automatically Driven

Self Awareness

Current Negative Effect in Leadership

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Self Defeating Behavior



\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Critical Self**

Reinforcing

What is Happening ?

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## Tools & Processes in Coaching the Angry Executive

- **Personality Assessments (Peoplemap, DISC, other Four Quadrant Assess., MBTI...)**
- **360 Feedback (A variety of tools can be used – I find a narrative component is essential)**
- **Interpersonal Skills training**
- **Emotional Intelligence assessment & training**
- **Leadership Action Plan**

- **The Goal:**



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