

RECOGNIZING & MANAGING COMMON DISRUPTIVE BEHAVIORS

Philosophy: If you can recognize and name disruptive behavior tendencies, a leader can attempt to control them.

Purpose:

To identify some common human disruptive behavior tendencies that interrupt leadership success.

To suggest management behaviors that minimize disruptive behavior tendencies and support leadership success. (No intention to diagnose mental disorders or make psychiatric recommendations)

Goals:

To establish an effective, workable, and productive personal or group environment.

To better understand disruptive behaviors/tendencies that support or curtail leadership abilities and goal attainment or disruption.

To sustain leadership behaviors that do not mimic or support disruptive behavior tendencies.

Manipulation

Blaming behavior
Attacks mental and emotional aspects of getting what is wanted
Uses trickery to make others feel irrational
Uses mind games—lying, denying, blaming, complaining, etc.
Attempts at controlling others
Attempts to play the victim

Management:

Don't trust what is said
Don't provide personal information
Don't get involved with gossip
Be firm with "Yes" or
Stand firm on decisions

Passive Aggressive Personality

Passive rather than direct feelings and emotions
Contradiction between what is said and what is done
Inflexible
Resists suggestions
Acts differently to the expectations of others

Management:

Hold the person accountable
Put your needs first
Stop playing their games
Stop apologizing
Become emotionally nonresponsive

Don't respond
If possible, remove yourself

Narcissistic Personality Disorder Shows little caring for others—a trait
Can be charming and charismatic
Like to surround themselves with people who feed their ego.
Relationships reinforce their ideas about themselves
Inflated self-importance—self grandiosity
Believe in personal uniqueness
Exaggerate achievements and talents
Need constant admiration
Believe others envy them
Lack empathy
Obsessed with power or success
Have a sense of entitlement affecting thinking, feeling, and behavior
Delusions (e.g., People Out to Get You)
Hallucinations (of all/any senses) that others do not experience
Disorganized thinking, speech, behavior, short temper, lack of energy
Believe they are perfect and blame others for issues that arise
Take credit for other's work
Decreased ability to empathize with others
Arrogant
Take advantage of others to get what they want
Unable to handle criticism or failure (like a 3-year-old)

Management:

Create a strong team cohesion
Promote team feedback
Support team effort with no confrontation

Sociopathic Behavior Antisocial personality disorder—3%-5% of the population
More males than females
Often confused with psychopathic behavior
Causes harm to others without remorse
Lack of empathy
Aggressive
Abusive or unstable relationship history
Impulsive and aggressive without care for consequences
Attempt to cause harm to others without remorse
Result of their environment and genetics
Lying
Unreliable
No shame or guilt for poor behavior
Bad judgment leads to poor behavior
Threats of suicide

Consistent patterns of irresponsibility
Will do anything to achieve a personal agenda
Use “charm” to get people to do things for them
Is happy with the attention
Delusions of grandeur—thinking they are superior to others
Not concerned with doing the right thing
Often cheats on partners with no guilt
Pit people against each other
Not caring about people’s feelings
Manipulative and dishonest

Management:

Set strong boundaries
Have a non-reactive approach
Use assertive communication—not passive or aggressive
Don’t argue
Don’t take criticism personally
Set a time limit on problem-solving
Establish clear boundaries
Show intelligence—be too intelligent to fall for their schemes
Distance yourself to understand manipulation better
Don’t try to “talk it out” or change them
Consider complete avoidance
Remain in full control of yourself
Be skeptical about what you are told
Talk about everything neutral and safe
Change the subject when harassment is attempted
Have no time for communication silence
Never share personal information
Make yourself undesirable and unavailable
Avoid talking about what makes you happy or upset
Avoid complaining (shows your weakness)
Don’t share private plans
Call out blatant lies
Don’t become indebted (money, favors, etc.)
Don’t do anything for which you will later need to apologize
Document harassment, save emails, record with approval
Be overtly disinterested and covertly aware
Stand your ground calmly with no show of emotion
Recognize lies
Understand their sickness and do not fall into their trap!
Avoidance is usually the best option

Narcissistic Behavior

Difficulty handling emotions and behaviors—Unstable relationships
Fear of abandonment
Difficulty being alone
Inappropriate anger
Impulsive
Frequent mood swings
Periods of loss and control with reality
Self-Injury
Sarcasm
Arrogant, dishonest, and callous
Experiences little remorse
Minimizes self-blame
Exploits people
Exhibits shallow affect
Uses deception, guilt, bullying, feigned weakness, or flattery
Carries out hurtful behaviors
Quick to anger
Seeks positions of authority to blame others for missteps
Mantra: “Act first, think later.”

Management:

Avoid excessive familiarity
Expect and tolerate angry outbursts
Set limits
Create Boundaries
Speak up for yourself
Make comments in careful, positive ways
Stay calm
Create a personal support system
Don't argue or confront
Don't try to direct them
Don't expect them to see your point of view
Don't expect deep, meaningful communication
Don't go over past issues
Use online contact—not in person

