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Derailment 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.



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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 **rapport-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.