



Derailement Prevention

Why do executives, managers, and professionals either derail or flounder and then get shunted off to roles that are out of the mainstream? Typically, it's because they have a psychological blind spot that is all too visible to others.

Research studies have pegged failure rates for senior executives at up to 33 percent.

There's a good chance that the descriptions below of potential derailers will remind you of some key people in your organization:

He lacks effective interpersonal skills. He's-

Insensitive

“He’s too abrasive”

Overambitious

“He batters people with his competitiveness; he needs to be seen as powerful”

Isolated

“He’s a perfectionist and wants to do everything his own way”

Volatile

“He comes apart at the seams when under fire”

She has difficulty making tactical shifts. She's-

Mired in detail

Thrown by change and innovation; too cautious; action-averse. Unable to adapt to those who have different styles.

Conflict-averse

Unable to harness conflict constructively as a creative medium for change; a poor negotiator.

Over-reliant on one skill

Natural talent, or on just raw energy.

Rigid in response to most situations

For example, blazingly decisive but without regard for overall organizational strategy.



He lacks follow-through. He-

Makes a big splash at the front end of a project, then moves on, leaving a trail of loose ends.

Leaves people hanging because of unmet promises and commitments; not fully accountable.

Her area has never really gelled. She-

Over/under-manages

Either as the over-controlling Godmother or as the benignly neglectful ostrich; can't collaborate or delegate.

Staffs in her own image

"I have a good gut feeling about him; the chemistry is right"

Communicates poorly

"She operates like she thinks everyone can read her mind"

Creates mediocrity

Undermines talented subordinates and/or habitually hires weak candidates.

Terminate ... or Turnaround?

So what can be done with the under-performing employee? Often the response is to terminate. But the company must then absorb the staggering costs associated with the loss of a key person. These costs include:

- ***Exit costs***
- ***Recruiting, hiring, and restart costs***
- ***Lost training and development costs***
- ***Cascade effect of multiple position shuffles***
- ***Opportunity costs, disruption, down time, and lowered team morale***
- ***Disputed termination litigation***



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A significantly more effective solution is available and it prevents the termination costs. The experiences of our clients have clearly shown that a turnaround program produces better results. In most cases under-performance is not the result of an ability deficit. Rather, it typically results from a person's blind spots. With the proper intervention, the struggling employee can be turned around and, as a consequence, a number of **benefits** accrue to the organization and the individual:

- The company is spared the organizational disruption and corporate expense (frequently exceeding \$100K) that inevitably occurs with the termination of a key contributor.
- The company is protected from the loss of the person's accumulated industry knowledge, experience and competitive information.
- The turnaround program offers a potent management option for handling a potentially unpleasant and difficult dilemma.
- The turnaround option brings objectivity and behavioral science to bear on conflict and gives the organization and its people a greater sense of mastery and less apprehension about handling difficult human problems. The message: "We care, and we can work it out."
- It equips the organization with an effective tool for retaining its human resources.

How We Do It

Specializing in human performance, our firm has designed a powerful individual development program that integrates our core competencies:

- **Expert software systems** that assess performance and potential
- Computerized **360° instruments**
- **Keen diagnostic skills**
- Advanced **rappor-building** methods
- Accelerated **development strategies**
- Motivating and achieving **true behavioral change**

By integrating these performance development technologies, we assist the candidate in assembling the **three essential ingredients** for high performance: **information** (both broad and deep), strong **motivation** to make changes, and **change partners** for his or her development initiative. Together these three elements serve as the infrastructure for a Blueprint for Action that guides the employee's achievement of measurable results.