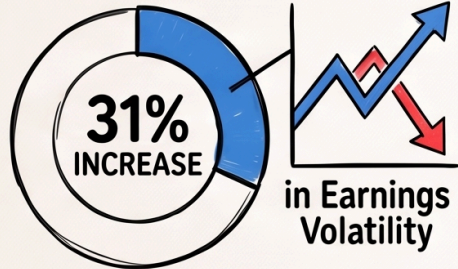


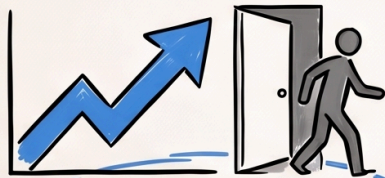
NARCISSISTIC LEADERSHIP: BREAKING THE SCAPEGOATING CYCLE



THE COST OF THE "HIDDEN TAX"

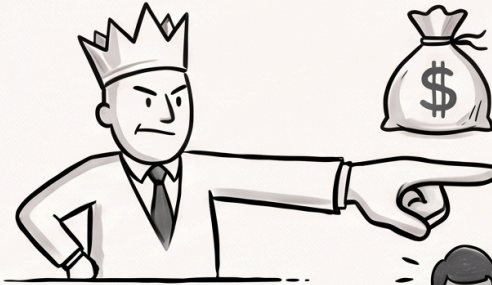


Narcissistic CEOs correlate with higher organizational risk-taking and inconsistent financial performance driven by ego.



**HIGHER VOLUNTARY
TURNOVER (24%)**

High performers exit at significantly higher rates when leaders demand personal fealty over mission alignment.



Demands mandatory emotional labor & constant admiration



Employees are forced into "surface acting"—feigning admiration and suppressing concerns to maintain their standing.



IMPACT ON TEAM DYNAMICS



Psychological Safety



Error Detection
(reported errors)



Defensive Work
(on "defensive documentation")



BUILDING ORGANIZATIONAL RESILIENCE



**BEHAVIORAL
360-DEGREE
FEEDBACK**

Use specific questions about behaviors (e.g., "taking credit") rather than traits to detect "bifurcated" performance.



**ESTABLISH
CALIBRATION
COMMITTEES**



Separate performance ratings from supervisor bias by requiring managers to justify evaluations to a cross-functional panel.



**REWARD DISSENT
AND LEARNING**



Shift from "execution-only" to "learning-problems" where surfacing errors is thanked rather than punished.