

Giriş

Liderliğin, bir grup bireyi paylaşılan hedeflere ulaşma yönünde etkileme ve motive etme yeteneği olarak tanımlanmasıyla tutarlı olarak, liderlik araştırmalarının ve kuramsal teorilerinin çoğu örgütsel etkinliği teşvik eden lider davranışlarına odaklanmıştır (Bass, 1990; Yukl, 2002). Etkili liderliğin doğasını, öncüllerini ve sonuçlarını detaylandırmak liderlik araştırmalarının “kutsal kasesi” gibi görünmektedir (Erickson, Shaw & Agabe, 2007). Kellerman (2004)’a göre, etkili liderlik üzerine gerçekleştirilen araştırmalar ve ortaya konan teoriler, liderlik fenomenleri hakkında yararlı bilgiler sağlamıştır. Ancak, liderliğin özünü algılayabilme noktasında gerekli olan, liderlerin güçlerini kötüye kullandıklarını gösteren karanlık taraflarını da anlamak ve bertaraf etmektedir. Organizasyon kanseri olarak ifade edilebilecek karanlık liderliğin erken teşhis edilmesi ve önlenmesi kurumlar için hayati öneme sahiptir (Erickson, Shaw & Agabe, 2007).

Liderliğin ışıltılı tarafına nispeten, karanlık tarafı üzerine kapsamlı bir akademik birikim olmamasına rağmen, bazı liderlik stillerinin karanlık özellikler gösterdiği bilinmektedir. Bunlar; küçük tiranlar (Ashforth, 1994), zorba liderler (Einarsen, Hoel & Notelaers, 2009), yıkıcı liderler (Schyns & Schilling, 2013), toksik liderler (Lipman-Blumen, 2005) ve istismarcı liderler (Tepper, 2000) gibi kötü ve işlevsiz özellikler barındıran liderlik yapılarıdır.

Bu karanlık liderlik yapıları içerisinde özellikle istismarcı yönetici davranışları ve bu davranışların bireysel, örgütsel ve toplumsal yankılarına yönelik son

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yanında, etik değerlerinin ve kişilik özelliklerinin de titizlikle değerlendirilmesi gerekmektedir. Bununla birlikte, yönetim kademelerinde emeklilik, ölüm, işten ayrılma gibi sebeplerle bir pozisyonun boşabilme ihtimaline karşı hazırda aday bulundurmaya içeren örgütsel yedekleme planları oluşturulurken, bu plana dahil edilecek bireylerin de kurumun etik kodlarına ve iş ahlakı ilkelerine aykırı davranışlarının olup olmadığı değerlendirilmeli, aykırılığın tespiti halinde terfisi engellenmelidir.

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