Leader Toolkit
Derailing behaviours checklist

We are **CUSTOMER-OBSESSED**, **COLLABORATIVE, INSPIRATIONAL** and **RESPONSIBLE** leaders, **DEDICATED TO QUALITY**.

We make every moment special, working together, taking the lead, doing the right thing and delivering the best.

Why use this tool

"Your weaknesses can make you vulnerable, but so can your strengths. Every strength has its attendant pitfalls. The qualities that have made you successful so far can prove to be weaknesses in your new role." (1)

Don't risk alienating colleagues and direct reports, or undermining the commitment and effectiveness of your team.

Make sure you are aware of behaviours - whether strengths, weaknesses or leadership style - that could derail your leadership transition.

When to use this tool

Use this tool when you are transitioning to a new leadership role.

If you are 'revitalising' your leadership, use this checklist to consider whether there are areas you would like to revisit.

How to use this tool

Step 1 Use this checklist to do a self-assessment of how you think you work with your key contacts - leaders, peers and direct reports.

Step 2 If you are in doubt about a particular behaviour, talk to key contacts to clarify your assessment.

Step 3 If you identify a personal behaviour that could put your transition at risk, identify actions you can take to avoid this type of behaviour.

(1) Michael Watkins, The First 90 Days", Harvard Business School Press (2003). p.27

Tips

When you are working through the derailing behaviours checklist, think about comments you have heard about yourself and about other leaders.

- About yourself - use them as input to your self-assessment.

- About other leaders - compare yourself to the leaders who have been discussed. Ask yourself whether you behave in a similar way and whether the same comment could be made about you.

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Derailing behaviours checklist

Do a self-assessment of how you think you work with your key contacts

Potentially derailing behaviour	What you know of your own behaviours or what have heard key contacts say	Actions
Focuses too heavily on details		
Reacts negatively to criticism		
Is insensitive to others, who often feel intimidated		
Jumps to hasty conclusions		
Micromanages direct reports		
Easily swayed by others' opinions		
Manipulates others		
Quickly dismisses the ideas of others		
Does not share relevant information		
Does not take responsibility		
Does not recognise others' contributions		
Seeks gain at others' expense		
Values do not align with the organisation's		
Does not delegate well, likes to do it all alone		
Seen to be easily irritated, especially by those who seem to be less able or who work at a different pace		
Has trouble adapting to those with a different style		
Is volatile under pressure, stress		
Shows defensiveness		
Does not value diversity and cross-cultural differences; fails to promote a sense of inclusion for all team members/colleagues		
Fails to build a team		
Is non-strategic		