EAWOP Small Group Meeting on
Dark Personalities in Organisations

7/17/24 – 7/19/24

Seeburg Castle University Austria

Seeburgstraße 8

5201 Seekirchen am Wallersee, Austria

free WIFI: Uni Hotspot

Welcome Note by the Keynote Speakers

Over the last decade there has been an uptick in interest among scholars and practitioners who seek to understand how 'things go wrong' in organizations. They are not just interested in specific forms but rather the larger patterns of deviant, destructive or otherwise undesirable behavior, and underlying traits associated with them. Research focusing on specific outcomes like employee satisfaction or absenteeism may be so narrowly focused that it minimizes the ability, utility, or appeal of larger theoretical frameworks; leaving research in a more descriptive phase with only hypotheses rather than theories to guide our way.

That is, by thinking about specific outcomes as opposed to larger patterns of behavior at work (or elsewhere), researchers may miss the proverbial forest for the trees. By taking a more macroscopic look, we may better see patterns in workplace deviance and even desirable outcomes. In a series of talks we will reflect on the current research focusing mostly on the Dark Triad traits of psychopathy, narcissism, and Machiavellianism, but also other traits like sadism, dominance motivation, lack of empathy, and dishonesty. These socially undesirable traits all have been linked with – unsurprisingly – undesirable outcomes in the workplace but what is needed are attempts to answer other questions like why this may be the case, if there are contexts in which these traits might prove more or less harmful, and what the mechanisms – over longer and shorter periods of time – responsible for such outcomes are.

Over the course of several sessions, we will discuss matters like work engagement, corporate misconduct, political skills, leadership, rivalry, career success in universities, and mindfulness. The attendees and invited speakers at this workshop represent the brave souls plumbing the darkness of people's character in one of the largest parts of our lives.

Prof. Peter K. Jonason & Prof. Susanne Braun

Day 1 / July 17th

We have additionally reserved SR2, if you require a dedicated workspace during the conference, wish to ensure compatibility and functionality of your slides with our IT infrastructure, or need to prepare any additional materials.

12:00-15:00	Registration desk open (front desk, 1st floor)

14:00-15:00   **Keynote: Intrapersonal Causes and Interpersonal Consequences of Living a Fast Life: The Dark Triad as Fast Life History Strategies** (SR1)

Peter K. Jonason, University of Padova

15:00-16:00   **Research Talks & Discussion: Dark Personalities and Organizational Behavior** (SR1)
Moderator: Birgit Schyns

1. The 'Dark Triad' and its effect on job satisfaction, work engagement, organizational commitment and intention to quit: An empirical exploration of the mediator role of followership type

2. Unveiling the paradox: Dark Triad traits, power dynamics, and job satisfaction in the workplace

3. Dark personality traits and corporate misconduct: A theory of planned behavior perspective

16:00   **Get Together & Welcome Drinks** (pavilion)

Day 2 / July 18th

We have additionally reserved SR2 until 14:00 / 2 p.m. (before the workshop), if you require a dedicated workspace during the conference, wish to ensure compatibility and functionality of your slides with our IT infrastructure, or need to prepare any additional materials.

9:00-10:00	Registration desk open (front desk, 1st floor)

9:00-10:20   **Research Talks & Discussion: Dark Personality Traits and Social Dynamics** (SR1)
Moderator: Susanne Braun

1. Dark fascination? How Dark Triad leadership leads to threat-related and fascination-related affective states

2. How to get away with counterproductive work behavior: Unmasking psychopaths' impression management in the workplace

3. The Dark Tetrad and their motivated empathy

4. The three nightmare traits distinguish who we like and dislike at work

10:20-10:40   **Coffee Break** (pavilion)

10:40-12:00   **Research Talks & Discussion: The Workplace Environment**
Moderator: Melanie Vilser

1. Modelling the interplay of personality and organization variables in predicting unethical behaviour

2. How narcissistic rivalry shapes crossover effects of work-induced ego depletion

3. The dark side of mixed-gender workplaces: Dominance motivation, sexual overperception, and harassment in organizations post #MeToo

4. Dark side of inclusion: Exploring the effects of follower narcissism on the relationship between inclusive leadership and follower organizational identification

12:00-13:00   **Lunch Break** (pavilion)

| 13:00-14:00 | **Research Talks & Discussion: Dark Triad Traits in Selected Fields** (SR1) |

Research Talks & Discussion: Dark Triad Traits in Selected Fields (SR1)
Moderator: Peter K. Jonason

1. The relationship of Dark Triad traits and hierarchy as well as career success in academia

2. Do soldiers prefer war or peace? A Dark Tetrad in Polish military services context

3. Harmony at home: Nurturing work-pet family enrichment and well-being through a Self-Determination lens: The moderating role of the Dark Triad

14:00-14:15   **Coffee Break** (pavilion)

14:15-16:45   **Workshop 1: Inclusion and the Dark Triad** (SR1; additional room: SR2)

Rebecca Jones, Henley Business School
Holly Andrews, Henley Business School

19:00   **Conference Dinner** (pavilion)

Day 3 / July 19th

We have additionally reserved SR2 from 11:30 / 11:30 a.m. onwards (after the workshop), if you require a dedicated workspace during the conference, wish to ensure compatibility and functionality of your slides with our IT infrastructure, or need to prepare any additional materials.

9:00-10:00	**Keynote: The Many Faces of Narcissism in Organisations: A Synthesis and Ways Forward** (SR1)

Susanne Braun, Durham University

10:00-12:00	**Workshop 2: The Future of Dark Personality Research in Organisations** (SR1; additional room: SR2)

Birgit Schyns, Neoma Business School

12:00-13:00	**Lunch Break** (pavilion)

13:00-14:00	**Research Talks & Discussion: Interventions** (SR1)

Moderator: Clemens Hutzinger

1. Interventions to reduce dark personality tendencies: A scoping review
2. Does team identification boost voice uniformly across different personality profiles?
3. Daily mindfulness and state narcissism at work

14:00-14:30	**Best Paper Award Ceremony & EJWOP Special Issue** (SR1)

Susanne Braun, Durham University
Sandra J. Diller, Seeburg Castle University

Detailed Presentation & Workshop Program

14:00-15:00   **Keynote: Intrapersonal Causes and Interpersonal Consequences of Living a Fast Life: The Dark Triad as Fast Life History Strategies** (SR1)

Peter K. Jonason, University of Padova

Twenty-two years ago, Del Paulhus and Kevin Williams published a brief report in the *Journal of Research on Personality* that went relatively unnoticed for over half a decade despite its sexy title about something called "the Dark Triad". The Dark Triad traits are three correlated, socially undesirable features of personality that manifest as subclinical psychopathy, narcissism, and Machiavellianism. Up until that point—mostly—the traits had been conceptualized, measured, and studied in isolation. For instance, psychopathy was studied almost exclusively in clinical/forensic settings and in relation to solely undesirable aspects of human life. Machiavellianism, in contrast, was developed by social psychologists who primarily studied it in the context of business decisions and behaviors. And narcissism was developed by personality psychologists and studied primarily in relation to interpersonal behaviors. In the early 20-teens, several developments consolidated and skyrocketed the study of these traits including two measurement advances and a theoretical advance, particularly their integration into evolutionary models of personality. In this talk, I will discuss the advances in this field theoretically and then give a crash-course on basic topics like values (N = 1529), motives (N = 3915), mating (N = 770), and organizational behavior (N = 1352). I will highlight how the hedonistic, anti-affiliative, status-seeking, and sexual underpinnings of these traits can be used to understand the mechanisms of why they are the traits for which we describe people as "bad apples". For example, status-seeking motives may encourage those characterized by these traits to step on the little people on their way up and to later fall by engaging in overlooked toxic and even criminal behaviors. Alternatively, those characterized by the traits may overperceive sexual opportunities in even neutral spaces leading to problematic relationships and behaviors that modern, #metoo sentiments are intolerant to. In the end, I will talk about limitations in the research, note future directions, and highlight how by studying our darkness is to know a more complete picture of human nature within and without the workplace.

15:00-16:20   **Research Talks & Discussion: Dark Personalities and Organizational Behavior** (SR1)

1. The 'Dark Triad' and its effect on job satisfaction, work engagement, organizational commitment and intention to quit. An empirical exploration of the mediator role of followership type

Filippo Ferrari, University of Bologna

Building upon a Followership perspective, this study investigates, by adopting a SEM analysis, if DT traits are positively related to followership styles (exemplary, disengaged, leader-centred). It also investigates if in a followership situation the DT traits are positively related to Work Engagement, Organizational Commitment and Job satisfaction. Machiavellianism is associated with disengaged followership; it is also an important antecedent of the continuance commitment. However, these dynamics do not show significant consequences on job satisfaction, work engagement, and intention to quit. Narcissism, on the other hand, is an important factor in supporting exemplary followership and leader-centred followership, and generates significant consequences on job satisfaction, affective commitment and work engagement. A mediation analysis shows that exemplary followership mediates the relationship between narcissism and organizational outcomes.

2. Unveiling the Paradox: Dark Triad Traits, Power Dynamics, and Job Satisfaction in the Workplace

Clemens Hutzinger, Seeburg Castle University
Zofia Hartl, Seeburg Castle University
Sandra J. Diller, Seeburg Castle University

Job satisfaction is an essential factor for job performance and turnover intention. However, recent research found that people with high Dark Triad traits show higher job satisfaction, fully mediated by a work climate of power in terms of low restrictions, low competition, and high prestige. Thus, the present set of studies (N_1 = 1,145 employees, N_2 = in preparation) explored whether the employee's power level in an organization mediates the influence of Dark Triad traits on job satisfaction. For power, a z-standardized sum of hierarchical position, level of responsibility, and dependency was computed. Results of Study 1 (544 male and 601 female employees between 18 and 64 years old) show that Dark Triad traits negatively affected job satisfaction, with power mediating this relationship. Theoretical and practical implications are discussed.

3. Dark Personality Traits and Corporate Misconduct: A Theory of Planned Behavior Perspective

Pier L. Giardino, University of Trento
Andrea Caputo, University of Trento & University of Lincoln

This study investigates the impact of personality traits on apical decision-makers' determinants of intention (i.e., attitudes, subjective norms, and perceived behavioral control) in the context of corporate misconduct. The study identifies the personality traits strongly associated with irresponsible management and explores the underlying mechanisms that

explain this relationship. Relying on the Theory of Planned Behavior, this study conducts a systematic literature review of 36 articles published between 2002 and 2023, sourced from Scopus, Web of Science, EBSCO, and APA databases. Results show that existing literature on this subject has predominantly focused on dark personality traits (i.e., narcissism, psychopathy, and Machiavellianism), recognizing them as catalysts for irresponsible behaviors among top decision-makers. Particularly, by meticulously examining each of these traits, this study unveils several underlying mechanisms that clarify this relationship.

1. Dark Fascination? How Dark Triad Leadership Leads to Threat-Related and Fascination-Related Affective States

Magdalena Weber, Seeburg Castle University
Sandra J. Diller, Seeburg Castle University
Andrea Czibor, University of Pécs
Johannes Klackl, University of Salzburg
Eva Jonas, University of Salzburg

People with high Dark Triad (DT) tendencies have both threatened and fascinated its audience in movies and theaters. Our research (N_1 = 255, N_2 = 156, N_3 = 137) posits that DT leaders can elicit both threat-related and fascination-related affective states compared to a control group. Across all three experimental studies, results consistently demonstrated that DT leaders increased not only threat-related affective states but also outrage. The findings related to fascination were nuanced: Certain fascination-related affective states, such as interest or curiosity, were significantly higher in the control condition, while others, including puzzlement or bafflement, were significantly higher in the DT condition. The additional qualitative data supports this dark side of fascination. The findings offer insights into the potential consequences of such leadership dynamics.

2. How to Get Away with Counterproductive Work Behavior: Unmasking Psychopaths' Impression Management in the Workplace

Lenke Roth, Justus-Liebig-University Gießen
Ute-Christine Klehe, Justus-Liebig-University Gießen

Some employees may get away with the worst counterproductive work behaviors (CWB). Despite their heightened CWB tendencies, psychopaths often manage to keep their coworkers in the dark. The reason, we assume, lies in the link of corporate psychopathy with impression management (IM), tactics used to shape how others perceive employees in the workplace. Therefore, we applied an Actor-Partner Interdependence Moderator Model based on survey data from 160 employee-coworker dyads. Results show that employees' (primary and, to some extent, secondary) psychopathy related positively to IM tactics, but also that the most tactics (i.e., ingratiation, exemplification, supplication) moderated negatively the link between employees' self-reported CWB and coworkers' perception of it. Latent profile analyses further revealed distinct IM profiles for primary and secondary psychopathy, extending our understanding of how psychopathic employees strategically engage in IM to mask their CWB.

3. The Dark Tetrad and their Motivated Empathy

Jonas H. Zhang, Ludwig-Maximilians-University Munich
Sandra J. Diller, Seeburg Castle University

Marcus Roth, Universität Duisburg-Essen
Dieter Frey, LMU Center for Leadership and People Management

In the existing literature, individuals with high Dark Tetrad traits have been characterized by a general lack of empathy. However, this study aims to explore whether individuals exhibiting elevated Dark Tetrad tendencies may display varying levels of empathy based on whether the target is from their ingroup, outgroup, or control group. Drawing upon Zaki's motivated account of empathy (2014) and recent investigations into Dark Tetrad traits and ingroup-outgroup dynamics, this research seeks to uncover novel insights into the motivated aspect of the association between Dark Tetrad traits and empathy. The study's uniqueness lies in its examination of how Dark Tetrad traits may influence empathic responses within different social contexts.

4. The Three Nightmare Traits Distinguish who we Like and Dislike at Work

Reinout E. de Vries, Vrije Universiteit Amsterdam
Patrick Dunlop, Curtin University
Felix Kerscher, Vrije Universiteit Amsterdam

At work, three traits - Dishonesty (low Honesty-Humility), Disagreeableness (low Agreeableness), and Carelessness (low Conscientiousness) - have been found to be associated with negative work outcomes such as counterproductive work behaviors, interpersonal conflicts, and low performance. In a previous study, these so-called Three Nightmare Traits (TNT) have been found to significantly distinguish people low and high on these traits that are liked and disliked in written responses. However, although the effects for the TNT were stronger than for the non-TNT traits (e.g., Emotionality, Extraversion, and Openness to Experience), compared to Dishonesty and Disagreeableness, this distinction between liking and disliking was somewhat less strong for Carelessness. In the current study (N = 266), we replicated the liking versus disliking effect of the TNT, but we also show that in a work context, Carelessness more strongly distinguishes liked from disliked people than in a non-work context.

10.40-12:00   Research Talks & Discussion: The Workplace Environment

1. Modelling the Interplay of Personality and Organization Variables in Predicting Unethical Behaviour

Daniel Leising, Technische Universität Dresden

I present an overview of an ongoing research project in which we conduct qualitative in-depth analyses of a large number (> 25) of well-documented case examples from a variety of contexts (e.g., business, education, journalism, religion). The starting point for all these analyses is the Toxic Triangle Model (TTM) by Padilla et al. (2007), which suggests that unethical organizational outcomes depend not only on leader behaviour, but also on the behaviour of followers, and on the regulations and culture of the environment in which they interact with one another. We assess how helpful the TTM is in trying to understand the dynamics of each case, and for deducing prevention and intervention measures. I close with an outlook on future developments, the most important of which will be expressing the model in a more formalized manner, and incorporating accounts of related phenomena such as values, corruption, silence, and whistleblowing.

2. How Narcissistic Rivalry Shapes Crossover Effects of Work-Induced Ego Depletion

Xiaoyu Gan, University of Sheffield
Kristin Hildenbrand, University of Sheffield
Anna Topakas, University of Sheffield
Malcolm Patterson, University of Sheffield
Susanne Braun, Durham University

Drawing on self-regulation theory, we investigate the effect of employees' daily work-induced ego depletion on next-day relationship tension (rated by employees and spouses) via spouses' end-of-day ego depletion and how narcissistic rivalry shapes these relationships. Utilizing a daily diary method and dynamic structural equation modelling, we analyzed data from 153 couples over ten working days (1,512 observations). We found that employees' daily work-induced ego depletion crosses over, significantly influencing their spouses' end-of-day ego depletion. However, spouses' end-of-day ego depletion did not relate to increased next-day relationship tension. Instead, spouses' narcissistic rivalry strengthened the indirect impact of employees' work-induced ego depletion on the next-day relationship tension (spouse-rated) via spouses' end-of-day ego depletion. Conversely, employees' narcissistic rivalry weakened this indirect impact on the next-day relationship tension (employee-rated).

3. The Dark Side of Mixed-Gender Workplaces: Dominance Motivation, Sexual Overperception, and Harassment in Organizations Post #MeToo

Mark van Vugt, Vrije Universiteit Amsterdam
Sanne Feenstra, Vrije Universiteit Amsterdam
Sophie Hudspith, Vrije Universiteit Amsterdam

Sexual overperception refers to instances in which people wrongly infer sexual interest from others. Evolutionary psychologists have mostly studied sexual overperception within romantic

relationships. Our research extends this research by studying sexual overperception in mixed-gender workplaces. In a two-wave survey (*N* = 212), we show that employees with a higher dominance motivation (who seek status through intimidation and manipulation) but not those with a higher prestige motivation (status seeking through displaying competence) are more likely to perceive sexual interest in the behavior of colleagues, regardless of the employee's gender or formal power position. In a preregistered three-wave survey (*N* = 349) we further show that sexual overperception is positively associated with the likelihood to sexually harass colleagues, and that sexual overperception mediates the positive relationship between dominance motivation and sexual workplace harassment. Implications are addressed.

4. Dark Side of Inclusion: Exploring the Effects of Follower Narcissism on the Relationship between Inclusive Leadership and Follower Organizational Identification

Urszula Lagowska, NEOMA Business School
Birgit Schyns, NEOMA Business School
Iris Gauglitz, University of Bamberg

With a rise of research on inclusive leadership (Korkmaz et al., 2022), there is a need to understand how individuals differ in their interpretations of it, and to explore its possible negative consequences. Based on research showing that some individuals assign different value to uniqueness and belongingness (Huang et al., 2014; Leary et al., 2013) – two seemingly paradoxical aspects of inclusive leadership – and signalling theory (Connelly et al., 2011), we theoretically explore whether different forms of narcissism influence how followers perceive inclusive leadership (RQ 1). We also investigate if perceptions of belongingness and uniqueness lead to different outcomes for narcissistic followers (RQ 2). We further argue that the perception of belongingness / uniqueness mediates the relationship between inclusive leadership and follower identification.

13:00-14:00 **Research Talks & Discussion: Dark Triad Traits in Selected Fields** (SR1), *Moderator: Peter K. Jonason*

1. The Relationship of Dark Triad Traits and Hierarchy as well as Career Success in Academia

Irmgard Mausz, International School of Management
Daniel Thiemann, International School of Management
Sandra J. Diller, Seeburg Castle University
Dieter Frey, Ludwig-Maximilians-Universität München

The Dark Triad traits (narcissism, Machiavellianism, psychopathy) are associated with the quest for power, social dominance, and status, attracting individuals with high Dark Triad traits to professions that offer such opportunities. Furthermore, research on Dark Triad leader emergence and on a positive correlation with Dark Triad traits and leadership levels suggest that they are more likely to acquire such positions. However, little research exists on Dark Triad personalities and their striving in academia. The currently ongoing study ($N_{minimum}$ = 200) investigates the relationship between Dark Triad traits and hierarchical levels in academia (from PhD students to postdocs to professors) as well as their subjective and objective career success factors (e.g. number of publications, h-index). The results could lead to implications for universities to promote ethical behaviour, select their staff accordingly, and train researchers on ethical behaviour.

2. Do Soldiers Prefer War or Peace? A Dark Tetrad in Polish Military Services Context

Eryk Kowalski, Cardinal Stefan Wyszyński University in Warsaw
Piotr P. Brud, Cardinal Stefan Wyszyński University in Warsaw
Magdalena Żemojtel-Piotrowska, Cardinal Stefan Wyszyński University in Warsaw

Armed conflicts are considered as one of the global concerns present in the world (Barchielli et al., 2022). Soldiers are especially at risk of mental disorders due to exposure to war (Ramchand et al., 2015). As far, soldiers have not been tested for dark personalities in Poland. Based on the findings of general Polish community (N = 789), including a sub-sample of professionals from military services, we examined connections between dark tetrad traits (i.e. narcissism, Machiavellianism, psychopathy, and sadism) and views on war and peace. We have found that those in the military services have higher levels of narcissism, Machiavellianism, and sadism as compared to employed in other sectors. Furthermore, people with higher dark personality tendencies have higher preference of war and lower preference of peace. Our studies contribute to understanding the importance of Dark Tetrad traits in professional contexts as connected for occupational preferences to work in military services.

3. Harmony at Home: Nurturing Work-Pet Family Enrichment and Well-being through a Self-Determination Lens: The Moderating Role of the Dark Triad

Daniel N. Silva, University of Beira Interior
Ana J. Silva, Instituto Universitário de Lisboa
Paulo Pinheiro, University of Beira Interior

Work-pet[family] enrichment (WPFE) has been recognized as an important part of the work-family boundaries as many families have pets on their own. Relying on the Self-Determination Theory, we argued that WPFE will improve employees' well-being and harmony by satisfying both relatedness and competence needs. However, because individuals are not all the same, it's proposed that the Dark Triad will moderate this indirect path. To test the proposed conceptual model, a daily study during 10 working days was conducted (67 * 10 = 670). The multilevel findings supported the hypotheses and showed that WPFE increased well-being and harmony through the satisfaction of both relatedness and competence needs. Moreover, this indirect effect was moderated by narcissism and Machiavellianism, but not by psychopathy. Specifically, the relationship between WPFE and well-being and harmony through relatedness and competence needs was stronger for those who scored higher on Machiavellianism and narcissism.

15:00-17:00	**Workshop 1: Inclusion and the Dark Triad**

Rebecca Jones, Henley Business School
Holly Andrews, Henley Business School

The concept of inclusion describes the extent to which individuals feel uniquely valued and that they belong (Shore et al., 2011). Inclusion is an important topic of study as organisations face growing pressure to address concerns around lack of diversity and representation in critical roles (Pereira & Jones, 2023). Inclusion is, at its core, about appreciating others and behaving ethically, constructs which don't align well with the dark triad (Paulhus, 2014). So what are the considerations for inclusion and the dark triad? How inclusive are dark triad leaders likely to be to their followers? What challenges might it pose an inclusive leader if a member of their team exhibits dark triad traits? In this practical workshop we will unpack the concept of inclusion, using case studies, we will explore the challenges the dark triad traits might pose when striving to create inclusive workplaces and collectively, explore suggestions and recommendations for practitioners facing this challenge.

Day 3 / July 19th

09:00-10:00   **Keynote: The Many Faces of Narcissism in Organisations: A Synthesis and Ways Forward**

Susanne Braun, Durham University

The image of young and beautiful Narcissus who fell in love with his own image reflected in a pool of water – and tragically pined away as he could not detach himself from it – has long been replaced in organizational research of narcissism. We understand narcissism as a multi-faceted trait which should be situated in context. Narcissism encapsulates different forms of grandiosity as well as vulnerability, which makes it a paradox trait that requires nuanced scholarly conceptualizations and methods that are suitable to generate a better understanding of narcissism. This closing keynote will synthesize some exciting insights from the current literature of narcissism in organizations, including recent conceptual and methodological developments. Ultimately, scholarship must inform practice and recommendations of how to deal with narcissism in organizations must be grounded in scholarship to stand the test of time. The talk will bring up some of the currently unresolved questions, which may help the field move forward in addressing the enigma of the organizational narcissist.

10:00-12:00   **Workshop 2: The Future of Dark Personality Research in Organisations**

Birgit Schyns, Neoma Business School

In this workshop, we will take stock of what we know and do not know about dark personalities in organisations. The aim is to identify notable gaps in our knowledge. Sample questions could be:

- Do we have the same knowledge about all dark personality traits?
- Are we looking at the full spectrum of dark traits or are there others (e.g., sadism) that we should cover?
- Do we know enough about the consequences of dark personality individuals in different levels of hierarchy? Should we do more research on followers?
- How can we prevent dark personalities from causing damage in organisations? What empirical evidence is there for effective measures?

After a stocktake and discussion of future avenues, ideally, this session can lead to participants finding new research partners and developing first ideas for joint projects.

13:00-14:00   **Research Talks & Discussion: Interventions** (SR1)

1. Interventions to Reduce Dark Personality Tendencies: A Scoping Review

Lisa Wölfl, Seeburg Castle University
Sandra J. Diller, Seeburg Castle University

Dark personality traits, such as the Dark Triad or Dark Tetrad, have detrimental effects in organisations. Thus, personnel development interventions are needed. With this scoping review, we want to examine the literature on interventions that reduce dark personality tendencies, including the Dark Triad and Dark Tetrad traits. The scoping review will be conducted from March 2024 to April 2024 involving a comprehensive search of all published literature until February 2024. The results will provide an overview on the applied research methods, interventions, and sample sizes of the studies reviewed. This way, the study provides a first attempt to extensively review the literature on interventions that reduce dark personality tendencies. This could provide insights of future research directions in the field and practical implications for designing a coaching intervention.

2. Does Team Identification Boost Voice Uniformly across Different Personality Profiles?

Minnie Heep Ching She, University of Amsterdam Business School
Richard Ronay, University of Amsterdam Business School
Deanne den Hartog, University of Amsterdam Business School

Voice is valuable to team performance. Based on social discounting, we argue that felt social distance from one's team influences the trade-off between personal costs and group benefits driving the expression of voice. Since personality affects social discounting, different personality compositions might discount the value of voice differently. To test hypotheses, we adapted the social discounting task to measure information discounting across different personality compositions. Results from a sample of 425 students show that the value of engaging in voice decreases as a function of social identification, similar to monetary discounting in previous studies. Interestingly, while those with a dark personality were the least generous in sharing money, they shared the most information under a voice-stimulating scenario. With this perspective, we quantify the value of sharing information with teams, providing a possible explanation of how identification could boost voice behaviors.

3. Daily Mindfulness and State Narcissism at Work

Erik Dietl, Loughborough University
Narmin Guliyeva, Loughborough University
Eva Selenko, Loughborough University

We draw on the trifurcated model of narcissism – narcissistic admiration, narcissistic rivalry, and vulnerable narcissism – to disentangle the dark and bright side of state narcissism and their within-person fluctuations at work. We expected that two components of state mindfulness – present-moment attention and non-judgmental acceptance – would both reduce the dark narcissism states (narcissistic rivalry and vulnerable narcissism) and increase

the bright, more adaptive state of narcissistic admiration. We conducted a daily diary study across 10 workdays with three measurements per day (before work, during work break, and after work). We are in the process of analyzing the data using within-person multilevel regressions and will present the findings at the small group meeting. The study contributes to our understanding of dark triad states. Significant findings would suggest benefits of mindfulness practice for employees and organizations.

Thank You Note by the Seeburg Castle University

Dear Attendees,

On behalf of the organizing committee, I would like to extend our sincerest gratitude for your participation in our EAWOP Small Group Meeting on Dark Personalities in Organisations at Seeburg Castle University. We are thankful for your valuable contributions that define the success of our SGM and play a crucial role in enriching the discussions and fostering a deeper understanding of the complex dynamics surrounding dark personalities in organizational contexts.

Thus, we are truly grateful for the valuable insights and perspectives you shared during the talks and workshops. It is through interactions like these that we can collectively advance our understanding and practices in this important area of research and application. We further hope that you enjoy the SGM, make new connections, and have a wonderful time at our university.

Once again, thank you for your involvement and commitment to the EAWOP Small Group Meeting. We hope to have the opportunity to welcome you again in future events and continue our shared pursuit of knowledge and excellence.

Warm regards,

Ass.-Prof. Dr. Sandra J. Diller

Organizing Committee

Main organizers:

Ass.-Prof. Dr. Sandra J. Diller, Professor in Organizational Psychology, Seeburg Castle University

Univ.-Prof. Dr. Clemens Hutzinger, Professor in Leadership and Organizational Behavior, Seeburg Castle University

Univ.-Prof. Susanne Braun, Professor in Leadership, Durham University

Univ.-Prof. Peter K. Jonason, Professor in Personality Psychology, University of Padova

Contact: eawopsgm@uni-seeburg.at

w/ great support with pre-conference preparation from:

Dr. Melanie Vilser, PostDoc and Project Coordinator, Chair of Personnel and Organizational Development, University of the Bundeswehr Munich

Magdalena Weber, PhD student in Organizational Psychology, Seeburg Castle University

& great support on-site from:

Zofia Hartl, PhD student in Organizational Behavior, Seeburg Castle University

Franziska Münstermann, PhD student in Work, Organizational and Business Psychology, Helmut-Schmidt-University Hamburg

Nathalie Winterink, MSc student in Psychology, University of Vienna

Please feel free to ask the on-site organizing committee for help - they can be identified by their name tags.