

TAKING THE DERAILER DETECTOR

This assessment gives you four options to assess career “derailers” for yourself and your direct reports. Each organization has a different climate, and some may tolerate these derailers more than others, so the risk factors can vary.



RANK YOURSELF

Rank yourself on each derailer, keeping in mind how frequent you do this behavior: 1 = almost never, 2 = once every three months, 3 = once a month.



RANK YOUR DIRECT REPORTS

Rank your direct report (DR) on each derailer, keeping in mind how frequent they do this behavior: 1 = almost never, 2 = once every three months, 3 = once a month.

ADDITIONAL OPTIONS

Use the Derailer Detector to get 360-degree feedback. Copy the assessment and have your direct reports, boss, peers, family members, or others rank you on the derailers using the “DR” column. Compare and discuss the alignment with what you have.

SCORING

Ideally have someone else score the assessments and average all the scores together, so you get an average on each question. You could have your assistant, human resource professional, coach, or a co-worker do that. If not possible you can average the scores yourself.

AFTER YOU RECEIVE THE ASSESSMENT RESULTS

- Use the Star Performer Action Plan to respond to the questions to develop your plan for building on your strengths, preventing your derailers, and creating support for your changes.
- Look for themes that you see in the results, such as overusing your strengths or not taking enough initiative.
- Discuss the results with your boss or coach.

YOU		DR
	1. “SMARTEST PERSON IN THE ROOM” SYNDROME Has to be right all the time, married to own ideas, and not open to or distrusting of new ideas	
	2. LACK OF IMPULSE CONTROL Emotionally reactive, volatile, abrasive, and follows urges to an unhealthy extreme	
	3. DRIVES OTHERS TOO HARD Micromanages and takes over rather than delegates	
	4. PERFECTIONISM Sets unrealistic goals; rejects criticism	
	5. DEFENSIVE Blames others; is inflexible and argumentative	
	6. RISK AVERSE Lacks courage to take risks	
	7. FAILURE TO LEARN FROM MISTAKES Same kind of mistakes show up	
	8. LACKS INSIGHT INTO OTHERS Can't read others' emotions or reactions	
	9. DOESN'T ASK FOR FEEDBACK Misses opportunities to include others for better decisions	

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YOU		DR
	10. SELF-PROMOTION Is attention-seeking; overlooks others' accomplishments for own recognition	
	11. LACK OF INTEGRITY "Unhonest" with self and then others; omits and minimizes	
	12. FAILURE TO ADAPT TO CULTURAL DIFFERENCES Does not change leadership style appropriately	
	13. INDIRECT WITH OTHERS Does not give the hard feedback or make the difficult decisions about people	
	14. APPROVAL DEPENDENT Needs too much approval before making decisions	
	15. ECCENTRICITY Unpredictable and odd in behavior	
	16. MISTREATS OTHERS Callous, demeaning, or discounting to others and their needs	
	17. SELF-INTEREST Acts in self-interest instead of the interest of the whole organization or larger group	
	18. INSULAR Disregards health and welfare of group outside the responsibility of own organization or team	

SELF	DIRECT REPORT
2's =	2's =
3's =	3's =

THREE OR MORE 2's = WARNING SIGNS FOR DERAILERS

TWO OR MORE 3's = AT RISK TO YOU AND THE ORGANIZATION!

NOW WHAT ? If you score or your direct report scores in the "warning" or "at-risk" level, make sure to work with a coach or mentor. Your receptivity and practices will be helpful in keeping you or your employee on track and becoming more effective.

Adapted from Leslie and Van Velsor, *A Look at Derailment Today: North America and Europe* (1996); Byram, Smith and Paese, *Grow Your Own Leaders* (2002); Kaplan, *Beyond Ambition* (1991); Dotlich and Cairo, *Why CEOs Fail* (2002); Kellerman, *Bad Leadership* (2004); and Lipman-Blumen, *The Allure of Toxic Leadership* (2005).