

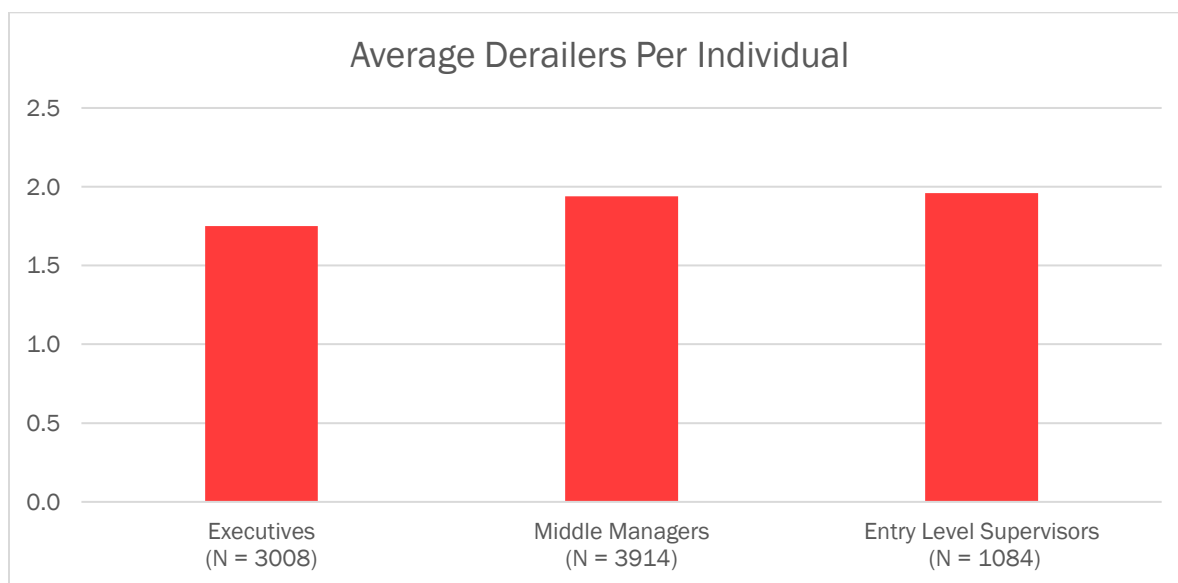
HDS Derailment Risks and Leadership

The HDS identifies maladaptive tendencies of employees who have ceased self-monitoring (e.g., either because of stress or lack of concern). We describe leaders as having the potential for derailment when they score at or above the 90th percentile on an HDS scale. Leaders are classified as High Risk because they are prone to frequent and intense maladaptive behaviors. For highly visible leaders with increasing organizational responsibility, job stress may become more frequent and self-monitoring less effective in keeping derailleurs in check. This suggests a connection between leadership level and HDS derailleurs. Therefore, we examined our global normative dataset to further explore this issue.

Below are questions we often receive about HDS derailment risks and leadership.

Q. Do the number of potential derailleurs increase with leadership level?

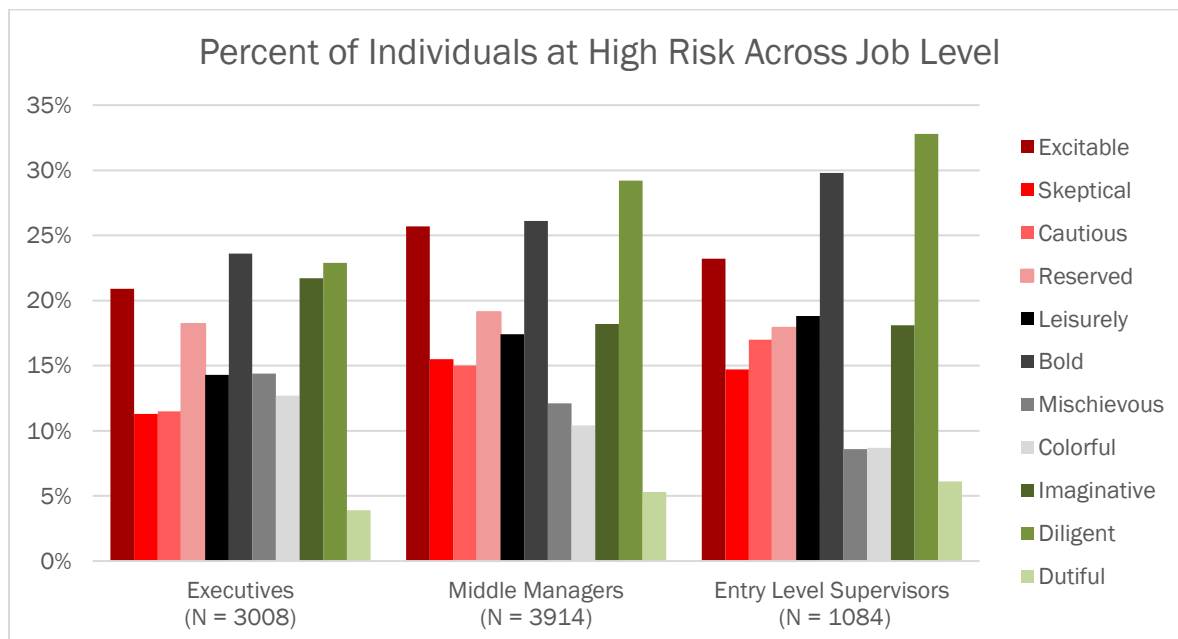
A. No, more senior leaders do not have a higher number of derailleurs than entry-level supervisors or middle management. The figure below shows the average number of HDS derailleurs across leadership levels, with minimal differentiation.



There is a caveat, however, as work context can influence the frequency of the expression of maladaptive behaviors. Even if an individual is low risk on a scale, maladaptive behaviors can still manifest. The intensity of that behavior, however, remains a function of personality. For example, an executive with a moderate to low Excitable risk may still exhibit maladaptive Excitable behavior, which will impact others around them, but the intensity of the resulting behavior will be mild.

Q. What are the most common derailers for Executives, Middle Management, and Entry Level Supervisors?

A. To find which derailers are most common for each leadership level, we used global norm HDS data to find the percent of individuals at high risk for each HDS scale within Executive, Middle Management, and Entry Level Supervisor jobs. The results are illustrated in the figure below:

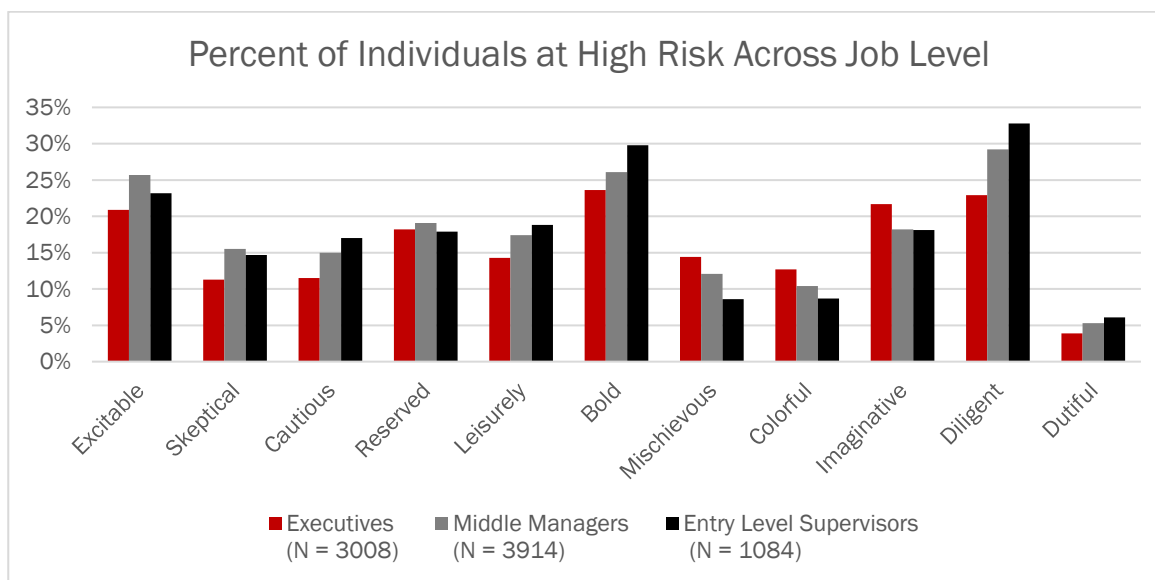


Since the bars are clustered by leadership level, the highest bars in each cluster represent the HDS scales for which the largest portion of that leadership level are classified as High Risk. Key findings are listed below:

- ❖ Executives are most prone to derail on Bold (24%), Diligent (23%), Imaginative (22%), and Excitable (21%) scales.
- ❖ Middle Managers are most prone to derail on Diligent (29%), Bold (26%), and Excitable (26%) scales.
- ❖ Entry Level Supervisors are most prone to derail on Diligent (33%), Bold (30%) and Excitable (23%) scales.

Q. Is increasing/increased leadership level related to HDS scale scores?

A. Yes, but not all HDS scales are influenced in the same way. The previous graph gave us a leader-focused view how leaders of a given seniority level are most likely to derail. But by clustering the same global norm data by HDS scale, rather than seniority, we get an HDS-focused look at how scores on each scale differ by seniority level. For example, among the three levels of leaders, Bold derailment is most common in Entry Level Supervisors, less common in Middle Managers, and least common in Executives. The trend suggests that in higher strata of seniority, leaders have lower risk for Bold derailment. For the Mischievous scale, however, the trend is reversed — in higher strata of seniority, executives have a higher risk for Mischievous-related derailment. These and other trends are illustrated in the figure below.



There are key differences across levels. Key findings are listed below:

- ❖ As seniority increases, there is **increased** risk of derailing on Mischievous, Colorful, and Imaginative scales.
- ❖ As seniority increases, there is **decreased** risk of derailing on Cautious, Leisurely, Bold, Diligent, and Dutiful scales.

For many HDS scales, the influence of seniority is consistent within HDS clusters. For example, the Moving Toward scales (Diligent and Dutiful) both show decreased derailment risk as leadership-level increases. Apart from the Bold scale, the scales of the Moving Against cluster (Bold, Mischievous, Colorful, and Imaginative) all carry increased derailment risk as seniority increases. Finally, the scales of the Moving Away cluster (Excitable, Skeptical, Cautious, Reserved, Leisurely) have less consistent patterns.