

THE  
*White Paper*  
S E R I E S

PRESENTED BY LORE INTERNATIONAL INSTITUTE

# RECOVERING EXECUTIVES AT RISK OF DERAILING

BARBARA SPENCER SINGER, M.A.



 **LORE**<sup>®</sup>  
INTERNATIONAL INSTITUTE  
**800-866-5548**  
[www.LoreNet.com](http://www.LoreNet.com)

## Recovering Executives at Risk of Derailing

“He’s got great technical skills, but he can’t seem to motivate his team without burning out people.” Or, “She’s a great person, but I don’t think she has what it takes to succeed at high levels in this organization.” Perhaps you’ve said the same thing about a top manager who ascended the ranks of a company, then was denied promotions or asked to leave. In simple terms, the person derailed.

During the past ten years, Lore International Institute has coached more than 6,700 executives from international organizations. Our experience tells us that although many executives experience rapid success, a sizable number derail and are frustrated by the lack of assistance and warning they received. After studying 258 performance reviews for derailed executives at a company known for its proactive feedback, it became clear to Lore that even in a feedback-rich environment, people are reluctant to deliver tough messages that can be translated into action. In other words, some companies will watch employees fail because they can’t find a way to tell them something is wrong.

Organizations need new methods to identify executives at risk for derailment, better ways to give them constructive feedback, and better strategies for intervention. The purpose of this paper is to explore the magnitude of the problem, identify barriers to executive success, and provide suggestions using coaching as an effective intervention.

## Frequency, Cost, and Complications of Derailment

Consider the frequency of executive derailment. “The most conservative estimates indicate that 33 percent of all high-potential executives experience failure,” writes Bernard Kessler (1992), an employee relations expert who has studied executive derailment during the last decade. “The true number may be as high as 66 percent.” Lore’s research found that at one organization, 47 percent of executives were at risk of derailing or had already derailed (Doherty 2001). In this study Lore tracked the careers of 2,171 executives and discovered that 30 percent were being promoted faster than their peers, 35 percent were at risk of derailment in the near future, and 12 percent had already derailed (see fig. 1). Executive derailment is not just a North American phenomenon—forty percent of the executives in the study group worked outside the United States.

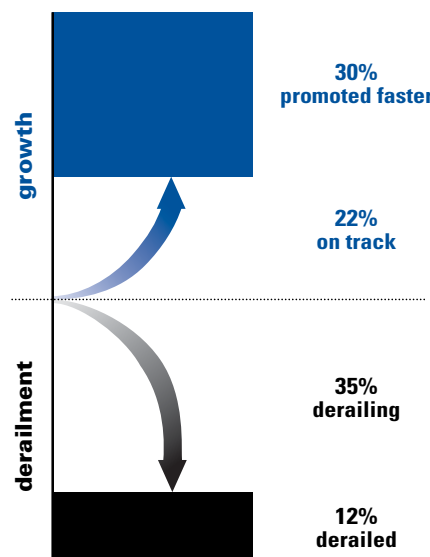


Figure 1. **Frequency, cost and complications of derailment**

Lore tracked the careers of 2,171 executives and discovered that 30% were being promoted faster than their peers, 35% were at risk of derailment in the near future, and 12% had already derailed.

Other research suggests that if you are a woman and/or a minority your chance of derailing is even greater. For instance, in 1976, *Business Week* classified 100 women as having the highest potential in their corporations. Ten years later all but one had derailed (DeGeorge 1987).

Not all derailment leads to exiting a company—a person might be offered a consultancy or be reassigned to a new job—but when the person is forced to leave, it typically costs a company 16 to 18 months' of that person's pay to replace him or her (Kessler 1992). Kessler's research also indicates that replacement costs for high-tech employees are twice as high as other employees. The person might also just stagnate. Sometimes, derailed executives are put into "placeholder" positions where they won't do much damage. This practice leads to inefficiencies and reduced productivity—and costs the company much more in the long run. Finally, additional costs are incurred through lost sales and lost customers. Executives that have left the organization or have become disgruntled often impact customer loyalty. Clearly, executive derailment is an enormous financial burden, costing corporations billions of dollars a year.

Research also suggests that executives who have not already derailed but who are experiencing difficulties may contribute to organizational churn. The Saratoga Institute (1997), a leader in human resource research, conducted exit interviews for six years. They gathered data from 60,000 former employees who had voluntarily left their organizations. The trend for several years was for departing workers to cite pay, supervision, and opportunity for career advancement as the major reasons for leaving the organization. By 2000 the

trend changed, and departing employees most frequently cited the lack of executive leadership as a cause of their decision to leave. The employees said executives didn't provide clear vision or a consistent strategy, and they didn't demonstrate credible behavior. Derailment has additional impact on businesses. First, recruiting new employees is getting more difficult. Even with the recent economic downturn, the U.S. Bureau of Labor Statistics projects there will be an increase of 20.3 million jobs (most of which require advanced education degrees and training) during the 1998–2008 period, a 14 percent increase (U.S. Department of Labor 2001). U.S. Department of Labor also predicts that as the baby boom generation ages and retires, executive and management candidates will continue to be in high demand. Although labor projections for developing nations may be more promising, European countries that have similar employment figures may share the same labor shortage for executives and managers. Preventing executive derailment over the next ten years makes more sense than ever before.

Beyond the cost of replacing expensive employees, companies must increasingly contend with lawsuits after terminations. Recent research (Fitz-enz 2001) demonstrates that corporations are losing lawsuits in record numbers because they failed to deliver and document clear reasons for the executives' terminations. Mobil fired an executive who disagreed with top management about using a Japanese affiliate that, in his opinion, produced gasoline with high levels of carcinogens. The jury awarded the derailed executive \$7 million. A Coca-Cola executive received the same amount after he told his supervisor he was being treated for alcoholism and was fired. And when a

\$150,000-a-year Fortune 500 company manager was terminated because of his abrasive and disruptive management style, he filed a \$1 million suit, claiming the organization failed to inform him that his style had been a problem or to give him the opportunity to change. Realizing that the chances of winning the case were slim, the company made a six-figure, out-of-court settlement. This area of law has been called the fastest-growing law specialty. Executive managers win 64 percent of wrongful termination suits and middle managers prevail in 58 percent, compared to just 42 percent of suits filed by general laborers (Fitz-enz 2001). Top managers came away with more than \$312,000, not including any collateral damage awards. Case law clearly documents that if companies don't give employees the time and opportunity to correct deficiencies, that failure makes them liable in a suit.

### **Who is at Risk of Derailing?**

Many executives believe that if they simply work hard and do a good job they'll get promoted. To get beyond this myth, researchers have looked at risk factors in a variety of ways. Their conclusions point to one common theme: Doing well in the old job doesn't guarantee that you will do well in the next position. Individuals and organizations must recognize that the higher a person advances, the more he or she must develop leadership capabilities. Although each individual must address different growth needs to succeed in leadership positions, researchers have identified several factors that contribute to derailment. Interestingly, deficiencies in a person's interpersonal skills lie at the heart of matter. Consider Kessler's (1992) criteria for those at risk of derailing:

- Managers who lack management and interpersonal skills but take on additional responsibilities
- Executives with valuable technical skills whose interpersonal style has rough edges
- Mature executives with valuable organizational knowledge and technical expertise who find it difficult to adjust to new management styles and innovations
- Valued executives who suffer from extensive stress that seriously affects job performance

Other researchers provide more evidence that it is risky for organizations to simply judge an executive's technical capacity to do a job. Michael Lombardo and Cynthia McCauley of the Center for Creative Leadership (1998) found that factors for derailment are clustered into six flaws:

- Problems with interpersonal relationships
- Difficulty molding a staff
- Difficulty making strategic transitions
- Lack of follow-through
- Overdependence on a mentor or a boss
- Strategic differences with management

Leaders who overlook the importance of molding their staff, making strategic transitions, and being able to follow through are likely to derail. Furthermore, Lombardo and McCauley determined that interpersonal flaws are more likely to affect a person's ability to handle jobs requiring persuasion or the development of new relationships. Few high-level executive positions in today's fast-moving markets can get by without the ability to persuade others and to develop strong relationships.

## This is what several bosses say about executives who are derailing:

*“He should have known that he should be developing a following by now and that mentoring is an important feature of succeeding. . . He’s been here five years and should be able to point to five to eight people who see him as a role model and who want to follow him in the future.”*

*“His strengths lie in problem solving and issue identification and problem structuring. He’s very good and razor sharp and super quick at getting to the most important issues. . . These skills aren’t enough to get [him] to the next level. He’ll need to do more: use probing questions to guide people to solutions; try pulling, not pushing. He’s very good at the push. He needs to become better at the collaborative argument.”*

*“We’ve gone through a great many changes [in our organization.] [She] hasn’t always recognized when she should communicate with the rest of the team. It’s come across that she’s not interested in communicating. She hasn’t realized people’s concerns: how people’s careers are affected, projects are affected, and it’s emotional, too.”*

## This is what employees of executives who are at risk of derailing say about them:

*“I was a new [employee] who needed a lot of coaching about what it means to be [in my role.] I am now leaving. . . and many of my experiences with [him] were traumatic 16- or 17-hour days and I am biased against him. My nerves were frayed and his patience was gone with me. That frustrated me even more.”*

*“We worked weekends and a holiday. The team expected to take the holiday at some other point and waited for a cue from [him] about what would be appropriate. After the climax of the work, instead of telling us to, ‘Take a holiday while I’m gone,’ he said, ‘Here’s a list of things for you to do.’ None of them were critical and couldn’t be postponed. He didn’t recognize our efforts and the time we gave.”*

*“She is too brash and pushy. [She] breaks glass and just comes in. The ones who don’t work for her, she doesn’t try and embrace them to accept her ways. She’s so determined and anxious and she goes right to top management; the little people get stepped on. She doesn’t have an appreciation for how serious that is. She doesn’t have the support from other groups.”*

The research confirms that as executives advance in their careers, these interpersonal deficiencies are magnified. Flaws are virtually invisible early in a career because the jobs are less challenging, less ambiguous, and less complicated. As the person is promoted, the flaws grow more evident and contribute to the employee’s derailment. Lombardo and McCauley give us clues about what interpersonal behaviors to watch for when

an executive is about to move into a more challenging position:

- *difficulty molding a staff* — observed as difficulty leading subordinates, hiring talented staff, and setting a developmental climate
- *difficulty making strategic decisions* — observed when executives fail to demonstrate resourcefulness, show situational sensitivity, and do whatever it takes to accomplish a task

- *lack of follow-through* — observed when an executive fails to communicate messages in a straightforward manner, doesn't remain composed, doesn't use resources well, and lacks sensitivity to the people in the situation
- *problems with interpersonal relationships* — observed when the person fails to handle difficult situations in a straightforward manner and doesn't remain emotionally composed. Executives are also observed to have difficulty building and mending relationships, and acting with flexibility, compassion, and sensitivity.

Other interpersonal difficulties—including inflexible management style and arrogance or abrasiveness—have also been shown to put an executive at risk of derailment. Maxine Fechter, vice president of human resources for Sara Lee, remembers one leader who failed. This employee had been “given a mandate to bring about change in his division and to provide leadership. Although his business increased dramatically in the time he was there, he was asked to leave. He didn't communicate well and wasn't inclusive in his style. He was a traditional manager in that he would make decisions and then tell people about them rather than getting them to feel any kind of ownership” (Ramos 1994).

“One pattern among derailed executives is that they are unable to change their management style in different situations,” says Morgan McCall of University of Southern California's School of Business Administration (1998). Having a flexible style and being able to work with people of all types is of paramount importance. After studying executives who had to work on an international assignment, he found the most important factor that correlated with success or derailment on the

study was the degree to which a person was able to be sensitive to people who were unlike themselves.

Although much research has focused on interpersonal risk factors, Lore conducted a study with a leading professional services firm (Doherty 2001) to define interpersonal success factors. Using our 360° leadership instrument, we correlated leadership behaviors with internal performance reports. We compared executives who were fast-tracked to the highest positions in the firm (successful executives) with those who were asked to leave the firm (derailed executives.)

Successful executives were at least one standard deviation above the norm, and derailed executives were one standard deviation below the norm on the following dimensions:

- takes initiative
- is self-confident
- is well known in the organization
- supports requests with facts, evidence, etc.
- uses logical reasoning
- structures his or her own work
- excels at synthesizing
- helps others structure tasks
- puts others' interests first
- builds rapport and trust
- has qualities people seem to like
- is consistent, dependable, and predictable

It is helpful to know what problematic interpersonal behaviors to watch for when an executive is about to move into a more challenging position. It is equally important to

know what behaviors an executive should strive for to increase his or her chances of success.

These success criteria can help executives prioritize their own development.

## Executive Coaching as a Tool for Intervention

Coaching is the best way to ensure that an executive gets the help and support needed to improve his or her interpersonal effectiveness.

- Work with the executive over time and typically in one-on-one meetings
- Share feedback with the executive and help him or her expand his or her options for leading and motivating others
- Help an executive make tangible changes that will increase the likelihood that he or she succeeds
- Aid in exploring a person's desire to do their particular job and help the executive decide how well the job fits with his or her goals and aspirations
- Use information about critical success factors to help executives discover the most efficient development plan

Although internal coaching occurs both formally and informally in almost every organization, executives at risk of derailment often need more resources and more accurate feedback than traditional internal methods of coaching can provide. Therefore, Lore recommends that organizations seek out additional external resources to help executives at risk. Lore's nine-step approach to coaching at-risk executives is shown in figure 2.



Figure 2. Approach to Preventing Executive Derailment

Lore uses a systemic approach to coaching that begins by first understanding the organization and what it takes for an executive to succeed. This includes understanding organizational barriers or perceptions that contribute to executive derailment. It's this up-front work that distinguishes Lore's process to executive coaching. Beyond the up-front analysis, Lore has learned through a decade of experience that exceptional executive coaching is dependent upon three factors:

1. Well-qualified coaches who are carefully matched to the executive and the organization
2. Incorporation of best tools and techniques into the executive's development
3. Third-party coaches and facilitators who remain neutral and objective, and maintain confidentiality

The following sections examine each of these success criteria for making an effective intervention with an executive at risk of derailing.

### **1. Well-qualified coaches who are carefully matched to the executive and the organization**

Coaches have to be matched carefully to the executive. The ability to quickly build rapport with executives is an important component of the coaching process. As executive coaching grows in popularity without clear standards of practice, it becomes more difficult to sort through the available coaches. Coaching is one of the fastest-growing professions. In 1995, there were about 1,000 full-time coaches in the U.S.—now there are more than 10,000 (Levine and McClain 2001). Lore maintains a database of highly trained coaches with a variety of advanced degrees, business experience, cultural backgrounds, language capabilities, ages, genders, and leadership specialties. Lore ensures that coaches are trained in non-judgmental coaching techniques and know how to refrain from giving advice so that executives are free to make their own decisions based on the best possible information. To ensure quality, Lore coaches are asked to participate in their own development and to seek frequent supervision from other experienced coaches. Lore periodically solicits feedback on each coach's effectiveness.

Coaches are trained to be knowledgeable about the executive's industry, organization, and culture. Ideally, coaches have extensive direct work experience in the executive's industry. All coaches and coaching programs should link an executive's development back to business/organizational objectives and should continually measure the person's progress. Lore has developed a

reputation for understanding the objectives of an organization before beginning any coaching initiative.

### **2. Incorporation of the best tools and techniques into the executive's development**

Because some companies will watch employees fail rather than find a way to tell them something is wrong, Lore collects quantitative feedback to measure a person's performance as well as anonymous qualitative feedback. Not every assessment is right for an executive's development. Lore uses batteries of standardized psychological instruments that are widely accepted and tested as well as more than a dozen of our own proprietary, validated instruments. Lore maintains a database of information that tells us how the executive sees himself or herself. We compare the executive's self-perception to the perception of the executive's employees and superiors, as well as their clients and coworkers. We also make our own direct observations. Lore delivers this information to the executive so that he or she can understand specifically the behaviors that may be standing in the way of his or her success. After the executive has designed a plan for action, Lore continues to measure perceptions in the same way. Each situation is unique, and Lore coaches use a wide variety of techniques to help the executive make changes that may salvage his or her career. Helping an executive implement real change is difficult. Most practitioners agree that a person changes on multiple levels. A person must first become self-aware, then want to change, take steps to change his or her behavior, and restructure his or her frames of reference to ensure the change takes hold. This includes examining values, assumptions, beliefs, and operating style preferences—using the coaching



relationship to challenge and restructure them. An effective coach builds rapport with the executive by first determining the person's goals and aspirations and then allowing the executive to discover his or her own solutions. Lore has learned the importance of having a supportive relationship with the executive. Coaches operate under the philosophy of unconditional positive regard and offer nondirective support and encouragement to help executives develop. Lore has adopted the Rogerian principle: that offering support and encouragement is the best way to help during times of transition.

Although supportive coaching is helpful, alone it is not enough to help the executive decide to change or make the best decisions from the widest repertoire of options. To help an executive discover the need to change, effective coaches share feedback and explore the consequences of not changing. In 1966, researcher David Bakan proposed that successful people had to balance discovering their own identity with discovering that they were one part of a much greater system (Pizutelli 1993). Using Bakan's theory, Pizutelli demonstrated that executives who are too self-absorbed are at higher risk for derailment. Other research suggests that increased sensitivity to others and the organization as a whole should be encouraged early in an executive's career. One study of 700 CEOs reports a controversial and somewhat disturbing finding: "Leadership is a skill that can be learned only through actual experience, preferably before the age of 30" (McCall, Lombardo, and Morrison 1998). Research is not consistent with regard to the age cutoff, but addressing problems that may derail executives sooner rather than later is clearly advantageous. Assessments, interviews with the people the

executive works with, and direct observations are the best ways to analyze problematic behaviors and help the executive design a plan for change. Because behaviors can be observed it is possible to collect accurate measures of the executive's behavior before and after the coaching intervention.

Coaching isn't always a one-on-one engagement for Lore. Often the system must change in order for executives (and the organization) to reach their potential. Group and organizational consulting can be a useful adjunct to executive coaching. In some cases organizational dynamics have contributed to many of the problems associated with executive derailment. When appropriate, Lore consultants attempt to identify factors in the environment that contribute to the problem in some way and then plan a more holistic strategy to intervene. This means that more than just the at-risk executive is studied and the consultant may suggest interventions for the larger management team. Barry Oshry takes this approach. "Some jobs simply seem to bring out the worst in people," he says. "Certain jobs are like revolving doors. You keep finding someone who you think is competent; you put them in that position and it doesn't turn out the way you thought. So you move them out, you bring in somebody else you think is competent, and you move them out. You keep looking at it in terms of personal characteristics when maybe the thing to do is to look at the door" (Kessler 1992). Organizational analysis of executive derailment protects executives who may have been harmed by corporate practices that inhibited diversity in the workplace or that inhibited productivity for the organization as a whole. For instance, a feminine style of management that builds strong teams

and supportive relationships may not be valued by top management who want executives to make cut-and-dried decisions based on logic rather than human factors. System interventions might discover that top leadership in an organization would actually benefit from a different viewpoint when making important decisions.

### 3. Third-party coaches and facilitators who remain neutral and objective, and maintain confidentiality

Coaching or helping executives develop and grow happens internally every day. But when an executive is at risk for derailment, internal coaching is chancy. Lore researched more than 3,000 people who received coaching internally from a boss, manager, or team leader (Bacon 2001). The results are shown in figure 3 and summarized below:

- 40 percent say their coach occasionally seems judgmental
- 57 percent say they would like more coaching than they are currently getting
- 60 percent want better coaching than they are currently getting
- 56 percent say the coaching they receive is often not focused on the right things and does not help them learn exactly what they should do differently to be more effective.

Executive coaches must work hard to refrain from making judgments that suggest the coachee is good or bad in some way. This is difficult to achieve with internal coaches, particularly bosses, because the boss does have an evaluative function. Implicit in the relationship between an employee and a boss is a power differential and

the knowledge that the boss will do the performance evaluation. Consequently, any coaching received from a boss may be suspect, and coachees may be inclined to accept what the boss says, at least on the surface, because they fear appearing contrary. The whole dynamic in hierarchical organizations makes judgment-free coaching nearly an impossibility, except in organizations with exceptionally open and nonjudgmental cultures.

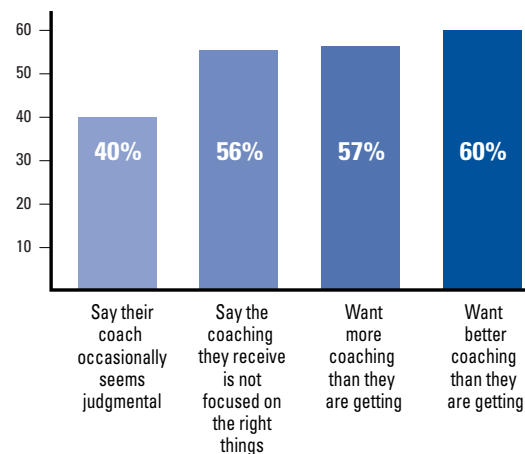


Figure 3. **People's perceptions about the internal coaching they receive**

External coaches are often better positioned to provide more effective coaching than internal coaches. Regardless, just about any coach can benefit from knowing this kind of information.

One of the most important components of coaching is providing both an outside and confidential look at the situation. A third party is capable of helping the person more efficiently. Many organizations select an outside consultant to coach at-risk executives because the organization lacks the internal resources to assess executive developmental needs or provide practical developmental supports and training techniques. "A third party can be objective. With no ax to grind, the consultant can prepare

the environment with the company and the executive as key players in the solution" (Kessler 1992). Most researchers agree that the best environment for executive coaching is one that is neutral and confidential. This type of environment helps the executive speak without censure so that issues can be dealt with openly. Kessler's work also shows that an objective third party tends to measure progress more accurately. In all of its coaching, Lore has built the environment around the same principles of neutrality, confidentiality, and accurate measurement. When executive derailment is the issue, these factors become even more important.

### Expanding the Coaching Model to Include Other Resources

Although executives clearly benefit from maintaining a confidential one-on-one relationship with their coach during the entire process, some executives also benefit from using additional resources to spur their development. Lore coordinates interpersonal and leadership workshops designed for senior and other high-profile executives, often as an adjunct or compliment to the coaching interaction. Lore has discovered that the action learning model that combines coaching with the group workshop experience provides the executive skill-building practice and useful feedback from peers, and helps to increase the executive's self-awareness. "Action learning provides leaders a chance to experiment with new behaviors. They may not learn everything they need to know, but they emerge from the program with one key attribute they may have lacked when they entered it. That attribute is increased self-awareness, and it will be something few 21st century leaders can do

without" (Marshak and Katz 2001).

Interpersonal and leadership workshops designed for executive audiences require high levels of customization and intensity. To keep executives constantly engaged and challenged, Lore workshops deal with real business problems. The design must ensure that each executive receives accurate feedback from colleagues and faculty. Lore recommends a 1:4 faculty-participant ratio for this reason. "Although executives are fairly impatient learners, a rich learning experience is one that draws on everyday experience to introduce and apply provocative new knowledge" (Spear 2001). Lore gives executives the opportunity to have open-forum discussions around barriers that are getting in the way of their success. Networking and collaborative problem solving provide the executive with even more resources than a single coach can provide. Although a single-coach approach is used to help the executive understand how he or she is perceived and how best to change, the workshop environment allows the executive to stretch even farther with others who are striving toward similar goals.

Beyond giving executives the chance to work with other executives, Lore works with the entire organization to explore whether some executive positions are structured to increase the likelihood of executive derailment and to identify systemic factors that contribute to an executive's failure. There are a number of things that organizations can do to prevent executive derailment. For instance, some innovative organizations are willing to evaluate the system and hold managers accountable for a person's derailment. Lois Frankel (1994) says managers of executives who are about to derail must acknowledge they have played a role in the person's demise by not giving the

person accurate feedback or accurate information about what skills are necessary to succeed as the person advances. Managers must be able to articulate that the skills necessary to succeed at higher levels in the organization are different or even contrary to the skills that employees developed to succeed at lower levels. Lore helps managers learn to give better feedback to executives on why they might derail. We encourage organizations to allow executives to practice new skills in a lower-risk environment before they transition to an advanced role. We help organizations understand that with each career transition, chances of derailment increase—especially when the person is faced with complex staffing and team-building requirements and the person must change from a hands-on style to a planning style. Lastly, Lore helps organizations educate executives on how to prevent their own derailment by sharing the risk factors and opportunities for development.

Effective coaching occurs in a larger context than one-on-one interactions usually allow. The expanded coaching model reinforces the discoveries an executive makes about himself or herself in the one-on-one setting. Skill-building activities followed with direct feedback from peers, group discussion, and a realization that others struggle with similar challenges supplement what can be accomplished in confidential coaching sessions. The expanded coaching model also influences system changes that simultaneously increase the executive's chance for success and help the organization achieve its goals.

## Summary

To think all executive derailment can be prevented is unrealistic. To think that interventions will succeed every time is naive. But to do nothing as some executives fail in their careers is foolish.

It's a fact of life that some bright executives will leave, be fired, or stagnate, and current statistics tell us this can happen as much as 66 percent of the time. Executives who are being dismissed without attempts to intervene or make clear reasons for their derailment are winning record numbers of legal challenges each year. Organizations that make an effort to address this problem can manage the costs associated with derailment and turnover.

Lore has learned through a decade of experience that organizations that respond to this need must provide a solid process and a wide repertoire of techniques to meet the diverse needs of executives who are at risk. When an organization uses an extended model of executive coaching the results are impressive. After working with over 6,700 executives, Lore has helped hundreds of at-risk executives make behavioral changes that they reported put their careers back on track, and we've helped hundreds of executives in transition move on to more challenging positions in their organizations.

## Bibliography

- Bacon, Terry. 2001. Coaching Effectiveness Survey Database Study. (Not yet available in print, for details, call 1-800-866-5548.)
- DeGeorge, Gail. 1987. Where are they now? Business Week's Leading Corporate Women of 1976. *Business Week*, 22 June, 45.
- Doherty, William. 2001. *Clusters Based on Higher-tenured Respondents Technical Graph*. Durango, CO: Lore International Institute.
- Fitz-enz, Jac. 2001. Knowledge management for leadership development. *The New Corporate University Review*. 31 :4-5.
- Frankel, Lois P. 1994. Preventing individual's career derailment. *Employment Relationships Today* 21:295-305.
- Kessler, Bernard M. 1992. How to prevent executive derailment. *Human Resources Professional* 5:1, 44-47.
- Levine, Terri, and Lynn McClain. 2001. Top ten coaching techniques to enhance the effectiveness of training and development. *Performance in Practice* Spring:13-14.
- Lombardo, M. M., and C. D. McCauley. 1988. The dynamics of management derailment. *Center for Creative Leadership Technical Report Number 34*, 17.
- Marshak, R. J. and J. H. Katz. 2001. Keys to unlocking covert processes. *OD Practitioner* 33:2, 3-10.
- McCall, Morgan W., Michael M. Lombardo, and Ann M. Morrison. 1988. *The Lessons of Experience: How Successful Executives Develop on the Job*. New York: The Free Press.
- Pizutelli, John Mark. 1993. Psychological and behavioral factors associated with executive success and derailment in a multinational consumer products organization. *Dissertation Abstracts International*. 54: 3-8.
- Ramos, John. 1990. Why executives derail. *Journal of Applied Behavioral Science Special Issue: Character and leadership* 26 (4):501-27.
- Ramos, John. 1994. Why executives derail. *Across the Board* 31:1, 16-22.
- Saratoga Institute. 1997. *Retention Management: Strategies, Practices, Trends*. New York: American Management Association, 31.
- Spear, Karen. 2001. Understanding executive education: A framework from adult learning theory. *Lore Executive White Paper Series*, 1.
- U.S. Department of Labor. 2001. *Occupational Outlook Handbook*. Bureau of Labor Statistics, 2000-2001 Edition.

---

## Additional Resources

Challenger, John A. 1998. There is no future for the workplace. *The Futurist* 32:16–20.

Corey, Gerald. 1996. *Theory and Practice of Counseling & Psychotherapy*. New York: Brooks/Cole Publishing, 197.

Daniel, Penrice. 1995. The changing organization: Why do managers derail? *Harvard Business Review* 73:10–11.

Dotlich, David, and James Noel. 1998. *Action Learning: How the World's Top Companies are Re-Creating Their Leaders and Themselves*. San Francisco: Jossey-Bass.

Estrich, Susan. 2000. *Sex & Power*. New York: Riverhead Books.

Lando, MaryAnn. 1998. Smooth soaring. *Healthcare Executive* 13:5, 18–22.

Shipper, Frank, and John E. Dillard, Jr. 2000. A study of impending derailment and recovery of middle managers across career stages. *Human Resource Management* 39:4, 331–45.

Stuller, Jay, and Mathew Budman. 1997. You'll be hearing from my lawyer. *Across the Board*, 34:1, 32–39.

Velsor, Ellen, and Leslie Brittain. 1995. Why executives derail: Perspectives across time and cultures. *Academy of Management Executive* 9:62–72.



Barbara Singer, M.A.

### **About the Author**

Barbara Singer is a faculty member and director of executive coaching for Lore International Institute. Barbara serves as coach to high-level executives from Fortune 500 companies and consulting firms, many of

which have participated in Lore's 360° assessment process. In addition, Barbara oversees and conducts Lore's coaching certification program and coaches clients and internal faculty who are learning to facilitate Lore's other programs. She has held the role of director of certification researcher, writer, and project manager for many of Lore's programs. She authored *Influence and Collaboration* and *Work Values—Organizational Building Blocks*, and has edited many other publications. She is MBTI certified, and she designed Lore's MBTI program.

Barbara previously worked for a regional planning commission in Ohio, interned at the Medical College of Ohio in the child psychiatric unit, was an account manager for Union Corporation, and served as a regional sales manager for a firm that served the resort industry. Barbara's client list includes Bayer, Bell South, Brown & Root, Halliburton, Bechtel, Cargill, FreeMarkets, Organic, Seagate, the Gartner Group, McKinsey & Company, GE Information Services, and various government and nonprofit agencies.

She earned her B.A. from Bowling Green State University for dual degrees in Interpersonal Communications and Psychology. Barbara has completed her Masters Degree in Counseling from Adams State College. She is a member of the Association for Psychological Type, the American Counseling Association, and the International Coaching Federation.

## About Lore

Lore International Institute is a firm dedicated to professional education and performance consulting to corporations and government agencies around the world. We offer programs and services in a variety of areas: proposal development, strategic planning, opportunity management, account management, selling skills, leadership, management, coaching, interpersonal skills, negotiating, and influencing with integrity. Our clients cover a full range of industries, including aerospace, engineering and construction, manufacturing, financial, health care, energy, and management consulting.



**800-866-5548**  
**www.LoreNet.com**

\$10.95  
ISBN 1-57740-088-7

Copyright 2001 by Lore International Institute, Inc. All rights reserved. No part of this paper may be copied or distributed to others without written permission from an officer of Lore International Institute, Durango, CO 81301 (970) 385-4955