EMPLOYEE DISRUPTIVE TENDENCIES

There is a time for just being a so-called leader and a time to be an extra smart leader. The time has come for smartness to take the forefront.

A leader does not arbitrarily hire or appoint a person to a new job with performance standards (previously known as a job description)—that would be too easy! It requires an initial consideration, a history from references, and a watchful eye on employment behaviors accompanying the expected job performance standards. Personal tendencies help make an employee successful—or unsuccessful— which is the best or the worst thing for an organization.

By watching an employee's behavior/tendencies, the leader becomes intellectually smarter than the average bear (so says Yogi, the bear). Rewarding verbally and in writing for good outcomes is important. It is also important to recognize disruptive job and group tendencies. Such knowledge is related to the disruptive tendencies in employees, group members, and, yes, even leaders. Disruptive tendencies in leaders reduce the effectiveness of the individuals they are attempting to lead. These selected few stated disruptive tendencies are not to be equated with a psychiatric diagnosis, as that is the responsibility of psychiatrists. However, it is to increase intellectual awareness of leadership challenges and negative, disruptive tendencies in personal and expected work requirements.

Following are just a few (not all) easily recognized disruptive employment/group tendencies. Working leadership abilities and working relationships improve with this awareness and management of a few well-known negative behavioral tendencies. And—it is intended to decrease the frustration of leaders hopefully.

The intellectual rule is: To recognize "good," we must remember the "bad." Also, the leader must realize unacceptable disruptive behavior tendencies to recognize (and reward) good behavior tendencies. There is a similar dichotomy in almost all intellectual leadership understanding.

The reported most common disruptive behaviors in the work/group situation (of course, there are more!):

1. Manipulation (used by 100% of the population sometime in their lives). It includes blaming others to get what is wanted, using trickery to make others feel irrational, and using mind games—lying, denying, blaming, complaining, attempting to control others, and playing the victim.

2. Passive Aggressive Behavior (used by about 40% of the population). It involves exhibiting passive rather than direct feelings, emotions, and behaviors. There is a contradiction between what is said and what is done, and there is a resistance to suggestions. Actions are different (often non-existent) from the advice/suggestions of others.

3. Narcissistic Disorder (used by about 6.2% of the population). It is when there is little caring for others as a trait. The person can appear charming and charismatic. They believe in personal uniqueness (more than actual achievements, education, and talents) and seek others' admiration. Arrogance, taking advantage of others, and inability to handle criticism are common traits.

4. Sociopathic and Psychopathic Tendencies (Sociopathic used by about 3-5% —Psychopathic used by about 1% of the population). Both tendencies are considered antisocial personality tendencies. There is a lack of empathy, aggression, reckless behavior, lying, unreliability, selfish behaviors, pitting

employees/people against each other, manipulation, dishonesty, attempts to control others, and attempts to play the victim.

5. Borderline Personality (used by about 1.6% of the population). It indicates difficulty handling emotions and tendencies, unstable relationships, fear of abandonment, difficulty in being alone, sudden mood swings, and sarcasm.

6. Schizophrenia (used by about 1.1% of the population). It affects thinking, feeling, and behavior. It includes delusions, hallucinations, short temper, lack of energy, disorganized thinking, speech, and behavior.

Do these behavioral tendencies sound like anyone you know—yourself, employees, neighbors, family members, or workgroup members?

MANAGEMENT POSSIBILITIES NEXT WEEK—HALLELUJA!

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