



Dysfunctional Units: Archetypes

- 1 Lost:** Units that have lost their academic and/or research way
- 2 Divided:** Departments characterized by factions, often catalyzed by personalities, disciplinary, or methodological differences
- 3 Gridlocked:** Many meetings, no outcomes; inability to make any decisions, much less hard ones; search for total consensus or focus on minutiae
- 4 Injured:** Crisis or critical incident puts units at a crossroad.

Some Specific Manifestations

Rudderless

Ambivalent or weak leader uncomfortable in role, unwilling to make decisions, says one thing up the chain, another inside the unit

Toxic Conflict

Interpersonal, intergenerational, ideological, or disciplinary differences

Post-Despotic

Long-term autocratic leader resulting in deficient infrastructure, capacity, policies, procedures in unit