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| **Schemas** | **Dysfunctional Leadership Modes** | **Common Triggers** |
| ***Unrelenting Standards*** The need to meet, and often have subordinates meet, impossibly high standards for performance, often driven by fears of criticism or shame.  | The ***Demanding Critic*** who constantly operates in overdrive, places unrealistic or unsustainable demands on themselves and others, and is unable to be satisfied or recognize and celebrate accomplishments. |         Subordinates who don’t meet very high standards  |
|         Subordinates who are not viewed as working hard enough or being sufficiently committed. |
| ***Recognition-seeking***Excessive emphasis on gaining attention and approval from others with are perceived to have high status in order to feel a sense of self-worth. | The ***Approval-seeker*** who tries too hard to impress those deemed important or special, sometimes to the point of taking credit not only for his/her own work but for the work of others. |         Meetings with VIP's, such as investors, owners, partners. |
|         Encounters with "special" clients or first-class colleagues.  |
|         Being in the company of people with people, title, or a special status. |
| ***Entitlement***The belief that one is superior to other people; entitled to special rights and privileges and/or not bound by the rules of reciprocity that govern normal social interactions. | The ***Narcissist*** who makes the rules and breaks the rules; who masks insecurities and (often) feelings of inadequacy by acting as if he/she is better than others, and has earned the right to not have to *wait in line* like average folks. |         Being interrupted when speaking |
|         Having to wait for one’s turn. |
|         Being inconvenienced. |
|         Activities that generate discomfort or lack of immediate gratification. |
|         Having to listen to someone else for a length of time. |
| ***Insufficient Self-control***Inability to exercise sufficient self-discipline and to tolerate frustration to achieve professional goals, or to restrain inappropriate expressions of one’s emotions and desires, or, in some cases, to manage use of self-soothing behaviors. | The ***Loose Cannon*** who is volatile, inconsistent and unfocused in pursuing important tasks and following through, and can be offensive interpersonally. Can also become excessively involved in distracting and stimulating activities. |         Challenging tasks/projects that have lengthy and detailed time lines |
|         Having to do routine or boring activities |
|         Being confronted on a missed deadline, or a pending disciplinary action such as being mentored |
| ***Punitiveness***The belief that oneself (and others) should be harshly punished for making mistakes, even minor ones, often exhibited through anger, intolerance and impatience. | The ***Bully*** who has little to no tolerance for others’ errors, missteps, or perceived failings, and who tends to become condescending, degrading, harshly critical, abusive, or threatening.  |         Subordinates who miss deadlines |
|         Lateness, even when unavoidable due to crisis or emergency |
|         Misplacement of something, a folder, a phone, an email |
|         Misstatement in a meeting |
| ***Social Isolation***The feeling that one is isolated from the rest of the world and/or not part of any group of community. Sometimes shows up as feeling different and disconnected | The ***Lone Ranger*** who “goes-it-alone” when it would be better to enlist the collaboration of others. Prefers to remain on the periphery with subordinates and colleagues, observing versus actively connecting or participating. | • Team projects • Networking invitations• Company social events |
| ***Mistrust***The belief that people will take advantage of you, manipulate you, hurt you, or use you for their own advantage.  | The ***Skeptic,*** who is suspicious about subordinate and peers’ motives, monitors their activities looking for the smallest signs of betrayal. Distrusts compliments and positive feedback, feeling someone wants something from them. |         Being asked to do/give what feels like “more” than what was agreed upon |
|         Perceptions that others are “ganging up” or conspiring |
|         Praise or compliments |
|         Personal questions |