

Derailer Detector

Rank yourself and a direct report (DR) honestly on these behaviors, 1= Almost never happens, 2 = Happens once every three months, 3 = Happens once a month or more often.

You		DR
	1. Smartest Person in the room syndrome- Have to be right all the time, married to your own ideas and are not open or distrusts new ideas	
	2. Lack of Impulse control – Emotionally reactive, volatile, abrasive and follow urges to an unhealthy extreme	
	3. Drives others too hard – Micromanage and take over rather than delegate	
	4. Perfectionism – Sets unrealistic goals, Reject criticism	
	5. Defensive - Blame others, inflexible and are argumentative	
	6. Risk averse – Lacks courage to take risks	
	7. Failure to learn from mistakes – Same kind of mistakes show up	
	8. Lacks insight into others – Can't read others emotions or reactions	
	9. Doesn't ask for feedback – Miss opportunities to include others for better decisions	
	10. Self-promotion- Attention seeking, overlook others accomplishments for own recognition	
	11. Lack of Integrity – “Unhonest” with self and then others, omit and minimize	
	12. Fail to adapt to cultural differences – Do not change your leadership style appropriately	
	13. Indirect with others – Do not give the hard feedback or make the difficult decisions about people	

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| <input type="text"/> | 14. Approval dependent – Need too much approval before making decisions | <input type="text"/> |
| <input type="text"/> | 15. Eccentricity – Unpredictable and odd in your behavior | <input type="text"/> |
| <input type="text"/> | 16. Mistreats others – Callous, demeaning or discounting to others and their needs | <input type="text"/> |
| <input type="text"/> | 17. Self-Interest – Acts in self-interest instead of the interest of the whole organization or larger group | <input type="text"/> |
| <input type="text"/> | 18. Insular – Disregard of health and welfare of group outside the responsibility of your organization or team | <input type="text"/> |

Count up your number of 2's and 3's

	Self	Direct Report
2's =		
3's =		

Three or more (2's) = Warning signs for Derailers

Two or more (3') = At risk to you and the organization

Adapted from Leslie and Van Velsor (1996) A Look at Derailment Today, Center for Creative Leadership, Byram, Smith and Paese (2002) Grow Your Own Leaders, Kaplan (1991) Beyond Ambition, Dotlich and Cairo (2002) Why CEOs Fail, Kellerman (2004) Bad Leadership and Lipman-Blumen (2005) The Allure of Toxic Leadership

The good news is Emotional Intelligence can be learned. Doing a few micro-initiatives can create macro-impact for you and your organization. The [Leaders' Playbook](#) and other [True North trainings](#) and [coaching](#) are full of tools and strategies to improve Emotional Intelligence and increase the number of stars in your organization.