

Destructive Leadership: The Hatfield And Mccoy Feud

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ABSTRACT

This paper explores the phenomenon of destructive leadership using the historical case study of the feud between the Hatfields and McCoys. The characteristics of destructive leadership as well as the consequences of this leadership style are reviewed, examined and analyzed. Utilizing a case from history to shine light on a contemporary problem, this paper will provide insight into identifying the characteristics of destructive leadership and raise awareness for future research into this important topic.

Keywords: Destructive Leadership; Hatfields & McCoys; Followership; Charismatic Leadership; Organizational Behavior; Organizational Management; Organizational Culture; Power

INTRODUCTION

What are the elements of destructive leadership? What happens to an organization when a leader derails? How does one recognize the darker elements of destructive leadership within an organization and identify factors before they coalesce, where legitimate and illegitimate goals of the leader collide with those of the organization? Destructive leadership is a phenomenon that occurs more frequently in organizations than scholars once thought and takes on many different attributes from passive to active. Aasland, Skogstad, Notelaers, Nielson and Einarsen (2010) state that “between 33.5% and 61% of all respondents report their immediate superiors as showing some kind of consistent and frequent destructive leadership during the last six months” (p. 446). Understanding destructive leadership is not only helpful for furthering the development of leadership theories but could be an essential component of the development of quality leaders, best practices and overall organizational savings (Aasland et al., 2010; Thoroughgood, Hunter & Sawyer, 2011). Destructive leadership can be detrimental to the followers and expensive to an organization. An estimation of the cost of turnover has shown that replacing a single employee can run as high as 500 percent of his or her wages (Ballinger, Craig, Cross & Gray, 2011).

The purpose of this paper is to explore the concept of destructive leadership, and factors that influence destructive leaders including dysfunction within an organization. The Hatfield and McCoy feud provides us with an actual case study for examining the phenomenon of destructive leadership as well as the ongoing metamorphosis of business environments. What happened over one hundred years ago in the mountains of Appalachia, ignited one of American history’s most famous family feuds. The names Hatfield and McCoy are forever emblazoned in United States history as a bloody feud, played out not just in the woods but in the courts as well. This epic battle, most recently portrayed in a television mini-series (“Hatfields and McCoys,” 2012), provides an intriguing glimpse into destructive leadership. The mini civil war between the Hatfields and the McCoys as a family unit is analogous to the nature and structure of organizations, reflective of relationships between leaders and followers. Who were the “real” leaders in the feud, and what was the relationship with their “followers” that transformed an outwardly peaceful environment untouched by the trappings of civilization into a battlefield?

Defining destructive leadership is not easy because it is an issue that envelops various leadership styles and behaviors. In order to grasp the Hatfield and McCoy conflict, which historians describe as one the longest lasting

between two families in the United States (“Blue Ridge Country,” 2012), clarification of what destructive leadership is and a settlement on an overall meaning of the term will be revealed.

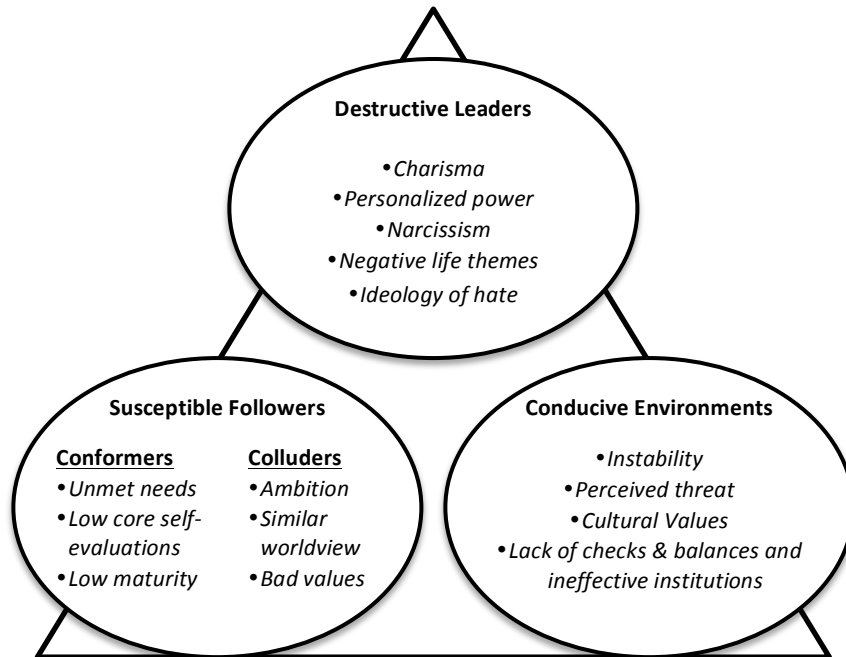
Based on our analysis and review, further recommendations will be discussed including practical implications, what type of organizational culture supports destructive leadership and how you (reader) can recognize a Devil Anse Hatfield or Ranel McCoy within your organization.

Elements of Destructive Leadership

The challenge in defining destructive leadership lies in the fact that it encompasses various leadership styles and behaviors. Scholars have argued for some time over a suitable definition for destructive leadership with, as in the case of leadership itself, little general agreement. Einarsen, Aasland and Skogstan (2007) propose a definition of destructive leadership that focuses on elements of organizational effectiveness: “The systematic and repeated behavior by a leader, supervisor or manager that violates the legitimate interest of the organization by undermining the organization’s goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates” (Einarsen et al., 2007, p. 208). Whereas Aasland et al. (2010) suggest that destructive leadership can be described generally as repetitive actions that often counteract the best interests of individuals and organizations.

Padilla, Hogan and Kaiser (2007) offer a more detailed definition of not only destructive leadership behaviors but a typology of followers and situations that contribute to the impact of destructive leadership. The authors propose a five-element definition of destructive leadership. Padilla et al. (2007) propose that leadership that meets this five-part test can exist when a tripartite of conditions exists—a model they call the toxic triangle as shown in Figure 1.

Figure 1. The Toxic Triangle: Elements in Three Domains Related to Destructive Leadership



The toxic triangle: Elements in three domains related to destructive leadership. Adapted from “Destructive Leadership Behavior: A Definitional and Conceptual Model,” by S. Einarsen, M.S. Aasland and A. Skogstan, 2007, *The Leadership Quarterly*, 18(3), pp. 207-216.

Padilla et al. (2007) argue that destructive leadership is rarely absolutely or exclusively destructive; rather, that most leadership results in both desirable as well as undesirable outcome. Secondly, they posit that destructive

leadership employs coercion and control, as opposed to persuasion by the leaders and commitment on the part of the followers. Third, they point out that destructive leadership is selfish in orientation, focusing on the goals of the leader as opposed to those of the organization and its followers. Fourth, Padilla et al. (2007) contend that destructive leadership results in organizational outcomes that compromise the quality of life of both internal and external constituents. Finally, they argue that the very existence of destructive leadership depends on the availability of susceptible followers and a conducive environment.

Krasikova, Green and LeBreton (2013) take a different approach to the phenomena of destructive leadership and argue that certain characteristics, volitional behavior set it apart from other forms of bad or ineffective leadership. This may include taking on a mantra of the ends justifies the means. What is important to note is the choice made by leaders, consciously or unconsciously that can lead to destructive outcomes for the organization including followers. According to Krasikova et al. (2013), the leader wields enough influence to encourage followers to pursue goals not aligned or in direct conflict with legitimate interests of the organization. Where, the focus is on the leader's personal goals or agenda. The authors suggest that certain factors such as goal blockage may exacerbate destructive leadership behavior, encouraging alternate means and exerting influence on followers to accomplish destructive goals.

The work by Padilla et al. (2007) and Krasikova et al. (2013) intersect on the role of personality, and how specific traits such as charisma, narcissism and psychopathy may influence a leader's disposition towards destructive leadership behavior. Especially as relates to followers and environments/organizations that coalesce into an appropriate medium for destructive leaders to operate within. We argue that a leader's personality attributes may facilitate destructive behavior, however, for destructive leadership to fully emerge it requires a combination of factors operating within the context and framework of conducive environments and susceptible followers. Thus, for purposes of this paper, our focus will be on applying the Toxic Triangle (Padilla et al., 2007) to our study of the Hatfields and McCoys.

Destructive Leaders

Padilla et al. (2007) maintain that, while not all charismatic leaders are destructive, most destructive leaders exhibit charismatic behavior and characteristics including a personal vision, self-presentational skills and a high degree of energy. In addition, destructive leaders have a personalized need for power to achieve not organizational goals but personal gain and self-promotion. Padilla (2007, p.181) and his colleagues also argue that destructive leaders exhibit narcissism, or "dominance, grandiosity, arrogance, entitlement and the selfish pursuit of [power]". They also contend that such leaders define themselves in terms of negative life stories such as childhood adversity that create a destructive image of the world and the leader's role in it. They maintain that the rhetoric and worldview of destructive leaders are comprised of images of hate and the defeat of rivals.

Transformational and charismatic theorists argue that leaders have a higher probability of being destructive, especially if influenced by internal, opportunistic motives (Illies & Reiter-Palmon, 2008, p. 253). Charismatic leaders are labeled, personalized, and transformational leaders, inauthentic (p. 253). A common theme relative to destructive or unethical leaders appears "to pursue short-term self-interests to the detriment of long-term, shared organizational goals (e.g., Conger, 1990; Darley, 2001; House & Howell, 1992; O'Connor et al., 1995)" (p. 251). It is a challenge to understand in advance if leaders will make destructive choices (p. 252). At times, destructive decisions might not be considered illegal, let alone the leaders making such decisions, or they may not even believe to be illegal or destructive (Anand et al., 2004; Messick & Bazerman, 2001) (p. 252).

There is not a "destructiveness" value that predisposes a leader to engage in destructive behavior when faced with a problem containing an ethical dilemma. However, certain value structures seem to promote destructive activities more than others. Based on theory and research suggesting that destructive leaders are motivated by self-interests, it seems likely that self-enhancement values will be positively related to destructive behavior and self-transcendence values will be negatively related to destructive behavior. (Illies & Reiter-Palmon, 2008, p. 254)

There is a clear values difference between the individuals who wish to engage in such destructive behavior and those that are not (Schwartz, 1992, p. 262). Values theory is a bi-polar model where that suggests destructive leaders who are motivated by self-interests, “it seems likely that self-enhancement values will be positively related to destructive behavior and self-transcendence values will be negatively related to destructive behavior” (p. 254). Even though individuals might not always behave relative to their values, these will continuously exert an influence no matter the awareness level; however, “there appears to be a unique, definable value structure that predicts destructive behavior” (p. 264).

Corporate leaders who make destructive decisions could argue and incredibly believe that their decision-making processes were made in the spirit and best interests of the organization and that their decisions were also made through their internal, value-driven motivations (Illies & Reiter-Palmon, 2008, p. 266). With this in mind, toxic leaders rarely wish to take on issues and make decisions, and when they do, the analysis process is impulsive and irrational (Mehta & Maheshwari, 2013, pp. 5-6).

Susceptible Followers

Padilla, et al. (2007) assert that the presence of a particular set of susceptible and, indeed, malleable followers is essential to the creation of a true destructive leader. These followers typically have a set of unmet needs and are deprived of safety while experiencing isolation and loneliness. Destructive leaders can appeal to these followers by offering a community to which they can belong.

These same followers, the authors argue, suffer from a negative self-valuation comprised of low self-esteem as well as an external locus of control and a lack of self-efficacy. These individuals are likely to have a low level of psychological maturity and self-identity causing them to identify to an inordinate degree with cultural heroes and to adopt their values. A subset of these followers often exhibits a significant degree of ambition, aspiring to profit from their association with the destructive leader. They may be willing to participate in coercive behavior to further these ambitions. These followers profess values and beliefs that are congruent with those espoused by the destructive leader and, finally, often exhibit characteristics such as greed and selfishness.

Based on each individual’s value structure, certain situations will activate certain values and more powerful values will be activated more easily, causing them to be more influential (Staub, 1989). Values exert internal pressure on individuals to behave in a certain way (Rokeach, 1973), and although individuals can choose to behave in a manner inconsistent with their values, they will, over time, develop predictable behavioral Personal Values and Destructive Leadership preferences that are reflective of their hierarchical value system. (Illies & Reiter-Palmon, 2008, p. 268)

History is replete with examples of bad leaders and organizational collapse. The one common thread no matter size or type of organization – leaders cannot lead without followers. An argument can be made during the first part of the feud between Hatfield and McCoy, most individuals in the community were isolates or bystanders as defined by Kellerman (2012), respectively non-involved or observers who do not participate, taking a neutral stance. The members of the community who initially became involved had, at some level a stake in the outcome, and were motivated to support the leader with a certain level of engagement.

In her book entitled *Followership*, Kellerman (2008) identifies five types of followers: “isolate, bystander, participant, activist, diehard [in terms of level of engagement]” (p. 6). She asserts a continuum exists between followers who are passively involved from those that are more actively involved and committed to following the leader at all costs. And, she makes a distinction between good followers who follow positive leaders and bad followers who follow leaders from the darker side. Motivation determines the role a follower will take.

During the second part of the feud, external forces influenced the nature and direction adding gasoline to a simmering fire. When did the two leaders derail? In order to advance their agenda, Devil Anse and specifically, Ranel McCoy made strange bedfellows, relationships with those outside the immediate organization who did not necessarily share in the same vision, but were able to use the leaders to accomplish their own agenda’s. At what

point could the H&M followers have stopped the leaders? At what point were the follower's aware of what was happening, or were they even aware? Were the followers complicit?

Jennings (2006) asserts an identifiable pattern to ethical collapse of an organization exists, literally right under the nose of those involved in the organization. According to Jennings (2006), the seven warning signs of ethical collapse are: "1. Pressure to maintain those numbers, 2. Fear and silence, 3. Young'uns and a bigger-than-life-CEO, 4. Weak board, 5. Conflicts, 6. Innovation like no other, 7. Goodness in some areas atoning for evil in others." (p. 6)

Conducive Environments

When discussing destructive leadership, the concept of psychological ownership and territoriality is common. It can be observed in the workplace and can affect the performance and overall health of a company and its employees. Today, psychological ownership and territoriality also play crucial roles for leaders and followers, affecting their decisions and behaviors in current business environments. There is a dark side to psychological ownership. A leader or supporter who is not willing to share an object will most likely try to control it (Pierce, Kostova & Dirks, 2003). Furthermore, when fear plays into a person seeing an object as their own, territorial behavior heightens (Bernhard & O'Driscoll, 2011). These behaviors can reduce performance collaboration, information sharing and transparency, and increase the separation between leader and followers. Hauge, Skogstad and Einarsen (2007) indicated that destructive leadership can create an environment for bullying, especially when the leaders are unable to handle stressful situations well for their followers. In the business arena, conflicts can also appear more frequently between employees and destructive leaders, which have been shown to reduce overall job satisfaction and increase stress among followers within the environment (Hauge et al., 2007).

Brown, Lawrence and Robinson (2005) discuss territoriality as "an individual's behavioral expression of his or her feelings of ownership toward a physical or social object" (p.577). Brown et al. (2005), note that destructive leaders can display territorial behaviors, which stem from seeing an object (tangible or intangible) as part of their own self. These types of behaviors can be seen as "irrational, dysfunctional, or unusual might largely be explained by territoriality" (p. 582). Most importantly, territorial behavior can be "contagious," continuing from the leaders to the followers (Brown et al., 2005). Some positive outcomes of territoriality are that it can increase performance and commitment to one's organization. Bernhard and O'Driscoll (2011) note that destructive leaders who develop psychological ownership can have a positive impact on employee commitment, job satisfaction and retention within an organization. If the devotee feels ownership towards an object or a vision, then the person will more likely feel accountable to meeting the goal. This does not take into account whether the goal is just or righteous (Bernhard & O'Driscoll, 2011).

Padilla et al. (Mulvey & Padilla, 2010; Padilla, Hogan & Kaiser, 2007; Thoroughgood et al., 2012) have drawn attention that "no matter how clever or devious, toxic individuals still require considerable assistance to accomplish their ends" (Thoroughgood & Padilla, 2013, p. 145). The assistance has the potential to "come from two predominant sources: susceptible followers and or conducive environments (Padilla et al., 2007)" (p. 145). Both the Hatfield and McCoy families contained these two prominent sources.

Certain environments are more conducive to destructive results than are others (Mulvey & Padilla, 2010; Padilla et al., 2007). Environments include the contexts, circumstances, and conditions within which toxic leader – follower interactions take place. Broadly speaking, environments comprise three elements: institutional (including internal and external checks and balances), environmental (such as the economic, social, and technological conditions) and cultural (including societal attitudes, experiences, and beliefs). Some followers may also contribute to organizational toxicity. (Thoroughgood & Padilla, 2013, p. 145)

Einarsen et al. (2007) argue that the presence of an explicit intent to harm one's own organization is immaterial to the classification of leader behavior as destructive. However, they maintain that the harm to the organization or the followers must be as a direct result of the action of the leader. Einarsen et al. (2007) distinguish between the legitimate and illegitimate aims and goals of the organization. In making this distinction, they argue that

what is normally done may be viewed as legitimate and that leadership is destructive only if it acts in opposition to these interests.

Environments that exhibit significant social instability allow destructive leaders to seize power by advocating radical change to restore stability. Related to this instability is the existence of a perceived external threat that causes followers to accept more assertive leadership (Padilla et al., 2007). The researchers also maintain that destructive leaders are more likely to emerge when operating in cultural environments that emphasize an avoidance of uncertainty, collectivism and high power distance (Padilla et al., 2007). In such cases, the strong leader serves to absolve the followers of any responsibility for resolving conflicts, and can serve to bolster group identity. Finally, organizational climates devoid of procedural checks and balances, lacking in institutionalization, and in which a culture of apathy and dependency exists among the followers foster the development of destructive leaders due to the lack of opposition and dissent.

Operational Definition of Destructive Leadership

For the purposes of this article, destructive leadership involves co-dependence between a leader and his or her followers in an environment that inadvertently propagates behavior which deviates from the goals of a group to the individual leader. In the workplace, it is the deviation from the goals of the organization to the leader's self-interests, where the company does not come first. Destructive leaders may or may not be aware how they are perceived, and believe they are working for the organization's best interest.

Why the Hatfields and McCoys?

In the study of destructive leadership, there are plenty of examples from which to draw correlations, both from a historical and contemporary perspective. In 2012, The History Channel released a mini-series titled "Hatfields & McCoys". The dramatization depicted the violent feud between these two families post-Civil War. The resurgent interest in this piece of American history caught the attention of the authors because it brought to life many of the qualities and characteristics of destructive leadership. The combined interests in both destructive leadership and American history laid the foundation for selecting the Hatfields and McCoys as a case study in destructive leadership.

Contemporary events such as Enron, Anderson Consulting, MCI Worldcom, the Bernie Madoff Ponzi Scheme, and the Penn State crime between sports management and the administrative level. These recent corporate and academic failures have been due to a result of the authenticity of leadership behavior and style (Mehta & Maheshwari, 2013). Most leaders are competent, experienced, and ethical in their behaviors; however destructive leaders are arrogant, self-serving, and incompetent are also pervasive in organizations (p. 1). It is interesting in how people refuse to learn from monumental mistakes and toxic historical events.

Take the Enron executives who financially brought the company and stakeholders down with them in the 21st Century. Enron ethics is a term used ironically to describe a "question of deep culture rather than of cultural artifacts, ethics codes, ethics officers and the like" (Sims & Brinkmann, 2003, p. 243). The culture of cleverness at the company started as the pursuit of excellence through quality initiatives where executives learned to worth through cleverness to preserve the infallible façade of success (p. 246). Enron's organizational culture was driven by this pursuit of excellence but after-the-fact, employees realized that the falling stock prices and the lack of consumer and financial market confidence (p. 246). Enron employees who believed the executives that encouraged them to heavily invest in the company were unable to remove or salvage their investments (p. 246). It was the so-called ethical culture that brought the organization of leaders and followers to their demise.

In thinking about corporations in more 'developed' nations, "the United States, by far, has the strongest connections between religious beliefs, public politics, and public/private morals" (Wray-Bliss, 2012, p. 535). How similar is this concept to the Hatfield and McCoy feud, and the past and contemporary times have not really changed.

To better understand the effects of destructive leadership as well as the selection of this particular case, it is beneficial to put both the topic and the case into an appropriate context. When analyzing a contemporary business case one might use the common phrase “In today’s economy...”. In the case of the Hatfields and McCoys it is suitable to view the families as organizations and factor in the social and economic environment of the time in which these two organizations interacted with each other, see Appendix C, Hatfields and McCoys: Toxic Triangle.

Both families/organizations were located in the Appalachian Mountain region between Kentucky and West Virginia. Prior to the Civil War, the families in this region led a rather isolated life (Toth, 1999). According to Waller (1988), “whatever social differentiation existed, economic activity was virtually the same for everyone, and poverty was almost unknown” (p. 22). Neighbors relied on each other, living in small social groups, and oftentimes were related through marriage. “Tug Valley residents were connected by familial relations, ties to land, economic position, and neighborly dependence, sometimes for mere survival” (Hammer, 1997, p. 54).

Outside the valley the forces of market capitalism and industrialization transformed America, but geography and the more easily exploitable resources available elsewhere protected the valley’s inhabitants from the disruption associated with economic development. They gradually created an insular society that supported an interlocking network of political, religious and social activities. (Waller, 1988, pp. 20-21)

Respected researchers such as Rice (1982) and Alther (2012) seem to agree that before the Civil War both sides of the Tug River Valley, Kentucky and West Virginia were at peace with each other. However, when the Civil War erupted they were literally caught in the middle, located as they were between the Union and Confederate borders. Individuals had to choose sides, and neighbors who had lived and worked with each other peaceably now found themselves on opposite sides of the war. Alther (2012) states that Civil War loyalties in the region can best be described as complex, since many non-feuding members of each clan served on or supported different sides: the Union and the Confederacy.

Based on this one can infer that since a peaceful existence was the norm, then it was the desired form of interaction between both families as well as all who lived in the region at this time. From this we can establish a common mission/vision for both families: a peaceful co-existence. Since families relied heavily upon other families for their day-to-day operations, we can add to their mission/vision the desire to support and provide for their families/organizations.

The first documented flash point in the feud between the Hatfields and McCoys began in 1863, when Ranel McCoy accused Ellison Hatfield of stealing four of McCoy’s razorback hogs, resulting in an exchange of gunfire between the brothers of both families near the McCoy home in Pikeville (Alther, 2012; Rice, 1982). Slowly over time, the feud began to fester in a series of events between the Hatfields and McCoys, eventually ending in multiple murders and drawing national attention. Please refer to Table 1 – Key Trigger Points in Feud (see Appendix A).

Property disputes are not uncommon in the contemporary business world. At the time of this first confrontation, both C.E.O.s of the Hatfield and McCoy organizations could have met and negotiated a peaceful resolution. Assuming that the mission and vision of both organizations, up to the point of this initial conflict, was to maintain a peaceful and amicable existence, then a peaceful resolution would have been the desired outcome for a leader who had the best interests of the organization in mind. However, the actions and attitudes of the leaders in this case exemplify, from the very first altercation, the actions of a destructive leader. It was at this point that each leader deviated from the goals and mission of the group and began to promote his own self-interests.

Devil Anse Hatfield has been described as a natural-born leader, possessing raw abilities well suited for service in the militia and surviving creatively off the land (Hatfield & Davis, 2012). This is a good example of how he demonstrated his charismatic character. Devil Anse’s father, known as “Big Eaf,” was a respected member of the Tug Valley; however, Devil Anse developed a reputation where the nickname of “devil” seemed most appropriate (Waller, 1988). Devil Anse was aggressive in his pursuits of Union soldiers and supporters, thus creating a name for him (Davis & Robertson, 2009). Devil Anse was seen by many in the Tug Valley as a figure who garnered respect, if not fear; one did not want to tangle with the formidable Hatfield, let alone his personal power. His forefathers defended the region against Native American attacks, and Devil Anse defended the Tug Valley region from Union

attacks during the Civil War (Alther, 2012). “No one else among the hill people was found with a personality so full of perseverance, as well as self-reliance, and confidence in his own ability to obtain aid and comfort for those who trusted his leadership” (Hatfield & Davis, 2012, pp. 22-23). This was a clear demonstration of narcissism by the supremely self-confident Devil Anse.

Ranel McCoy appears to fit four key elements of destructive leaders as discussed in the work by Padilla et al. (2007). However, one characteristic—charisma—is more difficult to associate with him. Kellerman (2008) states that followers of charismatic leaders are willing to make sacrifices for the mission and are, at some level, emotionally attached to the leader. Ranel McCoy’s followers appear to have been motivated by other outside interests, rather than a strong emotional attachment to him. Ranel’s word was suspect. Please refer to Main Players in Feud Table for character attributes of Ranel McCoy (see Appendix B). According to Alther (2012), Ranel lacked leadership skills and only drew supporters as the violence increased, specifically after the New Year’s Day murders. Please refer to Table 1 – Key Trigger Points in Feud (see Appendix A).

When reading biographical sketches of Devil Anse Hatfield, one could draw the conclusion that he was fierce, aggressive and willing to take risks. According to Waller (1988), Anse was notably one of the first true capitalists of the region, primarily due to his land speculation and timber pursuits post-Civil War. For the most part, he was a successful entrepreneur. Devil Anse was so successful in the timber business that many of his family members would follow him into the business venture (Waller, 1988).

Ranel McCoy’s personal background as described by historians suggests an array of negative life stories including childhood adversity which, as Padilla et al. (2007) discussed, is one attribute of destructive leadership. One could also argue that based on his negative life story Ranel McCoy was seeking power by way of self-promotion, with a desire to be the big fish in a small pond. Perhaps even in a narcissistic way he felt entitled to a more powerful position in the Tug Valley. This could also have led to an ideology of hate, or having a global view of defeating his rival Devil Anse at all costs.

Truda Williams McCoy’s description of how Ranel McCoy viewed Devil Anse was that “he believed in God and the Devil. No man in his right mind could doubt the devil, not after he had lived as close to the Hatfields as he had” (as cited in Hatfield & Davis, 2012, p.19). This may be one of the primary differences in leadership between the two men. Devil Anse Hatfield fits the description and demeanor of an alpha male; perhaps the black sheep of the family needed to assert his leadership prowess in all endeavors. Ranel McCoy would rather hold a grudge, complain, and pursue justice in terms of the law.

CONCLUSION

Padilla et al. (2007) provide a useful tool (toxic triangle) to examine situations like the Hatfield and McCoy feud or any organizational environment for the presence of destructive leadership. However, it does not fully address at what point leadership becomes destructive—before the leader leads an organization towards destruction. History provides a context to examine destructive leadership; however, the past is viewed in hindsight.

Destructive leadership is seldom absolutely or entirely: most leadership results in both desirable and undesirable outcomes. Leaders in concert with followers and environmental contexts contribute to outcomes distributed across a constructive-destructive continuum. (Padilla et al., 2007, p. 179)

The right elements can come together as in a chemistry experiment, but the outcome (results) may have been influenced by some catalyst (internal/external influences or forces). In the case of the Hatfields and McCoy’s, the “right” elements combined to produce a perfect storm, i.e. destructive leadership or leadership gone awry. As pointed out by Padilla et al. (2007) in the toxic triangle, environments that are undergoing transformative change are prime targets for destructive leaders.

Susceptible followers as discussed by Padilla et al. (2007) in the toxic triangle are either conformers or colluders. Kellerman (2008) alludes that followers follow out of self-interest, and makes a cost/benefit calculation with regards to following a leader. What role and responsibility do followers have in preventing destructive

leadership and the unintended consequences of destructive leadership as presented in the Hatfield and McCoy Feud? One is left with an age-old question: how does one recognize the darker elements of a dysfunctional organization which can yield to destructive leadership before the organization is destroyed?

“Individuals will tend to construct problems in a manner consistent with their values, [and] even if leaders with self-enhancement values are in place, it may be possible to reduce their threat by attempting to guide their problem-construction activities when they are faced with a problem containing ethical content” (Illies & Reiter-Palmon, 2008, p. 268).

Destructive leadership can often result in a group with more problems than when the leader(s) first appeared. This type of leadership can lead to turnover and overall job satisfaction issues (Schmidt, 2008). Whether the destructive leader is a narcissist, a perfectionist, an abuser, a bully, or demonstrates other toxic behaviors, the damage he or she creates affects individual followers and organizations alike. Choosing leaders wisely is critical so that the direction taken is in the best interest of the group, not just the leader.

Therefore, it is imperative to create processes and systems within the organizations to identify, control and eliminate toxic behaviors before these leaders ‘climb up the ladder’ and make toxicity the part of the culture. In the current competitive business having a highly motivated, committed and competent workforce is the key for [a] sustainable competitive advantage and certainly leadership behaviors have significant impact on each of these constructs. (Mehta & Maheshwari, 2013, p. 11)

Further Recommendations

This case study provides insight into destructive leadership and the devastating consequences that can follow as a result. Although contemporary examples may not be as savage as the Hatfield and McCoy case, there are still lessons that can be learned; further research into the effects of destructive leadership is encouraged. The authors believe that further study into identifying the early signs of destructive leadership in modern organizations would be beneficial both to the organizations as well as corporate society. “Although not yet receiving significant research attention, several authors have argued that assessing the values of prospective corporate leaders may be an effective way to decrease unethical behavior (e.g., Egri and Herman, 2000; Fairholm, 1998; Hogan and Hogan, 2001)” (Illies & Reiter-Palmon, 2008, p. 268).

On a smaller scale, bullying in the workplace could fall into this category of destruction but that is another issue to be explored. Being able to identify the signs and symptoms of destructive leadership would also help assist the followers, the organization, and all stakeholders in more productive and affable workplace environment. The identification could be determined by such assessments as Myers-Briggs MBTI® and the Jung Typology Test™. Psychographics and personality types can be determined as to the possibility whether destructive traits in leadership exist in the candidate. Finally, identifying a quantifiable consequence to destructive leadership would be beneficial by emphasizing the impact this unsavory approach has on any organization.

AUTHOR INFORMATION

Dr. Sparks has a passion for leadership and management. His background includes serving in the United States Marine Corps and working as a Police Officer. He has spent 15 years in management and leadership consulting, higher education and is currently transitioning into the field of Emergency Management/Medical Services.

Dr. Wolf's professional career spans the telecommunications, entrepreneurial and small business sectors where she worked in accounting and financial management. Her areas of expertise include accounting, taxation, organization management and leadership. During her corporate career, Dr. Wolf became involved in various mentoring programs including rotational MBA programs. She began teaching accounting, finance and leadership approximately ten years ago at the request of her interns. Dr. Wolf has been enjoying teaching ever since! Her true passion is in learning, sharing her knowledge and experiences with students to help mentor and develop them as future leaders in the business and the community.

Principal Investigator and Author:

Dr. Zurick's passion is in coaching, mentoring, leadership, and organization and management. She has over 30 years of experience in the corporate and business world serving the Fortune companies to provide technology and business solutions from the desktop to the wide area network and or Internet. Each week she challenges her undergraduate and graduate learners to move to the next level so they can realize fruitful and successful careers in serving their internal and external customers.

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Appendix A. Key Trigger Points in Feud

Incident	Initiator	Outcome
<ul style="list-style-type: none"> In 1863, Ellison, brother of Devil Anse and a few others had an exchange of gunfire with Asa Peter and John McCoy brothers of Ranel near McCoy home in Pikeville (Alther, 2012; Rice, 1982). 	Ellison Hatfield – stole 4 McCoy hogs.	<ul style="list-style-type: none"> Outstanding lawsuit by McCoy nine years later, 1872. Reciprocal suit and accusation in 1863 from Hatfield side (Basil, 1st cousin of Devil Anse’s) – McCoy’s stole 6 hogs partially resolved/settled in court.
<ul style="list-style-type: none"> Between 1860s and 1870s various lawsuits between McCoy and Hatfields sprinkled the courts (Alther, 2012; Rice, 1982). 	McCoy and Hatfields	Various, although Hatfield appeared to win more, or have resolved in his favor.
<ul style="list-style-type: none"> In 1865, murder of Harmon McCoy – Ranel’s younger brother. (Alther, 2012; Rice, 1982). 	Allegedly shot by Bad Jim Vance; Devil Anse was accused but maintained he was in bed sick at the time.	No trial or indictments
<ul style="list-style-type: none"> In 1878, Floyd Hatfield (cousin of Devil Anse) was accused by Ranel McCoy of stealing one of his hogs (Alther, 2012; Rice, 1982). 	Ranel McCoy initiated a lawsuit against Floyd Hatfield.	Jury acquitted Floyd Hatfield; testimony by Selkirk McCoy (Ranel’s cousin) voted for acquittal based on testimony from Bill Staton - Ranel McCoy, and brother-in-law to Ellison as well as Floyd Hatfield (Alther, 2012).
<ul style="list-style-type: none"> In 1880, Bill Staton was murdered (Alther, 2012; Rice, 1982). 	<ul style="list-style-type: none"> Allegedly shot by Sam and Paris McCoy – sons of Ranel McCoy. Ellison Hatfield initiated a warrant for the arrest of Sam and Paris McCoy. 	<ul style="list-style-type: none"> McCoy brothers arraigned in Logan County with Judge “Wall” Hatfield – Devil Anse’s brother. The brothers were acquitted – suspicion that Devil Anse did not want any vindictive action.
<ul style="list-style-type: none"> Election Day 1880, Johnse (son of Devil Anse) and Roseanna (daughter of McCoy consummate a relationship (Alther, 2012; Rice, 1982). 	<ul style="list-style-type: none"> Roseanna went to home of Devil Anse for fear of retribution from father Ranel McCoy; stayed for a few months, then left pregnant; tried to return home but was sent to Aunt’s home. Tolbert and Bud McCoy under orders from father, Ranel to spy on Johnse captured him after a brief meeting with Roseanna and threatened to kill him. Pharmed, Jim sons of McCoy as well as McCoy were part of the posse. Roseanna already several months pregnant fled to Hatfield’s – alerting Devil Anse. 	<ul style="list-style-type: none"> Devil Anse, Bad JimVance, Ellison Hatfield and others crossed into Kentucky, rescued Johnse – did not seek retribution.

<ul style="list-style-type: none"> Election Day 1882, skirmish broke out between McCoy's Tolbert, Pharmed & Bud (sons of Ranel) and Ellison (Devil Anse's brother) after an earlier argument between Bad Lias Hatfield and Tolbert McCoy over money for a fiddle (Alther, 2012; Rice, 1982). 	<ul style="list-style-type: none"> Ellison Hatfield was stabbed multiple times by Tolbert, Pharmed & Bud McCoy; Pharmed shot Ellison in the back when he reached for a rock. Ellison was moved in a makeshift stretched across the Tug Fork to Warm Hollow; the McCoy brothers were placed under arrest by the Constable and were being escorted to the Pikeville Jail when intercepted by Elias and Wall Hatfield. Wall Hatfield convinced the Kentucky authorities that the boys should be tried in the jurisdiction where the altercation occurred. "Observing twenty-six deep gashes among Ellison's wounds, in addition to the bullet hole, and anticipating quick revenge by the Hatfields, Deacon Anse urged that the McCoy's be moved to the Pikeville jail immediately" (Rice, 1982, p. 37). Events are sketchy – however, Devil Anse with his posse took the McCoy brothers from the guards, and proceeded to bring them to the West Virginia side of the Tug Fork. Ranel left for Pikeville to obtain help not buying the words of Wall Hatfield that all the Hatfields wanted was for the law to take its course. 	<ul style="list-style-type: none"> Ellison Hatfield passes away a few days later. Devil Anse took matters into his hands – they moved the McCoy brothers to the Kentucky Side of the Tug Fork, bound them to Paw Paw Trees and executed them on the spot. Judge Brown from the Pikeville Court charged a grand jury – 20 indictments against the Hatfields ensued, next move in court 1883 – Sheriff declared unable to arrest any of the men. The Hatfields continued to cross over into Kentucky in heavily armed bands. Perceived that with the deaths of Ranel's sons – Devil Anse was less active in the feud – he may have continued to be the technical leader, caller of the shots – however, his son "Cap" took on more of a leadership role.
<ul style="list-style-type: none"> Ranel's passion for vengeance increased, and Devil Anse's decreased. Ranel put his faith in Perry Cline to take up legal action against the Hatfields (Rice, 1982). 	<ul style="list-style-type: none"> Perry Cline obtained copies of the indictments used them to persuade the Governor of Kentucky to request the Governor of West Virginia to deliver the Hatfields to Kentucky. In 1882, the Governor of Kentucky made a formal request to the Governor of West Virginia – Cline as attorney, and Bad Frank Phillips as Deputy in charge of receiving the prisoners. 	<p>Governor of West Virginia refused stating a technicality – missing appropriate affidavit from Pike County Kentucky, Perry Cline and Bad Frank in 1887, obtained warrants for the arrest of 20 Hatfield's and formed a posse used to conduct raids across the border.</p>
<ul style="list-style-type: none"> Christmas Day, 1887, Devil Anse along with Bad Jim Vance and other Hatfields devised a plan they thought would end the feuding... according to some, Devil Anse is said to have wanted Ranel McCoy dead – no one else (Alther, 2012; Rice, 1982). 	<ul style="list-style-type: none"> New Year's Day, the Hatfields initiated a raid on Ranel McCoy's home. The raid as planned went awry, shots were fired – Ranel and his son Calvin shot Johnse Hatfield in the shoulder. Conflicting reports as to whether or not Devil Anse actually took part in the raid. 	<ul style="list-style-type: none"> Bad Jim Vance set the McCoy house on fire; Alifair McCoy who was limp from polio was allegedly shot dead by "Cap" Hatfield while trying to retrieve water to douse the flames; Sarah McCoy rushed to her daughters aid and was beaten senseless by Bad Jim Vance; Calvin McCoy rushed out as a decoy so his father, Ranel could escape – he was shot dead.

<ul style="list-style-type: none"> In January, 1888, Perry Cline and Bad Frank continued forays into West Virginia (Alther, 2012). 	<ul style="list-style-type: none"> Shot and killed Bad Jim Vance; “Cap” Hatfield escaped. 	<ul style="list-style-type: none"> The Battle of Grapevine Creek - 18 days after the murder of the McCoy's and Bad Jim Vance, another skirmish occurred between the Hatfield posse and the McCoy posse led by Perry Cline and Bad Frank. A friend of the Hatfields, Bill Dempsey, was shot dead by Bad Frank; Bud McCoy, son of Harmon McCoy, was shot in the shoulder.
<ul style="list-style-type: none"> Bad Frank Phillips with posse continues raids into West Virginia (Rice, 1982). 	<ul style="list-style-type: none"> Captures Wall Hatfield and eight others. By Fall of 1888, three more Hatfields captured including Cottontop Mounts, son of Ellison Hatfield. 	<ul style="list-style-type: none"> Delegation from both sides – Pike County, KY and Logan County, WV – petitioned respective governors of Kentucky and West Virginia for militia to protect borders and put an end to the hostilities.
<ul style="list-style-type: none"> Taken to the Supreme Court in <i>Plyant Mahon appellant v. Ahner Justice</i>, jailer of Pike County, KY, the question of whether or not Kentucky had jurisdiction, could cross over into West Virginia, extradite the accused and hold them in a Kentucky prison for trial (Alther, 2012; Rice, 1982). 	<ul style="list-style-type: none"> The Supreme Court, in 1888, upheld the lower court’s decision – although the arrests were apprehensible, no legal means existed to extradite from one state to the other; only under affirmative laws on the subject. 	<ul style="list-style-type: none"> Rewards posted for capture of Hatfields; West Virginia reciprocated with an indictment against Bad Frank Phillips. In August, 1889, trials began of Hatfield prisoners: Cottontop pleaded guilty to shooting Alifair McCoy, was found guilty and hung on February 18, 1890. Wall Hatfield was found guilty and sentenced to life in prison; same verdict handed down to rest of prisoners.

Appendix B: Main Players in Feud

The McCoy Side	Randolf “Ranel” McCoy	Perry Cline	“Bad” Frank Phillips
<p>Background Information</p>	<ul style="list-style-type: none"> • b. 1825 Pike County, Kentucky** • Family early settlers of region; one of 13 children grew up in poverty** • In 1849 married 1st cousin Sarah, altogether had 16 children** 	<ul style="list-style-type: none"> • b. 1849 (Alther, 2012). • Jacob Cline “Rich Jake” died in 1858 and willed five thousand acres of timberland in West Virginia to son Perry, when he was nine years old (Alther, 2012). <p>Col Dils from the 39th Kentucky Mounted Infantry, Union Army served as his guardian – two of his older brothers served with Col Dils (Alther, 2012).</p>	<ul style="list-style-type: none"> • b. 1862 (Alther, 2012). • Col Dils from the 39th Kentucky Mounted Infantry, Union Army served as his guardian when father was killed (Alther, 2012). • Father, who served in Union Army with Harmon McCoy, was killed by Confederate soldiers (Alther, 2012).
<p>Role/Relationship to Key Players</p>	<p>Leader of McCoy clan</p>	<ul style="list-style-type: none"> • Elected Sheriff of Pikeville, Kentucky and became an attorney in 1884, representing McCoy in legal matters (Alther, 2012). <p>Related by marriage – sister Martha “Patty” married to Harmon McCoy, Ranel’s younger brother (Alther, 2012).</p>	<ul style="list-style-type: none"> • Bounty Hunter/Special Deputy (Alther, 2012). • Second husband of Nancy, Harmon McCoy (Alther, 2012).
<p>Personality/ Characteristics Often Attributed</p>	<ul style="list-style-type: none"> • Reputation as gossip and complainer:** • “Ranel McCoy resorted only to grumbling and lawsuits when he had a grievance rather than to physical retaliation” (Alther, 2012, p.26). • “...Ranel McCoy, who clearly lacked the leadership skills, financial resources, and supporters that Devil Anse enjoyed,” (Alther, 2012, p.29). • Truda Williams McCoy’s description was that Ranel had a firm view of right and wrong, the code he lived by (as cited in Hatfield & Davis, 2012). • Hot tempered, (Rice, 1982). 	<ul style="list-style-type: none"> • Shrewd (Alther, 2012). • Ambitious, Pikeville lawyer and politician (Rice, 1982). 	<ul style="list-style-type: none"> • Chip on shoulder, bad attitude*** • Had a drinking problem and was known to have a way with women (Alther, 2012). • Roughneck, although from a wealthy family, perceived as trying to live up to father’s reputation as hero/fearless (Alther, 2012). • Noted for being courageous, however, under the influence of alcohol, could act cruelly as well as impulsively (Rice, 1982).

<p>Rationale for Engaging in Feud</p>	<p>Personal grudge against Hatfields:</p> <ul style="list-style-type: none"> • Series of legal skirmishes regarding stolen property including hogs (Rice, 1982). • Murder of his brother Harmon (who served in Union Army) allegedly by Bad Jim Vance (Rice, 1982). • Johnse’s (son of Devil Anse) relationship with his daughter Roseanna, and she gave birth to an illegitimate daughter (Alther, 2012; Rice, 1982). • It is thought that he harbored a deep grudge against Devil Anse for his success; civil war and guerilla antics as well as overall power in the region (Rice, 1982). 	<p>Personal vendetta against Hatfields:</p> <ul style="list-style-type: none"> • When old enough, he worked on Devil Anse’s timber crew. And, in 1872, Devil Anse brought a legal suit against him for logging between their properties, on what he believed was part of his inheritance. After six years, the lawsuit was settled, and Devil Anse received all five thousand acres (Alther, 2012). 	<p>Personal vendetta against Hatfields:</p> <ul style="list-style-type: none"> • Retribution for death of father, and other atrocities committed by Confederate Army and supporters reputedly led by members of the Hatfield Clan – Devil Anse, Bad Jim Vance (Alther, 2012).
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The Hatfield Side	William Anderson “Devil Anse” Hatfield	“Bad” Jim Vance	Valentine “Wall” Hatfield
Background Information	<ul style="list-style-type: none"> b. 1839 Logan County, West Virginia* Family early settlers of region; one of 18 children* In 1861, married Levicy Chafin, eventually had 13 children* 	<ul style="list-style-type: none"> b. 1832 (Alther, 2012). “Until his desertion last year, Bad Jim had ridden with Gen. Vincent Wincher’s raiders, who plagued Union supporters all over southeastern Kentucky and southwestern Virginia” (Alther, 2012, p.7). 	<ul style="list-style-type: none"> b. 1834 (Alther, 2012). Often sat/participated in Logan County Courthouse center of community decisions (Alther, 2012).
Role/Relationship to Key Players	Leader of Hatfield clan	<ul style="list-style-type: none"> Illegitimate son of Besty Vance – mother of Nancy Hatfield, Anse’s Mother (Alther, 2012). Reported to have the ear of Devil Anse (Alther, 2010; Hatfield & Davis, 2012; Rice, 1982). 	<ul style="list-style-type: none"> Devil Anse’s older brother, and a West Virginia District Justice of the Peace (Alther, 2012).
Personality/ Characteristics Often Attributed	<ul style="list-style-type: none"> Natural born leader, marksman and rider* Aggressive, ambitious, successful at farming, real estate and cutting timber* Truda Williams McCoy’s description of how Ranel viewed Devil Anse was that “he believed in God and the Devil. No man in his right mind could doubt the devil, not after he had lived as close to the Hatfields as he had” (as cited in Hatfield & Davis, 2012, p.19). “No one else among the hill people was found with a personality so full of perseverance, as well as self-reliance, and confidence in his own ability to obtain aid and comfort for those who trusted his leadership” (Hatfield & Davis, 2012, pp.22-23). “...Preacher Anse was mild mannered and peace-loving, whereas Devil Anse was a wily prankster and guerilla fighter” (Alther, 2012, p.44). 	<ul style="list-style-type: none"> “...mean as a snake” (Alther, 2012, p.4). Ruthless and vindictive (Rice, 1982). 	<ul style="list-style-type: none"> Reputed by family members to be the most conservative, dependable, thoughtful with a quiet intelligence, an idealist in nature, not a hardened killer (Alther, 2012).

<p>Rationale for Engaging in Feud</p>	<p>Note: “Throughout the feud Devil Anse was usually sick in bed whenever his followers committed deeds that might get them murdered by McCoys” (Alther, 2012, p.35).</p> <ul style="list-style-type: none"> • Prior to 1880 Election Day death of brother Ellison by McCoy’s sons, most of the growing tension between Hatfield and McCoy was played out in the courts (Alther, 2012). 	<ul style="list-style-type: none"> • Known to behave in a vigilante style, he had the ear of Devil Anse, often carrying out or responsible for atrocious acts with Devil Anse’s son, “Cap” – basically worked as Devil Anse’s deputy, so to speak (Alther, 2012; Hatfield & Davis, 2012; Rice, 1982). • Note: appears to perhaps have gone “rogue” in terms of carrying out Devil Anse’s plans – New Year’s Day murders and burning of McCoy’s house one example... gone too far... 	<ul style="list-style-type: none"> • Death of brother Ellison by McCoy’s sons seemed to trigger his reluctant involvement (Alther, 2012).
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Note: * Anderson Hatfield. (2012). *Biography.com*. Retrieved from <http://www.biography.com/people/devil-anse-hatfield-20824939>

** Randolph McCoy. (2012). *Biography.com*. Retrieved from <http://www.biography.com/people/randall-mccoy-20824891>

Appendix C: Hatfields and McCoy's: Toxic Triangle (for details refer to Appendices A and B)

Incident	Destructive Leader	Susceptible Follower(s)/Action	Conducive Environment
<p>1880 – murder of Bill Staton</p>	<p>Ranel McCoy</p>	<ul style="list-style-type: none"> • Sam and Paris McCoy, sons of Ranel McCoy allegedly shot & killed Staton. • Ellison Hatfield initiated a warrant for the arrest of Sam and Paris McCoy. 	<ul style="list-style-type: none"> • McCoy brothers arraigned in Logan County with Judge “Wall” Hatfield, Devil Anse’s brother. • The brothers were acquitted – suspicion that Devil Anse did not want any vindictive action.
<p>Election Day, 1882 – skirmish between family members of McCoy's and Hatfields; Ellison Hatfield was killed in fight by McCoy brothers</p>	<p>Devil Anse</p>	<p>Members of the Hatfield Clan moved the McCoy brothers to the Kentucky Side of the Tug Fork, bound them to Paw Paw Trees and executed them on the spot.</p>	<ul style="list-style-type: none"> • Judge Brown from the Pikeville Court charged a grand jury – 20 indictments against the Hatfields ensued. • Next move in court, 1883 – Sheriff declared he was unable to arrest any of the men. • The Hatfields continued to cross over into Kentucky in heavily armed bands.
<p>Legal Action against Hatfields</p>	<p>Ranel McCoy</p>	<ul style="list-style-type: none"> • Perry Cline petitioned Governor of Kentucky • In 1887, Perry Cline and Bad Frank obtained warrants for the arrest of 20 Hatfields and formed a posse to conduct raids across the border. 	<ul style="list-style-type: none"> • In 1882, the Governor of Kentucky made a formal request to the Governor of West Virginia • Governor of West Virginia refused, stating a technicality: missing appropriate affidavit from Pike County Kentucky.
<p>New Year’s Day 1888 Massacre</p> <ul style="list-style-type: none"> • McCoy home set on fire • Alifair and Calvin McCoy were killed, • Sarah McCoy was beaten senseless 	<p>Devil Anse (conflicting reports whether or not Devil Anse was involved)</p>	<ul style="list-style-type: none"> • Hatfields initiate raid on McCoy’s home Bad Jim Vance, “Cap,” and other Hatfields took part in raid 	<ul style="list-style-type: none"> • Hatfields take refuge in mountains of West Virginia

<p>The Battle of Grapevine Creek: 18 days after the murder of the McCoys</p> <ul style="list-style-type: none"> • Bad Jim Vance was killed; “Cap” Hatfield escaped. 	<p>Ranel McCoy</p>	<ul style="list-style-type: none"> • Perry Cline and Bad Frank continued forays into West Virginia; posts rewards for capture of Hatfields – draws individuals and media attention • Wall Hatfield and eight others captured. • By Fall of 1888, three more Hatfields captured including Cottontop Mounds, son of Ellison Hatfield. 	<ul style="list-style-type: none"> • West Virginia reciprocated with an indictment against Bad Frank Phillips. • 1888 Supreme Court Ruling regarding extradition • In August, 1889, trials began of Hatfield prisoners: Cottontop pleaded guilty, hung on February 18, 1890. Wall Hatfield was found guilty and sentenced to life in prison; same verdict handed down to rest of prisoners.
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*Note: Historians Alther (2012), Rice (1982), and Waller (1988) agree: the incident in 1863 where Ranel McCoy accuses Ellison Hatfield of stealing four (4) hogs, and subsequent legal battles between McCoys and Hatfields during 1860’s and 1870’s including the murder of Harmon McCoy in 1865 were considered isolated instances in the feud, just stoking the fire for an epic battle.

1. Potential Case Study Questions for Business Students

- a. Did the respective leader’s leadership style contribute to the feud? If so, how?
- b. At what point could the H&M followers have stopped the leaders?
- c. At what point were the follower’s aware of what was happening, or were they even aware?
- d. Were the followers complicit?
- e. What can you do to acquiesce this type of organizational culture that supports destructive leadership?
- f. Why did people follow Devil Anse? Why did they follow Ranel McCoy?
- g. How does one recognize the darker elements of a dysfunctional organization which can yield destructive leadership?
- h. What are the factors that led to this dysfunction?
- i. How can you (reader) recognize a Devil Anse or Ranel McCoy within your organization?