



## TenStep Supplemental Paper

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14 March 2004

### **Success Endangered**

Employees in today's people-driven organizations are provided with enormous opportunities to satisfy their entrepreneurial instincts. However, although they have the opportunity to start companies, lead business units and run projects individually, not many are successful.

Waldroop and Butler have identified five behavior patterns that affect success - The Impostor, the Meritocrat, the Hero, the Peacekeeper and the Procrastinator.

#### **The Impostor**

Impostors unconsciously feel that they are placed too high and do not belong there. They believe that they are pretending in their position and are afraid that someday people might find out. Of course, every person has strengths and weaknesses. To combat feeling like an Impostor, Waldroop suggests, "Don't blame yourself. Buy yourself some time. Fake it - that's fine. Act as if you're going to win, do your homework, and the rest will take care of itself."

#### **The Meritocrat**

Meritocrats are people with great ideas who fail at the implementation stage. Their frustrations in not being able to act upon their ideas can get in the way of success. Waldroop suggests that a meritocrat, when presenting his or her ideas to a manager, should present them as if they were not yet fully formed. Use phrases like - 'This is what I'd like to do, but I want your thoughts as well.' In that way, the meritocrat is more likely to avoid confrontations.

#### **The Hero**

These people are ambitious and work too hard to achieve their goals. They are compulsive in nature and do whatever it takes to get wherever they want to be. They are more commanders than leaders. Organizations run by these people are characterized by burned-out, exhausted and disgruntled employees. Such people can prevent this situation by recognizing the early signs of burnout.

#### **The Peacekeeper**

Peacekeepers are generally perceived to be calm and avoid conflicts. While organizations can benefit from conflict that creates new ideas, peacekeepers are uncomfortable with these situations because they lack experience in handling conflicts. Waldroop suggests that they work to acquire this skill.

#### **The Procrastinator**

Butler says, "Procrastination has a lot to do with shame." Procrastinators put off doing something because they feel that completing the task will lead to shame in some form. Their sense of shame arises from fear of challenges. Though they do not lack in skills,



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their fear of shame unconsciously becomes a hurdle to success. According to Butler, the best way to deal with this feeling is to realize what it is.

These behavior patterns not only obstruct success in the workplace but also hinder individual success. The best way to counter them is to identify and deal with them systematically.