

THE BLACK BOX OF LEADERSHIP

(Follow Me, or Get Out of My Way: The Role of Personality, Values Followers and Situation Influencing

Bad Leadership)

SHARONPANDE¹ & MANJARI SRIVASTAVA²

¹Associate Professor, School of Business Management, NMIMS University, VL Mehta Road, Vile Parle (West),
Mumbai, India

²Associate Professor, Human Resources & Behavioral Sciences Area School of Business Management, Vile Parle (West),
Mumbai, India

ABSTRACT

The topic of leadership remains largely elusive and enigmatic, but, most of the organizations have now realized the shortage of good and effective leaders. Though, there has been an exhaustive literature and research on the topic of leadership over the last few decades, the topic of bad leadership still remains a grey area. Bad leaders contribute to the weakening of the economy. They promote a combination of selfishness and spontaneity. They survive because it is easier for them to appropriate pecuniary rents, since they are uninhibited by moral scruples.

Research has shown that the leader's traits were more important than any other variable to the way leadership was exercised. There are a whole lot of traits such as practical, cognitive and emotional intelligence, these are not the only ones besides there are other personality traits which have been found impacting bad leadership coupled with situation, values, followers etc.

The paper also highlights the important role of followers in influencing leadership behavior as well as unique situational factors have been found impacting the unethical leadership behavior. It concludes with a few suggestion to improve upon bad leadership.

KEYWORDS: Bad Leadership, Personality, Values, Situation and Followers