Analyse derailing behaviours

Leadership Dimensions	Inspiring shared purpose	Developing capability
Sharing the vision		

Be alert to potential disruptive behaviours

"Your weaknesses can make you vulnerable, but so can your strengths. Every strength has its attendant pitfalls. The qualities that have made you successful so far can prove to be weaknesses in your new role."[1]

Don't risk alienating colleagues and subordinates, or undermining the commitment and effectiveness of your team.

Make sure you are aware of behaviours - whether strengths, weaknesses or leadership style - that could derail your leadership transition.

Take special care!

In working through this tool, you could record information that is sensitive.

Treat all completed documents with care!

What to do - step-by-step assessment

Use this checklist to do a self-assessment of how you think you work with your key contacts - leaders, peers and direct reports.

1. If you are in doubt about a particular behaviour, talk to key contacts to clarify your assessment.

2. If you identify a personal behaviour that could put your transition at risk, note it in your *Transition Reflections*.

Tip

When you are working through the derailing behaviours checklist, think about comments you have heard about yourself and about other leaders.

- About yourself - use them as input to your self-assessment

- About other leaders - compare yourself to the leaders who have been discussed. Ask yourself whether you behave in a similar way and whether the same comment could be made about you.

---

[1] Michael Watkins, *The First 90 Days: Critical Success Strategies for New Leaders at All Levels.* Harvard Business School Press, 2003. p.27

Do a self-assessment of how you think you work with your key contacts

Potentially derailing behaviour	What you have heard key contacts say or have had reported back to you	Applies? Y/N	>> *Transition Reflections?*
Focuses too heavily on details			
Reacts negatively to criticism			
Is insensitive to others, who often feel intimidated; uses inappropriate times/ places to challenge staff and give feedback			
Jumps to hasty conclusions			
Micromanages direct reports			
Easily swayed by others' opinions			
Manipulates others			
Quickly dismisses the ideas of others			
Does not share relevant information			
Does not take responsibility			
Does not recognise others' contributions			
Seeks gain at others' expense			
Values do not align with the organisation's			
Does not delegate well, likes to do it all alone			
Seen to be easily irritated, especially by those who seem to be less able or who work at a different pace			
Has trouble adapting to those with a different style			
Is volatile under pressure, stress			
Shows defensiveness			
Does not value diversity and cross-cultural differences; fails to promote a sense of inclusion for all team members/colleagues			
Undermines staff in public forums e.g. meetings; uses positional power to undermine staff.			

Leading across London

Success strategies for new leaders