

21 Top Leadership Career Derailers

Effective leadership is not just about developing a strong set of leadership skills, it is also about self awareness and active self-management. It is about understanding one's strengths as well as blind spots and ensuring those personal characteristics remain in check.

Based on research by Development Dimensions International (DDI), Hogan, & Center for Creative Leadership (CCL)

<p style="text-align: center;">Characteristic</p> <p>Some of these may be strengths when utilized in moderation and in appropriate contexts. However, when used without self-awareness or to the extreme, they become career derailers.</p>	<p style="text-align: center;">Self-Rating Scale- Circle One</p> <p>5= Frequently describes me 4= Sometimes describes me 3= Occasionally describes me 2= Rarely describes me 1= Never describes me</p>
<p>1. Approval Dependent Seek and need praise or reassurance from others, particularly from people higher in the organization</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>2. Argumentative Skeptical, tense, perhaps paranoid or suspicious, focused on protecting their own interests, and likely to resist coaching and feedback</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>3. Arrogant Overly self-assured or confident, resulting in poor listening and/or dismissal of feedback from others</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>4. Attention Seeking Gregarious, charming, and persuasive, perhaps excessively so, which can result in becoming melodramatic and self-promoting</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>5. Avoidant While seemingly pleasant and cooperative, tend to be preoccupied with their own agendas, and may prefer to address issues covertly (avoiding more direct solutions), thus being perceived as procrastinators, manipulative, or stubborn</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>6. Eccentric Creative and, accordingly, different from others, perhaps to the point of being unorthodox or even odd</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>7. Imperceptive Not naturally inclined to read others' behavior, intent, and motivations</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>8. Impulsive Impatient, unpredictable, and inclined to act before considering the consequences of actions</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>9. Perfectionistic Micro-managers, controlling, and demanding of others</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>10. Risk Averse indecisive, too deliberate, or reluctant to take unusual or unconventional actions due to overemphasis on the prospect of failure</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>11. Volatile Have difficulty controlling their emotions, and are perhaps moody and quick to erupt in anger</p>	<p style="text-align: center;">1 2 3 4 5</p>
<p>12. Inability to Change or Adapt During a Transition</p> <ul style="list-style-type: none"> ● Failure to adapt to a new boss ● Over-dependence on a single skill and/or failure to acquire new skills 	<p style="text-align: center;">1 2 3 4 5</p>

<ul style="list-style-type: none"> Inability to adapt to the demands of a new job, a new culture, or changes in the market 	
13. Failure to Build and Lead a Team <ul style="list-style-type: none"> Failing to staff effectively Can't manage subordinates Poor leadership skills 	1 2 3 4 5
14. Failure to Meet Business Objectives <ul style="list-style-type: none"> Lack of follow-through Too ambitious Poor performance 	1 2 3 4 5
15. Insensitive Seemingly unaware of or uninterested in the feelings of others	1 2 3 4 5
16. Manipulative Operating with a hidden agenda; lack of transparency	1 2 3 4 5
17. Demanding High standards and expectations that require an undue/ unrealistic amount of time and effort	1 2 3 4 5
18. Authoritarian (lacked a teamwork orientation) Leads by command & control- relies on formal authority rather than generating buy-in to influence the behavior of others	1 2 3 4 5
19. Self-isolating Prefers to be alone instead of seeking out relationship building opportunities with others	1 2 3 4 5
20. Aloof Unapproachable, disinterested	1 2 3 4 5
21. Critical Overly inclined to find fault or judge harshly	1 2 3 4 5
Top 3-5 Areas for Development/Focus/Awareness:	