Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index More information

Index

adult ADHD in a leader 6-7 see also Javaman, Iason Americans with Disabilities Act and DTS/DTO (danger to self/danger to others) diagnosis 145 protections 119, 121, 129, 188 anthropological approach to consultancy 5-7 antisocial personality disorder 132-155 abusive behavior permeates the organization 141-142, 145-146 Americans with Disabilities Act 145 challenges of DSM use in management 149 - 153company faced with an abusive leader 132 - 133consequences of inadequate assessment 134-135 consultation approach 138-139 consultation with an abusive leader 142 - 144danger to self (DTS), danger to others (DTO) diagnosis 143-145 dangers of trivializing pathologies 153-155 degrees of toxicity in leader and company 134 - 135DSM-IV-TR application to organizational systems 149 DSM-IV-TR guided differential diagnosis 143 - 144ineffectiveness of internal systems 132-133 interdisciplinary approach to toxic leadership 152-155 interplay of individual and systems pathologies 147-149 lack of DSM expertise in organizational researchers 149-153 need for DSM assessment in high-toxicity cases 134-135, 136-138 need for external expertise 132-133 personal history of an abusive leader 139-140

physically and emotionally abusive leader 140-142 research studies addressing toxic leadership 133-134 Rick Boulder case study 138-155 Rick Boulder diagnosis 19-20, 143-144 search for objective standards of assessment 136-138 situation after the leader resigns 145-146 threat from pre-existing pathology in a leader 146-147 training required for DSM application 149 - 153use of DSM within the management discipline 136-138 Arthur Andersen 27 assessment instruments client preoccupation with 4-5 looking beyond 13-14 Beach Harbor Heart Institute see narcissistic personality disorder (Dr. Gina Vangella) Bear Stearns 27 Black Valley Enterprises see leader sabotage Blackman, Dr. Hudson, passive aggressive personality disorder 19-20 see also leader sabotage body dysmorphic disorder (Josh Julia) aftermath of Julia's dismissal 185-187 Americans with Disabilities Act protection 188 company background 177-178 consequences for the organization

consultant's formal assessment of behavior 181–182 counterproductive workplace behaviors 184–185

180-181, 182-184, 185-189

decision to call in external consultants 181–182 definition 176

Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index <u>More information</u>

index 211

diagnosis 19-20, 176, 181-182 DSM-IV-TR diagnosis 176, 181-182 dysfunction in the R&D division 180-181, 182-184, 185-189 early successes 177-178 emergence of dysfunctional behavior 178 - 180extremes of toxic leadership 174-176 future research into disturbed leadership behavior 189 leader's withdrawal from the workplace 178 - 181morphing into division-wide pathology 187-189 organizational challenge of a disturbed leader 175-176 somatoform disorders 176 transformation of an exemplary leader 175-176 borderline personality disorder (Favio Burnstein) Americans with Disabilities Act protection 119, 121, 129 coexisting brilliance and pathology 113 - 114company's desire to retain Burnstein 119-121 creative leader steeped in psychopathology 122-123 decision to seek external expertise 119-121 diagnosis of BPD 19-20, 123-125 DSM-IV-TR diagnosis 123, 128-129, 130 - 131dual leadership intervention 127-128 dysfunctional background narrative 114-116 employee complaints and grievances 116-119 erratic dealings with employees 116-119 humiliation and harassment in the workplace 116-119 impacts of a transient organizational culture 124-125 individual and organizational toxicity 130 influence on the organization 116 interventions for individual and organizational pathology 125-126, 127-128 need for specialist expertise in high-toxicity cases 130-131

needs assessment consultation 119-121 personality disorders among US leaders 129 pre-existing pathology 123-125, 129-130 satisfying individual and company needs 124-125 triggering factors in the organizational environment 124-125 Boulder, Rick see antisocial personality disorder Burnstein, Favio Americans with Disabilities Act protection 119, 121, 129 borderline personality disorder 19-20, 123 - 125coexisting brilliance and pathology 113-114 company's desire to retain Burnstein 119-121 creative leader steeped in psychopathology 122-123 decision to seek external expertise 119-121 depression 19-20 DSM-IV-TR diagnosis 123, 128-129, 130 - 131dual leadership intervention 127-128 dysfunctional background narrative 114-116 employee complaints and grievances 116-119 erratic dealings with employees 116-119 humiliation and harassment in the workplace 116-119 impacts of a transient organizational culture 124-125 individual and organizational toxicity 130 influence on the organization 116 interventions for individual and organizational pathology 125-126, 127-128 need for specialist expertise in high-toxicity cases 130-131 needs assessment consultation 119-121 negative and positive qualities 15 personality disorders among US leaders 129 pre-existing pathology 123-125, 129-130 satisfying individual and company needs 124-125

Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index <u>More information</u>

212 INDEX

Burnstein, Favio (cont.) separation anxiety disorder 19-20 triggering factors in the organizational environment 124-125 Cavendish & Bodark Haute Couture see histrionic personality disorder (Markus Renee) client-consultant interactions 20-25 client resistance see leader sabotage coaching for leaders, prototypes 25 companies on the edge 1-2 company narratives information from 8 range of 3-5 consultancy approaches anthropological approach ("gorillas in the mist") 5-7 companies on the edge 1-2 complexity of dysfunctional scenarios 2-3 consultant engagement and emergent insights (wild cards) 7-8 detective work in the diagnostic phase 7-8 DSM-IV-TR diagnosis 3, 6-7 encouraging self-disclosure 6-8 exploitative consultancy companies 7-8 focus on a high-impact problem 3 information from company narratives 8 leader's psychological history 6-7 one hundred day assessment and intervention phase 6-7 participant observer consultant 5-7 psychological evaluation and treatment 3, 6-7 psychological history of the leader 6-7 psychotherapy and psychiatry issues 1-2.6-7range of consultation narratives 3-5 search for a nexus 3 tackling the dark side of leadership 9 why companies seek external experts 1-3 wild cards (emergent insights) 7-8 consultant engagement and emergent insights (wild cards) 7-8 Cornelius Ltd. see unintentionally toxic leader danger to self (DTS), danger to others (DTO) diagnosis 143-145

dark side of leadership 9, 12-13

depression, Favio Burnstein 19-20 detective work in the diagnostic phase 7-8 diagnosis approaches to toxic leadership 20-25 detective work 7-8 high-toxicity leaders 19-20 hypodermic needle (top-down) approach 20 - 22participatory approach 20-25 psychological disorders in leaders 17-19 see also DSM-IV-TR disturbed leadership (Elija Engineering Ltd.) aftermath of leader's dismissal 185-187 Americans with Disabilities Act protection 188 company background 177-178 consequences for the organization 180-181, 182-184, 185-189 consultant's formal assessment of behavior 181-182 counterproductive workplace behaviors 184 - 185decision to call in external consultants 181 - 182definition of body dysmorphic disorder 176 diagnosis of body dysmorphic disorder 19-20, 176, 181-182 DSM-IV-TR diagnosis 176, 181-182 dysfunction in the R&D division 180-181, 182-184, 185-189 early successes 177-178 emergence of dysfunctional behavior 178 - 180extremes of toxic leadership 174-176 future research into disturbed leadership behavior 189 leader's withdrawal from the workplace 178 - 181morphing into company-wide pathology 187-189 organizational challenge of a disturbed leader 175-176 somatoform disorders 176 transformation of an exemplary leader 175 - 176DSM-IV-TR (Diagnostic and Statistical Manual of Mental Disorders) antisocial personality disorder 143-144 application to organizational systems 149

Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index <u>More information</u>

index 213

body dysmorphic disorder 176, 181-182 borderline personality disorder 123, 128-129 challenges of use in management 149-153 Cluster B Personality Disorders 128-129 consultancy approach to diagnosis 3, 6-7 diagnosis of toxic behavior 17-19 histrionic personality disorder 169, 173 interdisciplinary approach to toxic leadership 152-155 lack of DSM expertise in organizational researchers 149-153 narcissistic personality disorder 40-41, 49-51 need for DSM assessment in high-toxicity cases 134-135, 136-138 obsessive compulsive disorder 107 obsessive compulsive personality disorder 107 somatoform disorders 176 training required for DSM application 149-153 use within management disciplines 136-138, 153-155 usefulness in high-toxicity cases 130-131 Ebbers, Bernard 11, 16 Elija Engineering Ltd. see disturbed leadership Enron 11, 17, 27 exploitative consultancy companies 7-8 external experts, why companies seek them 1-3 Gaston, Dr. Raymond (obsessive compulsive leader) 86-112 alternatives to dismissal 110-112 attempt to address the problem internally 93-94 aversion to handling money 98-99, 108-109 background to the problem 86-87 clinical diagnosis 107 consultant's initial impressions 101-102 consulting and therapeutic interventions 109 - 112customer service ethos of the company 89-90 decision to seek external expertise 88-89,99

destructive impacts on the organization 108-109 DSM-IV-TR diagnosis 107 early days of the new leadership 91-92 forewarning of toxicity 95-96 gaining awareness of emotional cost 104 HR recruitment process shortcomings 99-101, 112 impact of change of manager 90-91 implications of change at senior level 112 leadership coaching sessions 102-104 leadership therapy 105-107 leadership therapy following diagnosis 110-112 micromanagement and destructive behavior 96-99 needs assessment interviews with consultant 99-101 obsessive compulsive disorder diagnosis 107, 108-109 obsessive compulsive personality disorder diagnosis 19-20, 107, 108-109 organizational culture 89-90 organizational impacts 108-109 "perfection or destruction" attitude 102-104, 105-107, 108-109 personal costs 108-109 public altercations and staff discontentment 96-99 search for a replacement 109-110 signs of culture clash 91-93 signs of deeper problems 96-99 Geffen, David 40 Global Crossing 11, 17 Greystone, Sidney, histrionic personality disorder 19-20 see also leader sabotage highly toxic leaders 132-155 abusive behavior permeates the organization 141-142, 145-146 challenges of DSM use in management 149-153 company faced with an abusive leader 132-133 consequences of inadequate assessment 134-135 consultation approach 138-139 consultation with an abusive leader

142 - 144

Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index <u>More information</u>

214 INDEX

highly toxic leaders (cont.) danger to self (DTS), danger to others (DTO) diagnosis 143-145 dangers of trivializing pathologies 153-155 degrees of toxicity in leader and company 134-135 DSM-IV-TR application to organizational systems 149 DSM-IV-TR guided differential diagnosis 143-144 ineffectiveness of internal systems 132 - 133interdisciplinary approach to toxic leadership 152-155 interplay of individual and systems pathologies 147-149 lack of DSM expertise in organizational researchers 149-153 need for DSM assessment 134-135, 136 - 138need for external expertise 132-133 personal history of an abusive leader 139 - 140physically and emotionally abusive leader 140-142 research studies 133-134 Rick Boulder case study 138-155 search for objective standards of assessment 136-138 situation after the leader resigns 145-146 threat from pre-existing pathology in a leader 146-147 training required for DSM application 149-153 use of DSM within the management discipline 136-138 histrionic personality disorder (Markus Reneel allure of the toxic leader 170-171 Cavendish & Bodark organizational culture 157-159 CEO's desire to salvage Renee 167, 172 - 173constant need to be the center of attention 163-165 debriefing and de-escalation of dysfunction 171 decision to call in a consultant 167-168 diagnosis of histrionic personality disorder 19-20, 169, 173

DSM-IV-TR diagnosis 169, 173 emotional volatility in the workplace 156-157 employee complaints and grievances 161 - 162emulation by employees 164-165 end of the honeymoon period 161-163 followership empowers toxicity 170-171 hire of Markus Renee 159-161 hiring criteria for Cavendish & Bodark leaders 159-161 individual and organizational interventions 169-170, 171 leadership coach and psychotherapist assessment 168-169 leadership style of Markus Renee 162-163 MBWA (management by walking around) 162 - 163melodrama and instability in the organization 164-167 organizational fit of Markus Renee 159 - 161reducing toxicity to functional levels 167, 172 - 173spread of the disorder into the organization 169 timely detection delayed by allure and charm 172 histrionic personality disorder (Sidney Graystone) 19-20 hubris and leadership fantasies, Black Valley Enterprises 77-78 hubris and narcissism in leaders 11-26 and organizational dysfunction 20 client-consultant interactions 20-25 damaged, pathological, troubled leaders 15 - 17diagnosing high-toxicity leaders 19-20 diagnosing psychological disorders 17-19 diagnostic approaches 20-22 DSM-IV-TR diagnosis of leader behavior 17 - 19empowering the client in the diagnosis 22 - 25extreme hubris of toxic leaders 11-12 hypodermic needle (top-down) approach to diagnosis 20-22 looking beyond metrics 13-14

narratives of toxic leadership 14-15

Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index <u>More information</u>

index 215

negative aspects of leadership 11-12 negative impacts on the organization 15 - 17nexus of dysfunction 15-17 organizational context of toxic leadership 15 - 17participatory approach to diagnosis 20-25 psychological complexity of toxic leadership 14-15 psychopathology behind the behavior 17 - 20unethical behavior in leaders 11-12 unexpected psychopathology 17-20 unveiling the dark side of leader and company 12-13 hypodermic needle (top-down) approach to diagnosis 20-22 intermittent explosive disorder, Jason Javaman 19-20 Javaman, Jason 6-7 adult ADHD diagnosis 19-20, 34-35 clinical psychotherapy 34-35 consultant meetings with CEO 31-32 dysfunctional leadership behavior 28-29 enigma of the toxic leader 31-34 from needs assessment to intervention 32 - 34impact of the toxic leader 29-31 inability of the organization to assess behavior 38-39 individual and organizational interventions 35-36 intermittent explosive disorder 19-20 leadership coaching 34 salvaging a toxic yet productive leader 36-37 source of unintentional misbehavior 34-35 spread of toxic behavior 31-32, 34-35 toxic behavior in remission 37-38 unintentional misbehavior 38-39 Jobs, Steve 40 Johnstone-Mumford International Bank see obsessive compulsive leader Julia, Josh (body dysmorphic disorder) aftermath of Julia's dismissal 185-187 Americans with Disabilities Act protection 188

company background 177-178 consequences for the organization 180-181, 182-184, 185-189 consultant's formal assessment of behavior 181-182 counterproductive workplace behaviors 184 - 185decision to call in external consultants 181 - 182definition of body dysmorphic disorder 176 diagnosis of body dysmorphic disorder 19-20, 176, 181-182 DSM-IV-TR diagnosis 176, 181-182 dysfunction in the R&D division 180-181, 182-184, 185-189 early successes 177-178 emergence of dysfunctional behavior 178 - 180extremes of toxic leadership 174-176 future research into disturbed leadership behavior 189 leader's withdrawal from the workplace 178-181 morphing into division-wide pathology 187 - 189organizational challenge of a disturbed leader 175-176 somatoform disorders 176 transformation of an exemplary leader 175-176 Kozlowski, Dennis 11, 16, 17 Lay, Kenneth 11, 16, 17, 40 leader as nexus of dysfunction 15-17 psychological history 6-7 leader sabotage (Black Valley Enterprises) 55-85 company history 57-59 complex probing of psychopathology in leadership 80-83 consultation assessment 71-73 consultation with VP Graystone 59-63 deeper source of toxicity 66-67 defiant, resistant client 64-66 dysfunctional HR hiring process 74-75 earlier unsuccessful Zenton consultation 73-74

Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index More information

216 index

leader sabotage (cont.) erratic and defiant CEO behavior 55 failures of a deeply toxic culture 55-56 histrionic personality disorder in Sidney Gravstone 19-20 hubris and leadership fantasies 77-78 incremental approach to the problem 69-71 negotiating a small wins rapid-cycle consultation 67-71 passive aggressive personality disorder in Dr. Blackman 19-20 power of toxic leadership 84-85 rapid interventions in recruitment and selection 78-80 recruitment and hiring failure rate 55-56 resistance to an employee assistance program (EAP) 62-63 results of interventions 80 spread of toxicity 84-85 systemic dimensions of the problem 69 - 71toxic effects throughout the company 74-75 toxic nexus in leadership 75-77 upper-echelon sabotage 56-57 leadership, tackling the dark side 9 leadership coaching prototypes 25 Messier, Jean-Marie 11, 16, 17 metrics client preoccupation with 4-5 looking beyond 13-14 narcissistic personality disorder (Dr. Gina Vangella) 41-54 allure of the toxic leader 40-41 consultation 47-49 criticism from colleagues and staff 44-47 demand for adoration 42-47 diagnosis of narcissistic personality disorder 19-20, 22-25, 49-51 DSM-IV-TR diagnosis 49-51 internal complaints and grievances 47 leaders with mental and emotional duress 53-54 narcissistic personality disorder criteria 40-41

organizational impacts 42-47, 52-54 organizational inability to deal with 53-54 possibility of company-wide narcissism 52-53 pre-existing pathology 52-53 self-diagnosis 49-51 toxic leadership behavior 41-42 treatment 51-52 see also hubris and narcissism in leaders narratives of toxic leadership 14-15 negative aspects of leadership 11-12 nexus of dysfunction consultant's search for leadership toxicity in Black Valley Enterprises 75-77 toxic leaders 15-17 obsessive compulsive leader (Dr. Raymond Gaston) 86-112 alternatives to dismissal 110-112 attempt to address the problem internally 93-94 aversion to handling money 98-99, 108-109 background to the problem 86-87 clinical diagnosis 107 consultant's initial impressions 101-102 consulting and therapeutic interventions 109 - 112customer service ethos of the company 89-90 decision to seek external expertise 88-89,99 destructive impacts on the organization 108 - 109DSM-IV-TR diagnosis 107 early days of the new leadership 91-92 forewarning of toxicity 95-96 gaining awareness of emotional cost 104 HR recruitment process shortcomings 99-101.112 impact of change of manager 90-91 implications of change at senior level 112 leadership coaching sessions 102-104 leadership therapy 105-107 leadership therapy following diagnosis 110-112

Cambridge University Press 978-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach Alan Goldman Index <u>More information</u>

index 217

micromanagement and destructive behavior 96-99 needs assessment interviews with consultant 99-101 obsessive compulsive personality disorder diagnosis 19-20, 107, 108-109 obsessive compulsive disorder diagnosis 107, 108-109 organizational culture 89-90 organizational impacts 108-109 "perfection or destruction" attitude 102-104, 105-107, 108-109 personal costs 108-109 public altercations and staff discontentment 96-99 search for a replacement 109-110 signs of culture clash 91-93 signs of deeper problems 96-99 one hundred day assessment and intervention phase 6-7 organizational context of toxic leadership 15-17 organizational dysfunction and toxic leadership 15-17, 20 participatory approach to diagnosis 20-25 passive aggressive personality disorder, Dr. Blackman 19-20 perfectionism see obsessive compulsive leader personality disorder see antisocial personality disorder; borderline personality disorder; histrionic personality disorder; narcissistic personality disorder; passive aggressive personality disorder psychological complexity of toxic leadership 14 - 15psychological evaluation and treatment, consultancy approach 3, 6-7 psychological history of the leader 6-7 psychopathology behind toxic leadership 17-20 complex probing 80-83 psychotherapy and psychiatry issues,

consultancy approaches 1–2, 6–7

Renee, Markus (histrionic personality disorder) allure of the toxic leader 170–171 Cavendish & Bodark organizational culture 157–159

CEO's desire to salvage Renee 167, 172-173 constant need to be the center of attention 163-165 debriefing and de-escalation of dysfunction 171 decision to call in a consultant 167-168 diagnosis of histrionic personality disorder 19-20, 169, 173 DSM-IV-TR diagnosis 169, 173 emotional volatility in the workplace 156-157 employee complaints and grievances 161-162 emulation by employees 164-165 end of the honeymoon period 161-163 followership empowers toxicity 170-171 hire of Markus Renee 159-161 hiring criteria for Cavendish & Bodark leaders 159-161 individual and organizational interventions 169-170, 171 leadership coach and psychotherapist assessment 168-169 leadership style of Markus Renee 162 - 163MBWA (management by walking around) 162 - 163melodrama and instability in the organization 164-167 organizational fit of Markus Renee 159-161 reducing toxicity to functional levels 167, 172 - 173spread of the disorder into the organization 169 timely detection delayed by allure and charm 172 self-disclosure, encouraging 6-8 separation anxiety disorder, Favio Burnstein 19 - 20Sergio Mondo Fashion House see Burnstein, Favio Skilling, Jeffrey 11, 15-16, 17 small wins rapid-cycle consultation 67-71

toxic leaders dysfunctional agendas 27–28 extreme hubris 11–12

Cambridge University Press
78-0-521-71734-2 - Destructive Leaders and Dysfunctional Organizations: A Therapeutic
pproach
lan Goldman
ndex
Iore information

218 index

toxic leaders and dysfunctional organizations consequences of mismanaged toxicity 190-191 extent and seriousness of the problem 190 importance of early assessment and intervention 190-191 movement towards outside experts 196-197 organizational inability to diagnose 192-194 organizational inability to recognize toxicity 191-192 organizational resistance and avoidance 192-194 questions to consider 191 research streams and consultant implications 197-198 toxin "detectors" and "healers" 194-196 Tyco 11, 17 unethical behavior in leaders 11-12 unintentionally toxic leader (Jason Javaman) adult ADHD diagnosis 19-20, 34-35 clinical psychotherapy 34-35 consultant meetings with CEO 31-32 Cornelius Ltd. (case study) 28-39 dysfunctional leadership behavior 28-29 enigma of the toxic leader 31-34 from needs assessment to intervention 32 - 34impact of the toxic leader 29-31 inability of the organization to assess 38-39 individual and organizational interventions 35-36 intermittent explosive disorder 19-20 leadership coaching 34 possibility that behavior is unintentional

salvaging a toxic yet productive leader 36-37 source of unintentionally toxic behavior 34-35 spread of toxic behavior 31-32, 34-35 toxic behavior in remission 37-38 Vangella, Dr. Gina 41-54 collaborative diagnostic approach 22-25 consultation with 47-49 criticism from colleagues and staff 44-47 demand for adoration 42-47 diagnosis of narcissistic personality disorder 49-51 DSM-IV-TR diagnosis 49-51 internal complaints and grievances 47 leaders with mental and emotional duress 53-54 narcissistic personality disorder 19-20, 22 - 25narcissistic personality disorder criteria 40 - 41organizational impacts of a narcissistic leader 42-47, 52-54 organizational inability to deal with 53 - 54possibility of company-wide narcissism 52-53 pre-existing pathology 52-53 self-diagnosis 49-51 toxic leadership behavior 41-42 treatment 51-52 Vivendi Universal 11, 17

wild cards (emergent insights) 7–8 WinnerWear International *see* antisocial personality disorder Winnick, Gary 11, 16, 17 WorldCom 11, 17

27-28