

The construction of destructive leadership in leadership descriptions in social welfare and health care services

This article examines problematic situations and negative aspects of leadership; it also focuses on how destructive leadership is constructed through leadership descriptions of the actors in social welfare and public health care services. These descriptions are analysed by using membership categorisation analysis. The analysis reveals membership categories that are named and grouped into collections. The essential results of the study are the dimensions of destructive leadership highlighted by these membership categories: absent and passive leadership, preferential and inequitable leadership, pronounced commanding and controlling leadership, and autocratic and overruling leadership. In addition, the study presents the expectations of leadership, which are focused on the presence of leadership, the skills of administrative leadership, active conflict resolution, and interaction skills. According to the results, these leadership expectations are the opposite of the prevailing situation in the workplace. Thus, destructive leadership emerges through the conflicts between leadership expectations and the reality of current actions of the leadership.