Bad Leadership
(Barbara Kellerman)

- **Incompetent** - the leader and at least some followers lack the will or skill (or both) to sustain effective action. With regard to at least one important leadership challenge, they do not create positive change.

- **Rigid** - the leader and at least some followers are stiff and unyielding. Although they may be competent, they are unable or unwilling to adapt to new ideas, new information, or changing times.

- **Intemperate** - the leader lacks self-control and is aided and abetted by followers who are unwilling or unable to effectively intervene.

- **Callous** - the leader and at least some followers are uncaring or unkind. Ignored and discounted are the needs, wants, and wishes of most members of the group or organisation, especially subordinates.

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Bad Leadership
(Barbara Kellerman)

- **Corrupt** - the leader and at least some followers lie, cheat, or steal. To a degree that exceeds the norm, they put self-interest ahead of the public interest.

- **Insular** - the leader and at least some followers minimize or disregard the health and welfare of those outside the group or organisation for which they are directly responsible.

- **Evil** - the leader and at least some followers commit atrocities. They use pain as an instrument of power. The harm can be physical, psychological or both.