

Three Degrees of Failure: Michael Vick and the Performance Evaluation Model of Leadership

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Problem

- Current Leadership Literature
 - Little discussion of leadership failure
 - Little discussion of contextual leadership
 - Models to explain leadership failure?
- Lack of Ongoing Evaluation Tools
 - Usually judge leadership post facto

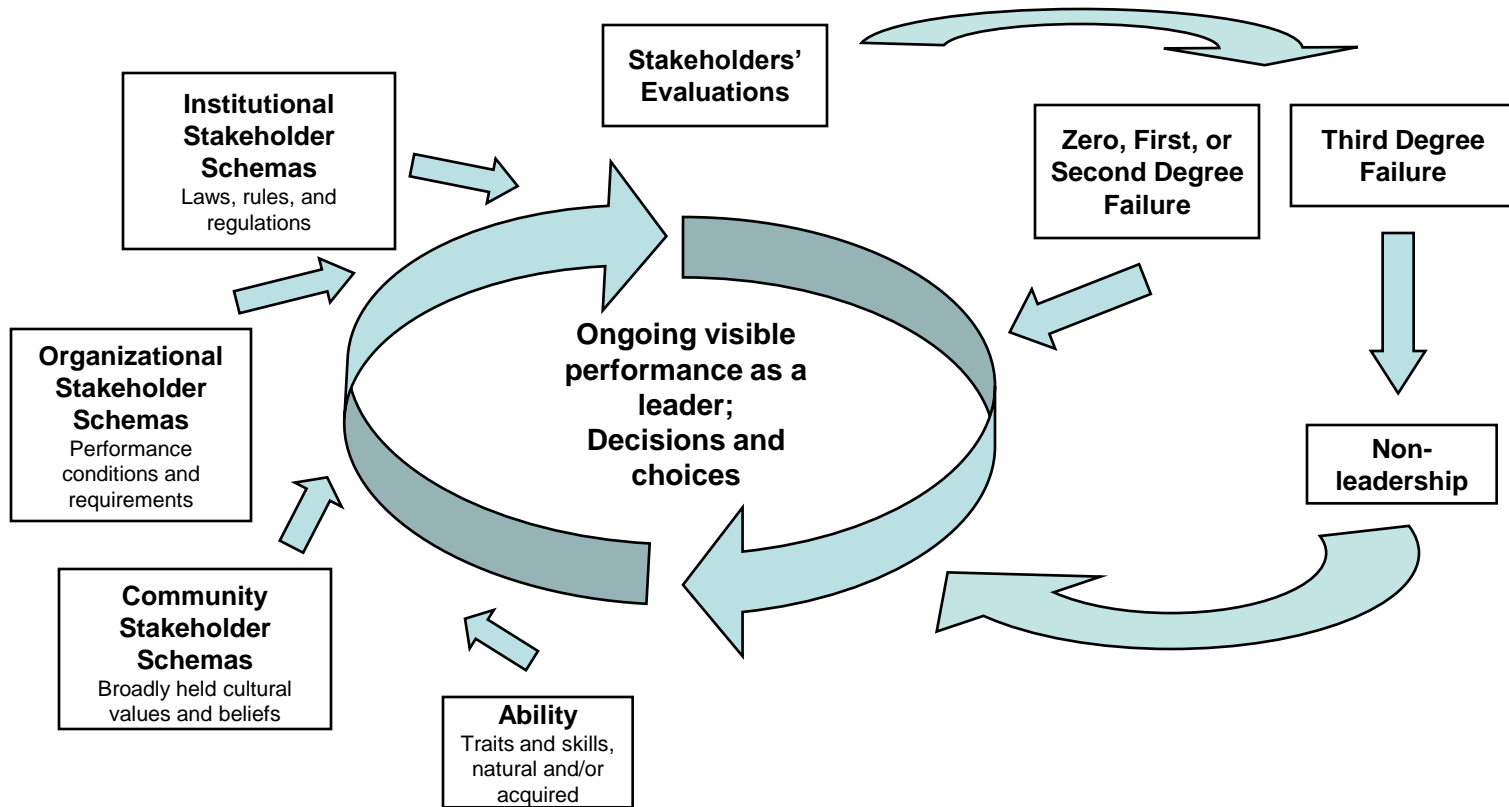
Argument

- Focus on leadership failure
 - **Failure**: rejection by audiences
- Propose and institutional leadership model
- Propose communicative model
 - Audience rather than followers
- Use Michael Vick as case study

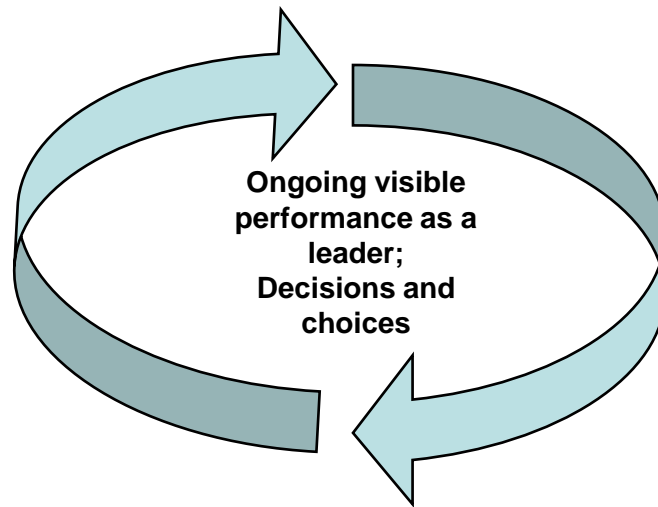
The Michael Vick Case

- Former NFL quarterback (Atlanta Falcons)
 - Serving 23 months in prison for illegal dog fighting charges
- Team leader
- Role model
- Public figure on and off field
- Deemed failure
 - Not failure on the field, but failure to 3 audiences of stakeholders

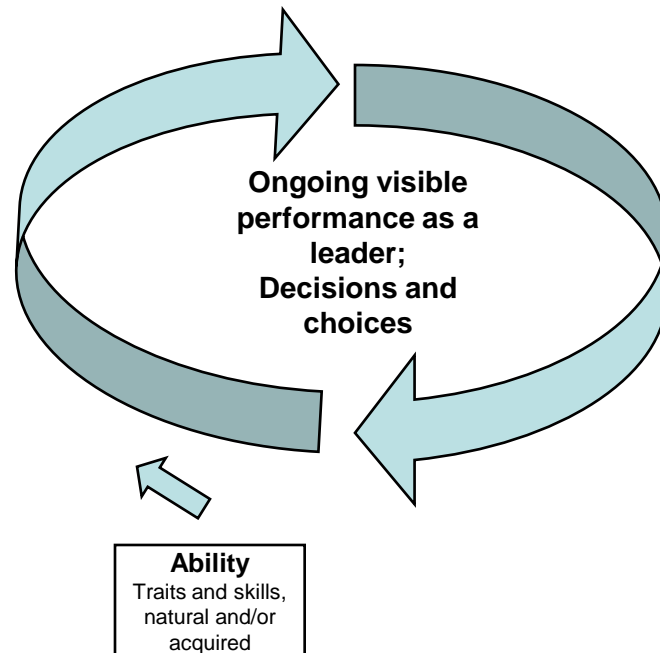
The Performance Evaluation Model of Leadership



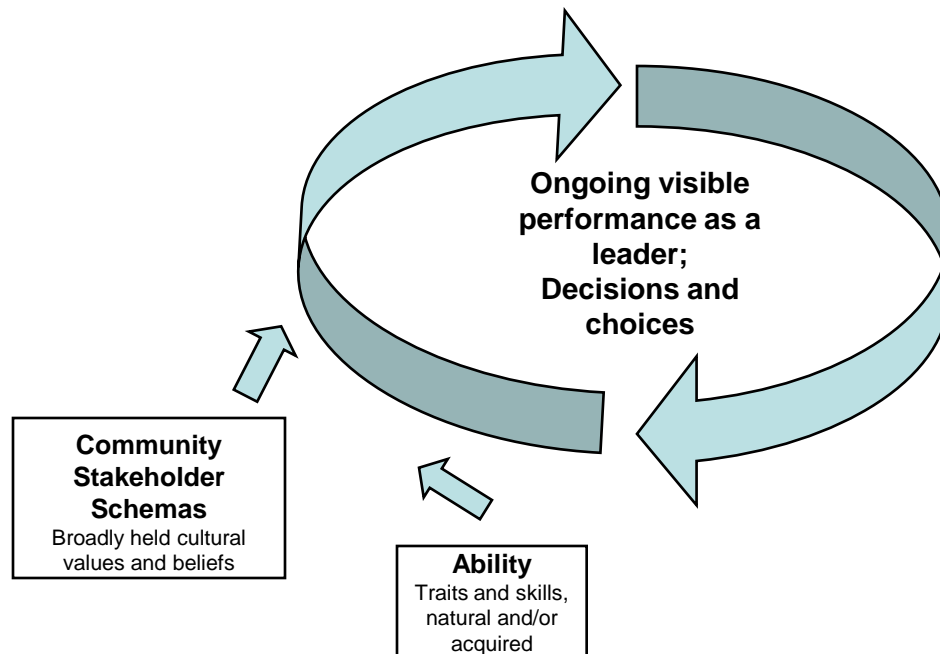
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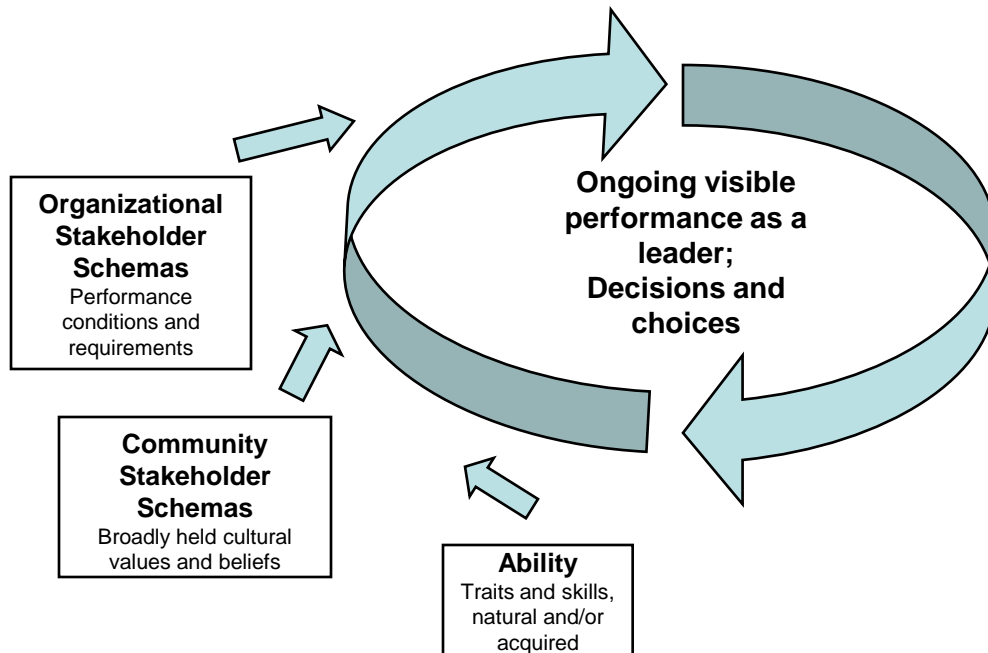
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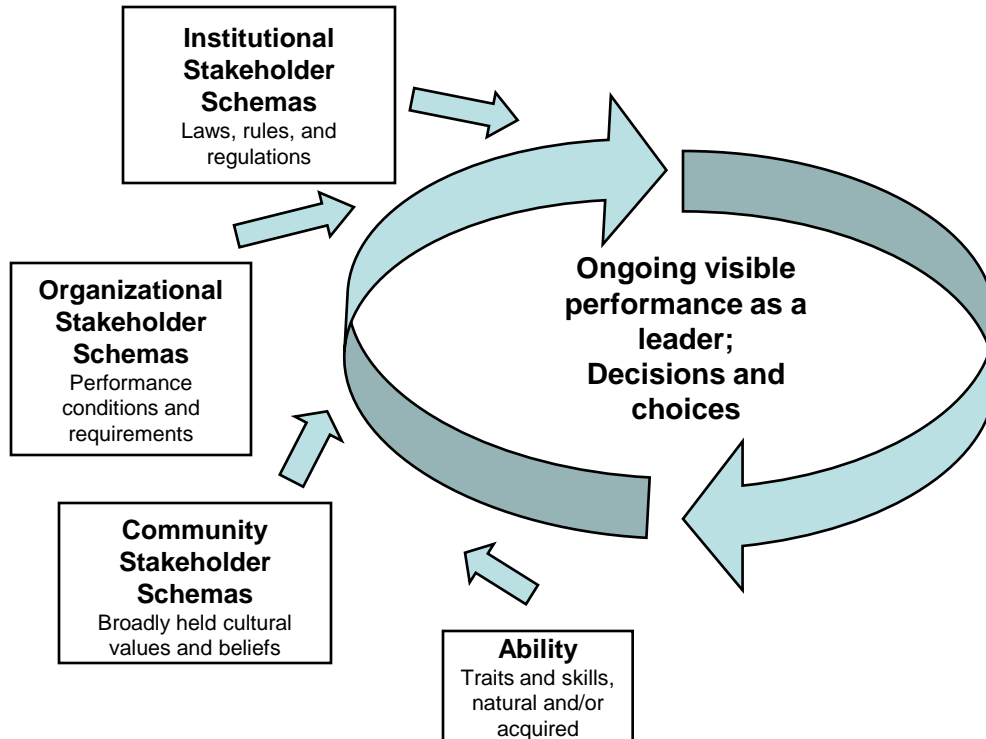
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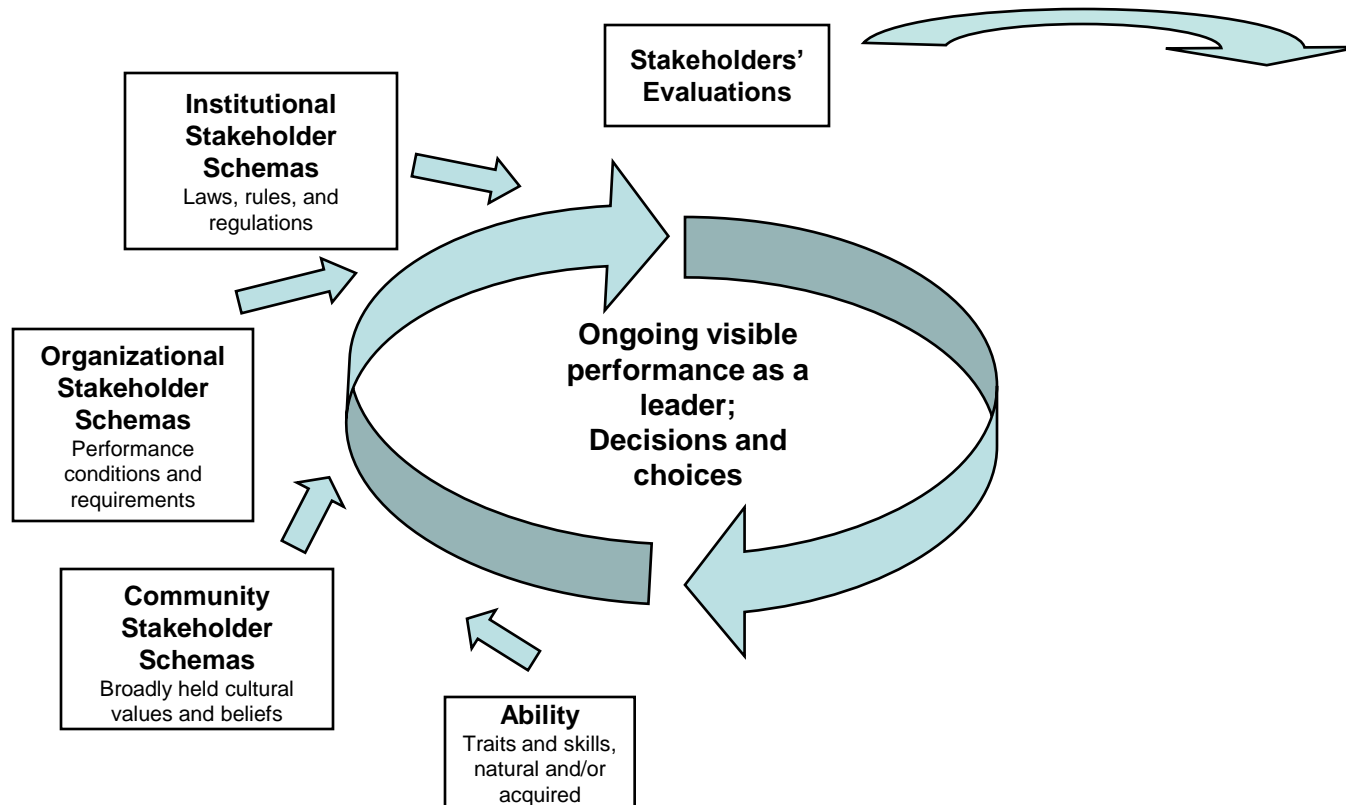
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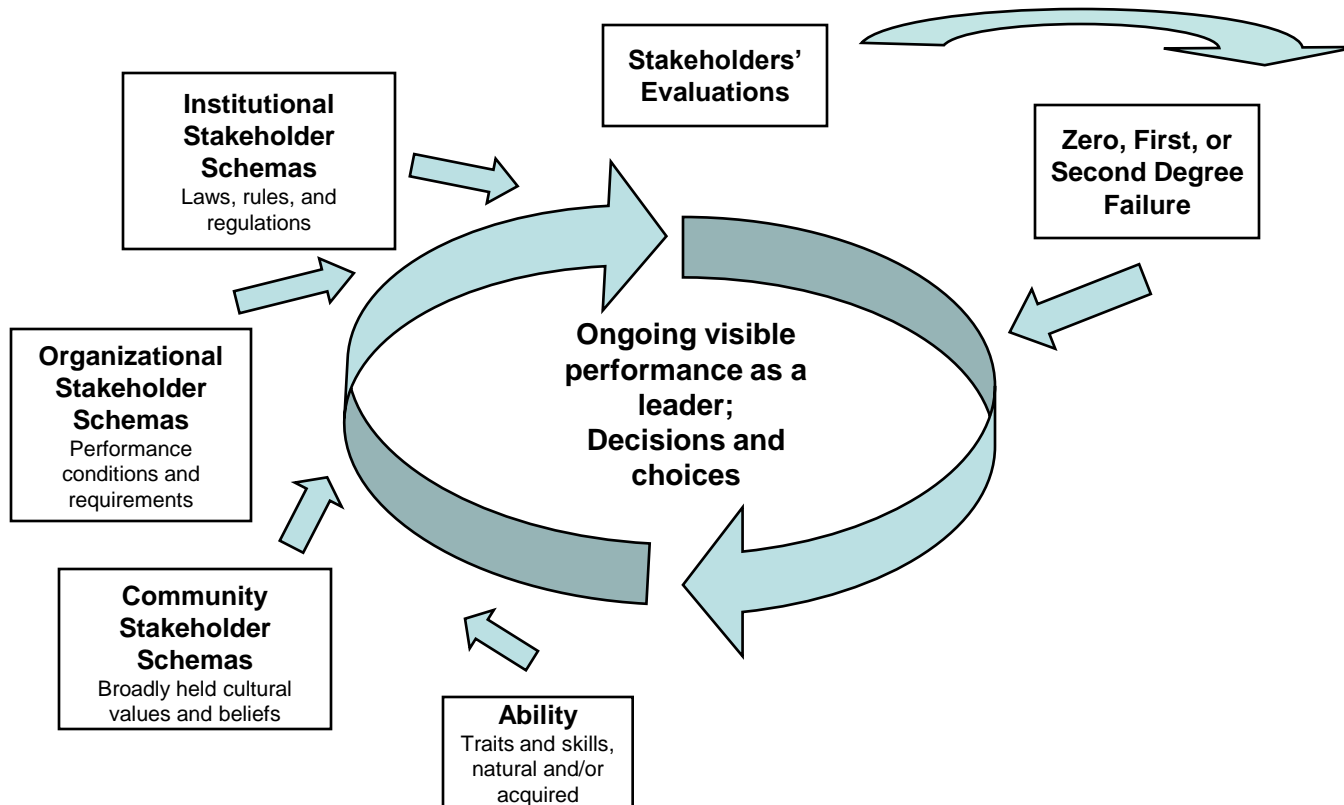
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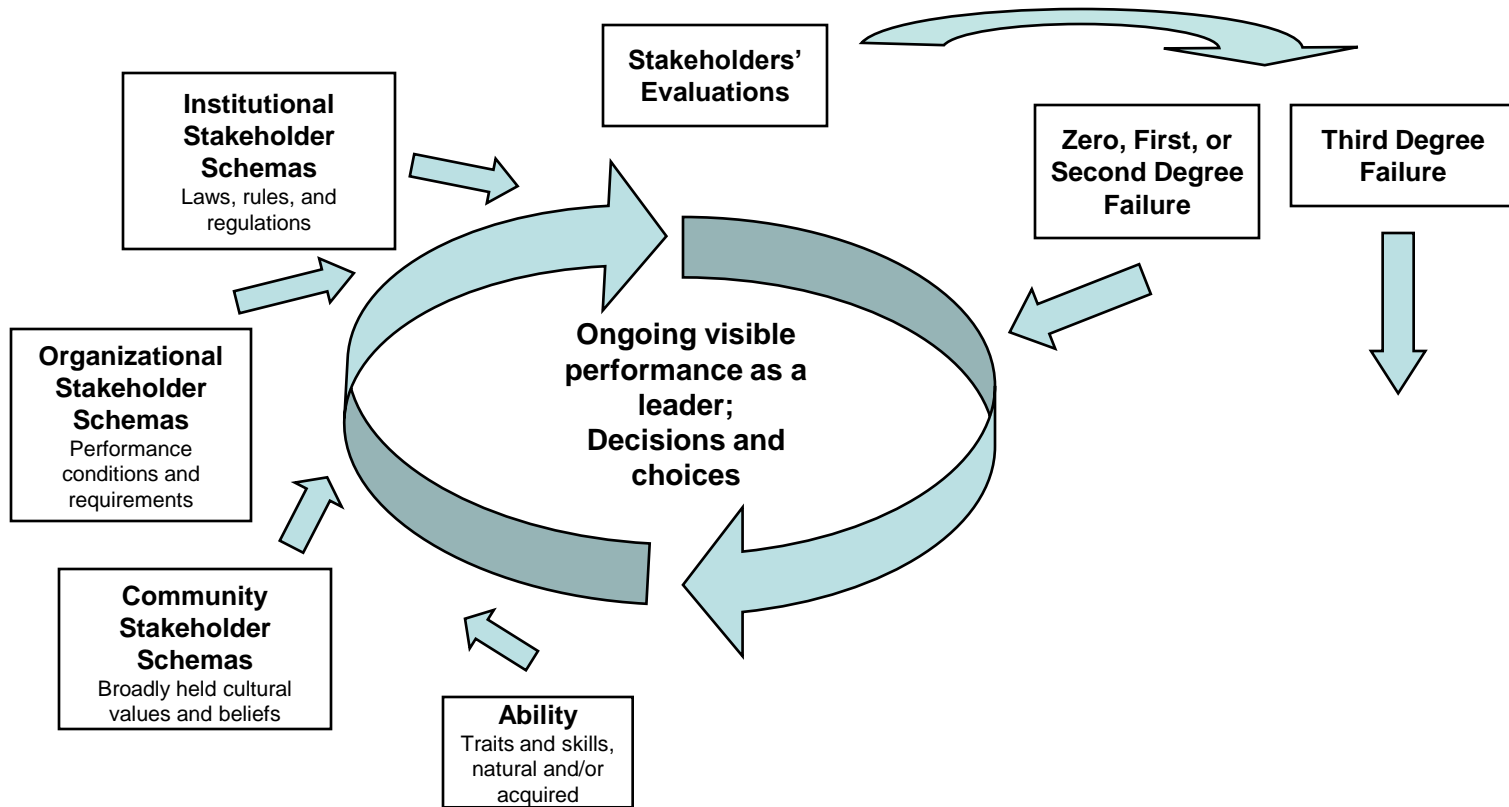
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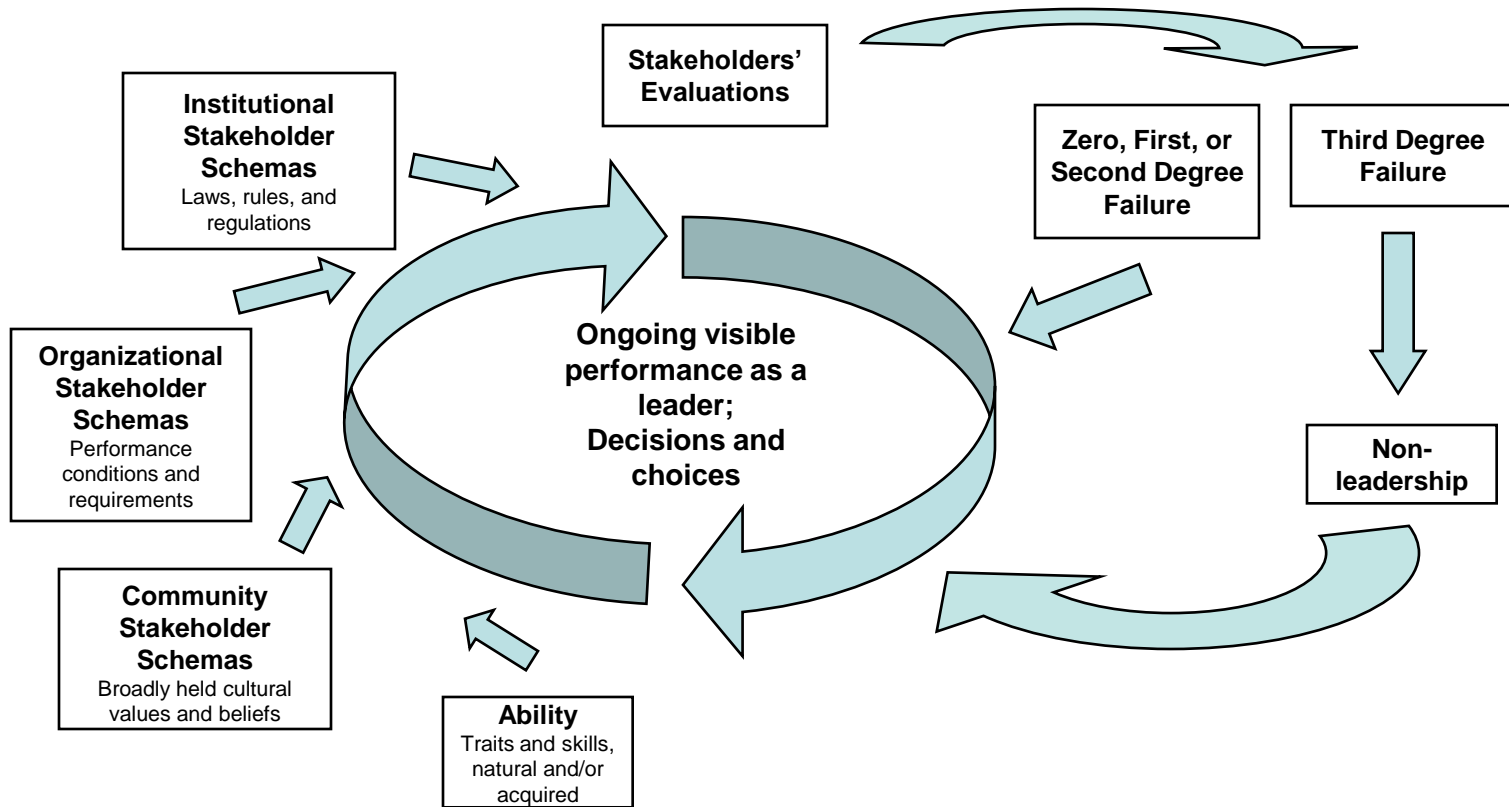


Table. Three Degrees of Leadership Failure

Stakeholders' evaluation as "failure"	Outcome
None	Successful leadership recognized by community, organizational, and institutional stakeholders
First degree failures by:	
Community only	Increased pressure for scrutiny; community outcry
Organization only	Problems of "fit" solved by move to another organization
Institution only	Accommodated by community and organization
Second degree failures by:	
Community and Organization	Not career ending, but relocation necessary
Community and Institution	Employed by a weak organization
Institution and Organization	Leader seen as a popular hero
Third degree failures by:	
Community, Organization and Institution	Complete failure; shamed, dis-employed, and sanctioned

Future Application

- Provide macro perspective of leadership
- Evaluate current leaders
- Large and small organization application
- Media and race application (schema construction)
- Training

Future Research

- Stakeholder audiences
- Obscurity?
- Understanding failure → success

Questions?