

Employee behaviour and the perils of arrogance

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Dr. Satish Kalra



Employee behaviour and the perils of arrogance

Employee behaviour and attitude go hand in hand. Therefore, one cannot address the issue of employee behaviour without talking about attitude first. In fact, employee behaviour to a great extent is guided by his/her attitude.

Given this, one of the highly-negative behaviours at workplace could be arrogance. Arrogance stems from superiority complex and an attitude of “I am OK, others are not OK”.

In this sense, arrogant people often downplay others; they are poor developers of people and are not effective leaders.

In their research study “Arrogance: A Formula for Failure”, researcher Silverman and colleagues define arrogance “as a set of behaviours which communicate an inflated sense of superiority

Their study also showed that the people with higher level of arrogance are poor in performance. They are also unwilling to accept feedback.

In my experience spanning over 40 years, I have observed that many a times, people with highly negative behaviour rub people (their colleagues, bosses, clients etc. on the wrong side and lose even winning battles).

In fact, organisations today are getting so conscious about right behaviour and attitude that it has become a decisive factor in the selection process.

In my capacity as dean placements in some of the leading business schools, I have observed that the students with negative aggressive attitude and behaviour are the most difficult to get placed as unconsciously their behaviour comes to the surface in interview situations and at times even before that in their psychographic profiles.

We can also look at the examples from history as well as from the corporate world where the leaders/managers with a positive attitude have been very effective.

For example in political world, Mahatma Gandhi and Nelson Mandela are remembered for their humbleness and humility. Yet with all this they were quite firm in achieving their goals without any compromise with their value system and ethics.

In the corporate world, leaders like JRD Tata, Narayana Murthy and Azim Premji are the good examples of that kind. Such leaders don't hesitate from calling spade a spade but they do so in a polite, firm and frank way. Politeness is not a sign of weakness provided the leader does not compromise with his/her value system and ethics.

It is in view of this that in my course on leadership effectiveness through self-awareness, I emphasise on the fact that there is a thin difference between being frank and being blunt.

Being frank with humility, one may win a losing battle, whereas by being blunt, one may many a times even lose a winning battle.

The writer is professor of organisational behavior & human resource development & chair-alumni relations at Great Lakes Institute of Management in Gurgaon

The article can be read at - <http://content.timesjobs.com/employee-behaviour-and-the-perils-of-arrogance/?fromsite=toi>