

Top Ten Upper Management Derailment Issues

Interpersonal Issues

Person fails to build relationships or alliances. May be insensitive, arrogant, or obstinate. Or, conversely, may be inappropriately informal, unseemly or lacking in appropriate respect. May become overly emotional, stressed out, or hostile under pressure; does not handle conflicts well; lacks poise or charisma needed to lead.

Inflexibility

Person struggles with change. Cannot accept new expectations, strategies or being managed and evaluated by new boss. Disagrees with management - cannot or will not get on-board with changing direction or tactics. Seen as an obstructer not a facilitator. Naive regarding the complex, shifting, political nature of mgmt positions.

Performance Problems

Inability to deliver desired results. Does not work hard enough, exhibit commitment to delivering results or overcoming obstacles. Possibly does not know how to make desired results happen; fails to diagnose systemic problems or devise suitable solutions; does not produce results consistently.

Poor Staffing

Person does not create a high-performing team, fails to hire talented people; fails to retain talented people. Does not inspire loyalty. Has low standards or too high of standards. Does not develop, support or engage team. Has continual team "issues."

Micro-Managing

Person over-controls, meddles, and remains too closely attached to lower level responsibilities; fails to delegate; continues to *do* the work, not *manage the people* who do the work; does not "lead." May struggle with their own managerial tasks due to over-involvement in lower level task work.

Lack of Strategic Vision

Person cannot see "big picture," does not create effective longer-term strategies, or possess ability to see trends and devise plans to meet future challenges. Gets caught up in everyday details, and shorter-term issues. Cannot set aside "today" to envision and plan organizational future states.

Too Narrow Skill Set

Person has mastery of a particular skill or expertise in one functional area and depends on that skill or area too much. Lacks other critical *breadth* of skills or knowledge needed to do the job. Does not or will not develop broader skill or knowledge set required for position.

Mentor Dependency

Person calls on or relies too heavily on connections (boss, mentor, or personal relationships with key personnel); seen as a being a "favorite" or on someone's coat-tails, does not stand on own or demonstrate personal capability – fails when mentor leaves or power structure changes.

Ethics Issues

Person betrays trust, or breaks promises – often at the expense of others. Pushes limits of company values and ethical behavior. Backs and aligns power base on questionable or unscrupulous practices.

Ambition Issues

Person postures for promotion, plays politics, "reports up" well, but may be ruthless with peers and subordinates. Brags about and takes credit for successes. Disavows problems or failures.