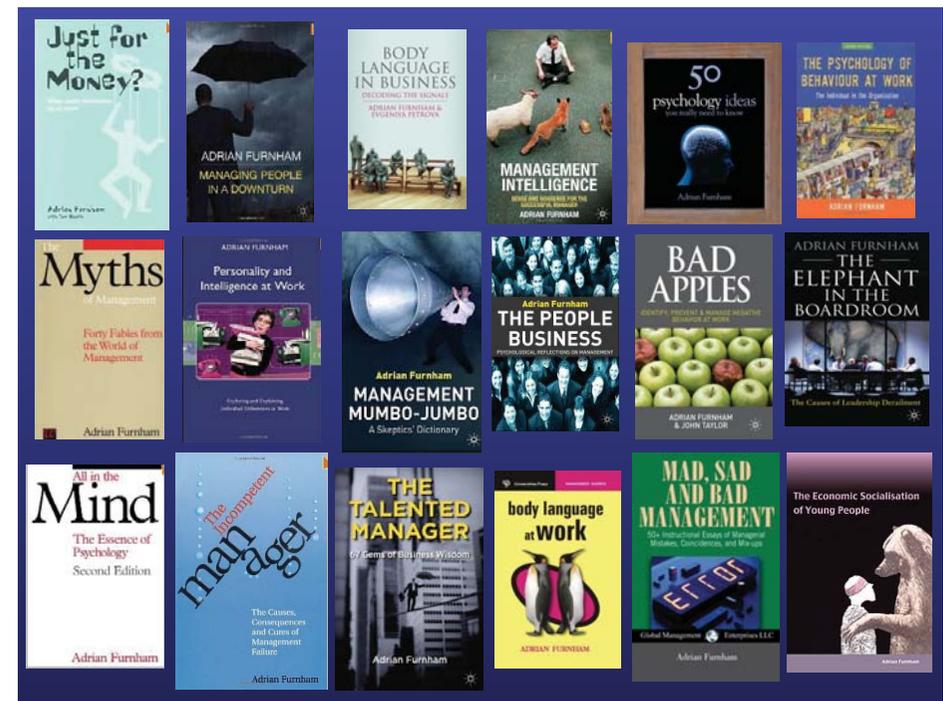
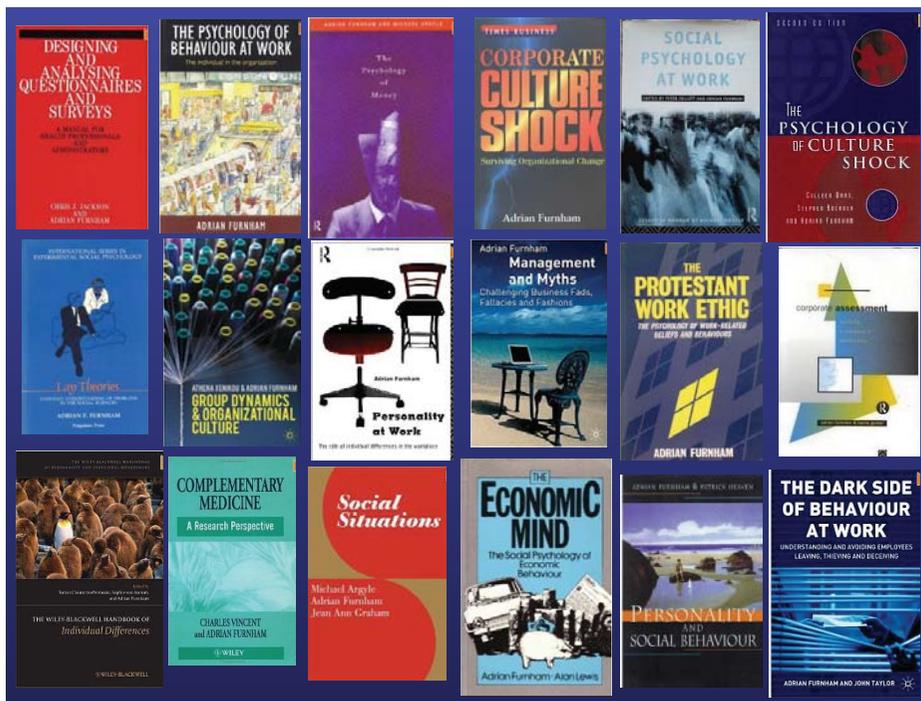


The dark side of leadership Management Derailment

Professor Adrian Furnham
Department of Psychology
University College London

a.furnham@ucl.ac.uk



• **Aberrant (leaders)** This emphasises abnormality, atypicality and deviance for the right or normal type. It has two themes: both unusualness but also a departure from acceptable standards. That is, it has statistical *and* moral side to it.

• **Anti-social (leader)** this echoes the immoral nature of leaders who can be anti-social in the way selfish people may be, but more likely the way delinquents are anti-social. It echoes the new term for psychopath: anti-social personality disorder.

• **Dark Side (Triad) (leaders)** This is to contrast the bright and the dark; the outside, the obvious and the straightforward with the inside, the obscure and the devious. Dark implies evil, dismal and menacing. The triad suggests three separatable constituents of evil.

• **Derailed (leader)** This emphasises the idea of being thrown off course. Trains on tracks derail. Leaders set fair in a particular direction deviate from the path unable to move forward. It is sometimes hyphenated with the next word in the dictionary, namely *deranged* which implies not only a breakdown in performance but also insanity.

• **Despotic (leaders)** This is taken from the historical literature emphasising the misuse and abuse of power by oppressive absolutist leaders. It emphasises the autocratic type or style of leadership.

7



• **Destructive (leaders)** Used by historians in this context to look at the offset of a particular leadership style, it speaks to the ruining, spoiling or neutralising of a group or force lead by a particular person.

• **Incompetent (leaders)** This is used to suggest inadequate, ineffective, unqualified. It implies the absence of something required rather than, the presence of something not required. Incompetent leaders are ineffective because they are lacking in particular qualities.

• **Malignant (leaders)** Those are leaders who spread malevolence, the antonym of benevolence. Malevolence is misconduct, doing harm such as maliciously causing pain or damage. Malignant leaders like cancer grow fast and are deadly.

• **Toxic (leaders)** This refers to the poisonous effect leaders have on all they touch. Toxic substances kill rather than repel. Again this refers to the consequences of a particular leadership style.

• **Tyrannical (leaders)** Tyrants show arbitrary, oppressive and unjust behaviour. Tyrants tend to usurp power and then brutally oppress those they command

8



Base Rate of Bad Leadership

Table 1.
Estimated Base Rates for Management Failure

Source	Estimate
Benz, 1985a	50%
Sorcher, 1985	33%
White & DeVries, 1990	50%
Millikin-Davies, 1992	50%
Shipper & Wilson, 1992	60%
Hogan, Curphy, & Hogan, 1994	55%
Sessa, Kaiser, Campbell, & Taylor, 1998	30%
Fernandez-Araoz, 1999	40%
Smart, 1999	50%
Lombardo & Eichinger, 1999	40%
Hogan & Hogan, 2001	67%
Charan, 2005	40%
	<i>Mean</i> 47%
	<i>Median</i> 50%

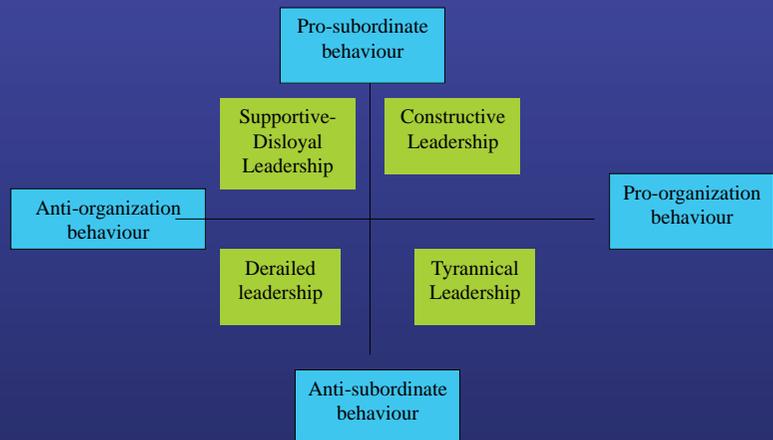
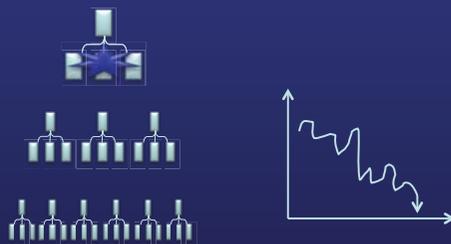
Incompetence vs Derailment

- **Incompetence**: Not having enough of some important characteristic: intelligence, stability, conscientiousness. Over-promoted; can do task but not people
- **Derailment**: Usually having too much of a characteristic: self-confidence, “bravery”, creative quirkiness

9

Root Causes of Derailment

- **Troubled relationships**: Unable to establish and maintain healthy, functional relationships in the full 360 arena.
- **Self image**: A defect, unstable or non integrated sense of self.
- **Major changes that require adaptation**: Versatile leaders rise to the challenge but Derailers get stressed, become rigid and defensive, and behave inappropriately



A simple typology of leadership

10

Cost of Bad Leadership

- Between \$ 500,000.00 - \$ 2,700,000.00
- Hidden Costs include:
 - ✓ Lost intellectual/ social capital
 - ✓ Disengaged employee
 - ✓ Missed business opportunities

15

Early Studies in the area

Comparative Results of Three Studies of Managerial Derailment

<u>Bentz</u>	<u>McCall & Lombardo</u>	<u>Lombardo, Ruderman & McCauley</u>
Lack of business knowledge	Specific business problems	Handling business complexity
Lack of business skill	Unable to think strategically	Directing, motivating & developing subordinates
Failure of leadership	Over and under managing	Drive for excellence
	Not staffing effectively	
Failure to shape events	Specific performance problems	
Failure of leadership		
Lack of administrative skill	Overly ambitious	Savvy
Poor judgment	Social insensitivity	Sensitivity
Overriding personality defect		
Inability to deal with scope and scale	Failing to staff effectively	Staffing

13

Three fundamental issues

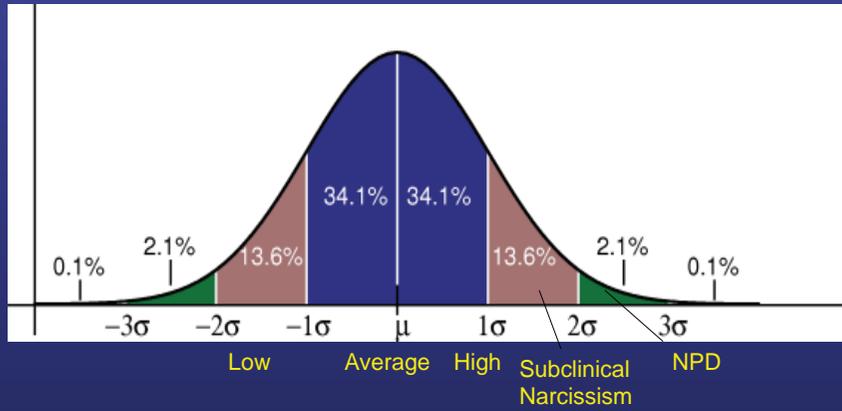
- Always selecting in and not selecting out
- Assuming linearity between “competencies” and success
- Not seeing the dark side of bright side traits and the bright side of dark side traits: the paradoxical benefits of subclinical pathology

16

Subordinates described “bad leadership” as:

1. Persistent people problems
2. Poor emotional control
3. Over-controlling
4. Poor task performance
5. Poor organisation, planning and communication
6. Rumour-mongering and inappropriate use of information
7. Procrastination
8. Failure to consider human needs
9. Failure to coach and develop talent

Self- esteem

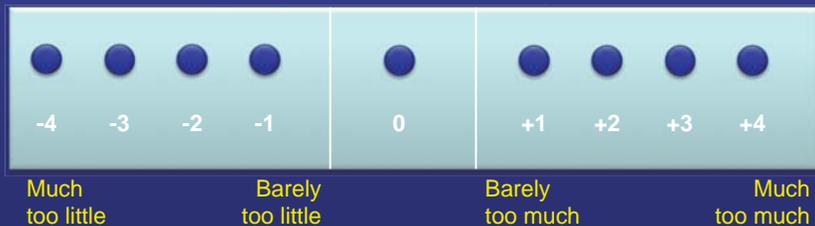


NPD- Narcissistic Personality Disorder ¹⁹

The essence of selection

	GOOD	BAD
SELECT	A Good Decision	B Bad Decision
REJECT	C Bad Decision	D Good Decision

A simple selection model

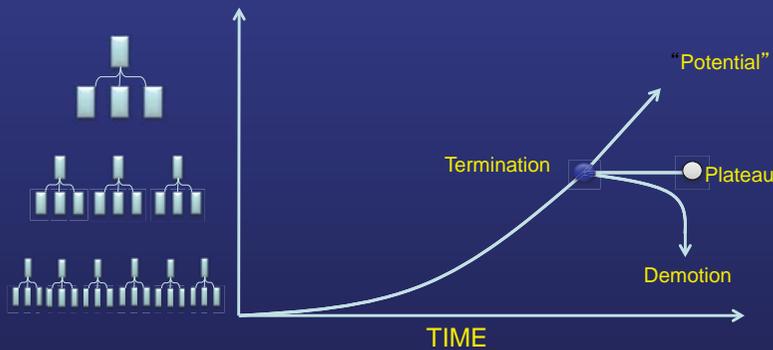


The Spectrum Hypothesis

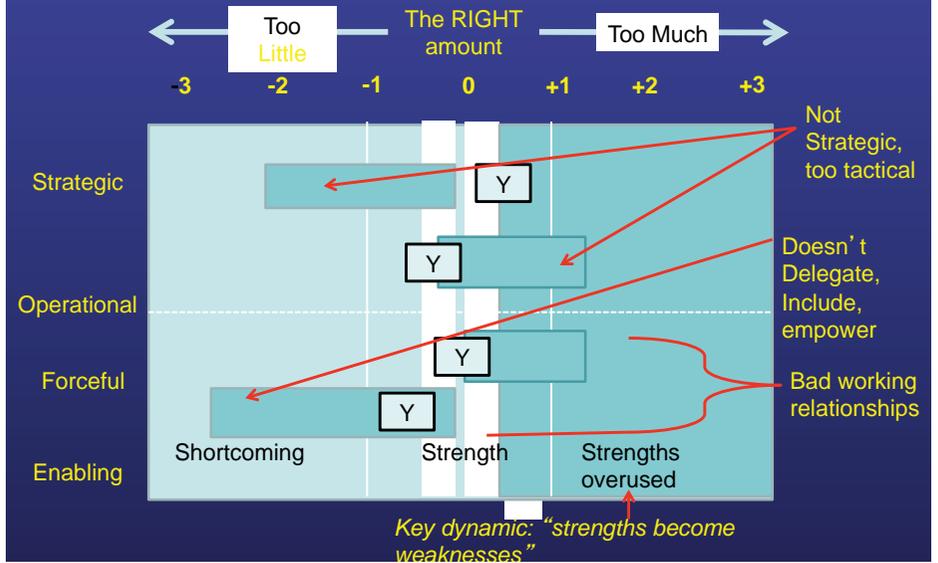
- Extremes of normal are abnormal
- Mental illness is not a categorical issue
- There is no discontinuity of process between the normal (defined statistically) and the abnormal. Dark can be bright and vice versa. You can describe the disorders in terms of the Big Five.

Derailment

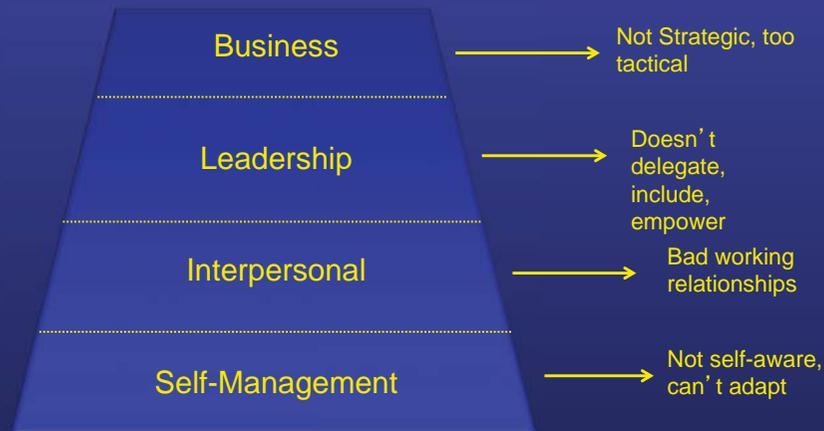
When a talented executive's career progression ends unexpectedly



LVI & Derailment Behaviours



Key Derailment Behaviours



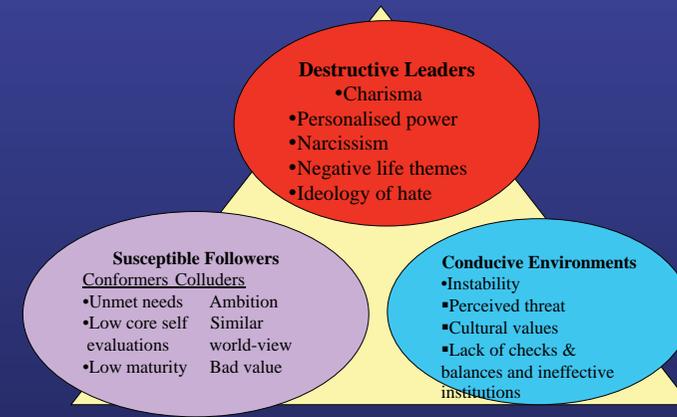
A strength in one culture could become a fatal flaw in another

“What worked splendidly in one culture could bring disaster in the next. Global transitions required reassessing, sometimes letting go, sometimes adding to, sometimes both, but rarely staying the course.”

Strengths can become weaknesses

Social Desirability	Actual Effects in specific context or situation	
	Bright	Dark
Bright	<p>Socially desirable trait has positive implications for leaders and stakeholders</p> <p><i>Example:</i> Conscientious leader displays high ethical standards in pursuing agenda in long-term interest of organisation</p>	<p>Socially desirable trait has negative implications for leaders and stakeholders</p> <p><i>Example:</i> Self-confident (high CSE) leader pursues risky course of action built on overly optimistic assumptions</p>
Dark	<p>Socially undesirable trait has positive implications for leaders and stakeholders</p> <p><i>Example:</i> Dominant leader takes control of ambiguous situation, and assumes responsibility for the outcome.</p>	<p>Socially undesirable trait has negative implications for leaders and stakeholders</p> <p><i>Example:</i> Narcissistic leader manipulates stock price to coincide with exercise of personal stock options</p>

The Toxic triangle



The toxic triangle: elements in three domains related to destructive leadership

Key Derailment Behaviours

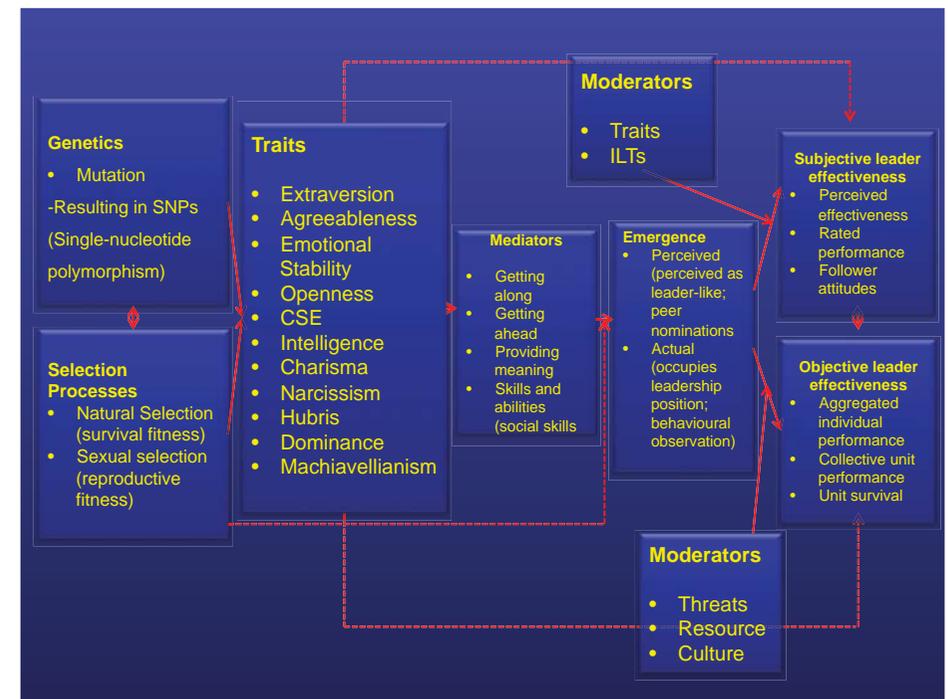
Change, Complexity, Uncertainty...

Create Stress,

We fall back on what we know

Our Strengths become weaknesses,

And our dark side personality comes out



2. Battle Hardened Confidence

- Embrace adversity
- Takes ownership of problems
- Strong work ethic forged in adversity
- Attitude of 'this is my job and I own it'
- Battle hardened confidence
- Get rewarded with bigger challenges

Adam Bryant: How top CEOs made it

- Five qualities
- Based on detailed interviews of 70 US executives
- Author is columnist in NY Times

3. Team Smarts

- More than a team player
- Understand how teams work
- Takes the lead effortlessly when appropriate
- Skilled in using 'ad hoc' teams
- Recognises who a team needs and brings people together
- Appreciates lessons from team sport

1. Passionate Curiosity

- Ask big picture questions
- Wonder why/ how things work
- Ask how things can be improved
- Inquire about people's stories
- Relentless questions
- Seeks to spot opportunities

A History of Psychological Thinking about Leadership

- Trait Approach (Great Person, Traits).
- Behavioural Approach (Typological, Style).
- Situational Approach (External, Social, Contextual).
- Charismatic Approach (Transformational).
- New Ideas:
 - *Tele – leadership, Servant leadership, Non-leadership.
 - *Ethical/Value-Based/Spiritual Leadership

35

4. Simple Mindset

- Presents ideas precisely and succinctly
- Asks for conciseness and simplicity from others
- Clear about what he or she wants
- Asks for summaries/elevator speech
- Synthesises ideas
- Asks smart questions

Why the Early Trait Work Failed I

- The list of traits grew remorselessly leading to confusion, dispute, and little insight.
- The ‘traits’ included a rag bag of individual differences.
 - Physical characteristics (height, BMI, energy)
 - Social background (education, social status)
 - Abilities (intelligence, fluency)
 - Personality (self-confidence, stress tolerance)
 - Social skills (assertiveness, EQ)

36

5. Fearlessness

- Comfortable when no road map or compass
- Not satisfied with the status quo
- Creates own agenda whatever the situation
- Fearless, calculating, informed risk taker
- Sees opportunities and goes for them
- Start twitching when things operate smoothly

Five Dimensions

- **N**euroticism: Unstable, Moody, Worrying
- **E**xtraversion: Outgoing, Sociable, Positive
- **O**penness: Curious, Imaginative, Divergent
- **A**greeableness: Empathic, Tender-minded, Warm
- **C**onscientiousness: Diligent, Achievement-Oriented, Hard Working.

39

Why the Early Trait Work Failed II

- Traits were not rank-ordered or shown how they relate to each other.
- The trait approach was retrospective: were traits a cause or consequence of leadership style?
- It was not clear if they were both necessary and sufficient.
- Trait theory ignored the role of both subordinates and situational/organizational factors.

37

The talented leader: The Code

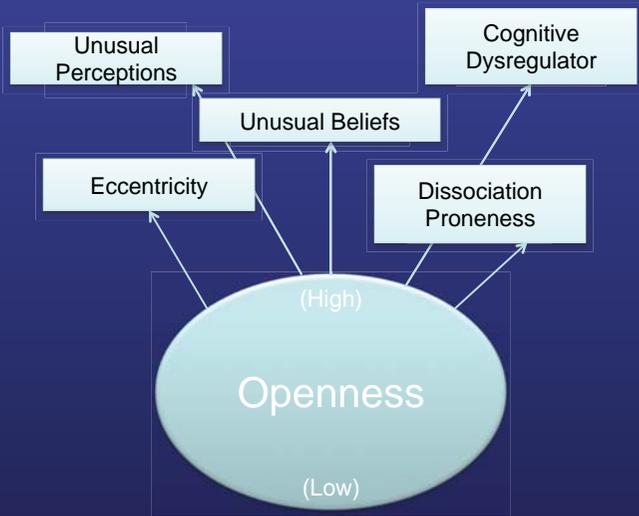
IQ +++
N - - -
E + / -
O ++
A - -
C +++

40

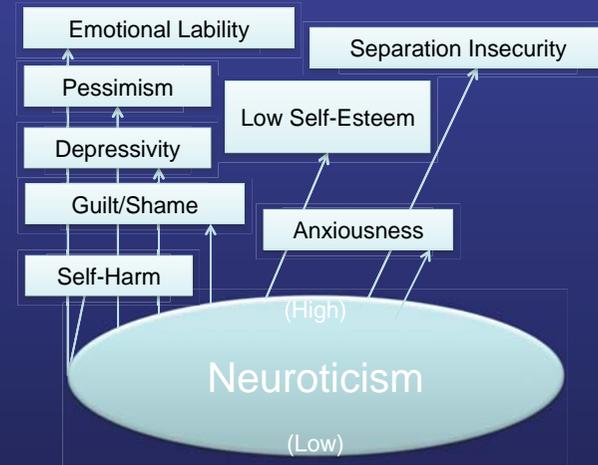
Characteristics of superior leaders.

Characteristics	us managers (N = 2,615)	
	Ranking	Percentage of managers selecting
Honest	1	83
Competent	2	67
Forward-looking	3	62
Inspiring	4	58
Intelligent	5	43
Fair-minded	6	40
Broad-minded	7	37
Straightforward	8	34
Imaginative	9	34
Dependable	10	33
Supportive	11	32
Courageous	12	27
Caring	13	26
Co-operative	14	25
Mature	15	23
Ambitious	16	21
Determined	17	20
Self-controlled	18	13
Loyal	19	11
Independent	20	10

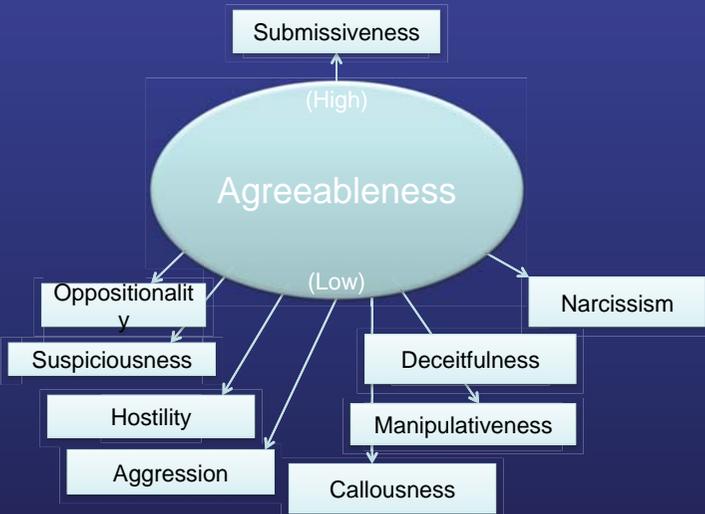
Openness



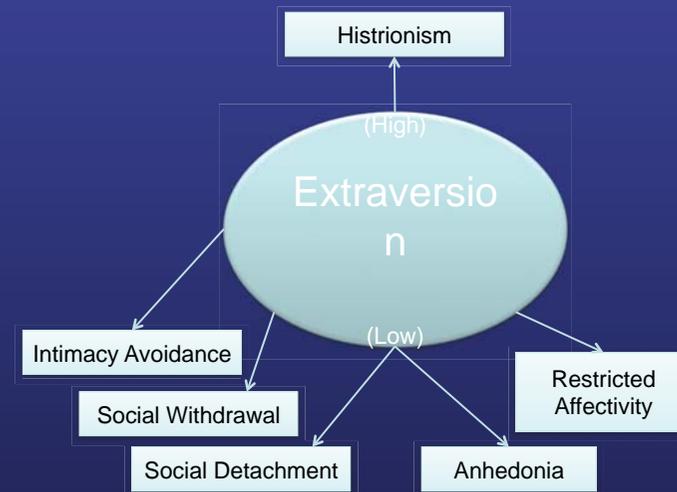
Neuroticism



Agreeableness



Extraversion

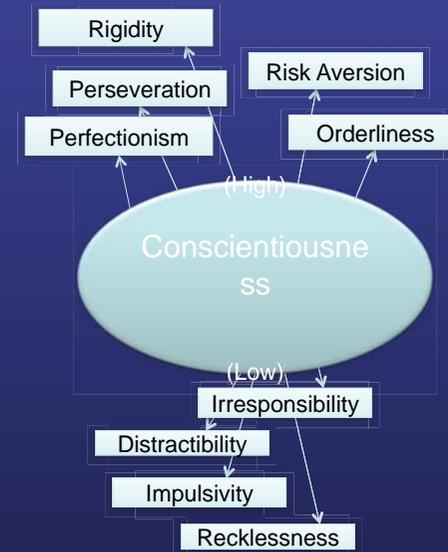


The Moral

- Don't disobey your father (wise elders)
- Sensation leaders get into accidents
- Disobedient, rebellious people get punished
- The young 'think they are invincible and immortal'
- Beware hubris
- Learn some physics

47

Conscientiousness



Why do high flyers fall?

Poor selection

Flawed personality

No role models / poor role models

Rewarded for toxicity in the organisation

48

The Icarus Syndrome - The Myth

- Icarus, son of the inventor Daedulus was locked up in a high tower by Cretan King Minos
- Daedulus made two wings of feathers and wax
- Daedulus knew of one design fault - the wax would melt if he flew too close to the sun
- Icarus, the pilot, ignored his father's warning and flew too high
- The wings melted, he crashed into the sea, he died

46

Typical, personality disorder problems

- **Arrogance:** They're right and everybody is wrong.
- **Melodrama:** They want to be the centre of attention.
- **Volatility:** Their mood swings create business swings.
- **Excessive caution:** They can't make important decisions.
- **Habitual distrust:** They focus on the negatives all the time.
- **Aloofness:** They disengage and disconnect with staff.
- **Eccentricity:** They think it's fun to be different just for the sake of it.
- **Passive resistance:** Their silence is misinterpreted as agreement.
- **Perfectionism:** They seem to get the little things right even if the big things go wrong.
- **Eagerness to please:** The stress being popular matters most.

51

Selection - Basic Requirements

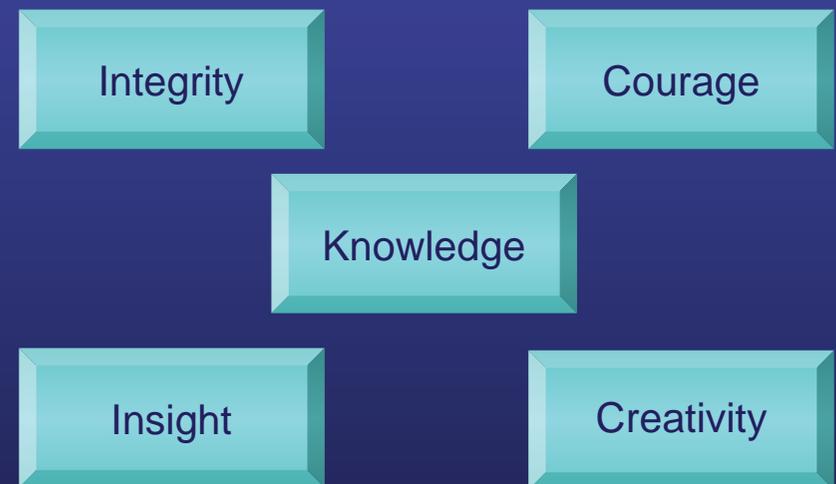
- Bright Enough
- Emotional Stability
- Conscientiousness

49

DSM-IV Personality Disorder		Hogan & Hogan (1997) HDS Themes		Oldham & Morris (2000)	Miller (2000)	Dotlick & Cairo (2003)
Borderline	Inappropriate anger: unstable and intense relationships alternating between idealisation and devaluation.	Excitable	Moody and hard to please: intense but short-lived enthusiasm for people, projects or things.	Mercurial	Reactors	Volatility
Paranoid	Distrustful and suspicious of others: motives are interpreted as malevolent.	Sceptical	Cynical, distrustful and doubting others' true intentions.	Vigilant	Vigilantes	Habitual
Avoidant	Social inhibition: feelings of inadequacy and hypersensitivity to criticism or rejection.	Cautious	Reluctant to take risks for fear of being rejected or negatively evaluated.	Sensitive	Shrinkers	Excessive Caution
Schizoid	Emotional coldness and detachment from social relationships: indifferent to praise and criticism.	Reserved	Aloof, detached and uncommunicative: lacking interest in or awareness of the feelings of others.	Solitary	Oddballs	Aloof
Passive-Aggressive	Passive resistance to adequate social and occupational performance: irritated when asked to do something he/she does not want to.	Leisurely	Independent: ignoring people's requests and becoming irritated or argumentative if they persist.	Leisurely	Spoilers	Passive resistance
Narcissistic	Arrogant and haughty behaviours or attitudes, grandiose sense of self-importance and entitlement.	Bold	Unusually self-confident: feelings of grandiosity and entitlement: over valuation of one's capabilities.	Self-Confidence	Preeners	Arrogance

52

Selection - Other desirables



50

Clusters

- **A: Odd and Eccentric**
Paranoid, Schizoid and Schizotypal
- **B: Dramatic, Emotional and Erratic**
Antisocial, Borderline, Histrionic & Narcissistic
- **C: Anxious and Fearful**
Avoidant, Dependent and Obsessive-Compulsive

Antisocial	Disregard for the truth; impulsivity and failure to plan ahead; failure to conform	Mischievous	Enjoying risk taking and testing the limits; needing excitement; manipulative, deceitful, cunning and exploitative.	Adventurous	Predators	Mischievous
Histrionic	Excessive emotionality and attention seeking; self dramatising, theatrical and exaggerated emotional expression.	Colourful	Expressive, animated and dramatic; wanting to be noticed and needing to be the centre of attention.	Dramatic	Emoters	Melodramatic
Schizotypal	Odd beliefs or magical thinking; behaviour or speech that is odd, eccentric or peculiar.	Imaginative	Acting and thinking in creative and sometimes odd or unusual ways.	Idiosyncratic	Creativity and vision	Eccentric
Obsessive-Compulsive	Preoccupations with orderliness; rules, perfectionism and control; over-Conscientiousness and inflexible.	Diligent	Meticulous, precise and perfectionistic, inflexible about rules and procedures; critical of others; performance.	Conscientious	Detailers	Perfectionistic
Dependent	Difficulty making everyday decisions without excessive advice and reassurance; difficulty expressing disagreement out of fear of loss of support or approval.	Dutiful	Eager to please and reliant on others for support and guidance; reluctant to take independent action or to go against popular opinion.	Devoted	Clingers	Eager to please

Flawed Personality

Six personality disorders ranked by commonness:

- Antisocial / Psychopathic
- Narcissistic
- Paranoid
- Schizoid
- Histrionic
- Obsessive, compulsive

Neo Psychoanalytic conceptions

Three developmental styles of reacting to threat

- Moving away from... (*a need for independence*)
- Moving against...(a *need for power*)
- Moving towards...(a *need for love*)

Karen Horney, (1950)

Narcissistic Personality Disorder

This manager is marked by grandiosity (in fantasy or behaviour), need for admiration, and lack of empathy. Self-centred, selfish, egotistical: they are everywhere in business-alias.

- They have a grandiose sense of self-importance (eg exaggerated achievements and talents, expectation to be recognised as superior without commensurate achievements).
- Most are preoccupied with fantasies of unlimited success, power, brilliance and money.
- They believe that they are 'special' and unique and can only be understood by, or should associate with, other special or high-status people (or institutions). They may try to 'buy' themselves into exclusive circles.
- Always they require excessive admiration and respect from everyone at work.

59

Antisocial Personality Disorder

These managers show a disregard for, and violation of, the rights of others. They often have a history of being difficult, delinquent or dangerous.

- They show a failure to conform to social norms with respect to lawful behaviours (repeatedly performing acts that are grounds for arrest, imprisonment and serious detention). This includes lying, stealing and cheating.
- They are always deceitful, as indicated by repeated lying, use of aliases, or conning others for personal profit or pleasure. They are nasty, aggressive, con artists - the sort who often get profiled on business crime programmes.
- They are massively impulsive and fail to plan ahead. They live only in, and for, the present.

57

Narcissistic Personality Disorder

- Bizarrely, often they have a sense of entitlement, ie unreasonable expectations of especially favourable treatment or automatic compliance with their manifest needs.
- Worse, they take advantage of others to achieve their own ends, which makes them terrible managers.
- They lack empathy. All the unwilling to recognise or identify with the feelings and needs of others. They have desperately low EQ.
- Curiously, they are often envious of others and believe that others are envious of them.
- They show arrogant, haughty behaviours or attitudes all the time and everywhere at work (and home). At times this can be pretty amusing but is mostly simply frustrating.

60

Antisocial Personality Disorder

- They show irritability and aggressiveness, as indicated by repeated physical fights or assaults. They can't seem to keep still- ever.
- They manifest a terrifying reckless disregard for the physical and psychological safety of self or others – or the business in general.
- They are famous for being consistently irresponsible. Repeated failure to sustain consistent work behaviour or to honour financial obligations are their hallmark.
- Most frustrating of all, they show lack of remorse. They are indifferent to, or rationalise, having hurt, mistreated, or stolen from another. They never learn from their mistakes. It can seem like labelling them as antisocial is a serious understatement.

58

Schizoid Personality Disorder

Here, managers seem detached from social relationships. They often have a restricted range of expression of emotions in interpersonal settings. They seem more emotionally flat rather than necessarily. They are thought of as 'cold fish', unresponsive, and desperately low in EQ.

- They neither desire nor enjoy close relationships at work, including being part of a family. They are never team players and hate the idea of being so.
- They almost always choose solitary activities, feeling uncomfortable even in informal gathering.
- They have little, if any, interest in having sexual contact with others - perhaps not a bad thing at work.

63

Paranoid Personality Disorder

Distrust and suspiciousness of others at work. The motives of all sorts of colleagues and bosses are interpreted as malevolent, all the time. The 'enemy' is both without and within.

- They suspect without much evidence that others are exploiting, harming or deceiving them about almost everything, both at work and at home.
- They are preoccupied with unjustified doubts about the loyalty or trustworthiness of subordinates, customers, bosses, shareholders and so on, on both big and small matters.
- They are reluctant to confide in others (peers at work) because of the fear that the information will be used against them, kept on file or used to sack them. They may even be wary of using email.

61

Schizoid Personality Disorder

- They take pleasure in few, if any, activities. They seem joyless, passionless, emotionless.
- They lack close friends or confidants other than first-degree relatives. They are isolates at work but apparently not unhappy with their friendlessness.
- They appear indifferent to the praise or criticism of others. Absolutely nothing seems to get them going.
- They show emotional coldness, detachment, or flattened emotionality. The ultimate cold fish.

64

Paranoid Personality Disorder

- They read hidden or threatening meanings into most benign remarks or events from emails to coffee-room gossip, and they remember them. They are certainly hypersensitive to criticism
- They persistently bear grudges against all sorts of people going back many years and can remember even the smallest slight.
- They perceive attacks on their character or reputation that others don't see and are quick to react angrily or to counter-attack. They seem hyper-alert and sensitive.
- They have recurrent suspicions, without justification, regarding fidelity of their sexual or business partners and can be pretty obsessed with sex.

62

Obsessive Compulsive Personality Disorder

These managers show a preoccupation with orderliness, perfectionism, and mental and interpersonal control, at the expense of flexibility, openness, and efficiency. They make for the most anal of bureaucrats.

- Always they are preoccupied with details, rules, lists, order, organisation, or schedules to the extent that the major point of the business activity is lost and forgotten.
- All show perfectionism that interferes with task completion (eg they are unable to complete a project because their own overly strict standards are not met). And of course they demand it in others however unproductive it makes them.
- These managers are often workaholics often excluding leisure activities and friendships. They are seriously driven workaholics.

67

Histrionic Personality Disorder

These managers have excessive emotionality and attention seeking. They are the 'drama-queens' of the business world.

- Most are uncomfortable in situations in which they are not the centre of attention and try always to be so. They delight in making a drama out of a crisis.
- Their interaction with others is often characterised by inappropriate sexually seductive or provocative behaviour. Needless to say this causes more of a reaction in women than men.
- They display rapidly shifting and shallow expression of emotions. They are difficult to read.
- Most use physical appearance (clothes) to draw attention to self but this may include body piercing or tattooing. They certainly get a reputation in the office for their 'unique apparel'.

65

Obsessive Compulsive Personality Disorder

- They have well-deserved reputation for being over conscientious, scrupulous, and inflexible about matters of morality, ethics or values.
- Amazingly, they are unable to discard worn-out or worthless objects even when they have no sentimental value. They hoard rubbish.
- They are reluctant to delegate tasks or to work with others unless they submit to exactly their way of doing things. They don't let go and pay the price.
- They are misers towards both themselves and others; money is viewed as something to be hoarded for future catastrophes. Because they never fully spend their budget, they never get it increased.
- In short, they show rigidity and stubbornness – very unpleasant to work for.

68

Histrionic Personality Disorder

- Many have a style of speech that is excessive impressionistic and lacking in detail.
- Always they show self-dramatisation, theatrically, and exaggerated expression of emotion - usually negative. Even the dullest topic is imbued with drama.
- They are easily influenced by others or circumstances – and therefore both unpredictable and persuadable.
- Many consider relationships to be more intimate than they actually are. Being rather dramatic, they feel humdrum working relationships more intensely than others.

66

Successful Psychopaths (Lilienfeld 1998)

- **Subclinical Manifestation** – mild expression and fewer social transgressions
- **Moderated Expression** – intelligence, social class, socialization moderates expressions of the disorder
- **Dual Process Perspective** – interpersonal and affective components are distinct from the anti-social and deviant approach

Correlation between the personality styles and overall, task, and contextual performance

Personality disorder	Task Performance	Contextual performance	Overall Performance
Narcissistic	-.06	-.22	-.18
Paranoid	-.25*	-.32**	-.33**
Sadistic	-.09	-.11	-.12
Avoidant	-.31**	-.27*	-.31**
Depressive	-.30**	-.27*	-.31**
Passive-aggressive	-.32**	-.34**	-.37**
Self-defeated	-.34**	-.27*	-.33**
Schizotypal	-.35**	-.43**	-.45**
Borderline	-.15	-.15	-.17
Schizoid	-.19	-.17	-.20
Compulsive	.10	.05	.07
Histrionic	-.04	.07	.03
Antisocial	-.31**	-.21*	-.27*
Dependent	-.24*	-.12	-.18

*N = 85, *p < .05, **p < .01.*

Source: Moscoso, S & Salgado, J F (2004)

69

Three Core Phenotype Constructs of the successful and unsuccessful psychopath (Patrick et al 2009)

- **Disinhibition** – deficits in impulse control, lack of playfulness and foresight, no gratification delay, irresponsibility, untrustworthiness, impulsivity, distrust.
- **Boldness** – calm under stress, quick to recover, self-assured, persuasive, socially efficacious, fearlessness, unaccepting of the unfamiliar.
- **Meanness** – lack of empathy, disdain towards others, rebelliousness, arrogant, competitive, defiant.

THE DIRTY DOZEN

Item	Factor		
	Mach	Psych	Narcis
1. I tend to manipulate others to get my way.	.83	-.01	-.04
2. I have used deceit or lied to get my way	.62	.01	.18
3. I have used flattery to get my way.	.57	-.07	.30
4. I tend to exploit others towards my own end.	.54	.24	.15
5. I tend to lack remorse.	.08	.76	-.00
6. I tend to not be too concerned with morality or the morality of my actions.	-.25	.75	.21
7. I tend to be callous or insensitive.	.46	.55	-.07
8. I tend to be cynical.	.25	.43	-.10
9. I tend to want other to admire me.	.07	-.10	.85
10. I tend to want others to pay attention to me.	.13	-.12	.81
11. I tend to seek prestige or status.	-.09	.23	.74
12. I tend to expect special favour from others.	.16	.17	.55

Furnham, A., & Trickey, G. (2011). Sex differences in dark side traits

Personality and Individual Differences, 50, 517-522.

- N= 18, 366 British Adults
- Male=12,033, Female=6333
- Average age 37.34 ye
- Hogan Development Survey

75

Recommendations for future scholarship on workplace psychopathy (Lilienfeld 2013)

1. Use multidimensional measures of psychopathy.
2. Assess both maladaptive and adaptive outcomes of psychopathy in the workplace.
3. Assess performance outcomes relevant to psychopathy using self- and observer-reports.
4. Use objective performance criteria (e.g. sales, promotions) to assess outcomes of workplace psychopathy.
5. Draw on business samples.
6. Examine the differential implications of psychopathy across cultures.
7. Examine the implications of psychopathy for workplace outcomes over time using longitudinal designs.
8. Examine the relations between psychopathy and forms of aggression relevant to the workplace, such as indirect (e.g. relational) aggression.
9. Examine business psychopathy in the context of the dark triad.
10. Exercise modesty when reporting and discussing findings concerning workplace psychopathy

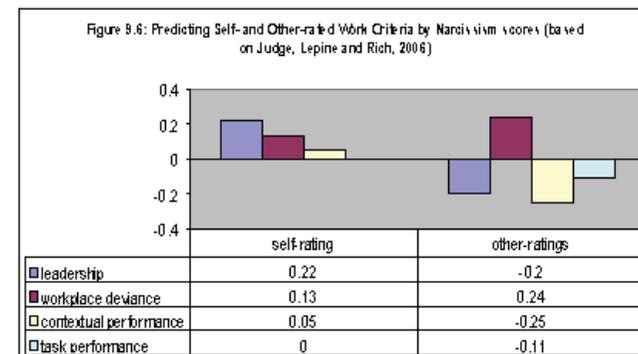
Sex differences on each of the 11 dimension

		Mean	Std. Deviation	F	Sig.	Age	Cohen's d	%>11
enthusiastic_volatile/ excitable BORDERLINE	female	3.26	2.80	38.13	.000	-.04 ¹²	.09	2.12%
	male	3.01	2.60					1.44%
shrewd_mistrustful/ sceptical PARANOID	female	4.51	2.35	5.26	.022	-.05 ¹²	-.03	1.46%
	male	4.59	2.49					2.19%
careful_cautious/ cautious AVOIDANT	female	3.92	2.85	383.58	.000	-.02	-.30	2.39%
	male	3.11	2.55					1.11%
independent_detached/ reserved SCHIZOID	female	3.79	1.97	376.33	.000	.03	-.31	0.27%
	male	4.44	2.25					1.02%
focussed_passive_aggressive/ leisurely PASSIVE AGGRESSIVE	female	5.01	2.24	10.92	.001	.00	.05	1.48%
	male	4.89	2.33					1.61%
confident_arrogant/ bold NARCISSISTIC	female	7.02	2.68	75.22	.000	.03	-.14	10.08%
	male	7.38	2.30					12.95%
charming_manipulative/ mischievous ANTISOCIAL	female	6.33	2.43	202.88	.000	-.04	-.22	3.91%
	male	6.68	2.51					7.29%
Excessive emotionality/attention seeking HISTRIONIC	female	7.67	2.93	17.59	.000	.00	-.06	18.07%
	male	7.86	2.97					20.75%
Imaginative_eccentric/ imaginative SCHIZOTYPAL	female	5.47	2.43	7.11	.008	.00	-.04	2.45%
	male	5.56	2.33					2.21%
diligent_perfectionistic/ diligent OBESSESSIVE COMPLUSIVE	female	9.12	2.54	2.67	.103	.00	.03	34.22%
	male	9.06	2.24					31.66%
dutiful_dependent/ dutiful CONFORMIST	female	7.51	2.24	87.24	.000	-.05	.15	9.15%
	male	7.40	2.10					9.15%

The effect of narcissism

Narcissism

Figure 9.6: Predicting Self- and Other-rated Work Criteria by Narcissism scores (based on Judge, Lepine and Rich, 2006)



74

Furnham, A., Trickey, G., & Hyde, G. (2012) Bright Aspects to dark side traits: Dark Side traits associated with work success.

Personality and Individual Differences, 52, 908-913.

- N= 4943 British Adults
- Male=2828, Female=2115
- Average Age 37.59 years
- Hogan Personality Inventory
- Hogan Development Survey

Factor Analysis of the 11 scale

	Component		
	1	2	3
Enthusiastic BORDERLINE	-.057	.749	.071
Mistrustful/ sceptical PARANOID	.391	.616	.195
Careful_cautious AVOIDANT	-.400	.732	.324
Detached/ reserved SCHIZOID	-.162	.657	-.177
Passive_aggressive/ leisurely PASS AGG	.164	.619	.350
Arrogant/ bold NARCISSISTIC	.764	-.060	.130
Manipulative/mischievous ANTISOCIAL	.756	-.008	-.179
Dramatic/ colourful HISTRIONIC	.734	-.340	-.168
Eccentric/ imaginative SCHIZOTYPAL	.672	.126	-.074
Perfectionistic / diligent OBSESSIVE C.	.007	.120	.742
Dependent/ dutiful DEPENDENT	-.204	.114	.707

Component	Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %
1	2.71	24.64	24.64
2	2.33	21.14	45.79
3	1.23	11.21	57.00

Factor			Mean	SD	F level
1	Female		26.48	7.91	96.29***
	Male		27.66	7.83	
2	Female		20.48	8.35	11.67***
	Male		20.03	8.40	
3	Female		16.63	3.73	43.40***

Results of Regressions for Six Occupational Scales

Variables	Service Orientation			Stress Tolerance			Reliability			Clerical Potential			Sales Potential			Managerial Potential		
	r	Beta	t	r	Beta	t	r	Beta	t	r	Beta	t	r	Beta	t	r	Beta	t
Age	.00		.59	.01		1.19	-.02		1.36	.05		4.83**	-.05		5.42**	.03		2.65**
Sex	.05		3.94**	-.08		8.43**	-.04		3.76**	-.06		5.43**	-.09		9.33**	-.02		2.13*
Social Desirability	.20		16.37**	.00		0.45	.09		7.26**	.00		0.32	.01		1.34	.00		0.40
1. Excitable	-.54		-52 35.81**	-.69		-51 43.36**	-.42		-34 24.41**	-.57		-32 23.81**	-.25		-02 1.93	-.54		-31 22.69**
2. Skeptical	-.33		-15 10.84**	-.30		-03 3.08**	-.38		-13 9.89**	-.29		-10 8.28**	-.55		-05 4.37**	-.22		-06 4.49**
3. Cautious	-.27		-04 2.68*	-.60		-03 24.94**	-.11		00 0.34	-.60		-31 21.95**	-.52		-23 18.26**	-.54		-28 19.41**
4. Reserved	-.29		-10 7.83**	-.19		07 6.57**	-.18		-06 4.55**	-.28		-02 1.59	-.39		-22 21.09**	-.28		-04 3.12**
5. Leisurely	-.16		03 2.14*	-.30		-05 5.24**	-.24		-06 4.51**	-.27		-04 3.41**	-.11		-02 1.72	-.24		-06 5.15**
6. Bold	.00		-02 0.77	.08		02 1.98	-.20		03 1.86	.19		10 7.82**	.36		00 0.19	.24		15 11.56**
7. Mischievous	.09		05 3.41**	.08		05 4.26**	-.43		-28 20.82**	.10		-02 1.48	.51		23 19.86**	.06		-06 4.48**
8. Colorful	.02		-11 6.89**	.11		-05 4.06**	-.23		-05 3.79**	.27		12 8.82**	.62		32 25.47**	.23		11 7.88**
9. Imaginative	-.08		01 0.99	-.11		-09 9.14**	-.43		-23 18.45**	-.06		-11 9.11**	.38		16 16.30**	-.08		-11 9.88**
10. Diligent	.04		-02 1.86	-.02		00 0.81	.15		09 7.60**	.00		03 3.02**	-.09		00 0.82	.18		20 17.83**
11. Dutiful	.10		1 10.04*	-.24		-07 8.52**	.04		02 1.81	-.21		-05 4.58**	-.10		-05 4.82**	-.17		-08 5.75**
F (14, 4942) =			221.76**			529.04**			284.06**			342.62**			522.94**			321.99**
Adj R ²			.39			.60			.45			.49			.60			.47

Discriminant Analysis Results

Test of Function (s)	Wilks' Lambda	Chi-square	df	Sig.
1	.931	1319.142	11	.000

Function	Eigenvalue	% of Variance	Cumulative %	Cononical Correlation
1	.074 ^a	100.0	100.0	.263

	Function
	1
careful_cautious AVOIDANT	-.53
independent_detached SCHIZOID	.52
charming_manipulative ANTISOCIAL	.38
dutiful_dependent DEPENDENT	-.25
confident_arrogant NARCISSISTIC	.23
enthusiastic_volatile BORDERLINE	-.16
vivacious_dramatic HISTRIONIC	.11
focussed_passive_aggressive PASSIVE AGG	-.08
imaginative_eccentric SCHIZOTYPAL	.07
shrewd_mistrustful PARANOID	-.06
diligent_perfectionistic OBSESSIVE COMP.	-.04

Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions

Variables ordered by absolute size of correlation within function.

Sex Differences and Factor Analytic Results for the Values Measure

		Male		Female		p level	Eta	Factor Analysis	
		X	SD	X	SD				
Recognition	Desire to be known, seen, visible & famous, dreams of fame, high achievement.	40.24	7.56	39.51	7.37	7.76**	004	.53	
Power	Desire to succeed, make things happen, outperform the competition.	47.14	6.87	43.95	7.35	96.23***	046	.77	
Hedonistic	Pursuit of fun, excitement, pleasure and eating, drinking and entertainment.	40.49	6.61	42.08	6.73	14.46***	007		.77
Altruistic	Desire to help others, a concern for the welfare of less fortunate, public service.	45.84	7.07	48.30	6.18	71.31***	034		.82
Affiliation	Needing & enjoying frequent & varied social contact and a social lifestyle..	49.23	5.59	50.03	5.40	8.11**	004		.76
Tradition	A belief in and dedication to old-fashioned virtues :family, church, thrift, hard work.	42.72	5.86	42.70	5.47	0.34	000		.78
Security	A need for predictability, structure and efforts to avoid risk and uncertainty and a lifestyle minimising errors and mistakes.	36.68	7.80	37.17	7.54	1.68	000		-.73
Commerce	Interest in earning money, realising profits, finding new business opportunities, investments and financial planning.	44.37	6.69	41.39	6.71	98.00***	046	.78	
Aesthetics	Need for self-expression, a dedication to quality and excellence, an interest in how things look, feel and sound.	33.14	7.68	34.17	7.92	19.83***	008		.69
Science	Being interested in science, comfortable with technology, preferring data based – as opposed to intuitive decisions, and spending time learning how things work.	41.03	8.04	36.68	8.13	133.71***	062	.65	

*** p<.001 *p<.01

Eigenvalue 1.98 1.71 1.69
Variance % 19.8 17.1 16.9

Factor Analysis of the 6 Occupational Scales

	Component		
	1	2	3
Service Orientation	.18	.95	.02
Stress Tolerance	.30	.16	.87
Reliability	.41	.44	-.68
Clerical Potential	.91	.20	.11
Sales Potential	.81	.30	.05
Management Potential	.93	.06	.02

Sex differences and Factor Analysis of the 11 scale HDS test

	Male		Female		F level	Eta	Factors		
	X	SD	X	SD			1	2	3
Excitable :enthusiastic, lacking persistence	3.17	2.74	3.48	2.92	4.26*	002			.75
Sceptical :socially insightful, but cynical	4.68	2.44	4.63	2.45	1.04	001			.66
Cautious :worried about criticism, change averse	3.26	2.62	4.26	2.77	54.76***	026			.65
Reserved :poor communicator, low awareness	4.39	2.23	3.70	1.91	50.34***	024			.68
Leisurely :stubborn, uncooperative, procrastinator	5.13	2.33	5.11	2.35	0.53	000			.60
Bold :inflated view of competence and worth	7.46	2.73	6.79	2.77	28.99***	014	.78		
Mischievous :charming, risk-taking, excitement	7.13	2.60	6.45	2.42	35.72***	017	.72		
Colourful :dramatic, engaging, attention seeker	7.94	3.06	7.46	3.50	8.86**	004	.72		
Imaginative :creative and eccentric	5.86	2.45	5.43	2.39	2.52	001	.67		
Diligent : conscientious, perfectionistic	9.11	2.69	9.30	2.53	1.17	001			.74
Dutiful : eager to please	7.29	2.18	7.96	2.35	25.87***	013			.72

*** p<.001 *p<.01

Eigenvalue 2.64 2.36 1.41
Variance% 23.9 21.4 12.1

Furnham, A., Hyde, G., & Trickey, G. (2013) The dark side of career preference: dark side traits, motives and values

Journal of Applied Social Psychology

- N= 2022 British Adults
- Males=1271, Females=751
- Average Age 41-71 years
- Hogan Development Survey
- Motives, Values, Preferences Inventory

Regression onto the three enterprising value factors

	Enterprising		Traditional		Social	
	Beta	t	Beta	t	Beta	t
Age	-.04	2.55**	.05	2.26*	-.06	3.67***
Gender	-.20	11.43***	.07	3.09***	.11	6.25***
Social Desirability	.00	0.45	.13	5.96***	-.02	1.24
1. Excitable	-.01	0.51	-.10	4.08***	.05	2.38**
2. Sceptical	.12	5.75***	-.08	3.20***	-.07	3.42***
3. Cautious	.01	0.44	13	4.51***	.03	1.15
4. Reserved	-.01	0.62	-22	9.19***	-25	12.56***
5. Leisurely	.04	2.31*	.03	1.31	.05	2.71**
6. Bold	35	16.17***	.07	2.61**	.01	0.55
7. Mischievous	10	4.83***	-16	6.22***	27	12.68***
8. Colourful	18	8.11***	.05	1.74	17	7.26***
9. Imaginative	.00	0.23	16	6.76***	18	9.04***
10. Diligent	19	10.14***	.08	3.60**	-21	11.47***
11. Dutiful	.02	1.09	.06	2.46**	-.02	0.93
F(14,2158)=	112.13*		27.51***		107.46***	
Adj R ²	.42		.15		.41	

***p<.01 **p<.01 *p<.05

Results of Regressions for Ten Occupational Scales

	Recognition		Power		Hedonism		Altruism		Affiliation	
	Beta	t								
Age	-.04	2.34	-.03	2.08	-.07	3.69	.05	2.45	-.04	2.46
Sex	-.03	1.56	-.13	7.26	.11	5.32	.13	6.12	.02	1.32
Social Desirability	-.00	0.14	-.00	0.05	-.02	0.70	.13	5.98	-.01	0.37
1. Excitable	.13	6.39	.01	0.68	.02	0.84	-.09	3.71	-.08	3.84
2. Sceptical	.08	3.92	.11	5.52	.12	4.86	-.13	5.15	.01	0.23
3. Cautious	.13	5.70	-.08	3.29	.12	4.39	.07	2.63	-.04	1.81
4. Reserved	-.07	3.77	-.02	1.11	-.12	5.17	-.24	10.55	-.51	27.32
5. Leisurely	.02	1.04	.02	0.92	.11	5.16	.03	1.43	-.01	0.64
6. Bold	.37	17.71	.35	16.26	.09	3.64	.03	1.27	.03	1.61
7. Mischievous	.07	3.15	.15	7.00	.25	10.09	-.07	2.83	.09	4.40
8. Colourful	.36	16.07	.16	6.85	.11	4.17	.01	0.26	.20	8.95
9. Imaginative	.01	0.40	-.04	2.24	-.06	2.74	.17	7.54	-.01	0.74
10. Diligent	.04	2.37	.15	8.18	-.08	3.95	.06	2.99	-.01	0.30
11. Dutiful	.12	6.43	-.10	5.07	.11	4.79	.12	5.36	.08	4.11
F (14, 2158) =	128.46		115.08		41.06		35.95		135.21	
Adj R ² (1 st step)	(.05).45		(.07).42		(.03).21		(.05).18		(.09).46	
final										

Furnham, A., Hyde, G., & Trickey, G. (2013). Do your dark side traits fit? Dysfunctional personalities in different work sectors

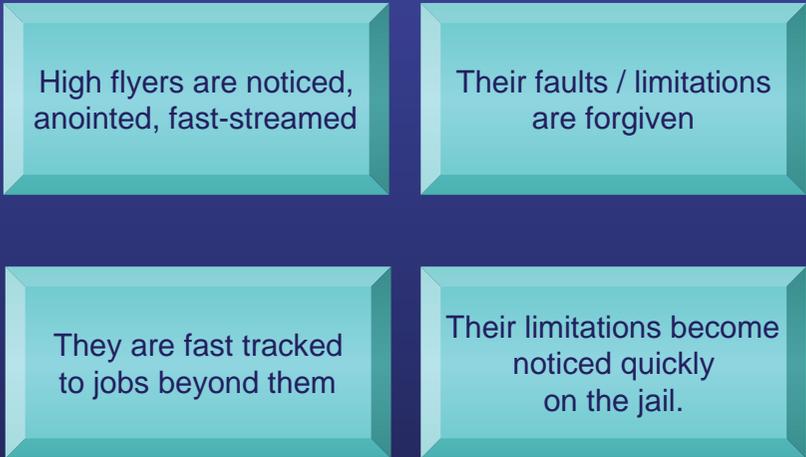
Applied Psychology: An International Review

- N=5693 British Adults
- Male=3838, Female=1855
- Average Age 41.68 years
- Hogan Development Survey

Results of Regressions for Ten Occupational Scales (continued)

	Tradition		Security		Commerce		Aesthetics		Science	
	Beta	t	Beta	t	Beta	t	Beta	t	Beta	t
Age	.03	1.29	.06	3.47	0.02	1.12	.02	0.81	-.03	1.26
Sex	-.03	1.35	-.03	1.50	-.16	8.13	.10	4.59	-.24	10.99
Social Desirability	-.09	3.97	.05	2.79	.02	0.97	.02	0.85	-.00	0.31
1. Excitable	-.08	3.13	-.09	4.32	-.10	4.11	.06	2.15	-.08	2.87
2. Sceptical	.00	0.07	.16	7.75	.16	6.71	-.10	3.91	.00	0.02
3. Cautious	.15	5.10	.08	3.26	-.07	2.38	.06	2.02	.03	0.86
4. Reserved	-.11	4.55	.07	3.40	.01	0.28	.01	0.41	-.05	1.95
5. Leisurely	.02	0.73	.04	2.25	.04	1.88	.06	2.64	.05	1.91
6. Bold	.08	3.24	.11	5.32	.17	6.94	-.04	1.33	.11	3.97
7. Mischievous	-.21	7.92	-.31	14.65	.12	4.94	-.01	0.49	-.03	0.97
8. Colourful	.08	2.82	-.05	2.18	-.04	1.56	.07	2.47	-.02	0.69
9. Imaginative	.09	3.60	-.13	6.90	-.08	3.70	.31	12.93	.09	3.86
10. Diligent	.07	3.08	.31	17.24	.21	9.72	-.06	2.73	.13	5.93
11. Dutiful	-.04	1.62	.17	8.86	.02	0.94	-.02	0.78	.02	0.49
F (14, 2158) =	12.61		115.45		44.00		25.05		128.46	
Adj R ² (1 st Step) Final	(.01).07		(.01).43		(.06).22		(.01).13		(.06).11	

Organisational error and complicity



Means of the two groups showing ANCOVA results for each dark side trait and higher order factors against population norms

HDS	Public (N=2824)		Private (N=2869)		F Level	Cohen's d
	X	SD	X	SD		
Excitable	3.19	2.79	3.23	2.57	31.31***	-.01
Sceptical	4.49	2.65	4.75	2.39	74.61***	-.10
Cautious	3.58	2.80	3.30	2.47	20.96***	.11
Reserved	4.41	2.34	4.19	2.06	0.11	.10
Leisurely	4.99	2.31	4.81	2.25	4.63*	.08
Bold	6.63	2.66	7.53	2.62	34.76***	-.34
Mischievous	6.15	2.46	7.06	2.43	74.36***	-.37
Colourful	7.20	2.97	8.06	3.00	10.03**	-.29
Imaginative	5.20	2.31	5.52	2.29	19.38***	-.14
Diligent	8.96	2.49	8.84	2.60	0.14	.05
Dutiful	7.33	2.11	7.23	2.14	4.79*	.05
Moving Toward	1.28	1.21	0.97	1.17	34.09***	-.26
Moving Away	0.98	1.08	0.89	1.03	50.10**	.09
Moving Against	0.45	0.62	0.42	0.61	1.02	.05

1=Public, 2=Private
 ***p<.001 **p<.01 *p<.05

Graduates of Corporate Business Units as "Schools"

Division/ Function	Division A (market driven)	Division B (operations-driven)	Division C (growth-oriented)
What they are likely to be good at...	<ul style="list-style-type: none"> Resourcefulness Entrepreneurialism Risk taking Getting things done 	<ul style="list-style-type: none"> Execution Using systems superbly Efficiency Teamwork 	<ul style="list-style-type: none"> Competition Getting results Working hard Flexibility, changing quickly
What they are not likely to be good at...	<ul style="list-style-type: none"> Consistency Disciplined action Using corporate systems Teamwork 	<ul style="list-style-type: none"> Responding to customers Change Seeing the big picture 	<ul style="list-style-type: none"> Taking a longer-term perspective Balancing life and work Sensitivity to people

Means of the two groups showing ANCOVA results for each dark side trait and higher order factors against population norms

HDS	Insurance (N=392)		Finance (N=197)		Emergency (N=513)		F Level
	X	SD	X	SD	X	SD	
Excitable	3.59 ^a	2.86	3.08 ^a	2.72	5.78 ^b	3.28	84.30***
Sceptical	5.10 ^a	2.40	4.52 ^b	2.29	7.19 ^a	2.82	110.41***
Cautious	3.79 ^a	2.69	3.42 ^a	2.60	6.04 ^b	3.06	95.26***
Reserved	4.45 ^a	2.16	3.97 ^a	2.06	5.75 ^b	2.57	55.34***
Leisurely	5.17 ^a	2.23	4.88 ^a	2.30	6.69 ^b	2.48	64.15***
Bold	7.33 ^a	2.70	7.84 ^a	2.40	5.89 ^b	2.79	51.02***
Mischievous	7.30 ^a	2.48	6.65 ^b	2.33	6.37 ^b	2.48	16.07***
Colourful	7.99 ^a	2.96	8.44 ^b	2.58	5.35 ^c	2.97	135.80***
Imaginative	5.48	2.28	5.39	2.11	5.48	2.58	0.10
Diligent	8.80 ^a	2.67	8.98 ^a	2.46	9.53 ^b	2.66	9.14***
Dutiful	7.42 ^a	2.39	7.10 ^a	2.07	7.74 ^b	2.26	6.16***
Moving Away	1.27	1.26	1.00	1.17	2.59	1.50	148.54***
Moving Against	0.99	1.07	0.85	1.01	0.60	0.97	17.86***
Moving Toward	0.46	0.62	0.43	0.62	0.62	0.60	9.73***

***p<.001 **p<.01 *p<.05

Competencies and Their Dark Sides

Competency	Potential Dark Side
Team Player	Not a risk taker, indecisive, lacks independent judgment
Customer-Focused	Can't create breakthroughs, can't control costs, unrealistic, too conservative
Biased toward Action	Reckless, dictatorial
Analytic Thinker	Analysis paralysis, afraid to act, inclined to create large staffs
Has Integrity	Holier than thou attitude, rigid, imposes personal standards on others, zealot
Innovative	Unrealistic, impractical, wastes time and money
Has Global Vision	Misses local markets, over-extended, unfocused
Good with People	Soft, can't make tough decisions, too easy on people

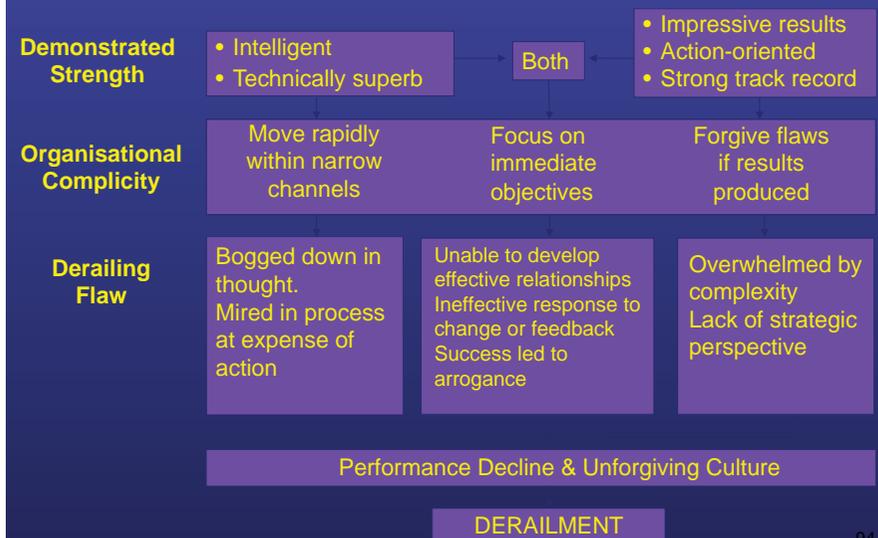
Graduates of Corporate Business Units as "Schools"



Solution

- "Let go" your problem people.
- Learn lesson for future recruitment. Remember the concept of optimal (not maximal).
- Do a proper biodata, data searched on your top people.
- Beware overlooking "weaknesses" when met by "great" strengths or super-attractive factors

Derailment Patterns of High Potentials



Management

- Beware fast tracking wunderkinds
- Have “independent person” do a skills, knowledge, experience and record audit”.
- Encouraging 360° appraisal for developmental purposes
- Seek a mentor, coach, therapist for these individuals
- Consider finding a stable deputy and empowering them.

99

Toxic Leader
Traits

Good Corporate
Governance

Failure &
Derailment

97

The implications for coaching

- > Many highly successful managers have a dark side, often associated with narcissism and moral imbecility.
- This is not easily changed or coached
- Those that need it most resist it most
- Perhaps those that report to these managers need the coaching most

100

Selection & Recruitment

Do a serious biodata/
reference check
beforehand

Consider using
“dark side” measures

Beware excessive
self-confidence
and charm

Get an expert on
the “select out” box

98

And so...

- Just as a good leader can really do wonders for any group, organisation or country, so a bad one can soon lead to doom and destruction.
- Perhaps we all get the leaders we deserve.
- Certainly understanding and developing great leaders is one of the most important things we can do in any organisation.