

Chapter 1

HUBRIS SYNDROME IN MANAGERS: A CONCEPTUAL EVALUATION

Didem ÖZTÜRK ÇİFTÇİ¹

INTRODUCTION

The concept of hubris, whose origin is thought to be based on Greek mythology, is described as a dangerous mix of extreme self-confidence, ambition, arrogance and pride (Picone et al., 2014; Sadler-Smith, 2016; Park et al., 2018). Hubris, which is thought to emerge with the acquisition of power, especially in individuals with a predisposition, has therefore been dealt with in academic research mostly within the framework of characters with power such as heads of states and executive managers. (Sheaffer & Eckhous, 2017; Park et al., 2018; Sadler Smith et al., 2016; Li & Tang, 2010). It is also linked to behavioural disorders, narcissistic personality disorder and potential addictive behaviors within the godly ego of leaders whose connection with reality gradually diminishes as the power they hold decreases their reasoning power (Pincus ve Lukowitsky, 2010).

Research shows that hubristic leaders are extremely self-confident and ambitious in making strategic decisions, perceive their own abilities more exaggerated than they are, and because they ignore the possibility of making mistakes for these reasons, they exhibit extreme risk-taking behaviours in their managerial activities (Zeidan, & Müllner, 2015; Sheaffer & Eckhous, 2017). In other words, hubris leads to an exaggerated belief in the individual's own decisions by deviating from objective standards with a cognitive bias that can affect his/her decisions (Hayward & Hambrick, 1997; Hayward et al., 2006).

Throughout history, hubris has been the subject of many researches as a concept that has taken its place among the causes of failed leadership. In particular, when evaluated in the context of management, it has been observed that decisions taken without utilizing decision-making mechanisms and processes resulted in higher costs for companies.

In this research, the hubristic characteristics created in managers by increasing power in direct proportion to the rise in hierarchical steps were examined. In this

¹ Dr. Ordu University, didemciftci@gmail.com

because of the high risks in financial decisions and the resulting costs, but also because of creating negative consequences in terms of strategy formation in a wider range. Therefore, the prior detection of the signs of hubristic leadership will provide an option for organizations to avoid paying such costs, especially during the employment of professional managers who will be at the top of the hierarchy and at the heart of decision-making.

It is clear that the management forms of hubristic leaders, prioritizing themselves, ignoring others, and not allowing questioning of their decisions, do not align with the organizational structure that is expected in today's organizations, such as participatory management, team spirit and horizontal hierarchy rather than centralized leadership. The non-participatory form of management leads to the implementation of decisions made from a single center without passing through a filter of criticism and the possibility of making mistakes.

The concept of hubristic leadership has been evaluated with a prejudice in the academic literature due to its characteristics, and often its negative consequences have been focused on. However, there are also studies demonstrating that this type of leadership can make a difference in making decisions that require courage, especially in high-pressure environments such as crisis periods, and can increase intrinsic motivation and creativity unexpectedly in certain situations.

In the context of the above information, in this study, information about the emergence of the concept of hubris, the process of development both in psychological and managerial sense, its characteristics and negative aspects have been included.

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