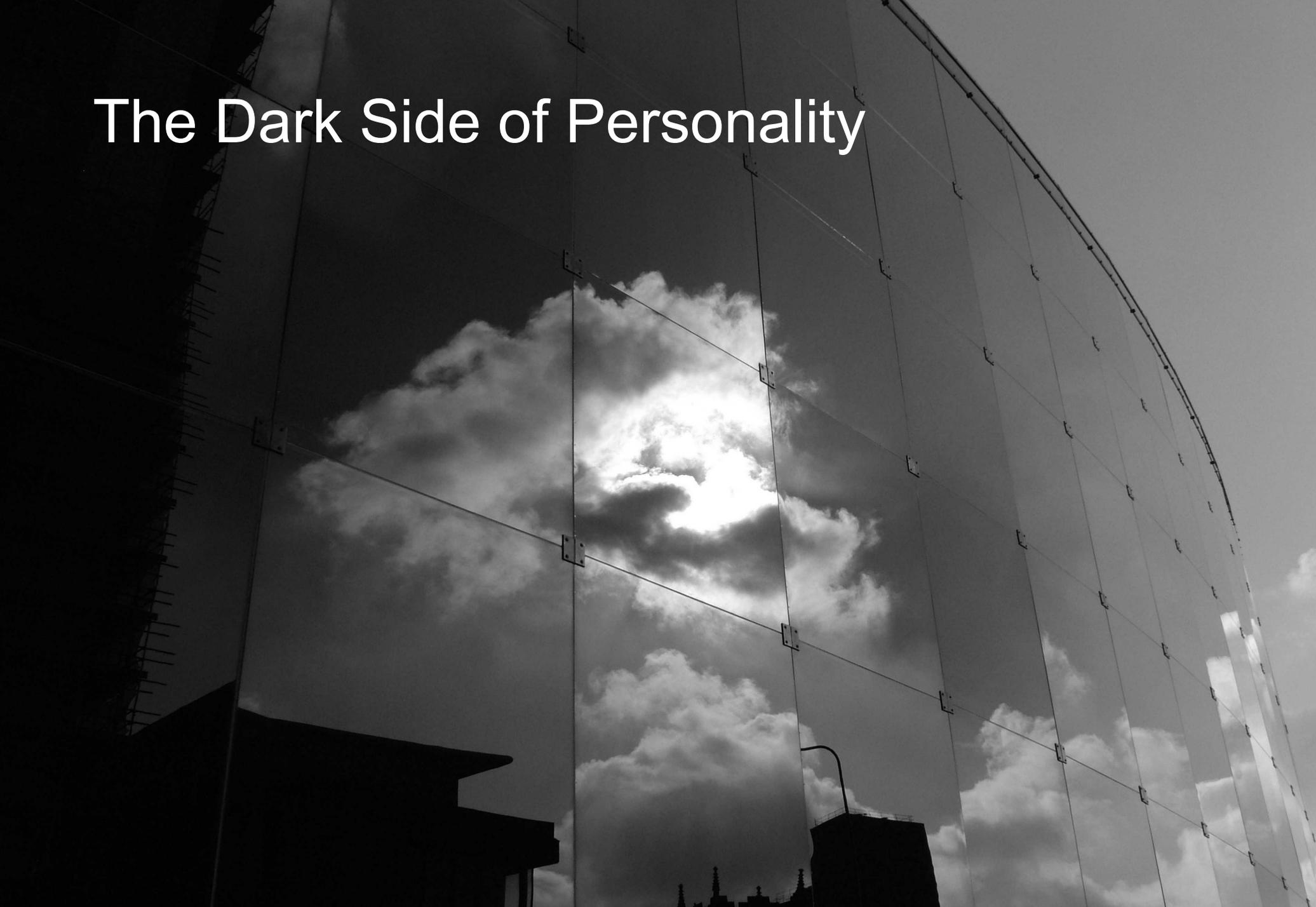


The Dark Side of Personality



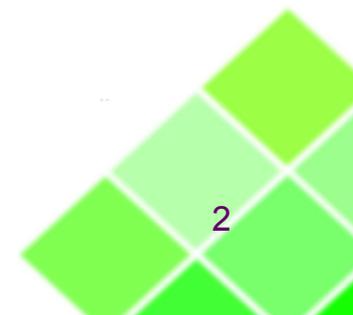
The “Dark-Side” of Personality

(Especially in relation to “high-flyers”)

South-East Essex CIPD Group
Thursday 22nd November 2007

DAVID WOOLLARD

HR Consulting



Objectives for Today's Session

- To introduce you to the concept of the “dark side” of personality & its constituent factors.
- To introduce you to a psychometric tool that has been designed to tap into these “dark side” factors:
 - Including a short demonstration of a feedback session.
- To consider the potential significance & utility of “dark side” factors in various HR processes, especially the identification & development of “high-flyers”.
- To provide you with a brief opportunity for reflection & self-analysis.

DAVID WOOLLARD

HR Consulting

Health Warning!

- It's always important to try to obtain a properly rounded psychological picture of someone!
- The “holy trinity” of psychometric assessment is a good way to proceed:
 - A “bright side” assessment of normal personality, e.g. 16PF, MBTI, NEO.
 - An “inside” assessment of motives, values, beliefs etc, e.g. BEMQ, OMQ.
 - A “dark side” assessment, e.g. the HDS, MMPI.



The Holy Trinity,
El Greco, 1577

A Starter for 10

(but mentioning no names or otherwise making it obvious to whom you're referring!!!)

- Can you think of either someone famous, or someone with whom you've worked, who was either very difficult to work with, or whose career (spectacularly) derailed?
- Why was this, do you think?
- Which aspects of their behaviour can you point to as outward signs of things going wrong?

The Icarus Myth

- King Minos of Crete imprisons Daedalus, a famous inventor, and his son Icarus, possibly for helping Theseus kill the minotaur.
- Daedalus makes wings of feathers and wax for himself and Icarus, so that they can escape.
- Daedalus warns his son not to fly too high, as the sun could melt his wings.
- Icarus ignores the advice, disaster ensues...



The “Icarus Syndrome” (Furnham)

- Accident-prone sensation-seeker?
- A disobedient child who liked to rebel?
- Narcissist blinded by his own arrogance?
- Some other explanation?
- Why might we want to find out?
- How might we try to find out?
- What might we do then?
- Any parallels with “high-flyers” in your organisation?

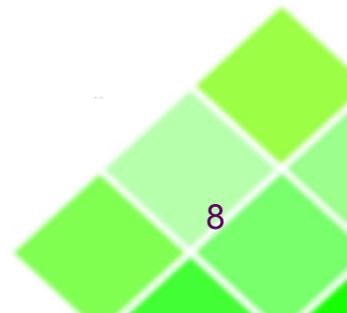


DAVID WOOLLARD

HR Consulting

As HR professionals, why might we be interested in the “dark side” of personality?

- Or, in what contexts might it be important, interesting or useful to consider it?



Bentz's (1985) Themes of Managerial Incompetence

1. Inability to delegate or prioritise.
2. Being reactive rather than proactive.
3. Inability to maintain relationships with an extended network of contacts.
4. Inability to build a team.
5. Having poor judgement.
6. Being a slow learner.
7. Having an “overriding personality defect”.



Strengths into Derailers



The “Strengths Into Derailers” Paradox #1

- You can have too much of a good thing!
- The very strengths that can help people become effective and successful can, in certain circumstances, be the source of the emergence of dysfunctional interpersonal (dark side) behaviours :
 - When under pressure at work.
 - Significant life-events.
 - When the person “lets down their guard” or lets their “social mask” slip.
 - Combinations of the above.

The “Strengths Into Derailers” Paradox #2

Possible Strength	Potential Derailer	DSM-IV-TR Axis 2 Personality Disorder
Enthusiastic	Volatile	Borderline
Shrewd	Mistrustful	Paranoid
Careful	Cautious	Avoidant
Independent	Detached	Schizoid
Focused	Passive-Aggressive	Passive-Aggressive
Confident	Arrogant	Narcissistic
Charming	Manipulative	Antisocial/Psychopathic
Colourful	Dramatic	Histrionic
Imaginative	Eccentric	Schizotypal
Diligent	Perfectionistic	Obsessive-Compulsive
Dutiful	Dependent	Dependent

DAVID WOOLLARD

HR Consulting

The 11 Scales of the Hogan Development Survey (HDS)

- **Volatile** – moody, easily annoyed, hard to please, short lived enthusiasm for people, projects or things, emotionally volatile.
- **Sceptical** – distrustful, cynical, sensitive to criticism, and focused on the negative.
- **Cautious** – unassertive, resistant to change, risk-averse, and slow to make decisions.
- **Detached** – aloof, indifferent to the feelings of others, and uncommunicative.
- **Passive-Aggressive** – overtly cooperative, but privately irritable, stubborn, and uncooperative.
- **Arrogant** – overly self-confident, with inflated feelings of self-worth.
- **Manipulative** – charming, risk-taking, impulsive, rule-bending/breaking, limit-testing and excitement-seeking.
- **Dramatic** – excessive emotionality, animated, attention-seeking, interruptive.
- **Eccentric** – creative, but thinking and acting in unusual or eccentric ways.
- **Perfectionistic** – meticulous, precise, inflexible about rules & procedures, hard to please, critical of others' performance, micromanaging.
- **Dependent** – eager to please, reluctant to act independently or against popular opinion.

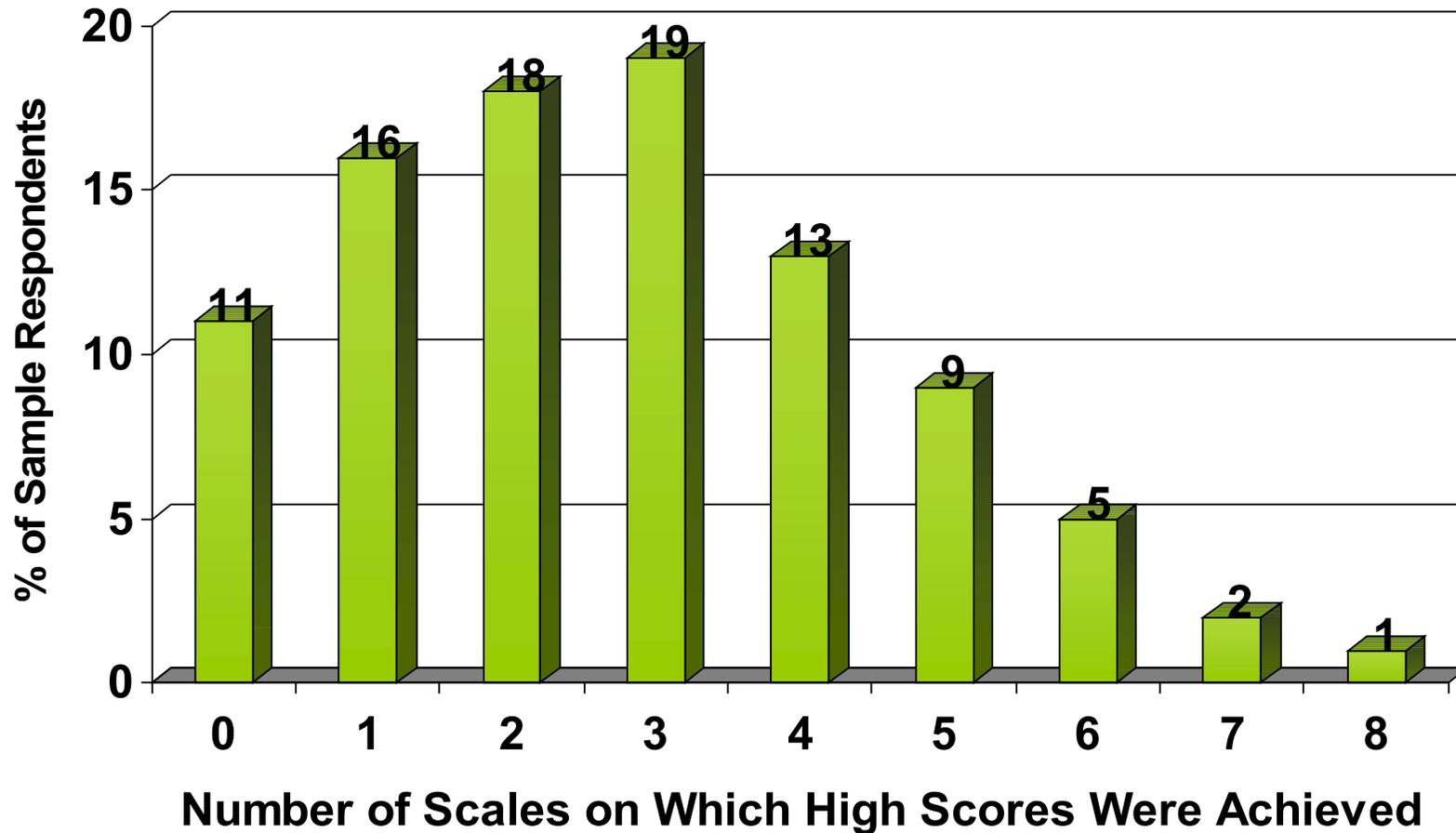
DAVID WOOLLARD

HR Consulting

An Opportunity for Self-Analysis...

- Which of these factors do you think might apply to you? Do you have any other “less constructive behaviours” not mentioned in this list?
 - What situations provoke them for you?
 - How do you manifest them?
 - What consequences might they be having for you & others?
 - What ideas do you have for developing some coping strategies?
- What about the possibility of one or two “blind spots”?
- As a product of this self-analysis, would you like to commit yourself to a few action points?

Proportion of Sample Respondents Achieving High Scores on the HDS Scales (90th %ile plus)



DAVID WOOLLARD

HR Consulting

Karen Horney's Themes (1950) – 3 techniques for managing insecurity

“Moving Against Others”

(Dominating, influencing & persuading others)

- Arrogant.
- Manipulative.
- Dramatic.
- Eccentric.

“Individuals with high scores on these scales make other people nervous”.

DAVID WOOLLARD

HR Consulting

“Moving Away From Others”

(Withdrawing from contact with others)

- Volatile.
 - Sceptical.
 - Cautious.
 - Detached.
 - Passive-Aggressive
- “Other people make individuals with high scores on these scales nervous”.*

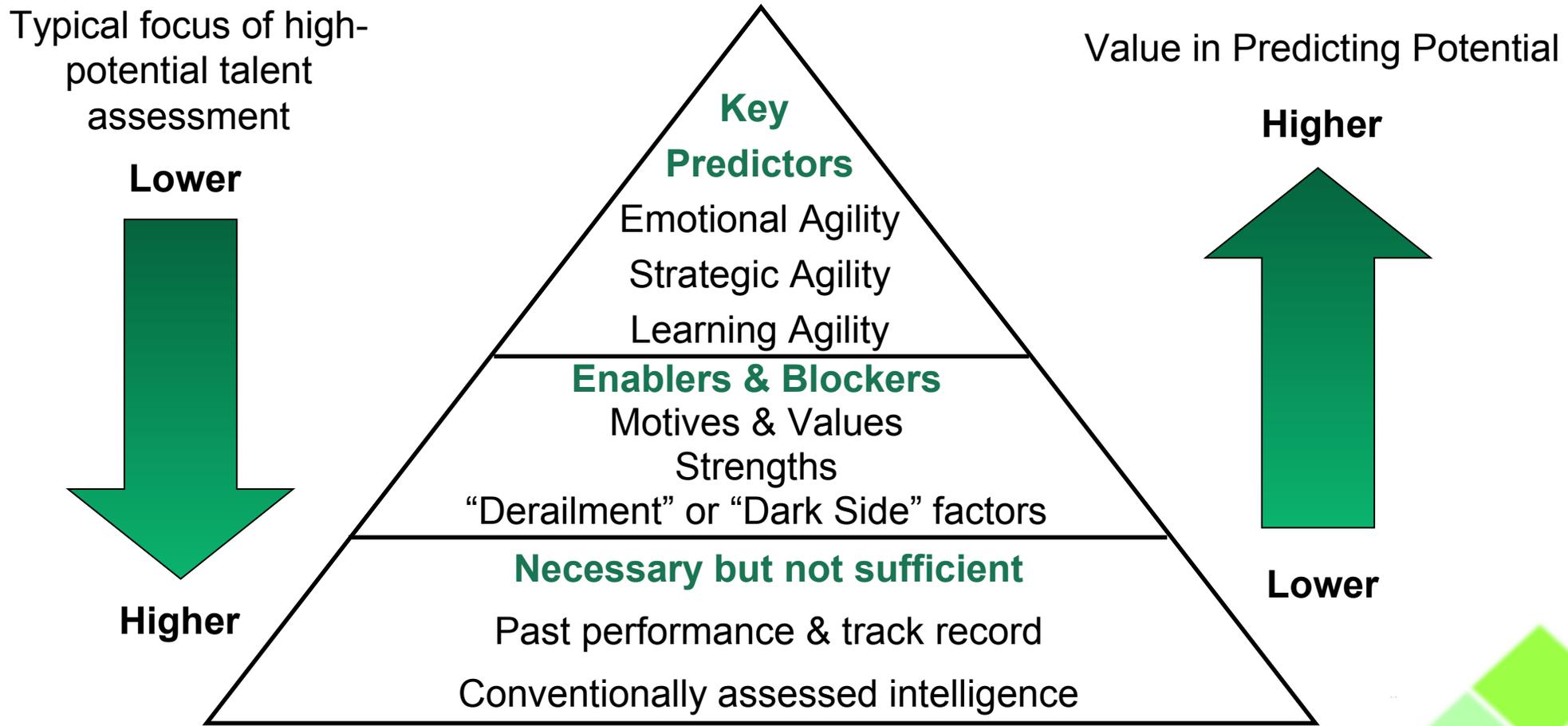
“Moving Towards Others”

(Being critical of others or conforming to their wishes)

- Perfectionistic.
- Dependent.

“Individuals with high scores on these scales make themselves nervous”.

A Model for High-Potential Talent Development (Yapp)



DAVID WOOLLARD

HR Consulting

Summary

- Different pieces of research have identified similar dysfunctional managerial behaviours, aka derailment, or dark side factors, e.g. Bentz, Furnham, Hogan.
- These factors seem to be consistent with work to identify & describe certain personality disorders, as described in e.g. DSM-IV-TR Axis 2.
- Psychometric instruments have been developed, which can assess these factors with some fidelity, e.g. the HDS, MMPI.
- Such measures are probably best used in the developmental context, but should also be used in selection processes, with care.
- Good practice suggests that managerial assessment processes generally, and for high-flyers in particular, should contain a range of methods, including experiential components, designed to address the “brightside”, the “inside” & the “dark side”.
- Do not neglect dark side factors in HR processes – the consequences could be significant for both the individual & the wider organisation.

References & Info Sources

- Babiak, P & Hare, R. D. “Snakes in Suits: When Psychopaths Go To Work”.
- Bentz (1985), “A view from the top: A 30-year perspective...”
- Dotlich & Cairo (2003), “Why CEOs Fail”.
- Furnham (2005), People Management 10/02/05, “Where Egos Dare”.
- Furnham (2001), “The 3D Manager: Dangerous, Derailed & Deranged”.
- Furnham & Taylor (2004), “The Dark Side of Behaviour @ Work”.
- Hogan, R & Hogan J (1997), Hogan Development Survey Manual, Hogan Assessment Systems.
- Hogan, R & Hogan J (2004), “Assessing leadership: A vision from the dark side”, Selection & Development Review, 20:1.
- Horney, K (1950) “Neurosis and Human Growth”.
- Yapp, M (2005), in “Business Psychology in Practice”, ed. Grant, p159.
- www.hoganassessments.com, www.psychological-consultancy.com
- The Centre for Creative Leadership (USA), www.ccl.org.

Further Information & Freebie

- If you would like to find out more about the “dark side” of personality and how the Hogan Development Survey might be used in your organisation, *including how you can obtain your complimentary HDS report & feedback session*, please contact:
 - David Woollard
 - Milford, Main Road, Bucklesham, Suffolk, IP10 0DN.
 - 01473 659654.
 - 07764 443356.
 - david@dwhr.co.uk

DAVID WOOLLARD

HR Consulting

