

## **Driven to Destruction: The Case of the Over-Achieving Executive**

In today's uber-competitive environment, it's no surprise that the achievement-driven executive is often viewed as the Organizational Hero. The drive to succeed is the oxygen that fuels the innovative and high-octane performance that the makes shareholders rich and CEOs famous. Yet according to new research, there is a dark side to this drive: If unchecked, it can do more harm than good -- deflating morale, derailing performance, and, in rare cases, even destroying the very organizations it was meant to save.

The most effective leaders learn to channel their personal drive through those they lead, creating climates that inspire trust, accountability, commitment, and ultimately, extraordinary effort. Helping such individuals become aware of their drive, and teaching them when to leverage it through influence, collaboration, and coaching, is an important step in their development as managers or executives. This discussion will explore:

- The rapid increase in the achievement drive among today's executives;
- Its impact - both positive and negative - on business results
- How the best leaders channel their drive through others
- How high-achieving managers and executives can learn to be more effective.

Scott Spreier, a senior consultant in the Hay Group's McClelland Center for Innovation and Research, assists clients with a wide range of leadership and talent management initiatives -- all focused on enhancing organizational performance. His clients include a number of Fortune 500 companies and represent a wide range of industries. He writes frequently about leadership issues, and was a co-author of the Harvard Business Review article, Leadership Run Amok, upon which this presentation is based.