

Dark triad competency profile



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In the following table, I provide information about how candidates presenting dark personalities would score on competencies used for employee selection and promotion. I have searched for research databases to find links between dark personalities and workplace competencies (marked in black). I have also used my research results and made suppositions based on theory and my own professional experience when I couldn't find research results (marked in blue). Results marked in blue, although based on theory, remain to be tested empirically. When the relationships between Dark Triad personalities were tested and found non-significant, I indicated "N.S" in the table. I built this table as a guide for I/O psychologists and HR personnel in charge of hiring and promotion as I believe that it is crucial for them to understand how dark traits may present within the workplace. Although the list may not be exhaustive, you will find that it includes most of the competencies used by I/O psychologists and HR professionals for different positions, including management positions. You will find definitions of each competency on my website and examples of questions you will be able to use to measure these competencies during a selection interview (I address selection interviews in chapter 3 of this book).

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| Competencies | Narcissism | Mach | Psychopathy | References |
|--------------------------------|------------|------|-------------|------------|
| <i>Agreeableness</i> | — | — | — | 2, 19 |
| <i>Conscientiousness</i> | N.S. | — | — | 2, 19 |
| <i>Neuroticism</i> | N.S. | N.S. | — | 2 |
| <i>Extraversion</i> | + | N.S. | + | 2 |
| <i>Openness</i> | + | N.S. | + | 2 |
| <i>Honesty/Humility</i> | — | — | — | 4, 19 |
| <i>Seductiveness</i> | + | + | + | 1 |
| <i>Manipulativeness</i> | + | + | + | 1, 25 |
| <i>Thriftiness</i> | + | + | + | 1 |
| <i>Humorousness</i> | + | + | + | 1 |
| <i>Integrity</i> | — | — | — | 1 |
| <i>Risk-taking</i> | + | + | + | 1, 15, 16 |
| <i>Egotism</i> | + | + | + | 1 |
| <i>Self-enhancement</i> | + | N.S. | + | 2 |
| <i>Impulsivity</i> | + | N.S. | + | 3 |
| <i>Ethics</i> | — | — | — | 4, 24 |
| <i>Empathy</i> | — | — | — | 5 |
| <i>Conflict resolution</i> | — | — | — | 6, 7 |
| <i>kindness</i> | — | — | — | 8 |
| <i>charisma</i> | + | N.S. | + | 9, 10 |
| <i>Influence</i> | + | + | + | 11, 12 |
| <i>Responsibility</i> | — | — | — | 10 |
| <i>Emotional intelligence</i> | + | — | — | 13, 33 |
| <i>Team spirit</i> | — | — | — | 14 |
| <i>Quality decision making</i> | — | — | — | 15 |

| Competencies | Narcissism | Mach | Psychopathy | References |
|----------------------------------|-------------------|-------------|--------------------|-------------------|
| <i>Quick decision making</i> | + | + | + | 16, 3 |
| <i>Oral communication</i> | + | + | + | 10, 17 |
| <i>Creativity and innovation</i> | + | NS | + | 10, 18, 20 |
| <i>Political skills</i> | + | + | + | 21, 22 |
| <i>Adaptability</i> | NS | - | NS | 13 |
| <i>Autonomy</i> | NS | NS | NS | 23 |
| <i>Tolerance for ambiguity</i> | + | - | + | 26 |
| <i>Attention to detail</i> | - | NS | - | 28, 29 |
| <i>Need for accomplishment</i> | + | N.S. | + | 27 |
| <i>Prone to action</i> | + | NS | + | 30, 3 |
| <i>Planning</i> | - | + | - | 25, |
| <i>Prioritizing</i> | N.S. | N.S. | - | 34 |
| <i>Analytical skills</i> | N.S. | + | + | 31, 32, 34 |
| <i>Coaching</i> | - | - | - | |
| <i>Motivating others</i> | - | - | - | |
| <i>Goal-oriented</i> | + | + | + | 25 |
| <i>Change management</i> | - | NS | - | |
| <i>Mobilizing teams</i> | - | NS | - | |
| <i>Customer service</i> | - | NS | - | |
| <i>Sales skills</i> | + | + | + | |
| <i>Emotion management</i> | NS | + | NS | 25, 30 |
| <i>Prone to anger</i> | + | NS | + | 30 |
| <i>Networking</i> | + | + | + | |
| <i>Sociable</i> | + | NS | + | 29 |
| <i>Regulation and follow-up</i> | - | NS | - | |

Table references

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