

# Dealing with Counterproductive Leadership

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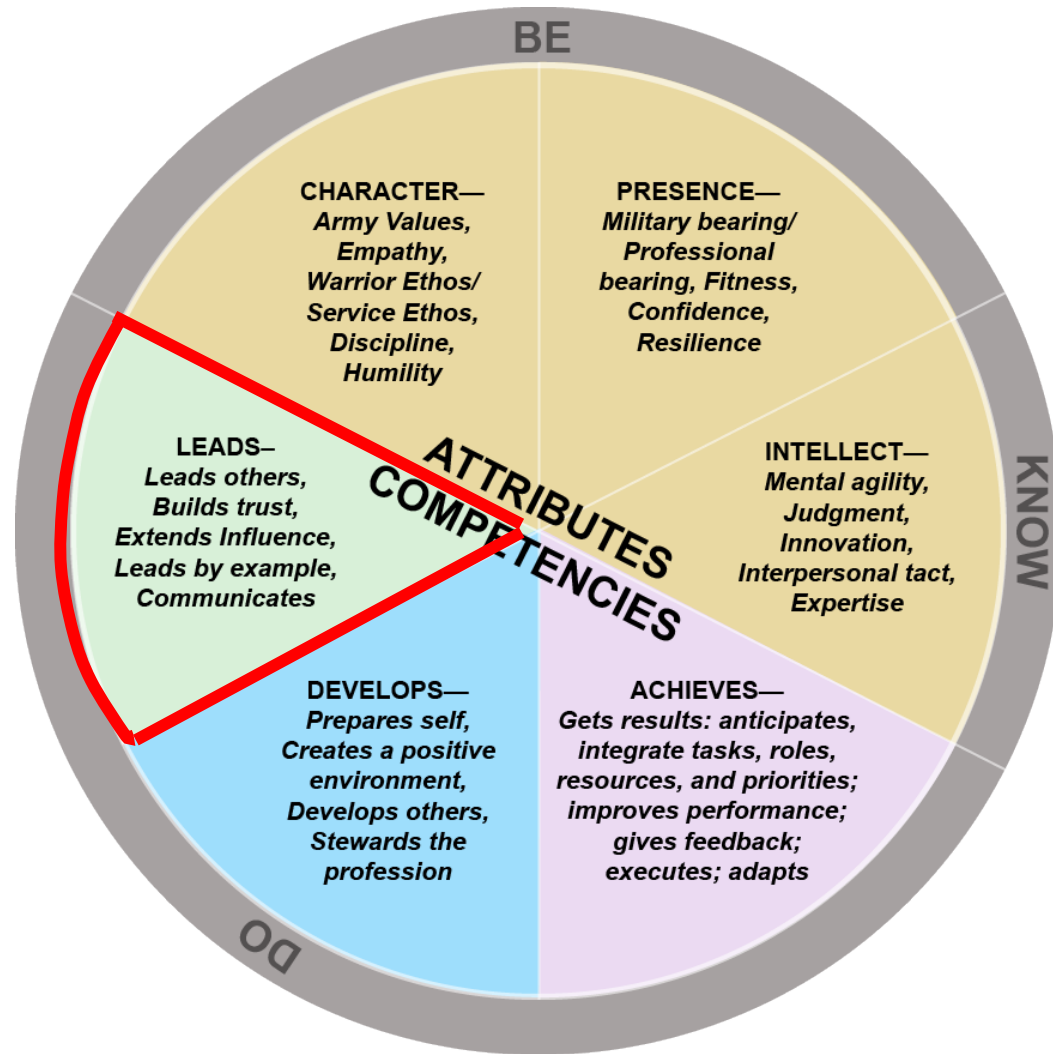
Leader Professional Development

United States Army

Center for the Army Profession and Leadership



# Army Leadership Requirements Model (LRM)



- This LPD session focuses on the following competency:
  - Leads others
- Learn more about the LRM by reviewing:
  - ADP 6-22
    - Describes what right looks like for all leaders
  - FM 6-22
    - Teaches you how to develop as a leader

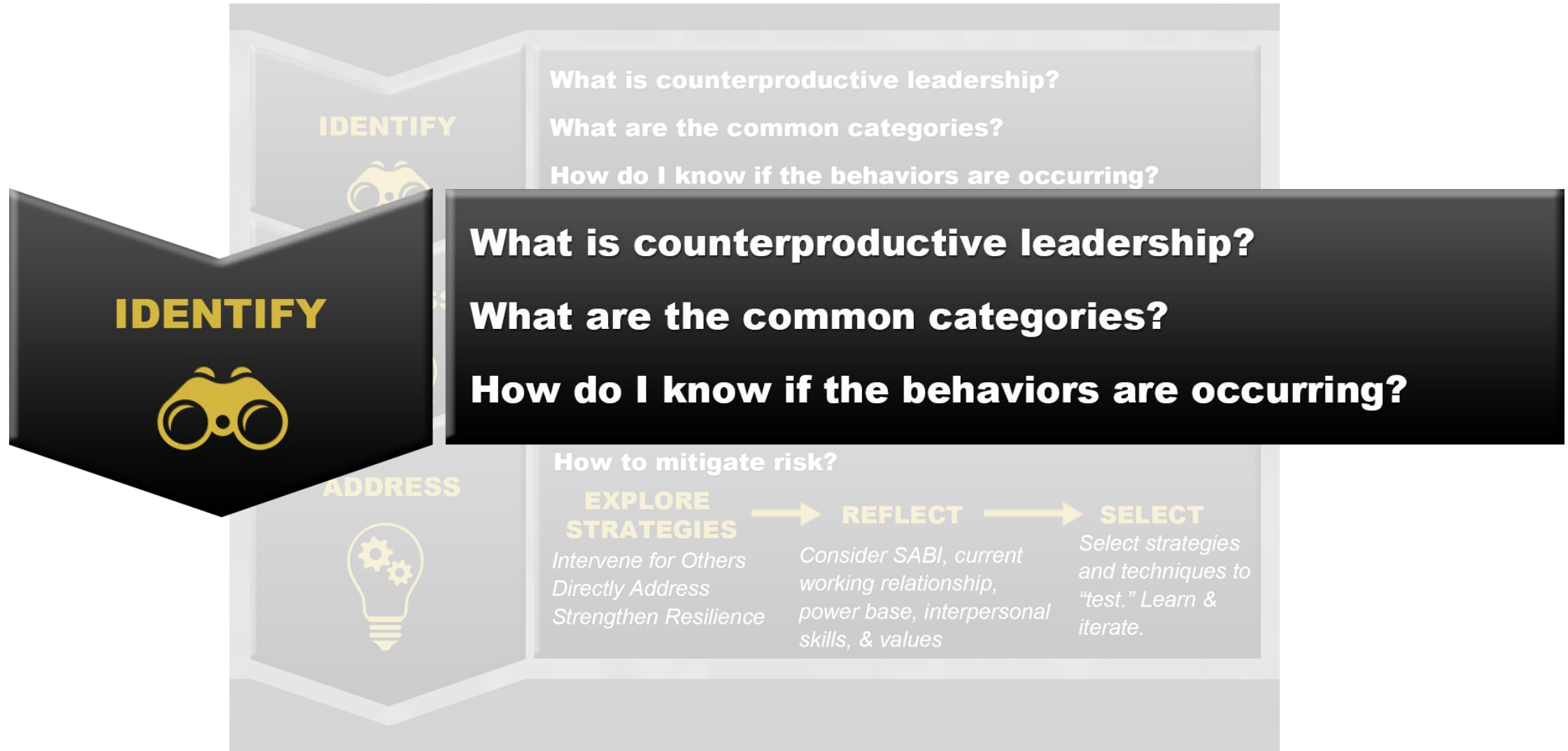
# Session Objectives

- Discuss what counterproductive leadership is and isn't.
- Discuss techniques for identifying counterproductive leadership.
- Discuss how to assess the circumstances in which counterproductive leadership is occurring.
- Identify strategies for addressing counterproductive leadership.
- Discuss how your organization will handle counterproductive leadership when it occurs.

# Handling Counterproductive Leadership Behaviors Framework



# Identify Counterproductive Leadership



# Counterproductive Leadership Defined

- Counterproductive leadership is “the demonstration of leader behaviors that violate one or more of the Army’s core leader competencies or Army Values, preventing a climate conducive to mission accomplishment.” (ADP 6-22)



# Categories of Counterproductive Leadership Behavior



ADP 6-22, 8-49

# What Counterproductive Leadership Is Not

01

Having high expectations

02

Providing negative feedback or corrective actions

03

Being direct or yelling when emphasis is needed

04

Pushing people to and beyond their limits

05

Stressing folks and training them how to handle stress

06

Making decisions based on performance and potential

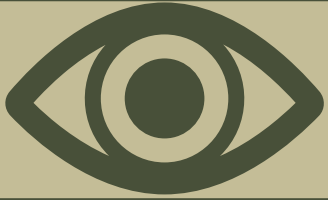


# Discussion



- What are examples of counterproductive leadership you have either experienced yourself or witnessed and what impacts did they have?

# General Indicators of Counterproductive Leadership



Individuals display non-verbal cues that indicate they are uncomfortable around the leader.



The leader surrounds themselves with “Yes” men or women.



When something goes wrong, the leader blames others.



The leader is unreceptive to feedback or suggestions.

# Discussion



- Have you seen any indicators like this? If so, what have you seen? Do you think others noticed these indicators?

# Assess Counterproductive Leadership



# Factors to Assess

**S**ituation

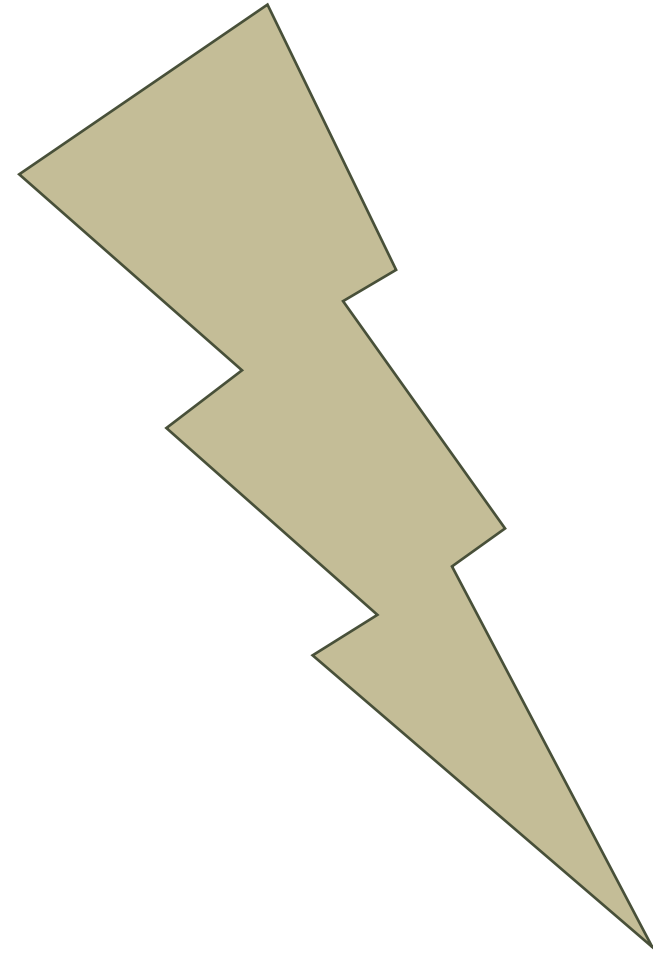
**A**ctors

**B**ehaviors

**I**mpacts

# Factors to Assess: Situation

- When do the behaviors occur?
- What conditions provoke the behavior?



# Factors to Assess: Actors

## Leader Characteristics

- Past history
- Personality
- Adaptability
- Response to feeling threatened



## Recipient Characteristics

- Personality
- Cognitive ability
- Competence



# Factors to Assess: Behaviors

- Categories of behavior
  - What specific behaviors are you witnessing directly, hearing about from others, or seeing in command climate survey results (if applicable)?
- Frequency
  - Record how many times you have seen the behavior or heard of the behavior(s) taking place.
  - Record times and dates.
- Severity
  - How extreme are the behaviors?



## OBSERVATIONS

Categories: Abusive Behaviors, Self-Serving Behaviors

### Specific Behaviors Witnessed

- Berating and humiliating Bayne Smith for honest mistakes

### Specific Behaviors Shared by 1LT Williams

- The Major creates schedules to fit his needs, never worrying about the hassle it creates for everyone else.

### 6 FEB, Weekly Staff Meeting (0800 hours)

- MAJ Rolston berated Bayne Smith, yelling and insulting him, for an honest mistake in a project update

### 13 FEB, Weekly Staff Meeting (0800 hours)

- 1LT Henry proposed a different approach for a training event than what the Major had presented, but the idea was immediately dismissed by MAJ Rolston, who said it was a stupid waste of time that would never work

### 13 FEB, In the Major's Office (1300 hours)

- MAJ Rolston was yelling at 1LT Henry for offering a dissenting opinion during the meeting



# Factors to Assess: Impacts

## Individuals

- Decreased health and well-being
- Decreased opportunities for development
- Decreased motivation and performance quality

## Units

- Lowered unit performance
- Decreased trust and cohesion
- Eroding morale
- Reduced motivation and readiness

## Organization

- People leaving the military
- Perpetuating examples of poor leadership

# Conduct an Integrated Assessment

Factors	Your Assessment of Situation
<u>Situation</u>	
<u>Actors</u>	
<u>Behaviors</u>	
<u>Impacts</u>	
<b>Integrated Assessment</b>	
<ul style="list-style-type: none"><li><i>Given my analysis of the individual factors within SABI, what hypotheses can I make about what may be going on?</i></li></ul>	

# Address Counterproductive Leadership



# Discussion



- What are the biggest risks of coming forward to address counterproductive leadership?
- How do you do so in a way that doesn't cause even more problems?

# The Case for Taking Action

	Action	Inaction
Possible Pros	<ul style="list-style-type: none"> <li>• Behaviors stop or lessen</li> <li>• You feel good about standing up for your personal values and modeling the Army value of Courage.</li> <li>• You learn.</li> </ul>	<ul style="list-style-type: none"> <li>• You <i>may</i> stay “safe” and prevent yourself from becoming a target.</li> <li>• You stay loyal to your battle buddy.</li> <li>• You protect your Army career.</li> </ul>
Possible Cons	<ul style="list-style-type: none"> <li>• Behaviors intensify or worsen.</li> <li>• You become a target.</li> <li>• You face setbacks in your Army career.</li> </ul>	<ul style="list-style-type: none"> <li>• You become a target.</li> <li>• Behaviors continue or worsen.</li> <li>• You violate your personal values and the Army value of Courage by not speaking up, resulting in feelings of inauthenticity, increased anxiety, guilt, loneliness, frustration, burnout, stress, and hypocrisy.</li> <li>• If you are a superior of a leader demonstrating these behaviors, inaction may create resentment and resistance among subordinates as well as decrease morale, which negatively impacts readiness and performance and outcomes.</li> </ul>

# Strategies for Addressing Counterproductive Leadership

Intervene for Others

Directly Address

Strengthen Your Resilience

# Intervene for Others Strategy

Refocus or redirect

Buffer or protect others

Provide support to affected individuals

# Directly Address Strategy

Set boundaries

De-escalate a negative exchange

Report to others

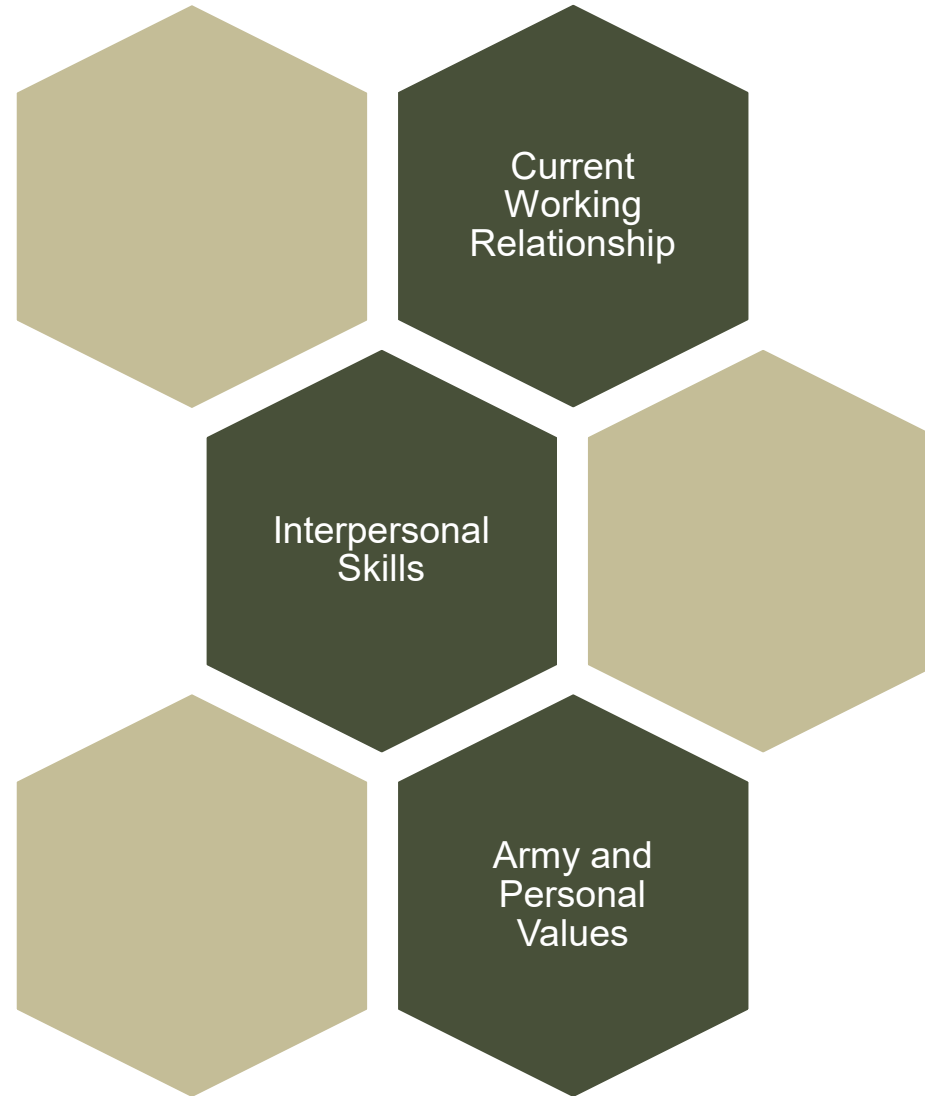


# Strengthen Your Resilience Strategy

Maintain your overall well-being

Protect your contribution to the mission

# Informing Your Path Forward



# Handling Retaliation

Military whistleblower reprisal

Ostracism

Maltreatment

# Discussion



- What are some situations in which you can see yourself using one or more of these techniques? Do you think they would work? Why or why not?
- How do we want to handle addressing counterproductive leadership behaviors as leaders in our organization?

# Want to Learn More?

<https://capl.army.mil>



## **Doctrine**

*Provides leader expectations*

- ADP 6-22
  - Sections 8-45 through 8-50
- FM 6-22
  - Sections 1-14 through 1-16



## **Self-paced Online Lessons**

*Provide additional content and real-world examples/scenarios*

- Identify Counterproductive Leadership
- Assess Counterproductive Leadership
- Address Counterproductive Leadership

# After Action Review

- Complete the AAR form in your Participant Packet and return it to the facilitator.
  - The form allows you to provide feedback about this session.
  - Your feedback will be used to improve future deliveries of this session.

# Let's Connect

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