

*The Relationship between Dysfunctional Interpersonal Tendencies, Derailment
Potential, and Turnover*

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ABSTRACT

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Managerial derailment, defined as the failure of “high potential” managers, poses costly consequences for organizations. The purpose of the present study was to investigate the relationship between dysfunctional interpersonal tendencies, behaviors indicative of the potential to derail, and actual managerial derailment in the form of voluntary and involuntary turnover. Our sample was comprised of 1,796 executive-level managers from a large, national financial institution. We found that managers who exhibit the dysfunctional interpersonal tendencies associated with ‘moving against people’ were more likely to enact behaviors associated with the potential to derail. As a result, these managers were more likely to be fired or leave the organization voluntarily. Understanding the ways in which interpersonal tendencies influence the enactment of behaviors associated with the potential to derail and the outcomes of these behaviors helps to advance our understanding of the managerial derailment process. Such knowledge may help to inform the selection, promotion, and training strategies employed by practitioners, and potentially reduce the costs associated with losing high-potential executives.