Favorable Narcissistic Traits of CEOs across Cultures

How do employees judge their leader's narcissistic personality?

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Narcissism in Leadership

Narcissistic Personality Disorder

- Distressing, Dysfunctional and Deviant

Leader's Narcissistic Traits

Dark Traits	Bright Traits
Overconfidence	Charisma
Social Admiration	Inspires Power, Authority
Ego-centric	Positive Affect
Bold aggressive actions	Strategic Dynamism

- Narcissistic Traits in Leaders can be both productive and destructive to the organization. The leader is capable of inspiring devotion or distrust by manifesting either a bright or dark personality trait.

How do these traits affect employees?

CEO Bright/Dark Narcissistic Traits

- Show of Power
- Appearance
- Social Admiration
- Machiavellianism
- Overconfidence
- Arrogance

Employee

- Self-esteem
- Performance
- Trust in the Leader

Mapping it Out

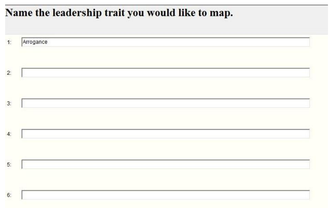
Participants

- Projected sample of 80 students

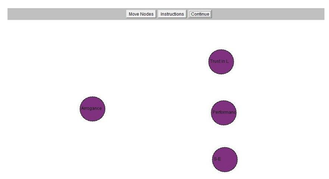
Procedure

Steps:

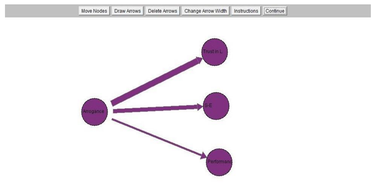
1. Questionnaire
   - Demographics
   - Triandis Individualism/Collectivism Scale
2. Definitions sheet
3. Create Fuzzy Cognitive Maps of LNT and Organizational Outcomes



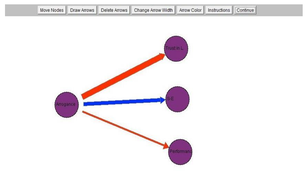
1. Name Trait and Organizational Outcomes



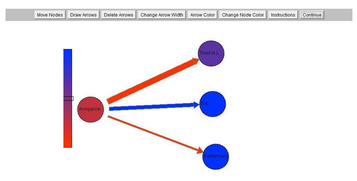
2. Place nodes on the map



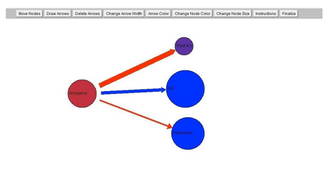
3. Create causal connections and change arrow width: **strength** of connections



4. Change arrow color: negative or positive causal connection



5. Change node color: Valence negative, positive or neutral trait



6. Change node size: Importance

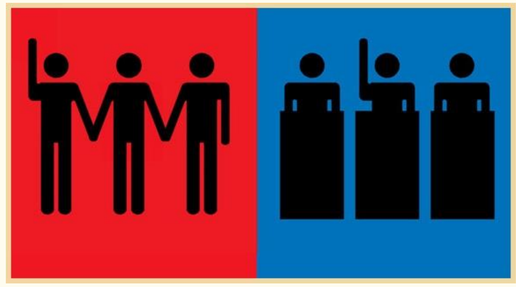
Narcissism in Cultures

Collectivistic Culture

"The Leader is God's gift to the collective"

Individualistic Culture

"The Leader is God's gift to the world"



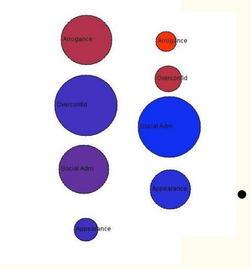
Bright and Dark traits become *relative*

- Do CEOs need to be arrogant to be taken seriously?
- How much confidence is overconfidence ?

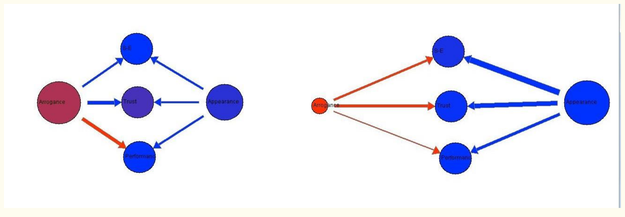
Projected Results

Collectivistic Culture

- Rate dark traits more favorably
- Build more positive relationships between dark LNT and Outcomes



Individualistic Culture

Rate bright traits more favorably

- Build more positive relationships between bright LNT and Outcomes