

How to survive your boss-
Coping Strategies of Individuals with ineffective leadership

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IACCM 2010, at UCLAN, Preston, UK

Abstract

Leadership has positive impacts (e.g. job performance and motivation) on the relationship between manager and employee. However there are negative impacts like lack of trust in the manager. The central research question is how managers and employees perceive the impact of negative leadership and what coping strategies they use.

The literature review is presented in two parts. The first review focuses on the basic theories on the topic leadership. The second review focuses on the current research lines on aspects of negative leadership.

The following aspects are especially emphasized in the literature review. The overwhelming number of articles deals with the managers properties and their characteristic features. Negative impacts and consequences of leadership, however, are researched in less detail. coping strategies of negative leadership are not systematically presented. Likewise a common understanding of terms of negative leadership is not apparent.

Executives may have a different understanding of leadership in comparison to employees. Furthermore there is a different understanding of negative leadership and coping strategies. Different perspectives of employees and managers can illustrate significant differences and similarities in the effects of negative leadership and their coping strategies. Negative leadership can be better understood.

A systematically detection of the effects and coping strategies of negative leadership from different perspectives allows a broader understanding of negative leadership and the classification in the leadership context.

Keywords: manager, employee, negative leadership

1 Leadership Theories

An ineffective leadership has negative consequences on the employee satisfaction, the business culture or the long-term development of a company.¹ Executives are one of the most important reasons for an inner dismissal or stress at work.²

According to Gallup, costs in the amount of 16.2 billion Euros per year arise for the German economy from a low emotional tie with the enterprise due to absence from work alone.³

The objective of this paper is the representation of the current base literature to the topics leadership and negative leadership.

The central research question is how individuals are aware of the consequences of ineffective leadership and how they cope with these consequences.

Every individual can perceive the consequences of negative leadership differently. Likewise, executives and employees can have individual and differentiated options how they deal and cope with these consequences.

Therefore, this paper can gain additional knowledge in the field of negative leadership and contribute an explanation of dealing with negative leadership. Therefore, options and procedure recommendations can be shown, how companies, executives and employees can deal with the consequences and coping strategies of negative leadership better.

This paper presents a literature review to the topic Leadership. The Review parts into two parts. The first part represents the basic lines of research about leadership. The current state of research is shown in the subject area negative leadership.

Derived from the literature review, the main emphases and trends of the current leadership research will be displayed. This results in discussing possible future fields of research.

1.1 Literature review Leadership theories

Leadership theories enable statements about how far criteria like organizational frameworks, attributes of executives and followers, features of the coming tasks and pursued goals are important for the leadership. According to this, they are to be review in their value as a parameter of leadership success.⁴ Leadership theories will show the parameters that affect the leadership success.⁵

¹ Aasland/ Skogstad/Einarsen (2008).

² Richter (1999).

³ o.A. (2009): <http://www.gallup.com/germany/117460/engagement-fördert-wachstum.aspx>, Date :19.12.09.

⁴ Berthel (2000).

⁵ Jung (2008).

The history of development of leadership theories can roughly be divided into five stages. The search for leadership qualities (quality-theoretical approaches) had been in the focus in the first stage up to the nineteen-forties. The conviction was shaped, that a person does not only becomes a leader because of the combination of traits but also if the traits match the characteristics, activities and aims of the people led.⁶

In the second stage up to the nineteen-seventies, the focus had been questions about leadership behaviour and about the efficiency of leadership (behaviour-theoretical approaches). In the further course, leadership situations (situation-theoretical approaches) as well as the relationship between executive and employee (interaction-theoretical approaches) were also taken into account. The employee's characteristics (e.g. commitment to performance, tolerance, need for autonomy) were taken more into account of the leadership process. New leadership approaches that take changing frameworks and complexity requirements into account are displayed in the topic "Transformational leadership approaches".⁷ The central theories of the individual fields of research are displayed in the overview.

In a literature review of the database Ebsco, scientific journals of the last 10 years had been searched for "Führung" and "Leadership". Illustration 1 shows the mentioned theories in 40 papers. Altogether, 16 different theories had been identified in the papers. Transformational and charismatic leadership prioritise.

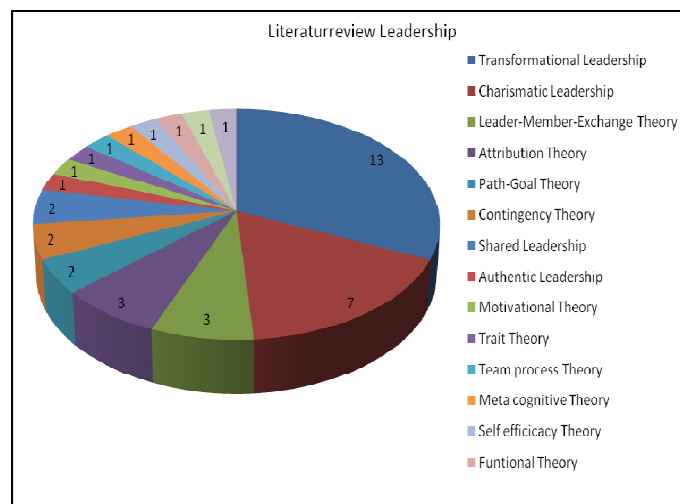


Illustration 1: Selected leadership theories in overview⁸

⁶ Stogdill (1972).

⁷ Neuberger (2002).

⁸ Own presentation

1.1.1. Trait-theoretical approaches of leadership

The Trait-Theory is one of the oldest theories in leadership science and defines it to date. The trait theory had been developed from the Great-Man-Theory of the leadership personality. In this spirit, it was regarded as fact that the few "leading" differ qualitatively from the masses of "followers" in their personality structure and that the leadership success is primarily ascribed to the "specialty" of the leadership personality.⁹

The trait theory assumes that certain traits of person determine a leadership success.¹⁰ These persons, that determine a certain trait or a bundle of traits, therefore are able to take up a leading position. Traits are being describes as personality traits that arise temporally and universally.¹¹ It is the current opinion in differential psychology that the variety of descriptions of personality can be explained by five basic largely independent dimensions (Big five), namely extraversion, tolerance, conscientiousness, emotional stability and frankness.¹²

The results show that leadership personalities show different features and therefore the assumption that features are innate, cannot be confirmed. A development of leadership traits is not considered. In addition, it is criticised that features are examined in isolation, excluding the concurrence of emotions and other emotional factors.¹³ In the scientific sense, features could not be assigned to a universal validity.¹⁴

Even though the trait theory is critically discussed in literature, it is still of great importance in practice to date. Concrete examples for this theory are personal evaluation schedules or assessment centres. The trait theory justifies the choice and nomination of executives and legitimizes the aptitude testing.¹⁵ Illustration 2 shows the overview of the trait theories.

⁹ Gebert/Rosenstiehl v. (2002).

¹⁰ Rosenstiehl v./Regnet/Domsch (2003).

¹¹ Neuberger (2002).

¹² Neuberger (2002).

¹³ Delhees (1995).

¹⁴ Wunderer (2006).

¹⁵ Wunderer (2006).

Great-Man-Theories	Overview diagrams in Jennings (1960) and Bass (1990)
Historical trait theoretical studies from the 1930s to 1960s	Cf. overview diagrams in Stogdill (1948) and (1974) as well as Bass (1990)
Charismatic Leadership Theory	House (1977), Simonton (1987), House et al. (1991)
Revival of the trait orientation in the course of the amplified interest for a charismatic leadership, leadership abilities, emotional and social intelligence	Goleman et al. (2002) and overview diagram in Bass (1990). Yukl (2001)

Illustration 2: Overview trait theories of leadership¹⁶

1.1.2 Behaviour-theoretical approaches of leadership

Compared to trait theories, behaviour-theoretical approaches take up an extended perspective. In this respect, the executives' behaviour is not in the centre of the leadership research. Different management styles and leadership behaviour are rather examined.

One-dimensional leadership conceptions are indicated by the assignment of the leadership instruments. One-dimensional leadership conceptions are based on an ideal concept of man. The concept of Tannenbaum/Schmidt (1958) is one of the best-known one-dimensional concepts for decision participation.¹⁷ In this case, participation is understood as the extent of the employee's participation in the decision-making process for which the supervisor is responsible. According to the degree of employee participation, seven management styles are distinguished, that range from authoritarian (centralised decision, making by the executive) to part-autonomous (autonomous development of an opinion in a group). The delegative leadership in this case is characterised by a high participation level by the employee and power equality.

Tannenbaum and Schmidt reduce the management style on the executive's decision behaviour and therefore remove the social aspect of the relational shaping between employee and executive. According to Wunderer especially this quality of a relationship has a central influence on decision-making.¹⁸ Tannenbaum and Schmidt rather assume that, depending on the executive's characteristics, on the employees' features as well as on

¹⁶ Reichwald/Möslein (2005).

¹⁷ Wunderer (2007).

¹⁸ Wunderer (2007).

situational framework, different management styles are suitable. In addition, the flexibility of the leadership behaviour is seen as the key to success. Leadership by delegation, creation of autonomous ranges of decision, leadership cooperative decisions in panels are versions of participative leadership.¹⁹ Generally, it is to be noticed that all one-dimensional leadership conceptions build up on an ideal idea of man. Due to the versatility of people, these conceptions do not live up to reality.

Two-dimensional leadership conceptions are characterised by the assignment of the leadership instruments according to at least two criteria. Being one of the first to be based on the results of the Ohio studies from 1953, the "Managerial Grid" is the most popular two-dimensional concept.²⁰ From this study, two behavioural dimensions "Consideration" (employee-orientation) and "Initiating structure" (task-, performance- or goal-orientation).²¹

The task is the optimization of personal and organizational productivity. In this paradigm, leadership means, to achieve operational goals by the optimal assignment of employees (transformation of resources to results). The 9.9-combination with the highest employee- and task-orientation is seen as an ideal management style. In their paradigm, Blake and Mouton (1964) assume that the 9.9-combination is learnable. The situational effect is neglected and merely the leadership conception, decision, value judgement, organisational structure as well as the personality are included in this classification, though. Illustration 3 shows the overview of behavioural theories.

<p>One-dimensional management style taxonomies: Iowa studies Management style continuum</p>	<p>Lewin/Lippert (1938), Lewin (1939) Tannenbaum/Schmidt (1958)</p>
<p>Two-dimensional management style taxonomies: Ohio State Leadership Studies (Consideration/Initiating Structure) Michigan Leadership Studies (Employee-Centred/Job-Centred)</p>	<p>Fleischmann (1953), Halpin/Winer (1957), Hemphill/Coons (1957), Fleishman/Harris (1962) Katz/Maccoby/Morse (1950), Katz et al. (1951), Katz/Kahn (1952), Likert (1961)</p>

¹⁹ Holtbrügge (2005).

²⁰ Wunderer (2006).

²¹ Wunderer (2006).

University of Texas Leadership Studies (Managerial Grid: Concern for People/Production)	Blake/Mouton (1964)
Multi-dimensional management style taxonomies: Three-dimensional taxonomies (Task Orientation / Relation Orientation, Change Orientation)	Ekvall/Arvonen (1991), Yukl (1999), Yukl (2001)

Illustration 3: Overview behavioural theories of leadership²²

1.1.3 Situational leadership theories

The situational theory of leadership is different from the trait theory in the fact that it does not analyse features but the behaviour of executives.²³ The basic assumption of the situational theory is that different leadership situations require corresponding management styles.

The contingency theory of Fred Fiedler (1967) is the most prominent exponent of the situational theory. This leadership approach is described as contingency model, as "contingency" means the conditionality resp. dependence between different situations. The central theses is that a task-related leadership of an executive correlates with the group's effectiveness if a situation is especially favourable or unfavourable for the executive.²⁴ According to Fiedler (1967), there is no universal management style but only executives who follow a certain style related to certain situations. In case of missing leadership success, it is therefore appropriate to change the situational conditions or to employ the executive differently.

Personality traits of the executive and the followers and their behaviour are barely taken into account. The group influence is also neglected. Factors like organisational culture and constitution, market structure and situation as well as the shaping of influence by employees are excluded.²⁵

²² Reichwald/Möslein (2005).

²³ Macharzina/Wolff (2005).

²⁴ Gebert/Rosenstiel v. (2002).

²⁵ Wunder (2006).

According to the situational leadership theory resp. "Life Cycle Theory of Leadership"²⁶ by Paul Hersey and Ken Blanchard (1969), success or failure is only depending on a single situation variable, the employee's degree of maturity. Degree of maturity means the ability and willingness to take responsibility (individual-related aspect) as well as to have the necessary education and experience for the independent fulfilment of predefined tasks (task-related aspect).

The executive has to analyse the situation according to this approach very exactly and has, on the other hand, to take personality and competences, the so-called "degree of maturity", into greater account. Therewith, executives should practice all management styles.²⁷

The problem is that the executive determines his employees' degree of maturity himself. This encourages assessment errors and self-fulfilling prophecies. In addition, the executive can also abuse the employees' degree of maturity to legitimize his own leadership behaviour.²⁸

That the situation needs are highly heterogeneous and staff, executive, organisational and environmental goals can almost never be synchronized is not problematised.²⁹

The path-goal-theory by House (1971) assumes, that a rational decision-maker decides in favour of the action alternative that promises the greatest benefit. An efficient leadership behaviour therefore arises if the executive identifies goals, reduces blockades on the path to achieve a goal and takes care that the employees can achieve the greatest individual success possible.³⁰ The executive has to define demanding targets quite clearly so that the individual seizes the action alternative that promises the best target achievement. Employees tend to judge the attractiveness of the target achievement differently, so that the behaviour toward the executive is formed differently.³¹ According to the path-goal theory, the leadership behaviour must be chosen in a way, that it orientates on a concrete situation and has a compensating effect in supporting the employees' achievement motivation or job satisfaction or eliminates disruptive factors.³²

In the beginning of the 1980s, the transactional leadership (Bass 1978) was derived from the path-goal-theory³³, which on the other hand has been the pathfinder for the transformational leadership (Bass 1985). Illustration 4 shows the overview regarding situational theories.

²⁶ Hersey /Blanchard (1996).

²⁷ Wunderer (2006).

²⁸ Wunderer (2006).

²⁹ Neuberger (2002).

³⁰ Mumford/Zaccaro/Conelly (2000).

³¹ Ehrhart/Klein (2001).

³² Weibler (2001).

³³ Wunderer (2006).

- Contingency theory	Fiedler (1967), (1971), (1978)
- Path-goal-theory	Evans (1970), House (1971)
- Situational leadership theory	Hersey/Blanchard (1969)
- Substitution theory	Kerr/Jermier (1978)

Illustration 4 : Overview situational theories³⁴

1.1.4. Relationship-oriented theories

Relationship-oriented leadership theories focus on the interaction relationship of an executive to employees and other interest groups.

The Leader-Member-Exchange theory, hereinafter referred to as LMX theory, deals with the relationship between employee and executive. The beginnings of the LMX theory are based on the so-called "Vertical dyad linkage theory" (VDL).³⁵ In this case, it is assumed that executives have a differentiated leadership relationship, as they cannot lead a relation in the same intensity to all employees.

In the course of the leadership relationship, two groups emerge with a so-called "in-group" on one side and an "out-group" on the other.

The "in-group" is formed by employees that can work together with the executive without problems. Loyalty, sympathy and commitment are the basis for the easy co-operation.³⁶

Employees with a rather problematic relationship to their executive work in the "out-group".

The relationship between the executive and the two groups is different. The relationship in the "in-group" turns out informal-relaxed and confiding. It is affected by a high mutual influence, while the relationship to the "out-group" is affected by formality, distrust and distance.³⁷

This differentiated leadership relationship is the reason that employees of the "in-group" have the possibility to influence and shape their own tasks, functions and roles fundamentally. Graen (1976) refers to it as so-called "role-making" while employees of the "out-group" succumb a higher influence by the executive, the so-called "role-taking".³⁸

³⁴ Reichwald/Möslein (2005).

³⁵ Graen (1976).

³⁶ Neuberger (2002).

³⁷ Neuberger (2002).

³⁸ Graen (1976).

Graen work (1976) shows, that the relationship between executive and employee cannot be generalised. An individual analysis of every single relationship is rather necessary. For example, the confidence between executive and employee is situation and context dependent and cannot be generalised.³⁹

By this individualisation, a possibility for the employee exists to influence it. Neuberger (2002) calls it "Leadership from below". The employees have the possibility of leading their supervisor by withholding information, for example, or interpreting information correspondingly.

At the same time, this individualised relationship of executives requires a subtly differentiated "toolbox" to be able to lead different employees correspondingly.

Shared Leadership is a new way with the goal of changing organisational tasks, structures and labour relations. Pearce and Conger (2003) have defined Shared Leadership as a dynamic interactive influence process between individuals in groups with the effort of a mutual leadership to meet the group and organisation targets eventually.⁴⁰ Shared Leadership emerges, when the team members are totally committed to the team leadership and do not hesitate to influence and lead other team members with the effort to maximise the potential of the team as a whole. Shared Leadership refers to a team property with leadership being divided between the individual team members - without the focus of heaving a named leader.⁴¹ Illustration 5 shows the overview regarding relationship-oriented theories.

Vertical-Dyad- Linkage Theory (VDL)	Dansereau et al. (1975), Graen/Cashman (1975)
Leader Member Exchange Theory (LMX)	Graen/Uhl-Bien (1995), Graen et al. (1986)
Multiple- Linkage Model (MLM)	Yukl (1971)
Shared / Distributed Leadership	Pearce/Conger (2003)

Illustration 5: Overview relationship-oriented theories⁴²

³⁹ Brower/Schoorman/Tan (2000).

⁴⁰ Pearce/Conger (2003).

⁴¹ Carson/Tesluk/Marrone (2007).

⁴² Own Presentation

1.1.5 Transformational theories of leadership

Since the 1980s, approaches of charismatic and transformational leadership are increasingly represented and analysed more detailed in leadership literature.⁴³ Transformational leadership belongs to the new approaches in leadership literature.⁴⁴ The attractiveness of this concept surely is up to the fact, that it should support changing processes and improve performances, especially in our uncertain times.

House's "Charismatic Leadership Theory" (1977) asks which features and behaviours characterize persons, so that they will be recognised as a charismatic personality. With the transformational leadership, based on Burns (1978) and developed by Bass (1985), charismatic features are displayed in greater detailed with regard to their use in leadership relations. Subject to the critique of the transformational leadership, refer to the charisma of executives⁴⁵. Charisma is hard to learn and only little available within executives.

Therefore, Kark et al. (2003) describes two aspects of transformational leadership - "Empowerment" and dependence. These terms show the challenges of the transformational leadership. On the one hand, leadership shall accompany employees in their independence and personal development. On the other hand, charismatic features can promote the dependence of employees.

Authentic leadership has developed from the theories to the transformative management style and offers another perspective to ethnic leadership.⁴⁶ According to Bass and Steidlmeier (1999), there are pseudo as well as authentic transformative leadership personalities.⁴⁷ Depending on the scientist, the definitions of authentic leadership vary strongly, but all of them emphasise the importance of consistency of statements, action and values.⁴⁸ Luthans and Avolio (2003) define authentic leadership as a process that consist both of positive psychological capacities and a highly developed organisational context and that result in a better self-perception and self-regulating positive behaviours of the leadership personalities and important others.⁴⁹ This leads to support of self-development. According to Avolio, Luthans and Walumbwa (2004) authentic leaders are characterised as people who are aware of their mindset and behaviour as well as about the way they are noticed from others. They are aware of perspectives of values and morals as well as the knowledge about

⁴³ Felfe (2006).

⁴⁴ Bryman (1996).

⁴⁵ Wunderer (2007).

⁴⁶ Yukl (2010).

⁴⁷ Bass/ Steidlmeier (1999).

⁴⁸ Yukl (2010).

⁴⁹ Luthans/ Avolio (2003).

their strengths.⁵⁰ Authentic executives are confiding and honest. They practice what they preach.⁵¹ Illustration 6 shows an overview of transformational leadership theories.

Charismatic leadership theories	House (1977), Conger/Kanungo (1988), House et. al (1996), Conger/Kanungo (1998)
Transformational leadership theories	Burns (1978), Bass (1985) (1998)
Strategic leadership theories	Finkelstein/Hambrick (1996), Boal/Hooijberg (2000)
Authentic leadership	Luthans/Avolio (2003)

Illustration 6: Overview transformational leadership theories⁵²

2. Literature review negative leadership

In the following chapter, theoretical description of negative leadership is explained. A small share of leadership research deals with the negative consequences of leadership⁵³. Illustration 7 shows the subject-related main emphases of articles in journals about aspects of negative leadership. On the one hand it gets clear, that the predominant amount looks into the executive and its features. On the other hand, the evaluation, shows that the employee's perspective is least examined.

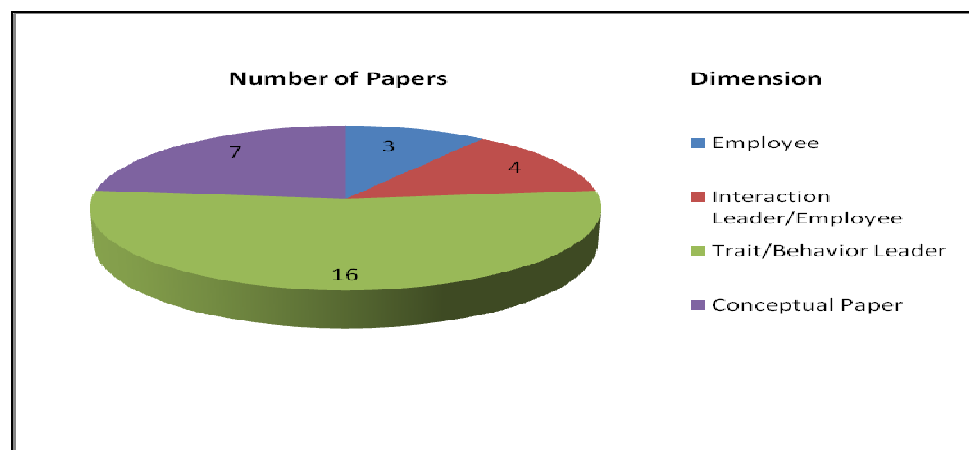


Illustration 7: Literature review negative leadership⁵⁴

⁵⁰ Avolio/Luthans/Walumbwa (2004).

⁵¹ Bass (2008).

⁵² Own Presentation

⁵³ Toor/Ogunlana (2009).

⁵⁴ Own Presentation

Illustration 8 gives a review about the different descriptions in literature. It gets clear, that there is no consistent description for negative leadership, but that numerous different concepts are used.

Leadership derailment	Toxic leadership	Negative Leadership	Evil leadership	“Dark-Side” leadership	Abusive leadership	Destructive leadership
McCall and Lombardo (1983)	Conger (1997)	Kellermann (2004)	Conger, 1990;	Conger (1990)	Ashfort (1994a)	Kets de Vries (1993)
Tepper (2000)	Hogan and Hogan (2001)	Lipman-Blaumen (2005)	Hogan and Hogan, (2001)	Ashfort (1994b)	Maccoby (2000, 2004)	Klein and House (1995)
	Benson and Hogan (2008)	Padilla and Malvey (2008)	Benson and Hogan, (2008)	Tepper (2000)	Tepper (2000)	Hogan and Hogan (2001)
	Padilla and Malvey (2008)			Askland et al. (2008)		Padilla et al. (2007)
				Rowland and Higgs (2008)		Padilla and Malvey (2008)

Illustration 8: Literature review negative leadership⁵⁵

Higgs (2003) points out, that the main emphasis of leadership research is characterised by the perception of leadership as a position and by the features or behaviours of the leader. As already shown in illustration 7, the majority of articles deal with the executive and its features and behaviours.

For example, Lombardo et al. (1988) displays the following negative features and behaviours of managers:

- Inefficiency in combination of a team
- Strong emotionality
- Bad relations to employees
- Less support of employees.

Einarsen et al. (2007) define "destructive leadership" as a systemic and repeated violation of the organisational target or demotivation of subordinates. Based on this definition, Einarsen et al. (2007) develop a model that displays the perspectives of employees as well as the

⁵⁵ Higgs (2009).

organisation. Therefore, it is made clear, that negative behaviour of executives has effects both on employees as well as on organisational targets. Illustration 9 shows this model.

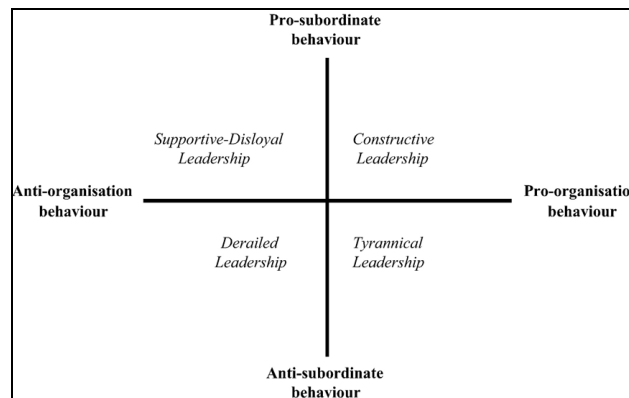


Illustration 9: Destructive leadership model⁵⁶

In their model of "Toxic triangle" Padilla et al. (2007) display different perspectives. One perspective is the destructive leader. Here, negative features and behaviours of executives are shown. The reasons for negative features and behaviours, like negative experience of life, are specially addressed here. As a further perspective, employees who have negative features themselves or have a low self-esteem are shown. The third perspective is the organisation itself that, for example, provides insecurities by changed frameworks.

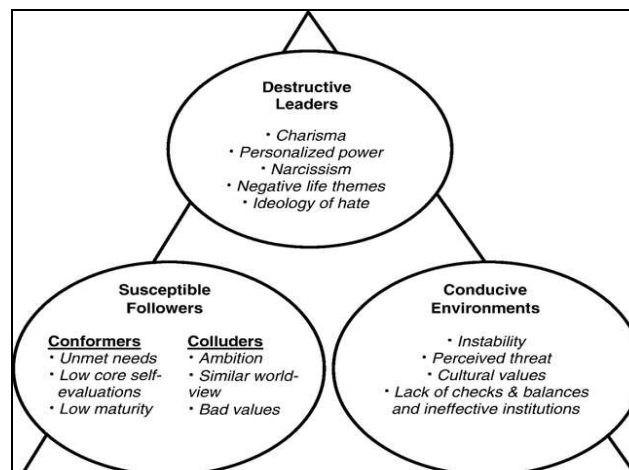


Illustration 10: Toxic Triangle⁵⁷

⁵⁶ Einarsen/Aasland/Skogstad (2007).

⁵⁷ Padilla/ Hogan/ Kaiser (2007).

3 Summary and discussion of the literature review

Illustration 1 shows the great amount of leadership theories that have been found in the literature review. In total, 16 different leadership theories were listed. The perspectives displayed show a variety of approaches to cover the topic leadership. A general and integrated leadership theory is not recognisable from the present leadership research. In this context, integrated leadership means the integration of different protagonists like employees, team and executive as well as the inclusion of corporate structures. Therefore, a central challenge for leadership research will be to develop a general managerial cognition.⁵⁸ It is to be questioned, how far it will actually be possible, to display a complex topic such as leadership in an integrated leadership theory. Moreover, the individual theories of differentiated prospects offer possible explanation approaches.

A variety of different models and definitions exist in the field of research of negative leadership, too. Different perspectives from feature-based approaches to multi-dimensional concepts show the variety of possible explanations. The concepts displayed show a development in which the consequences of negative leadership behaviour and the inclusion of different levels become more important.

The features and characteristics of executives play an important role in the leadership theories. The trait theory, the charismatic theory or the transformational theory deal with the behaviour and the features of executives. While trait-theoretical approaches are confining to a representation of possible positive features, the transformational theory makes great demands of characteristics and features. The transformational leadership's task is to increase the attitude, values, motivation and performance of employees by the "transformation". This expressed claim surely is a special challenge for executives. Given the complexity in organisations and different employee requirements, however, it is necessary to question, to what extent executives can actually perform this.

Leadership theories look at leadership in the majority from the perspective of the executive or because of a leadership relation between executive and employee. Employee-centered leadership approaches as a sole explanation feature are not recognisable. Developments in business towards a higher degree of specialisation, the desire of employees to be partners and the increase of project teams, makes a stronger focus on the employee perspective seem advisable in the future.

In context to the literature about negative leadership, a differentiated coverage of executive and employee perspective is less mentioned. The consequences of negative leadership are

⁵⁸ Bruch/Krummacker/Vogel (2006).

displayed occasionally. An integrated display of executive and employee perspective is shown rudimentally.

Besides the consequences, coping strategies are displayed occasionally. An integrated illustration of coping strategies that covers executives as well as employee perspectives has been displayed in single components, like coping with stress.

Derived from these observations of the literature review, possible questions in the future research are explained.

(1) The emphasis of the previous leadership literature focuses the positive aspects and consequences of leadership. The negative consequences of leadership are mentioned less. This makes a methodical examination of the negative consequences seem more advisable. Consequences from perspectives of executives as well as employees can be taken more into account.

(2) Coverage of different forms of consequences of negative leadership can represent a differentiated view on the topic of negative leadership. The classification of negative leadership to the leadership context can become more concrete.

(3) Within the topic of negative leadership, the perspective of executives and their features are a central explanation contribution. Here, the supplementary illustration of employee perspectives can give additional answers. Similarities and differences between executives and employees can be displayed.

(4) Besides the consequences of negative leadership, the question about dealing with these consequences is a topic less described. A networked illustration of consequences and coping strategies can clarify possible causes and results of a negative leadership.

(5) A comprehensive display of possible coping strategies can derive recommended actions, how companies, executives and employees can deal with the consequences of negative leadership better.

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