UNCOVERING THE DARK TRAITS OF HUMAN PERSONALITY

Strive for Better Work Culture
and Customer Safety

STRIVEFOR
SAFETY

A Joint Initiative by Mettl and SHRM

This White Paper was written and researched by Mettl, a leading Talent Assessment Company, in joint collaboration with SHRM, alongside contributions from different industry leaders.

We are very thankful to all the contributors for sincerely supporting our cause- 'Strive for Safety'.

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Build Winning Teams

FOREWORD

Dark traits are inherent in everyone. However, the quantity in which they are present differs from one person to the other. While such traits can be beneficial to the individual's personal interests, they can harm those around him. The adverse effect of these traits can be traced to the workplace environment, where individual behavior can cause a ripple of disturbance in form of employee disengagement, customer safety, unhealthy work environment, harassment and more. It directly impacts the work productivity at large.

In addition, other institutions like day cares, schools or colleges can suffer a fatal blow if a neurotic or self-obsessive person goes on a rampage spree intentionally or otherwise. Herein, child safety and growth is at stake for such characteristics can create long-term rift in a child's psychology.

To overcome the adverse effects of dark traits, Mettl, along with SHRM suggests having a proactive approach towards distressing incidents rather than delaying the response. Therefore, we propose Dark Personality Assessment for blue collar & white collar recruitment, present employees, teaching and non-teaching, managers, leaders or others whose behavioral characteristics can hamper the society's development at large.

Our joint research effort with SHRM to trace the impact of dark traits across all major industries and job roles, by surveying 1900 working individuals, has led us to the inference that it's the absolute need of the hour to curb dark traits and safeguard customers and work culture.

Since a stitch in time saves nine, it becomes absolutely necessary to identify the presence of dark traits in a person before they can manifest, causing wide-scale damage.

Tonmoy Shingal

Co-Founder & COO

Mettl

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EXECUTIVE SUMMARY

> Half the harm that is done in this world is due to people who want to feel important. They don't mean to do harm, but the harm does not interest them. Or they do not see it, or they justify it because they are absorbed in the endless struggle to think well of themselves.
>
> — *T. S. Eliot, The Cocktail Party (1949)*

The dark side of personality in a person personifies the intrinsic personality traits that are responsible for displaying harmful or undesirable behavior.

What kind of personality traits will make a person display undesirable or harmful behavior?

THE ANSWER IS

"DARK PERSONALITY TRAITS"

ABOUT DARK TRAITS

Dark personality traits are stable characteristics of a person, when triggered, lead to display of undesirable, counterproductive and destructive behavior, that have a negative impact on surrounding people (friends, family, co-worker or customers).

Dark traits are inherently present in everyone. The attributes attached with dark traits makes a person more suited for survival and hence their proliferation was supported during the process of human evolution, to the extent that only people with dark traits survived and others perished, as they lacked the attributes needed to survive.

FACTORS THAT TRIGGER DARK TRAITS

The mere existence of dark traits in a person does not guarantee display of undesirable behavior from them. These traits have to be triggered. Stressful, challenging or intimidating situations usually trigger dark traits. Such triggers generate interpersonal issues for the person displaying it and creates an overall counterproductive environment. At workplace, this kind of behavior negatively impacts performance of co-workers and the organization as a whole. It can even put the safety of others life in jeopardy.

IMPACT OF DARK TRAITS

Owing to the plethora of distressing incidences that dark traits cause, it is critical to have a tool that scientifically identifies and measures the predominant dark traits of a person. To solve this issue, we have created an assessment that measures the dark side by identifying those peculiar inherent traits present in an individual. The assessment is based on a personality inventory which consists of 6 dark traits: Self-Obsession (focus on oneself), Opportunism (taking advantage of any situation for personal wellbeing), Temperamental (reacting to situations violently), Insensitivity (being apathetic towards others), Thrill-Seeking (taking high-risk decisions) and Impulsiveness (hasty decision making).

FRAMEWORK TO IDENTIFY DARK TRAITS

Moderate to high level of dark traits in an employee can prove to be counterproductive

in almost all job roles. However, there are certain job roles and industries, where, if dark traits get triggered, the scale of harm caused is huge. These include executive roles, jobs in healthcare, childcare or cab industry. High level of dark traits in employees working in these job roles/industries, increases the propensity of distressing incidents taking place at these workplaces; for example- harassment and assault of passengers by cab drivers.

■ PREVENTING DISTRESSING INCIDENTS BY CURBING THE IMPACT OF DARK TRAITS

FIRST- in order to prevent such incidents, we created a framework which points towards the riskiest job roles and industries, where presence of moderate to high levels of certain dark traits can potentially harm a company's reputation or even human life.

In our framework, we divided job roles and industries into three zones: red, yellow and green; based on how vulnerable they are to dark traits.

Red zone contains industries and job roles, where triggering of dark traits can jeopardize life safety of employees and customers, or harm a company's reputation.

Yellow zone contains industries that are vulnerable to facing work culture disruption or confidentiality/data breach if they employ people with high levels of dark traits.

Green zone is a safe zone where triggering of dark traits can cause harm to assets (office property, financial assets etc.) at most.

SECOND- we conducted a survey to identify the most undesirable dark trait for each industry/ job role and the resultant impact of these dark traits on the organization.

THIRD- based on our industry/job role classification into three zones, we identified 4 key industries that are most vulnerable to dark traits- Cab services, schools, banks and daycares. We have created a framework which describes what undesirable behavior each dark trait can cause in these industries.

1. Officevibe (Top 10 employee engagement statistics, 2017)

2. Forbes (Conflict Resolution: When Should Leaders Step In, 2014)

3. Insights.dice (the cost of hiring decisions run high, 2012)

Our research on dark traits, its impact, and ways to curb the damage induced by them, led us to infer that dark side of personality needs to be measured by identifying type and level of dark traits in a person at two critical stages: hiring and leadership development. Dark traits in an employee makes them a "bad hire" (an employee who displays counterproductive behavior that leads to increase in attrition at a workplace). In leadership positions, dark traits create a leader who disrupts work culture, which creates stressful workplaces, causes sharp rise in employee disengagement and fall in organizational performance.

Dark personality assessment is the most proactive and efficient solution for keeping dark traits in check by identifying them before they can cause any harm, to ensure safety of employees and customers, create healthy and productive workplaces and prevent distressing incidents from taking place.

As per Harvard Business Review, 80%[3] of employee turnover is due to bad hiring decisions or 'Bad hires'

60-80%[2] of all difficulties in organizations come from strained interpersonal relationships among employees.

42%[1] of employees feel that their leadership does not contribute to a positive work culture

INTRODUCTION

Happiness, positivity, productivity... the good things in life are great conversation topics. How about self obsession, anger, insensitivity? Neither anyone likes to talk about misery nor are they interested in exploring what causes it. Do you blame yourself for feeling low? Do you believe all troubles that we face are our own doing?

Subconsciously we know that we are not always responsible for all the bad things that happen in our life, however we usually don't have the means to prove that someone else is, or can be, responsible for the distressing incidents happening in our lives.

Welcome to the world of dark personality traits - culprit behind undesirable behavior and events. The emergence of dark traits can be traced back to human evolution itself, when survival was the main focus area of life. As survival of

the fittest goes, homo sapiens who were able to provide for food and safety (via hook or crook) survived, procreated and flourished. Those who were docile, perished. This ensured, that as human race evolved, people with dark traits became more predominant with every passing generation. Which brings us down to the current day, where the entire human race has some level of dark traits.

Considering the fact that dark traits are omnipresent and so is their negative impact on society, we decided to dig deep and demystify the topic of dark traits, throw light at the gray areas and come up with a constructive plan to address the issues that they create.

Our research is focused on answering some key questions pertaining to dark traits such as

WHAT ARE **DARK TRAITS?**

WHAT **TRIGGERS** DARK TRAITS?

WHAT ARE THE **IMPLICATIONS** OF HAVING DARK TRAITS?

HOW CAN WE **CURB** THEIR IMPACT?

HOW CAN WE **IDENTIFY** PEOPLE WHO HAVE DARK TRAITS?

Dark Traits Are Omnipresent and Harmful If Triggered

While conducting our study on dark traits and their impact, we talked to school principals, CXO's, Cab service providers, parents, daycare owners, bank employees and other working class to understand their take on dark traits. Our survey of 1,900 working people (mid to high management positions) and interaction with safety stakeholders from all major industries and job roles, proved us right.

Dark traits are present in all of us and they are harmful if triggered.

Yes

No

85%

People were aware that dark traits exist in us and they cause distressing incidents

Are you aware that dark traits are present in everyone?
(People who dwell on the darker side of their personality can potentially mess up others' life.)

94%

People agreed that dark traits are harmful for our safety and need to be identified at workplaces

Knowing the damage that Dark Personality Traits can cause, do you think its important to measure the presence of dark traits in the employees at your workplace?

Yes

No
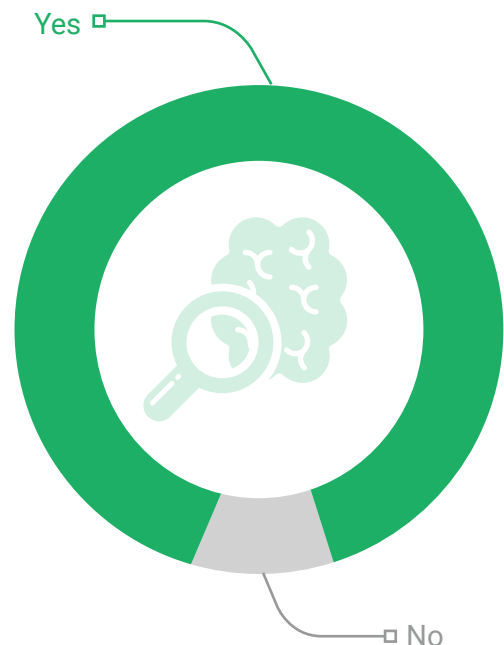
Traditional Workplace Safety Measures Are Ineffective

> Much of the (sexual harassment) training done over the last 30 years has not worked as a prevention tool — it's been too focused on simply avoiding legal liability.
>
> — EEOC

The next question was how we should stop the distressing incidents that dark traits cause. There are several methods that organizations use to identify people with high level of dark traits. These include background verification of new hires and workshops to prevent harassment. However, the usual methods of handling unacceptable behavior at workplaces such as 'Sexual Harassment Seminars' are not very effective.

Firstly, these methods cannot be used to identify potentially dangerous individuals who do not have a criminal record till now.

Secondly there is a good chance that the crime committed by the person has gone unreported and there is no formal record of the same. This is because in most cases, the people who have been victimized by them are too scared to speak up or report about the incident.

According to US Equal Employment Opportunity Commission (a government agency responsible for processing the sexual harassment complaints that do get reported) - formal reporting is the 'least common response' among men and woman who have experienced harassment in the workplace.

Only 30% of individuals who experienced harassment discussed with a supervisor, manager, or union representative.

A lot of this under-reporting boils down to a fear of retaliation from employers or colleagues. Victims often fear they would be subject to professional retaliation due to trust issues and blamed instead. Harassment workshops and training programs rely on people coming forward and reporting if they have faced harassment. However, as victims are too scared to speak up, these methods of addressing harassment are rendered useless, thereby leaving us with just one way of addressing the issue of harassment-prevention - Dark Personality Assessment.

75%[1]
of all workplace harassment instances are completely unreported.

>70%[1]
people who do report harassment or mistreatment face some form of retribution.

10%[2]
or fewer of student sexual harassment victims attempt to report their experiences to a university employee.

35%[2]
or more of school students who experience sexual harassment do not tell anyone about their experiences.

1. U.S. Equal Employment Opportunity Commission (EEOC), June 2016 report
2. Crossing the Line: Sexual Harassment at School, The American Association of University Women (AAUW), 2010-11

New Order : The Dawn of Dark Personality Assessments

New ways of identifying employees with the potential to indulge in counterproductive and potentially criminal activities, such as personality assessments, are being seen as an effective solution for preventing harassment at workplaces, as they are not dependent on reporting of the incident, for any action to be taken. According to our survey, tools that help identify dark personality traits such as Dark Personality Assessments are one of the most proactive solution for preventing distressing incidents from taking place at workplace.

How Do You Think Presence Of Dark Traits Should Be Measured At Your Workplace?

60%

People selected assessments as the most efficient tool for identifying and measuring dark traits

Assessment/ Dark personality test — 60%

Background Verification — 18%

Past work experience/ Education background — 10%

Interview — 10%

Other methods — 2%
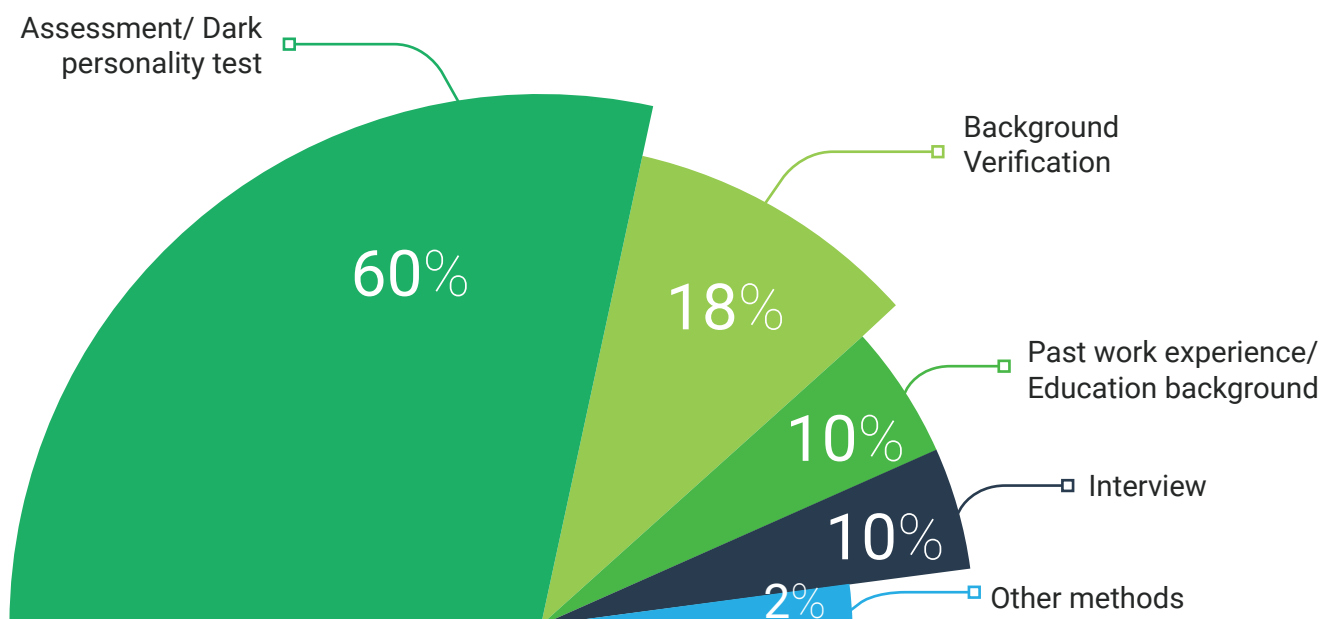
Safety Stakeholders Take On Dark Traits

General population's safety and wellbeing is in the hand of organizations and institutions that promise to safeguard them from harm, whether its schools, banks, daycares or service providers.

We captured the views of various safety stakeholders (such as school principals, cab service providers, bank managers, Daycare owners etc.) on dark traits and how we should stop them from jeopardizing our life and asset safety.

> It is true that we are witnessing more severe and frequent crimes in schools and colleges these days. Anyone ranging from professors to staff and administration to students can be potential suspects. The culprit behind these incidents could be anyone from professors, staff to students themselves. The concern area here is to provide a safe environment where people can learn and grow. In order to achieve that, its important to put measures in place that removes dangerous or potentially dangerous individuals from the campus. I am open to any process that helps me achieve the goal of creating a safe environment for my students and staff... A lot of educational institutions these days are making their students and staff go through personality tests. However, the 'dark trait identification' element is missing from these tests. I think dark personality assessment can be very useful for ensuring safety in schools and colleges.

HOD at Medical College, India

> Most institutions are investing in tools to detect insider fraud, but the tools are only partially effective. Most banks that deploy insider fraud prevention tools target them toward their largest populations of employees, and typically lower-level employees such as tellers, customer service reps, lenders, call center reps. Rarely do they focus as much on middle-managers and higher-level employees, who have much more authority and can steal much more money if they choose to.

Shirley Inscoe,
Insider financial fraud expert and analyst with consultancy, AITE Group

Screen potential caregivers very carefully; negligent or inappropriate employees can harm the children, damage your reputation, and bring lawsuits. Ask all applicants whether they've abused children in any way in the past. Let them know you'll be conducting a background check to verify all their answers. Though it's unlikely that many people will admit to a history of child abuse, it's possible that the attention you direct to the issue will discourage them from seeking employment in child care.

Jacquelyn Lynn,
Start Your Own Child-Care Service

I want to ensure Uber could 'truly stand for safety' at a time when it is developing a new system to enhance its passengers experience.

We want to allow the user to opt-in to a higher level of service because right now the only higher level of service that we define is a nicer car ... And I think the car and service are two different things so we have to bring much more fidelity into our system and we are very, very early on that path.

Mr. Dara Khosrowshahi,
CEO at UBER

The general consensus on the topic of dark traits is that it's the need of the hour that organizations take necessary steps to prevent their employees and customers from being subjected to undesirable behavior. This can be achieved if organizations are stringent in their screening process during hiring and leadership development. By doing so they can avoid putting potentially dangerous people in positions of power, that they can misuse to cause distressing incidents.

TO BE DARK IS HUMAN

- Dark traits endow a person with personality characteristics that makes them more suited for survival.

- Hence the process of evolution supports their proliferation, thereby bestowing human kind with such traits inherently.

- These traits then proceed to cause distressing events that impact the safety and wellbeing of anyone who comes in contact with them.

- At workplace, they impact the wellbeing of co-workers and customers, which in turn impacts organizational productivity.

- The impact level depends upon the intensity of dark traits at play and the job industry/ job role type.

```
Evolution  →  Dark traits  →  Trigger factors
                                     ↓
                            Distressing incidents
```

Impact areas

1. Work culture
- 1.1 Employee performance
- 1.2 Employee safety and wellbeing
- 1.3 Organisational productivity

2. Customer safety

Life safety
- 2.1. Children safety
- 2.2. Women safety

Property safety
- 2.3. Asset safety
- 2.4. Information safety

Impact intensity

Low/ medium/ high impact job roles

Low/ medium/ high impact industries

CHAPTER 1: Evolution Instills Dark Personality Traits in Humans

Dark Traits Are Inherently Present In Us

What makes a good survivor?

Someone who can:
1. provide essential resources such as food and shelter,
2. can protect themselves and their brethren from harm,
3. can easily procreate to ensure that the species continue to exist in future.

What attributes of a person makes them a perfect survivor?

Physical fitness to protect oneself from harm, ability to gather food and attractiveness in order to procreate.

Guess which personal characteristics endow a person with these attributes namely dark traits.

When it comes to choosing an ideal life partner, the traits that we prefer to have in them surely do not include obsessive compulsiveness, impulsivity or neuroticism. At least not consciously. The reality is however, very different. People with these so called 'pathological' or 'dark' traits, perform much better in life.

Studies show that people with dark traits are deemed more charismatic and capable of surviving under any circumstance. Hence they are known to have multiple partners and more children than the average population.

Dark traits have been instilled in all of us during the process of human evolution. Generations after generations, humans who had dark traits, used them to survive. Others who were lacking these traits perished. This ensured, that as human race evolved, people with dark traits became more predominant with every passing generation.

Studies[1] suggest dark personality traits may hold an evolutionary advantage

(1) The Dark Triad of Personality: A Discussion of the Moral and Evolutionary Implications, 2017 (DePauw University libraries); Psychology Today (Confused About Successful Jerks? Get to Know the Dark Triad, 2017)

Lets Have A Look At What Makes People With Dark Traits Better At Survival

IMPULSIVENESS

Impulsive people have more appeal and relationship success because they **make nearly twice as much money as people who don't have this trait**. From a Darwinian point of view, money equals survival, safety and resources for the offsprings.

THRILL SEEKING

People with this dark trait have been shown to attract people as they're considered fascinating. From an evolutionary basis, this rule-breaking and rash behavior is perceived as a fitness indicator, indicating how healthy the individual is. This is a sign that the subject has **good genes and conditioning so as to live perilously without suffering much harm**.

NARCISSISM, PSYCHOPATHY

They are generally considered physically attractive because of their ability to create positive first impressions. Narcissists tend to be **better at building an alluring identity and a charming image** while also exhibiting self-confidence-traits that people are usually drawn to.

CHAPTER 2: Three Factors that Trigger Dark Traits

Merely the presence of dark traits in a person does not guarantee that they will behave in an undesirable manner. Dark traits have to be triggered for dark behavior to manifest. They get triggered by various factors, such as trait level, situation and environment.

01

LEVEL OF DARK TRAITS

Presence of moderate to high level of dark personality traits, makes it more likely for a person to display dark behavior. Different people possess different level of dark traits. Higher the degree of dark traits present, greater will be the frequency at which they get triggered (with the slightest provocation).

When people are in an **environment where they hold power over others,** there's an innate tendency to misuse that power. That tendency leads to triggering of dark traits.

02

ENVIRONMENT

03

SITUATION

Dark personality traits get triggered in situations when people are not on their guard and are not actively monitoring their behavior. People put their guard down in two situations:

1. RELAXED ENVIRONMENT: Situations where a person feels that he/she can be at ease as he/she is **not being observed - unmasks the real self of a person,** which in case of dark personalities is being insensitive or self obsessive.

2. STRESSED ENVIRONMENT: In situations where a person is **made to juggle multiple activities** at once, or feels that he/she is expected to do a lot in limited amount of time, there is shift of focus from self monitoring to the various different and difficult tasks at hand. This momentary lapse of self control can result in a person acting impulsive, temperamental and eccentric.

CHAPTER 3: Dark Personality Traits in Action

Distressing incidents can be attributed to presence of high intensity of dark traits. Here we have tried to cover some commonly occurring distressing incidents:

- **Compromised safety of children in school:** The infamous murder case in a top school in Delhi/NCR led us to understand how unsafe our current school environments are for kids.

- **Harassment of passengers taking cab rides:** We often hear disturbing news about several reports of drivers attacking passengers of ridesharing services. Despite all background checks these incidents are on the rise.

- **Harassment of customers ordering food online:** A customer review on Zomato highlights the gravity of this issue -
  "I ordered dinner that night which was delivered by this delivery guy. Right after that, he started messaging and harassing me on WhatsApp. I was so spooked! This has happened to me multiple times."

- **Compromising Sensitive information (personal & financial):** A frustrated customer wrote on the complaint website -
  "I got a call at 8 am today to tell me that I made an online payment to them last night. Before that this person wanted to know my date of birth and address."

- **Incidents of stealing and profiteering** while handling valuable assets by Tellers or Cashiers in stores or by stealing of personal valuables by support staff in hospitality industry is also increasing.

- **Sexual Harassment:** Instances of sexual harassment taking place at school, college, street and workplace are at record high levels. At least 25% women experience sexual harassment at workplace. Almost 99% women complain that they have been eve teased on the street.

- **Workplace bullying:** Bad behavior from co-workers and manager is the principle source of stress. Stress in turn is a major factor responsible for employee disengagement, poor employee health and productivity.

Based on the type of distressing incidents that dark traits are capable of causing, we have identified the major threats that arise due to these traits:

1. Threat to work culture

2. Threat to customer safety

1. Threat To Work Culture

Triggering of dark traits leads to display of bad behavior. Display of bad behavior at workplace by any employee creates a stressful work environment for other employees. Stress in turn attributes towards triggering of dark traits in other employees. In this manner, dark traits spoil an organization's work culture, which severely impacts, employee performance, safety and wellbeing, and brings down organizational productivity.

Here we will discuss the top three threats that sprout from dark traits and gravely impact work culture:

1. **Threat to employee performance**
2. **Threat to employee wellbeing and safety**
3. **Threat to organizational productivity**
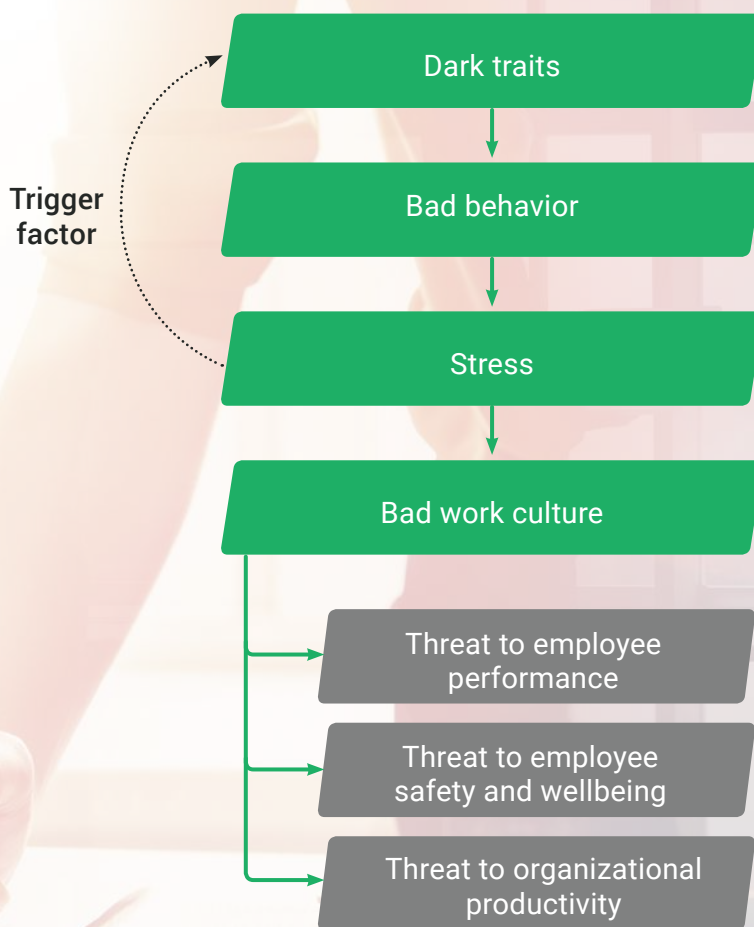
1.1. Threat To Employee Performance

People with dark traits hinder the performance of their co-workers by displaying counterproductive/bad work behavior which creates a stressful work environment, which, in the long term, impacts their own performance as well.

Counterproductive workplace behavior has been identified as the chief source of stress in a workplace. Consequently, stress creates a bad work environment that leads to employees losing the ability to perform their best and showing signs of dissent by being unproductive, spreading rumors about the organization, not showing up at work and displaying undesirable behavior towards others.

40%[1] employees possess high level of dark traits that puts them at risk of disrupting their careers— even if they're currently successful and effective

Counterproductive behavior disrupts work culture and lowers employee performance

- An employee who consistently displays toxic behavior in the workplaces affects everyone around him. Negative behavior spreads via ripple effect in the workplace.

- A worker who displays poor behavior is often less productive and shows little concern for the quality of his work. By the same token, unhappy employees may unwittingly sabotage their work, or the work of others by not maintaining high standards.

- Managers spend up to 40%[1] of their time dealing with interpersonal problems stemming from poor behavior and misunderstandings. This costs the company time and money, when managers should be performing work, not mediating employee disputes.

On an average, 35%[2] of global employees are highly stressed

57%[2] of stressed employees are disengaged and unproductive

Stressed employees show 45%[2] higher absenteeism at workplace than engaged employees

1. Forbes (Conflict Resolution: When Should Leaders Step In, 2014)
2. Towerwatson.com (Workplace stress leads to less productive employees, 2014)

1.2. Threat To Employee Wellbeing And Safety

Dark traits are responsible for mental and physical harassment of employees at work place. Harassment in turn is responsible for creating a stressful work environment that gives rise to low performance, attrition, health issues and work accidents. Additionally, it also creates a bad impression of the company which makes it harder for them to acquire good talent.

Harassment Costs Organizations in countless ways:

Health deterioration: According to research conducted at Cleveland State University, between 90- 95%[1] of women who have been sexually harassed experience debilitating stress reactions, including anxiety, depression, headaches, sleep disorders, lowered self-esteem and nausea. And one study found that the trauma and its fallout could even rise to the level of a diagnosable major depressive disorder (MDD) or post-traumatic stress disorder (PTSD).

Productivity Loss: Research studies closely relate sexual harassment with employee disengagement and job dissatisfaction, increased tardiness, project neglect, absenteeism, employee demotivation, and failure to concentrate on the job at hand.

Attrition: Employee turnover is one of the biggest costs linked with sexual harassment.

Substituting those parting staff members can prove to be equally problematic. A 2008 study found that employees were less likely to work for a company with perceived sexual harassment. And an earlier survey uncovered that 58% of respondents who witnessed "unfairness" in the workplace in the last year would "to some degree" discourage potential employees from joining the company.

Loss of Company's reputation: When customers observe that the company is uncivil towards its employees, they develop a very negative opinion about the company, and in most cases immediately end their alliance with the company. Additionally, employees that have witnessed or experienced a "prejudiced" workplace will many a times aggressively discourage potential customers from procuring products or services from the company.

Workplace accidents: In a stressful work place, people are not able to perform their best or concentrate on their work properly which leads to increase in number of accidents and work related deaths.

>25%[3]
of women experience sexual harassment at workplace

Workplace stress is a byproduct of harassment

80%[2]
work related accidents and doctor visits are attributed to stress

Stress has a more adverse impact on health than smoking, obesity and alcoholism.

1. hrlibrary.edu (sexual harrassment; effects of sexual harassment, 2003)
2. HBR (Proof That Positive Work Cultures Are More Productive, 2015)
3. EEOC (Select Task Force on the Study of Harassment in the Workplace, 2016)

1.3. Threat To Organizational Productivity

It is very clear by now, that stress is created by bad behavior, which is a byproduct of triggered dark traits. Stress is the single biggest inhibitor of organizational productivity. It brings down employee performance, causes employee disengagement, leads to rise in attrition, causes workplace accidents and can even be attributed to perpetration of harassment.

60-80%[1] of all difficulties in organizations come from strained interpersonal relationships among employees

STRESS: Biggest Organizational Productivity Killer

Stress leads to

18%[1] lower productivity

16%[1] lower profitability

37%[1] lower job growth

65%[1] lower share price over time

$850[2] Billion: Cost of work related stress and disengagement

Increase of 50%[2] in Voluntary turnover due to stress

1. Forbes (Conflict Resolution: When Should Leaders Step In,2014)
2. HBR (Proof That Positive Work Cultures Are More Productive,2015)

2. Threat To Customer Safety

With cab sharing and home delivery services on the rise, we have made ourselves more exposed and hence more vulnerable to getting impacted by dark traits.

The number of passengers harassed by Ola and Uber drivers is consistently on the rise. News about food delivery staff or delivery personals of e-commerce companies misbehaving with customers have become an everyday thing.

The presence of dark traits in blue collar employees is much more dangerous as they can cause harm to the life of the customer.

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                    Customer safety
                   /              \
          Life safety          Asset safety
           |                    |
        Children             Financial
        safety               Safety
           |                    |
        Women                Information
        Safety               Safety
```
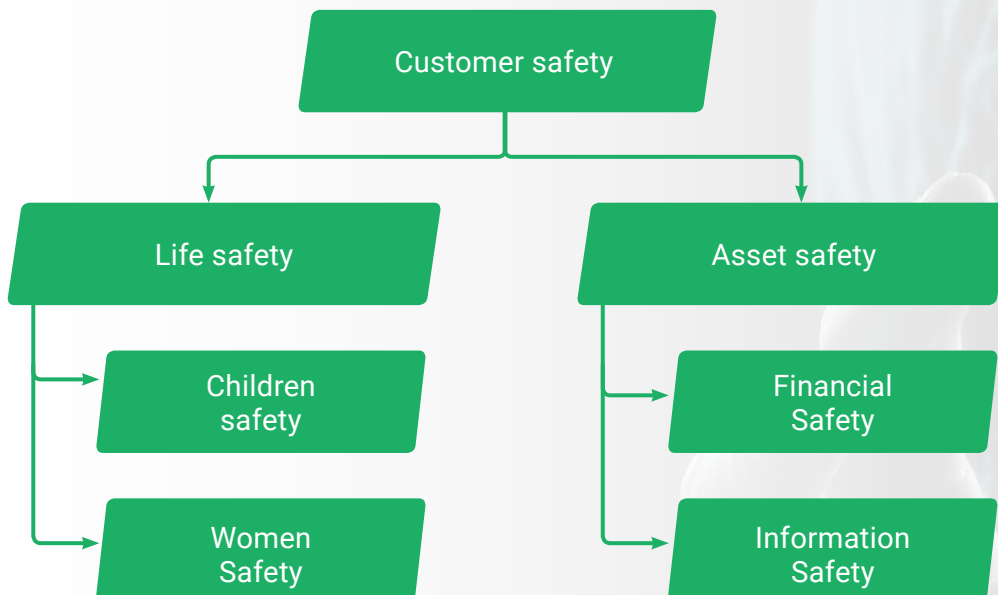
Most professionals in critical and sensitive professions have one thing in common: High level of dark personality traits

Machiavellian* students are more likely to specialize in business and law than any other areas—as these occupations keep them legally safe and **free to indulge in dark behavior and create trouble for others while staying out of trouble themselves.**

The dark triad pushes people in the direction of manipulation—the highest Machiavellianism* scorers among doctors had consistently chosen to be psychiatrists, **a field where manipulation and mental control are central.**

Machiavellianism: Describes a person who tends to be emotionally aloof and believes that the ends justify the means. They tend to have a competitive drive and a need to win. They can be very persuasive in situations where there is direct interaction with minimal rules and people are distracted by emotions.

2.1. Children's Safety

The recent case of Ryan International School Homicide, brings to light how presence of malevolent people in schools can cost lives.

Whether it is school staff, teachers or students themselves, presence of high level of dark traits can put them at risk of carrying out antisocial or downright criminal activities unless checked in time.

Rampant school shootings in US, violence against students by teachers or school staff, sexual harassment and ragging are some of the distressing incidents that happen in schools on a regular basis. The result is loss of life, school reputation and student morale.

Within the first 2 months of 2018 itself, there were 18 school shootings in US

The most recent incident of school shooting at Marjory Stoneman Douglas High School in Parkland, Florida on 14th February, 2018, brings forth how people with high level of dark traits, when left loose, can cause catastrophic damage.

38%[1] of the students are harassed by teachers or school employee

17 KILLED IN FLORIDA SCHOOL SHOOTING
FOX NEWS ALERT

Source: Fox news

1) American Association of University Women (AAUW) (Hostile Hallways: Bullying, Teasing, and Sexual Harassment in School, 2001)

2.2. Women Safety

Whether at workplace, cabs or even at home, the safety of women is always in danger from miscreants that many a times are none other than service providers such as food delivery staff, tele callers, repair and maintenance workers etc.

The Delhi gang rape that took place on 16th December, 2012 is one such horrific example of how the safety of women are often endangered by service providers such as automobile drivers, who choose to misuse their position and power to commit unspeakable crimes, if not stopped in time.

Reports of sexual assaults by taxi drivers has increased by 20%[1] in three years

Anywhere between **25%-85%[2]** female employees experience sexual harassment at workplace

1. The Guardian (Reports of sexual assaults by taxi drivers rise 20% in three years, 2017)
2. Vox.com (Study finds 75 percent of workplace harassment victims experienced retaliation when they spoke up, 2017)

2.3. Financial Safety

The Enron and Lehman Brothers scandal (2001), reflects how asset safety can be jeopardized if high ranked leaders who are in control of large sized financial and non-financial assets decide to give in to their dark side.

If not identified and curbed in time, dark traits such as 'Self Obsession' and 'Opportunism' can be used to misuse power for carrying out scams which can even lead to economic recession such as the one faced in 2008.
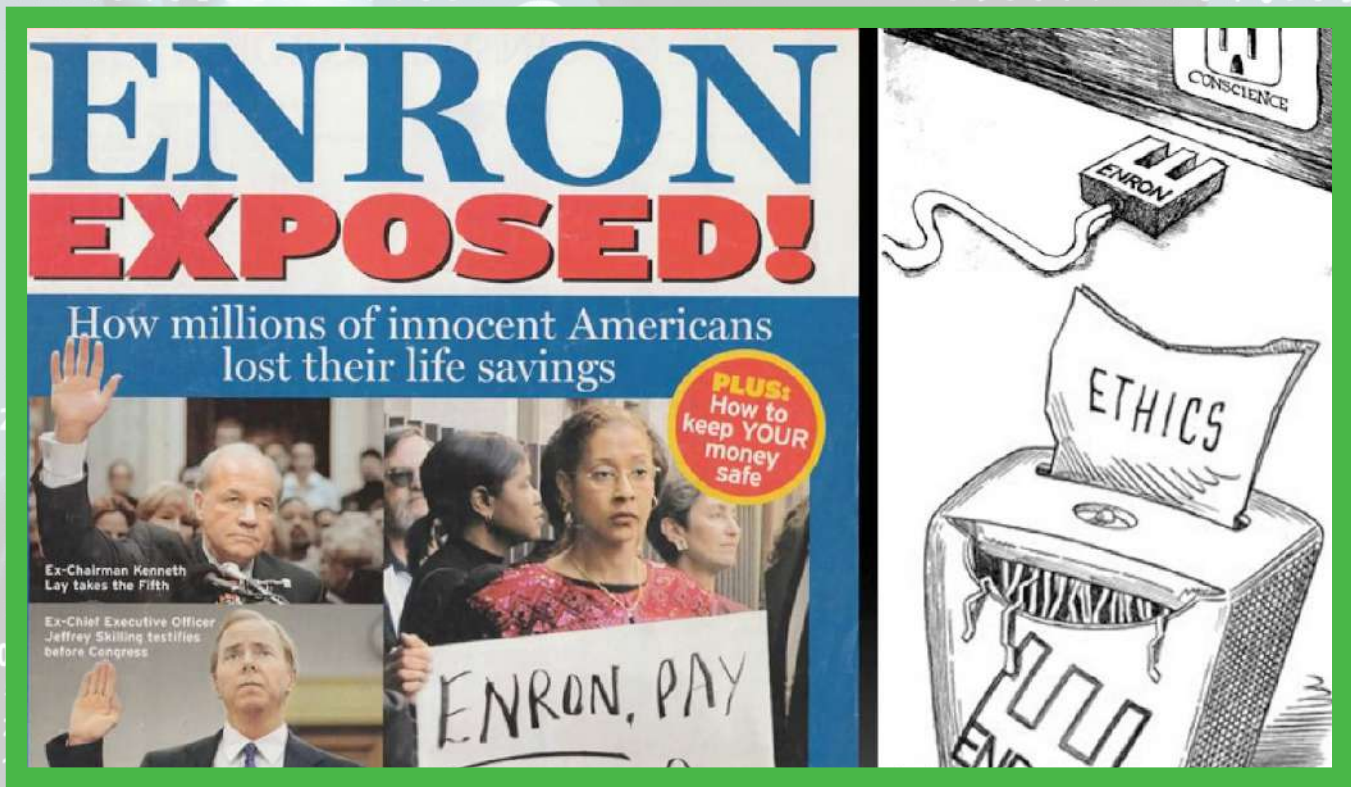
Source: PlusQuoter.com

2.4. Information Confidentiality

Information security breaches have become commonplace these days, with all our information shared on social media platforms and majority of financial transactions taking place online.

Companies now-a-days store all their employee information and confidential data including research documents and intellectual property, online in data banks. Breach of information security can destroy a company's financial standing and reputation. Confidential information in the wrong hands can devastate companies and individuals. Hence, it is critical to check if these high security areas are not accessible to people/employees having high levels of dark traits.

Reported data breaches increased by

40%[1]

in 2016

In 2017, Yahoo announced the largest data breach in history that affected all of its

3 Billion

users

Users victims of a data breach ▼

Yahoo!
(2016)   500,000,000

Myspace
(2016)   360,000,000

Ebay
(2014)   145,000,000

Heartland
(2009)   130,000,000

TJX Corporation
(2007)   100,000,000

Home Depot
(2014)   56,000,000

Ashley Madison
(2015)   37,000,000

Sony Pictures
(2014)   47,000

50 Million of Users
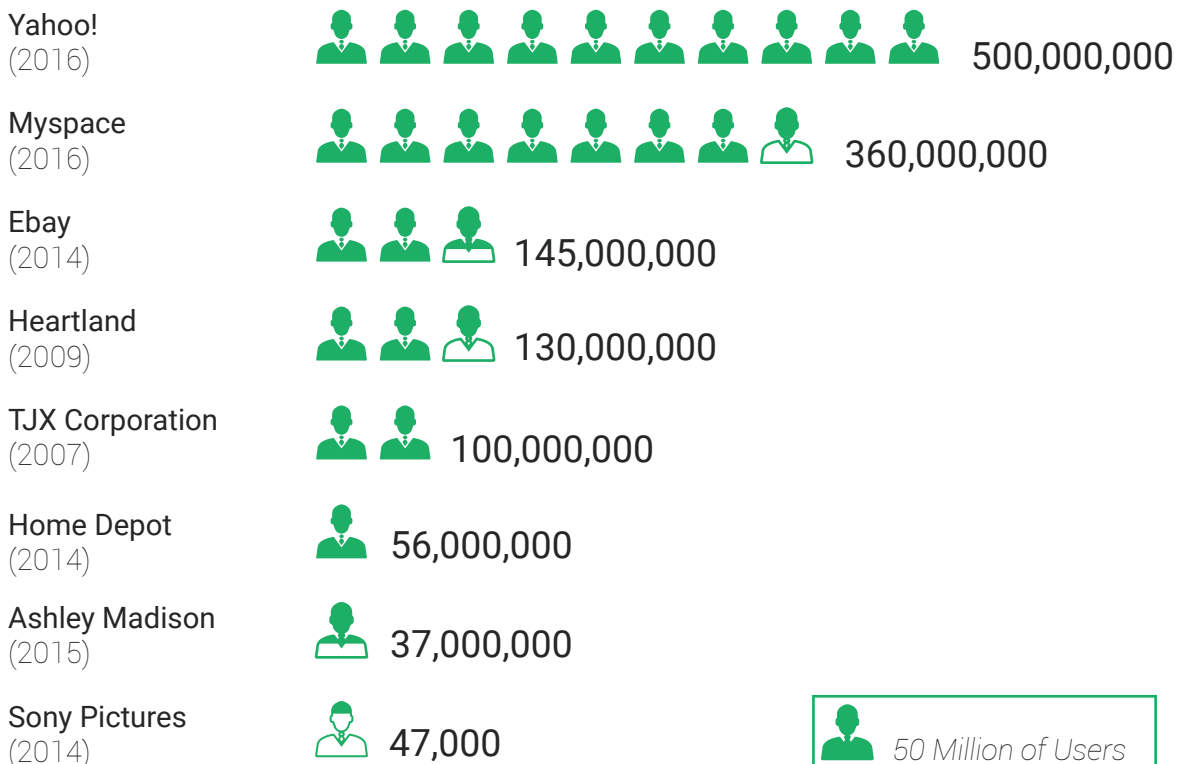
1. Infosecurity Group (2016)
Source: Hitachi Security Systems Inc.

CHAPTER 4: Industry/Job Role Risk Classification

Some workplaces provide a more conducive environment for triggering of dark traits than others

■ Harassment is not an industry-specific issue. However, some work environments are worse than others, such as:

In male-dominated industries like construction, where women are seen as trespassers, women experience high levels of harassment.

Service-based industries where employers rely on tips and customer endorsement, can also create a favorable setting for harassment. Reports have also indicated customer behavior can influence how supervisors behave with their employees.

Women in low-wage jobs like farm workers or housekeeping, bear high levels of harassment as they do not have sufficient physical strength to fight back.

■ A workplace can be extra prone to triggering of dark traits if the employees are exposed to stressful situations very often, such as customer facing roles or positions of high power and responsibility.

For example, the impact of dark traits is much more in blue color jobs as the employees have to deal with customers at all times, which is stressful. In industries like cab services, food delivery or healthcare, the employees also hold power over the life of the customer. Because of all these factors, blue collar jobs provide a conducive environment to triggering of dark traits and hence face much higher number of distressing incidents than white collar jobs.

In white collar jobs, employees are exposed to the dark trait trigger factors less frequently and the repercussions of triggering of dark traits is not as severe as blue collar jobs.

Dark traits in employees working in different Job Roles/ Industry

↓

Dark Trait Trigger Factors
(Power/Stress/ Dark trait level)

↓

Impact
(Low/High/Medium)

After studying dark trait's trigger factors, we decided to segregate industries and job roles into three categories, based on the amount of trigger factors that they offer and the level of harm that triggering of dark traits can cause in these workplaces.

🟥 Red Zone (High Risk)

Job roles/ industries in this zone are high risk, as they hold the power to jeopardize company's reputation and people's safety. Employees working in this zone are constantly exposed to situations that trigger dark traits, and hence need to be assessed on an urgent basis for dark personality traits

🟨 Yellow Zone (Medium Risk)

Job roles/ job industries falling in this category hold medium risk as they have the power to harm internal work culture, intellectual property and data stored by the company. Employees having high levels of dark traits, who are working in this zone, are a source of stress and employee disengagement in the company, and hence need to be assessed to identify the dominant dark traits they hold.

🟩 Green Zone (Low Risk)

Dark personalities working in this zone can harm assets such as company property, financial assets, plant, machinery and other physical assets.

1. Professionals: all other employees apart from managers, CXO's, sales, marketing, procurement, supply chain, IT, HR and administrative employees (Management, Support, administration, operations)
Professionals includes consultants, analyst, knowledge management profiles etc.

Industries having higher propensity for occurrence of distressing incidences

Dark traits are pervasive. However, the risk associated with these can vary across industries/job roles. Due to the nature of their work and functioning, some industries/job roles provide an environment that people with dark traits can readily exploit. This exploitation can manifest as harm to company's assets, team performance, reputation or even life safety of co-workers and customers. We have segregated industries/job roles into low, medium and high risk places, based on the level of damage, that display of dark behavior can cause in these places.

JOB INDUSTRY

HIGH | CUSTOMER SAFETY
Healthcare, Childcare, Food, Public Construction, Cab Services

MEDIUM | INFORMATION SAFETY
BFSI, Data Centres, Social Media Platforms, e-commerce

LOW | ASSET SAFETY
Warehousing, Logistics, Back-End Service Providers

Industries	Risks associated with dark traits	Risk Level
Healthcare	Intentionally giving wrong advise or performing life risking medical procedure	High
Education	Harassment and assault by school staff	High
Food	Intentional poisoning of food	High
Legal	Solicitation and favoritism leading to criminals escaping conviction and innocents gets convicted	High
Construction	Intentional creation of poor infrastructure which can collapse and cost lives	High
Cab service	Harassment and assault of passengers	High
Protective service	Violation of security protocols by giving access to antisocial elements	High
Intelligence & Armed Forces	Jeopardizing country security by leaking of confidential country data to antisocial or terrorist organizations	High
BFSI	Embezzlement of funds or assets	Medium
IT	Hacking and taking unauthorized control of others data	Medium
Data centers	Leaking of data	Medium
Logistics	Stealing or damaging goods, smuggling of goods	Medium
Warehousing	Goods damage and theft	Low

JOB ROLE

HIGH | EXTERNAL COMPANY (IMAGE)

Finance and IT, Customer Service & Support
Sales & Marketing, Management &
Leadership

MEDIUM | INTERNAL (WORK CULTURE)

Interns/ part time employees,
Individual Contributor, Professionals

LOW | ASSET SAFETY

Administrative
& Clerical

Job Roles	Risks associated with dark traits	Risk Level
Senior Executives and Management	They can jeopardize company's image on external platforms by acting rash or speaking ill about the company	High
Sales and Marketing	They can sabotage the customer base with their rude behavior and posting defaming statements on behalf of the company on public platforms.	High
Customer Service and Support	They can disrupt the customer base by behaving in an undesirable manner with them, which will compromise the credibility of the company.	High
Low/ Middle Management	They can distort the work culture by displaying counterproductive behavior which will lead to dipping of employee morale and hence productivity	High
Finance & IT	They can indulge in embezzlement or wrongful portrayal of company finances and assets, which will cause the organization to incur losses.	High
Individual Contributor	They can negatively impact the performance of their co-workers by displaying undesirable behavior in workplace (e.g. sexual harassment)	Medium
Interns/ Part time employees	They can act as a liability rather than an asset if not properly motivated They can act tardy, irresponsible and execute their work in a lax manner, setting bad example for others, which will impact the work standards and culture	Medium
Professionals	This job role encompasses product development, content development, analysts, database management, consultants and knowledge management profiles. These employees handle confidential company data and can jeopardize company's position and competitive advantage by leaking these data to external agents.	Medium
Admin & Clerical	This job role includes HR, Admin and clerical staff. They handle company assets such as laptops, employee data including phone number, home address and can misuse this data to harass employees or to harm the company.	Low

MEASURE THE DARK TRAITS

By this point we are well aware of the damage that dark traits create. In order to prevent dark traits from creating anymore mayhem, we decided to create an inventory of the most commonly found dark traits. Additionally, we chalked out dark traits pertaining to different industries in order to identify which trait is most undesirable for a particular industry/ job role and holds the maximum potential to cause harm. The framework thus created provides organizations with a mechanism to measure the level of risk associated with those traits. The awareness of characteristics that account for major workplace distress, can help organizations save themselves from making hiring errors, putting wrong people in leadership roles, avoid work culture disruption and prevent unpleasant incidents from happening at workplace.

Dark Traits Inventory

- Opportunism
- Insensitive
- Impulsiveness
- Self-obsession
- Temperamental
- Thrill-seeking

Most Undesirable Dark Trait

Impact on Job Industry

Impact on Job Role

CHAPTER 5:

Characteristics Of The Six Dark Personality Traits

Methods and frameworks to identify dark traits have been in existence for ages, such as the dark triad. However their applicability in workplaces is limited. They act more like self-awareness tools.

In order to address the issue of workplace harassment and counterproductive behavior, we decided to create a dark personality inventory consisting of 6 dark traits, to measure dark traits. This trait inventory can be used to assess the predominant dark personality traits of a person. It also tells us if the trait is present at low, moderate or high levels. Usually a dark trait is a cause of concern at moderate to high levels only.

Additionally, we have created 3 variants of each dark trait. E.g. Opportunistic has three variants- ambitious, competitive and greedy. Depending upon the job role and job industry, different variants of a dark trait can surface. Each variant will lead to a different behavioral outcome after getting triggered, based on the level of dark trait present.

Each dark trait can manifest itself in two ways: bright and dark. This is how people with dark traits use them to their own advantage and other's disadvantage. Each dark trait is a source of strength for the person carrying it and a bane for people around them.

Here's a brief look at the 6 traits included in our dark personality inventory

Opportunism

Tendency to be deceitful and manipulative. Tendency to possess cynical or negative outlook towards intentions of others.

Self-obsession

Tendency to possess an inflated sense of self, accompanied by a fragile self-esteem which makes the person vulnerable to criticism.

Insensitivity

Inability to understand others' pain, suffering and perspective.

Temperamental

Tendency to become angry at the slightest provocation, feeling and engaging in anger related emotions pervasively and persistently.

Impulsiveness

Tendency to act on a whim, displaying behavior characterized by little or no forethought, reflection, or consideration of the consequences.

Thrill-seeking

The tendency to do activities filled with experiences and unusual sensations perceived as risky but rewarding.

Opportunism

Being opportunistic can yield both good and bad results depending on the means that we are likely to use in order to get hands on the opportunity.

- **Strengths:** Good at problem solving, proactive, and meets deadlines
- **Weaknesses:** team work, routine work, valuing traditions

Famous Opportunists*:* Henry Ford and Teddy Roosevelt (known for being innovative, hard-working, self-reliant and willing to bribe the system)

Opportunistic people can divided into three categories:

1. **Ambitious:** People in this category have a strong desire for success. They want to get ahead in their career fast and are always on the lookout for more challenging opportunities which will help them achieve their goal as quickly as possible.

- **THE BRIGHT SIDE** of this trait brings out a person who is a smart worker and will always figure out how to get work done. He will also be a quick learner and persistent in his efforts. He will look at setbacks as opportunity to grow rather than getting disheartened easily.

- **THE DARK SIDE** of this trait will give rise to an unstable and overpowering personality. Such people will use anyone they can in order to get what they want and will always be ready to switch jobs as soon as they see a bigger opportunity coming their way. They will always be on the lookout for something better. They will pretend to bond with people who they think can help them achieve their goals and burn bridges once they cross them.

2. **Competitive:** Competitive people have a constant urge to outperform others. They set their standards depending on their peers. Their efforts are invested into being the top performer wherever they are.

- **THE BRIGHT SIDE** of this trait nurtures an employee who will meet all his/her key result areas and strive to perform his/her best.

- **THE DARK SIDE** of this trait will lead to creation of an over performer who will use hook or crook to stay ahead of others. They will tend to be loud and intimidating along with being shrewd enough to take credit for someone else's hard work. They will consciously demotivate others in order to deteriorate their performance. They will use any trick to make outshine others even if it means harassing others.

3. **Greedy:** People with this trait are headstrong and only involve themselves in activities that provides them with more power or money. They are self-driven and have an ulterior motive behind any interaction that they indulge in. Employees with this trait are very demanding.

- **THE BRIGHT SIDE** of this trait will create an employee who strives to succeed and is ready to try any method to achieve higher profits or market share. This employee will be very creative and good at pulling the company out of tight spots by working hard.

- **THE DARK SIDE** of this trait will fashion an employee who looks at only monetary returns and is ready to get rid of anyone who is not meeting his/her expectations. This person in leadership positions will create a company that grows fast but has bad work culture and hence is not able to sustain its performance. Employees with this dark trait are always looking at quick fixes as they want fast results with minimum efforts.

OPPORTUNISTIC

	AMBITIOUS	COMPETITIVE	GREEDY
HIGH	Snatches opportunities	Lies to get ahead	Wants more for less work
LOW	Works hard to get access to good opportunities	Likes to stay ahead by working hard	Demands proportionately to efforts

Dark Trait Level

Dark Trait Variant

Self Obsession

Self obsession is a trait that exemplifies self love to the extent where a person is only driven by their own interests, motivations and happiness. This trait is expected of people who need to be perfectionists as they are looked upon as role models by many.

- **Strengths:** Perfectionist, self-driven
- **Weaknesses:** Proud, inflexible, over sensitive to criticism

Famous Self Obsessed: Napoleon Bonaparte, Adolph Hitler and Donald Trump (they get aggressive on facing criticism and love to boast about their greatness)

Self–obsession has three variants:

1. **Conceited:** People who are conceited hold a very high opinion of themselves. They expect great things from themselves as well as people around them.

- **BRIGHT SIDE:** An employee who is conceited will look for perfection in his own work. They will diligently do quality work. They will set new standards for their organization and always try to implement best practices.

- **DARK SIDE:** Conceited employees will not be ready to accept criticism or feedback for their work. They will be stubborn and not ready to mold themselves according to others.

2. **Attention-Seeker:** People with this trait are always up for doing activities through which they can catch the attention of others.

- **BRIGHT SIDE:** Employees with this trait will always present their work in an interesting fashion which will arouse curiosity in others.

- **DARK SIDE:** Employees with this trait will be interested in creating disruption in different ways so that they remain the center of attraction. They are not open to others opinions' or views on their work. For them, every work that they do is final and not subject to any alterations.

3. **Dramatizer:** People with this trait indulge in over thinking and love connecting dots between different incidents.

- **BRIGHT SIDE:** They are capable of thinking ahead and have a long term vision.

- **DARK SIDE:** They need appreciation to be motivated enough to finish their tasks.

SELF OBSESSION

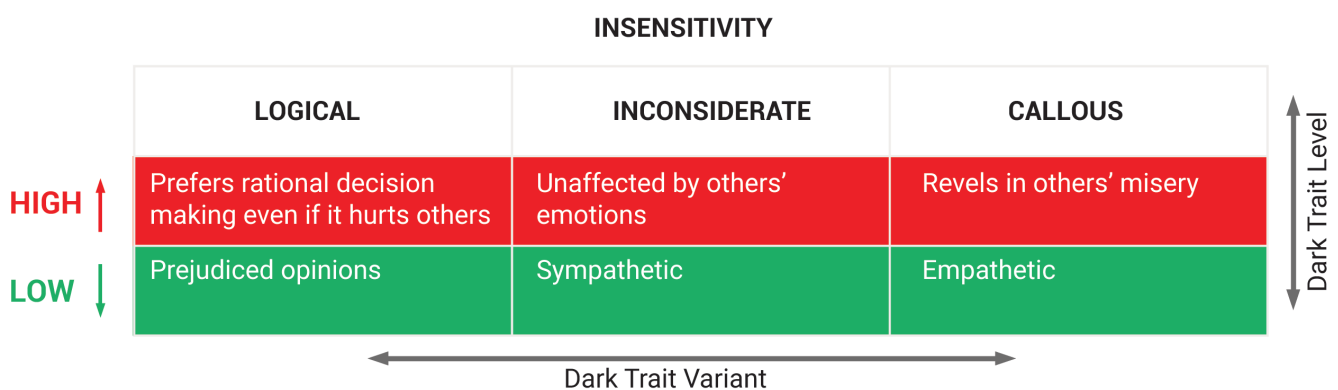|	CONCEITED	ATTENTION-SEEKER	DRAMATIZER	
HIGH	Refuses to acknowledge his flaws	Demands unwavering acceptance for any work done	Reacts strongly to lack of appreciation	Dark Trait Level
LOW	Accommodates critical feedback	Keeps realistic expectations	Intrinsically motivated	

Dark Trait Variant

Insensitive

Insensitivity is a dark trait that tells us how people are affected by their surrounding environments as well as how much empathy they are capable of showing.

- **Strengths:** Resilient, confident, good at dealing with difficult situations
- **Weakness:** inability to connect and understand the need of the customer

Famous Insensitive people: Adolf Hitler (Was insensitive towards the Jews and saw their extermination as collateral damage for Germany's progress)

There are three categories of insensitive people:

1. **Logical:** Logical people are not impacted by their surroundings in a way that will impede their judgement or tasks at hand. They take a neutral view on things and weigh the pros and cons in every situation before letting their opinion be known.

- **BRIGHT SIDE:** Good decision makers who are capable of taking hold of tasks that are sensitive in nature. They do not let their emotions in the way of execution and do what is right even if it goes against the popular opinion

- **DARK SIDE:** They are orthodox and do not accept any opinion or suggestion that goes against their own belief system. They have a set frame of mind and thorough process which cannot be changed under any circumstances

2. **Inconsiderate:** People with this dark trait tend to be oblivious towards others' needs. They tend to focus on their own task, irrespective of how it impacts others

- **BRIGHT SIDE:** Employees with this trait are good at following rules without asking any questions. They remain unaffected by office gossip or criticism. They do not get hurt easily by others' actions or words.

- **DARK SIDE:** Employees with this trait are not likely to be team workers as they cannot take others' opinions or comfort into account.

3. **Callous:** Callous is a trait that makes people very indifferent to any activity happening around them. They do not get affected by comments or judgements.

- **BRIGHT SIDE:** Callous employees are good at handling difficult situations without getting argumentative

- **DARK SIDE:** They are amused by others' misery and do not make attempts to resolve any conflict.

INSENSITIVITY

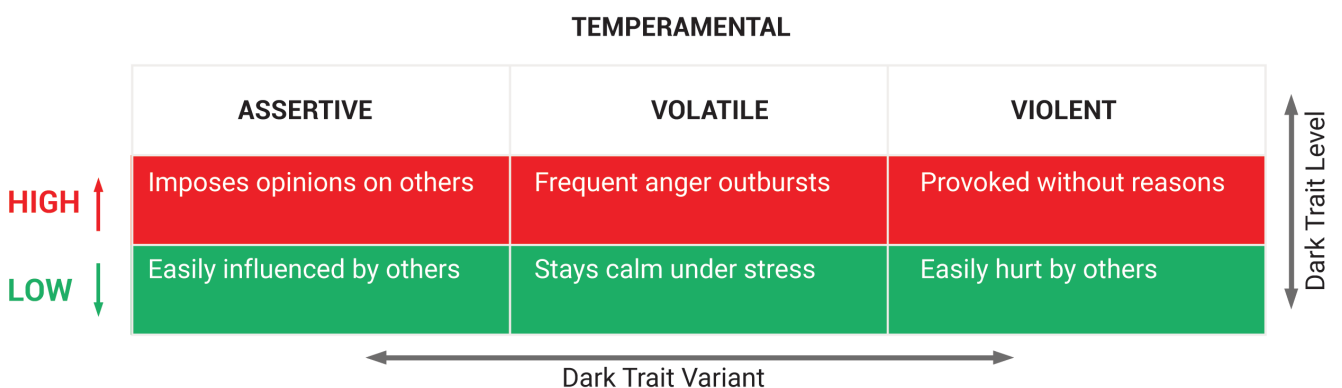|	LOGICAL	INCONSIDERATE	CALLOUS	Dark Trait Level
HIGH ↑	Prefers rational decision making even if it hurts others	Unaffected by others' emotions	Revels in others' misery	
LOW ↓	Prejudiced opinions	Sympathetic	Empathetic	

Dark Trait Variant

Temperamental

Temperamental people are very sensitive to their surroundings and get impacted by opinions of others and the environment that they are in.

- **Strengths:** considerate of others' feelings
- **Weaknesses:** unstable moods, easily provoked

Famous Temperamental People: Vincent Van Gogh (easily hurt and demotivated by others' take on his paintings. Very often got into fights with his critics)

Temperamental trait has three variants:

1. **Assertive:** Assertive people are thoughtful people who put their opinions across in a way that seem reasonable. They believe in letting their thoughts be known and accepted without getting aggressive.

- **BRIGHT SIDE:** They are good mediators and good at conflict management as their opinions are logical.

- **DARK SIDE:** They are prone to becoming dictating/become dominating if their orders are not followed through.

2. **Volatile:** Volatile people are generally open to others' point of view. They are not rigid in their thoughts and tend to change their opinions very often.

- **BRIGHT SIDE:** They are open minded and make good team players.

- **DARK SIDE:** They are indecisive and their judgements are easily molded by situations around them. Their decisions cannot be trusted and they cannot be blindly trusted to follow-through any task without guidance.

3. **Violent:** Violent people wear their emotions on their sleeves and are deeply impacted by their surroundings. Their behavior is completely controlled by reactions from others.

- **BRIGHT SIDE:** They are very sensitive towards others.

- **DARK SIDE:** They can be easily provoked, without any valid reason.

TEMPERAMENTAL

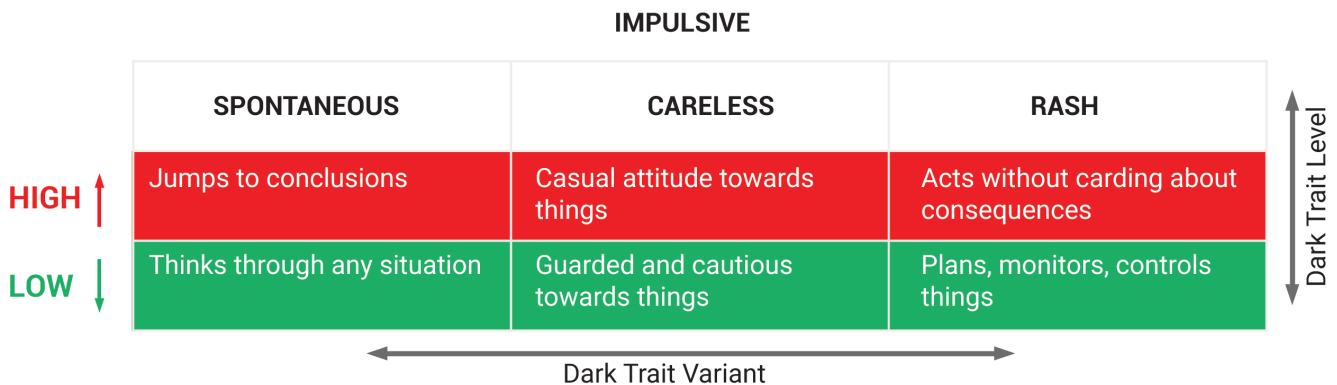|	ASSERTIVE	VOLATILE	VIOLENT	
HIGH ↑	Imposes opinions on others	Frequent anger outbursts	Provoked without reasons	Dark Trait Level
LOW ↓	Easily influenced by others	Stays calm under stress	Easily hurt by others	

Dark Trait Variant

Impulsiveness

Impulsiveness is a trait that makes a person display impatience. It urges a person to act without worrying about consequences.

- **Strength:** quick decision making
- **Weakness:** rash decision making

Famous Impulsive people: Princess Diana (eccentric and free-spirited in her actions)

Impulsiveness has three variants:

1. **Spontaneous:** Spontaneous people are quick at taking on a new task and venturing into unmapped territories. They are quick in arriving at conclusions.
- **BRIGHT SIDE:** They are fast learners and good at picking up new tasks. They are creative and quick thinkers.
- **DARK SIDE:** They do not think through their decisions and judge others too soon. They like tagging people and creating perceptions without having sufficient knowledge about a person or situation.

2. **Careless:** Careless people are free spirited and not particular about how people or things should be. They are uninhibited and not bothered by success or failures.
- **BRIGHT SIDE:** They are easy to work with and non-demanding
- **DARK SIDE:** Their lax attitude makes them unreliable. They cannot be counted on to deliver quality work or follow rules stringently.

3. **Rash:** Rash people are very crude and not very particular about quality or guidelines. They handle situations as they come without taking too many things into consideration.
- **BRIGHT SIDE:** Very easy to get along with and not controlling
- **DARK SIDE:** Neither capable of taking wise calculated decisions nor capable of supporting their decisions or actions.

IMPULSIVE

	SPONTANEOUS	CARELESS	RASH	
HIGH	Jumps to conclusions	Casual attitude towards things	Acts without carding about consequences	Dark Trait Level
LOW	Thinks through any situation	Guarded and cautious towards things	Plans, monitors, controls things	

Dark Trait Variant

Thrill-Seeking

Thrill seeking is a trait that delves into the risk taking ability of a person. It tells us how comfortable a person is in dealing with new or ground breaking methods.

- **Strengths:** Open to new ideas, broad minded, adventurous, out-of-the-box thinker
- **Weakness:** Uncalculated risk taker

Famous Thrill-Seekers: Elon Musk (Jumped from one successful venture to another, without getting too elated by any one venture, which allowed him to try different industries and excel in different fields)

Thrill Seeking trait has three variants:

1. **Excitable:** People with this trait seek new ways of doing things and are always ready to try experimental methods.
- **BRIGHT SIDE:** They are good at inventing new methods of doing things and are not driven by inertia. They are always ready to experiment and try a fresh perspective on things.
- **DARK SIDE:** They get bored by routine work and cannot be expected to stick with mechanical roles which do not provide them the avenue to try new things.

2. **Adventurous:** These people look forward to tasks that allows them to find their way after venturing into a new task. They like unpredictable situations.
- **BRIGHT SIDE:** They are ready to take challenging tasks and try untested methods that may or may not work out.
- **DARK SIDE:** They do not calculate how going off-track can impact a task and its result.

3. **Daredevil:** These people like experiencing a rush of adrenaline in any task that they undertake
- **BRIGHT SIDE:** They take on risky ventures without getting too bogged down with the return on efforts.
- **DARK SIDE:** They tend to use methods that are not mainstream as they have a higher risk component attached to it. They do not weigh their choices based on effectiveness, rather on the thrill element attached to it.

THRILL SEEKING

	EXCITABLE	ADVENTUROUS	DAREDEVIL	
HIGH	Novelty seeking	Likes the unusual	Taking high stakes risk	Dark Trait Level
LOW	Likes routine	Conservative in choices	Prefers tried and tested paths	

Dark Trait Variant

CHAPTER 6: Uncover the Dark Personality Trait Framework For Your Organization

Mettl conducted a survey to find out which are the most undesirable dark traits for high-risk industries/ job roles, that cause maximum harm if triggered. Additionally, we mapped the resultant distressing incident that these dark traits cause, if triggered at workplace.

As the significance of every dark trait is different for each job role/ industry, this framework throws light on the three most dangerous traits (out of the 6) for each job role and industry. The inference is based on the level of damage that the dark trait can cause if triggered on the job. By making potential hires take dark personality assessment, their predominant dark trait can be identified. If those match with the traits mentioned in the framework, those potential hires should not be hired in that job / role or industry. Existing employees should also be made to undergo dark personality assessment, so that their predominant dark traits are identified, and they can be trained and aligned in a way that prevents triggering of their dark traits, which can cause trouble.

This Dark Personality Trait framework can be used to filter out undesirable candidates while hiring in an industry or job role, or while promoting an employee to leadership positions.

Dark Trait Framework for Different Job Industries and Job Roles

DARK TRAITS — ■ Dark Trait   ■ Result

JOB ROLE	Opportunism	Self-Obsession	Insensitivity	Temperamental	Impulsive	Thrill Seeking
MANAGEMENT/ LEADERSHIP		✓		✓	✓	
		Focus only on self promotion		Dictating	Poor mentoring skills	
SALES			✓	✓	✓	
			Poor customer service	Customer harassment	Wrong decision making	
MARKETING		✓		✓	✓	
		Customer disengagement		Adverse Public Relations	Defamation due to wrong marketing	
CUSTOMER SUPPORT			✓		✓	✓
			Non-responsive		Loss of business from customer	Poor service
IT			✓	✓		✓
			Non-responsive to complaints	Damage to IT assets		Confidentiality breach
FINANCE		✓		✓	✓	
		Theft, embezzlement		Destruction of assets	Error in calculation and analysis	
RESEARCH & CONSULTING		✓		✓	✓	
		Negligent to client requirement		Damage to client relation	Poor service	
ADMINISTRATIVE	✓			✓	✓	
	Stealing and profiteering			Harm to company assets	Negligence to security	
HR		✓	✓	✓		
		Favoritism	Poor Work culture	Attrition		

INDUSTRY	Opportunism	Self-Obsession	Insensitivity	Temperamental	Impulsive	Thrill Seeking
IT			✓ Crisis response	✓ IP infringement		✓ Information safety
HEALTHCARE			✓ Discomfort	✓ Danger to life		✓ Questionable treatment
BFSI	✓ Embezzlement		✓ Data confidentiality breach	✓ Tampering of Financial records		
EDUCATION			✓ Low student morale	✓ Harassment	✓ Poor guidance	
CHILDCARE		✓ Negligence	✓ No care for child's wellbeing	✓ Harassment and assault		
LEGAL		✓ Evidence tampering to win		✓ Jeopardizing of case	✓ Wrong judgement	
FOOD			✓ Customer harassment	✓ Poor Customer service		✓ Compromised quality
MANUFACTURING			✓ Harmful products	✓ Defective products	✓ Accidents at factory	
CAB SERVICES			✓ Passenger harassment	✓ Violet reactions		✓ Rash driving
CONSTRUCTION				✓ Crisis management	✓ Poor infrastructure quality	✓ Questionable methods
HR SOLUTIONS			✓ Bad work culture	✓ High attrition	✓ Bad hires	
RETAIL	✓ Profiteering	✓ Favoritism				✓ Stealing

It is evident that identifying employees or potential employees having high level of these undesirable dark traits is a task of critical importance. This is so because the downside of hav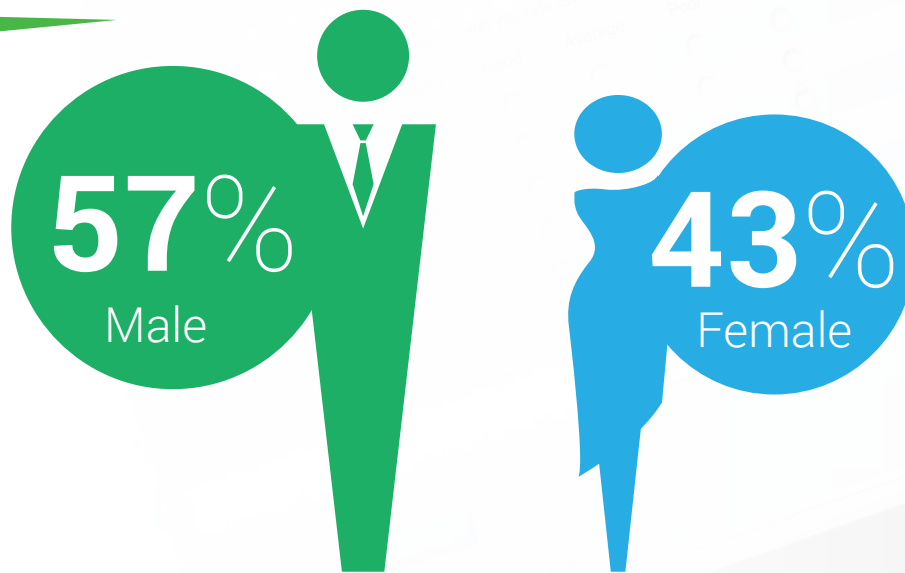ing an organization swarming with employees having a risky personality is a recipe for disaster and can have catastrophic outcomes for employees, customers and the organization as a whole.

Survey Respondents Details

In order to identify the most undesirable dark trait for different job roles and industries, we conducted a survey in which 1900 working people, from various industries and job roles, participated.

Here we have some shared some details about the respondents:

Respondents by Gender

57% Male

43% Female

Respondents by Job Role
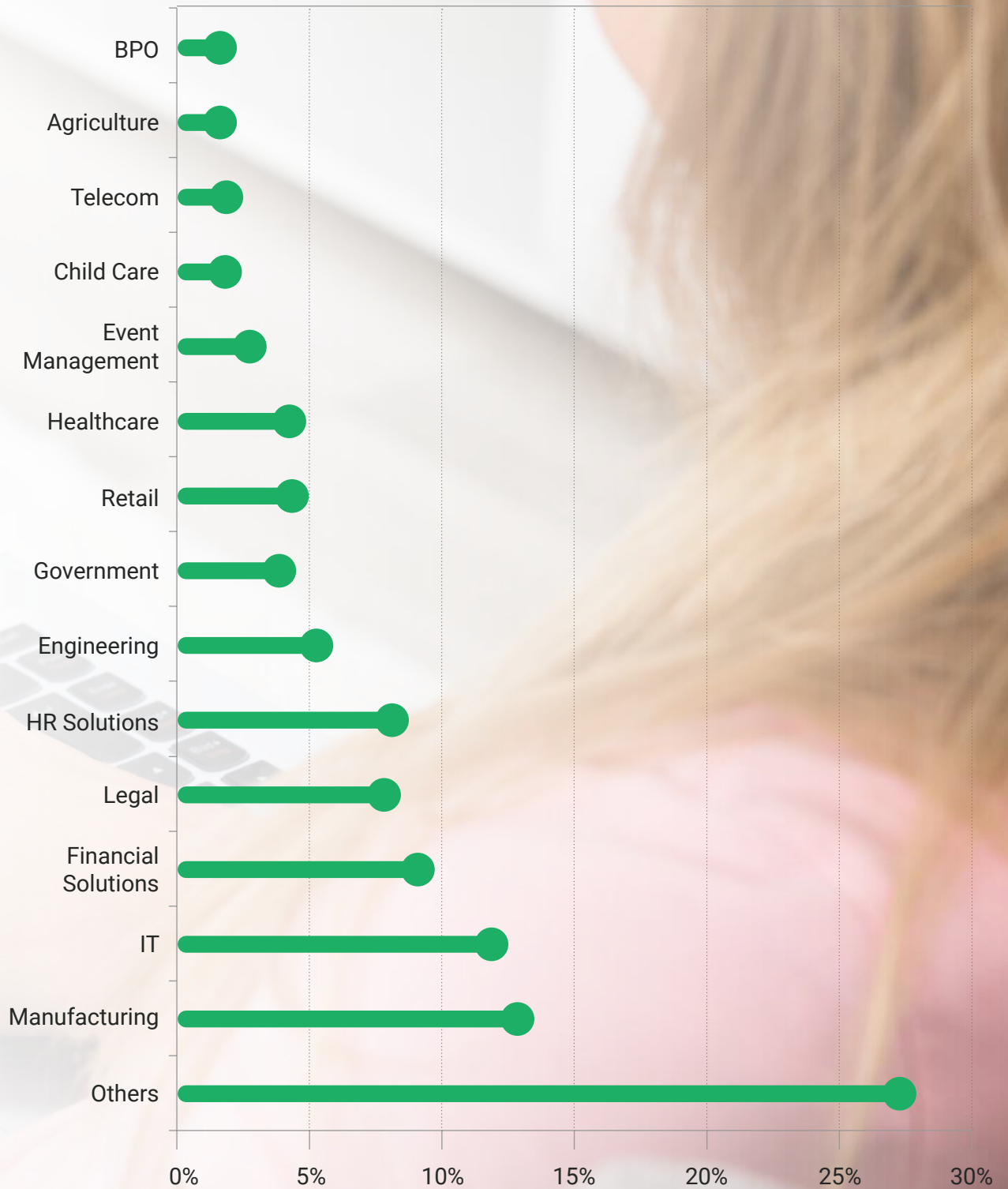
Human Resources	Administrative	Engineering
Consumer	Information Technology	Finance
Education	Analyst	Health Care Provider (Other)
Management	Child Care	
Sales	Others	Manufacturing
Business Development	Advertising/Marketing	Product Management
Legal	Health Care Provider (Doctor)	Public Relations
Research	Strategy/Planning	Art/Creative/Design
Accounting	Training	Project Management

Respondent by industry

Industry	Percentage
BPO	
Agriculture	
Telecom	
Child Care	
Event Management	
Healthcare	
Retail	
Government	
Engineering	
HR Solutions	
Legal	
Financial Solutions	
IT	
Manufacturing	
Others	

0%   5%   10%   15%   20%   25%   30%

SAFEGUARD WORK CULTURE AND CUSTOMERS

Dark traits in workplace create an impact on two sets of population:

1. Co-workers
2. Customers

1. Co-workers

To protect co-workers from dark trait's manifestation into distressing incidents, organizations need to conduct:

- Dark Personality Assessment during hiring
- Dark Personality Assessment during Leadership Development

2. Customers

In order to protect customers from being affected by dark traits, organizations need to come up with a framework regarding the consequences of dark traits giving impetus to unpleasant behavior.

We have shortlisted some industries that have the maximum impact on customer safety and also created dark personality trait frameworks for them.

The industries covered are:

- Cab service providers
- Schools
- Banks
- Day cares

CHAPTER 7: Safeguard Work Culture

When do we need to assess people for dark personality traits at workplace?

For people, who bore the brunt of financial crisis that began in 2007, there is almost no difference between those who are involved in organized crime and those heading the largest commercial organizations in the world. Studies and research suggest the that results were rather better than the predicted outcome i.e., the dark traits are a link between greatest business success and those involved in the most calculated criminality.

Hence, the presence of dark traits needs to be assessed in people before they get hired, or promoted to leadership positions.
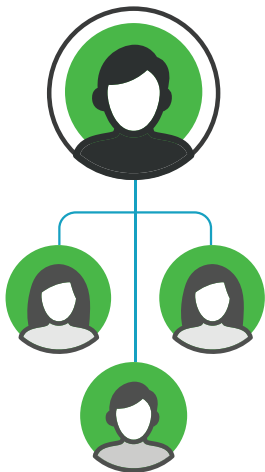
Stages of organizational planning where we need to assess people for dark personality traits

HIRING

People with dark traits make up the majority of bad hires in a company	Bad hires are the leading cause of attrition in a company	Attrition is one of the biggest productivity drain of a company

LEADERSHIP DEVELOPMENT

People in leadership positions have three times higher propensity to host dark traits than the average population	Dark traits lead to undesirable behavior, which in turn leads to employee disengagement	Employee disengagement is the biggest productivity killer in an organization

Dark Personality Trait Assessment During Hiring

Organizations need a new hiring framework to safeguard themselves from bad hires

1. **Dark traits equals bad hires**
2. **Dark traits cannot be identified by interviews and bright side personality assessments**
3. **Dark Personality Assessment during hiring prevents distressing incidents from taking place**
4. **Case study - Preventing distressing incidents: pro-active vs reactive approach**

1. Dark traits equals bad hires

Bad hires cost organizations heavily

When people with moderate to high level of dark traits get hired, they negatively impact the organizational productivity and work culture, leading to increase in attrition. The costs associated with a bad hire is huge in financial and non financial terms:

Bad hires are responsible for 80%[2] of organizational attrition: Attrition is one of the biggest financial drain for a company as the cost of replacing one employee is more than their yearly salary.
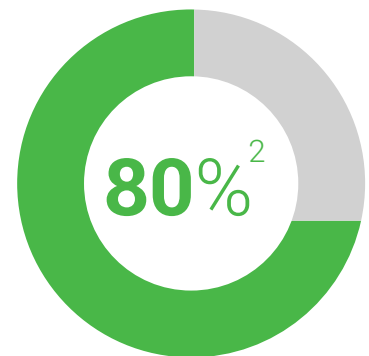
Bad hires create conflict in workplace and are often responsible for harassing co-workers:

> **The cost of a bad hire is always extensive. Most companies don't know the full cost of the turnover, so they don't apply the resources upfront to avoid it. If you make a bad hire, there is a ripple effect among all who work for you, your product and your product quality.**
>
> **— Arte Nathan,**
> Founder of The Arte of Motivation, a human resources advisory service based in Las Vegas

20%[1]
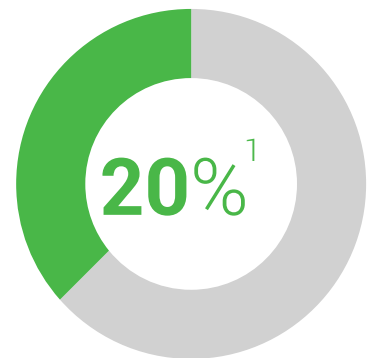
time of Senior HR executives is spend in litigation activities, most of which relate to conflict in the workplace

80%[2]

of organizational attrition is caused by bad hires

Dark Traits → Poor Hiring Process → Bad Hire → Bad Work Culture → Attrition → Low Organizational Efficiency

Bad Hire → Distressing Incident → Harm to Life and Property
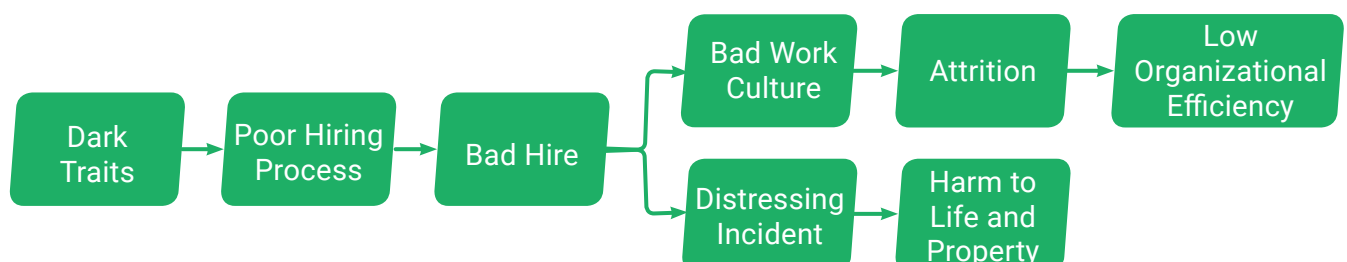
1. Business Performance Improvement Resource (BPIR) research on Workplace Conflict Resolution, 2005
2. HBR ((Proof That Positive Work Cultures Are More Productive, 2015)

Interviews and bright side personality assessments fail to identify dark traits in candidates

Interviews

Conventional hiring methods follow a simple process-candidates apply based on a vague job description, many are selected for interviews and then eventually one is selected. But quite often, what looks like a right fit initially turns out to be a hiring error in the long run.

Presence of dark personality traits cannot be gauged via interview as dark personalities are perceived more favorably in the first hour after meeting someone. People who possess high level of dark traits such as self obsession and opportunism are very good at hiding their dark traits behind a façade of confidence and charisma. These dark traits play well for their own success, while proving to be highly detrimental for the productivity of co-workers and organization as a whole.

Knowing these facts, it is easy to understand how dark traits, combined in the right quantities can yield high business performers. These facts lure the hiring team into thinking that they are a great catch for the company. However it's important to note that their success is often short term and comes at the cost of detriment to a company's performance.

Dark Personality Assessment helps the HR in recognizing dark traits that a candidate possess, but most probably does not display during the interview.

Bright side Personality assessment

It is common for organizations to use personality assessments and cognitive assessments in the hiring process. Personality assessments that are generally used during hiring such as Myers Briggs Type Indicator and Big Five Personality Type usually focus on identification and analysis of good/bright personality traits. In spite of using modern assessment tools for hiring, companies are still not able to substantially improve their retention and productivity rate.

The reason being, that even though it is important to identify a good hire, it is more important to identify a bad hire. Dark Personality Assessment helps in identifying candidates in the HR talent pool who possess high potential for disrupting the work culture.

The missing piece that is hindering organizations from being completely in control of their organizational culture and productivity is Dark Personality Assessment.

Dark traits don't help people to 'get along', they help people 'get ahead'

Dark Personality Assessment during hiring prevents distressing incidents from taking place

Very often we come across news that a passenger's safety was jeopardized by a reckless or dangerous driver of ride sharing companies such as OLA and UBER.

Cases of female passengers getting sexually harassed or assaulted in cabs has become a daily news.

- Crimes happening in educational institutions have become commonplace.
- Harassment of customers by service provides has become a mere statistic.
- Rude and intimidating behavior displayed by cab drivers towards passengers has become a norm.

All these distressing incidences can be avoided if the hiring company carries out Dark Personality Assessment of employees or potential employee, before hiring them, by identifying the type and level of dark traits that they possess

Catastrophic workplace behaviors	Job roles
Threat to people's wellbeing (physical, emotional and mental) – known person	School employees – teaching and Non-teaching staff Full-time Domestic Helps in home
Threat to people's wellbeing (physical, emotional and mental) - unknown person	Courier or delivery boys Cab Drivers
Compromising Sensitive information (personal & financial)	Other Blue collar roles Customer service executives Banking employees Insurance agents
Stealing, profiteering while handling valuable assets	Tellers or Cashiers Support staff in hospitality industry

Awareness about dark traits that a person has, helps the HR in making hiring decisions such as deciding which job roles are not suited for them.

Moreover, in blue collar jobs, where the employees are in charge of life and asset safety, dark personality assessment via dark trait identification is of critical importance, as overlooking them can result in loss of life and property.

Overall, dark personality assessment provides valuable insights about the potential trouble causing side of a candidate and helps organizations improve their productively and work culture by hiring functional, productive and socially desirable employees.

CASE STUDY

Preventing distressing incidents: Proactive vs Reactive approach

Problem: A cab company is getting a lot of complaints from customers against rude behavior and harassment. The company management decides to get involved and get to the bottom of this issue, so as to resolve it. They find out that some cab drivers are not following standard protocols and are temperamental and insensitive towards the customer in general.

Reactive Solution: The company had been conducting background verification as a part of their hiring process. However, their current hiring process was unable to keep away drivers with propensity to act rude or cause trouble from being a part of their employee pool. This was because, the hiring process only took into account the task of keeping existing delinquents in check, and did not assess the trouble brewing potential of other non-delinquent drivers.

Impact: These unchecked potential troublemakers would then go ahead to commit their first time offence while on the job.

Proactive Solution: The cab company carries out Dark Personality Assessment during hiring and is able to correctly identify drivers that have high level of dark traits (high propensity for causing trouble).

Impact: By filtering out the potential troublemakers, the cab company is left with a refined pool of drivers who are calm and cognizant of the customer's requirements. The customer complaints reduce substantially and the company's productivity increases.

CONCLUSION:

Dark traits cause distressing events. These unwanted events can be prevented if we proactively identify potentially dangerous hires during the hiring process itself by carrying out Dark Personality Assessment, to identify the level of dark traits that they possess, thereby saving ourselves the trouble of dealing with distressing incidents.

REACTIVE

Dark Personality Assessment during Leadership Development

Dark traits in leadership roles can lead to organizational downfall

- **Dark traits in leadership disturb organizational productivity**
- **Dark Personality Assessment can help in Leadership development, High Potential (HiPo) identification and succession planning**
- **Dark traits need to be scientifically aligned to prevent them from being counterproductive**

Dark traits in leadership disturb/ damage organizational productivity

Managing ourselves under pressure is one thing. Managing others when you feel pressured yourself, requires much more self control.
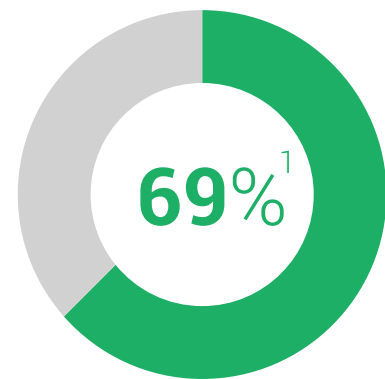
In stressful situations, it is difficult to play on your strength areas, and weaknesses become more prominent. As a manager or someone in a leadership position, pressure and stress are an integral part of everyday work life.

In such a nerve-racking environment, it is easy to lose track of rationality and let our dark side reflect in our behavior. The fine line between aggression and assertiveness gets blurred. The drive to succeed turns into neurotic greed and the quest for perfection turns into obsessive management.

Leadership roles, unlike individual roles, are about consistent performance and putting efforts to prevent any undesirable behavior from getting displayed as this leads to development of a permanent rift between the leadership and teams. Leadership is not about sudden spurts of high performance, even if that comes at the cost of disrupting the work environment by behaving in a counterproductive manner.

A leader/ manager who dwells on his dark side often leads to disruption of work culture, individual, team and organizational performance. If dark traits are predominant in the manager of a team, the team is most likely to work under stress and display the same through counterproductive behavior. This kind of work environment is catastrophic for productivity, leads to deterioration of mental and physical health, and causes an increase in occurrence of accidents and distressing events such as harassment, at workplace.

Once the team under a manager starts displaying counterproductive work behavior, it is difficult to manage them. Situations like this are difficult to reverse, and hence their occurrence should be prevented by all means.

1. http://hrmagazine.co.uk (Managers a leading cause of workplace stress, 2016)
2. Forbes (Conflict Resolution: When Should Leaders Step In, 2014)

69%[1]

Employees state manager behavior as source of stress

60-80%[2] **of all organizational problems arise from strained relationships among employees.**

40%[2]
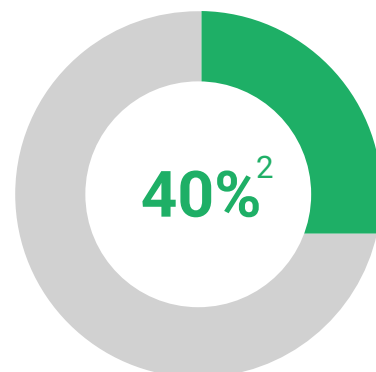
time of managers is spent in dealing with interpersonal problems stemming from poor behavior

```
┌─────────────────────────────┐
│         Dark Traits         │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│  Poor Succession Planning/  │
│ High Potential Identification/ │
│   Leadership Development     │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│       Bad Leadership        │
└─────────────────────────────┘
         │           │
    ▼               ▼
┌──────────────┐  ┌──────────────────────┐
│  Bad Work    │  │     Unethical/       │
│  Culture     │  │ Questionable Practices │
└──────────────┘  └──────────────────────┘
       │                    │
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┌──────────────┐  ┌──────────────────────┐
│ Poor Organizational │  │ Harm to Organization's │
│ Productivity  │  │     Reputation       │
└──────────────┘  └──────────────────────┘
```

How Dark Personality Assessments Can Help In Leadership Development, Hipo Identification And Succession Planning

Leadership Training in most cases focus on development of cognitive skills and enhancement of good personality traits. There is no mechanism or provision to identify and address the dark traits that they possess.

Consequently, the training fails to assess or train the leadership candidates for dealing with situations that are not ideal. This leads to leadership failure when it comes to ground performance.

It does not come as a surprise that while hiring and training employees for leadership roles, the focus is always on the "bright" or good competencies as they seem to have a direct correlation with performance excellence, drive to grow and ambition to succeed.

There is no focus on figuring out the faults in a person's personality and behavior.

This is a huge area of concern because, as per face value, people with and without high predisposition of dark traits are equally qualified, skilled and driven. Both the categories of people have the same propensity for achieving success and growth. They display the same level of performance in the short run.

The difference is that, people who have the tendency to indulge in the dark side of their personality, are most likely fail in the long run as they will have a dementing effect on their teams and will eventually lose control of their team's performance.

This is because, leaders with dark traits, almost always attain success by stepping on others and not being empathetic towards their team and the organization that they work for.

Dark Personality Assessments provide organizations with the right set of insights to differentiate between two seemingly similar talent pools, both of which seem equally talented, however, one of the talent pool's focus area is its own success, and the other aims at positively impacting organizational success.

42%[2] of employees feel that their leadership does not contribute to a positive work culture

Statistics show that 50%[1] of managers selected for leadership positions, fail.

> If I had limited assets to improve the climate of any organization, I would invest 95% of them in middle managers. These are the people who make all of the difference in the day-to-day lives of organizations and people. When we train middle managers, we don't just train them about how to spot and address problem behavior — we teach them empirically sound things to do and say when an employee seeks them out to discuss a problem.
>
> – EEOC Union Representative

1. Center for Creative Leadership (Understanding the Leadership Challenges of First-Time Managers, 2016)
2. Officevibe (Top 10 Employee Engagement Statistics, 2017)

Dark Traits Need To Be Scientifically Aligned To Prevent Them From Being Counterproductive

How a successful leader with a dark side, eventually failed

Steve Jobs

Steve Jobs was a great CEO of Apple at some point. He was known to be extremely dictating, dominating, neurotic and narcissistic, which made the lives of his employees difficult.

Eventually his behavior started costing the company via loss of productivity and reputation. Thereby, he was asked to resign, for the company to resume its path of success and growth.

How a successful leader with a dark side, succeeded

George Cain: CEO, Abbott Laboratories

Cain was responsible for taking a family run business into a global powerhouse that overtook its competitors in leaps and bounds to become an industry superstar.

He was a neurotic, extremely driven leader who did not believe in free handouts and would not accept anything below excellence in performance. His attitude made the company a global leader that it is known as today.

Neuroticism, although generally considered a dark trait, if handled and channelized properly, can generate huge rewards.

According to research, if companies can increase their number of talented managers and double the rate of engaged employees, it can result in potentially achieving, on average, 147%[1] higher earnings per share than their competition.

CONCLUSION:

Dark Personality Traits needs to be assessed in Leaders, in order to analyze them and come up with a plan of action to correctly channel them to increase productivity. Triggering of dark traits and the resultant undesirable behavior that arises out of it, can be avoided by self-monitoring of behavior, leadership coaching and training.

1. Gallup (Employee Engagement Survey, 2017)

CHAPTER 8: Safeguard Customers

Dark Personality Assessment Framework for high risk industries

High Risk Jobs, where an employee is in charge of customer's life or asset safety, are the places where distressing incidents happen most frequently. In these industries, it is critical to carry out Dark Personality Assessment in order to weed out the potentially harmful employees. Here we have shared a few case studies on how these high risk industries were able to ensure customer safety and wellbeing by making use of dark personality assessments.

Cab service providers

Schools

Daycares

Banks

CASE STUDY

A Global Cab Company & Talent Management

A Progressive Journey Towards Organizational Development

One of UAE's biggest cab service providers used Dark Personality Assessment to streamline their talent pool and improve their service standards, in order to provide the best possible service to its customers.

PROBLEM

The company was facing majorly three problems:
- High attrition rate
- Display of undesirable behavior from its employees (drivers)
- Customer complaints about sub standard service

SOLUTION

The company made use of Mettl Dark Personality Inventory (MDPI) during hiring of cab drivers, to identify those candidates that possessed high level of dark traits, which increased their propensity for displaying undesirable behavior towards the customers. The assessment also provided insights on how each dark trait would trigger different behavior from the cab driver towards the customer.

IMPACT:

The client was able to streamline its candidate talent pool by removing potentially dangerous drivers from it, which led to selection of quality drivers that were assessed to stay calm in stressful situations. This led to substantial reduction in the display of rash behavior from the drivers, which made it easier for the client to regulate and monitor the drivers. Additionally, their service performance increased by 45% and customer complaints reduced by 60%.

Dark Personality Trait Framework for Cab Drivers

Opportunism (Low ⟶ High)   **Resultant behavior**
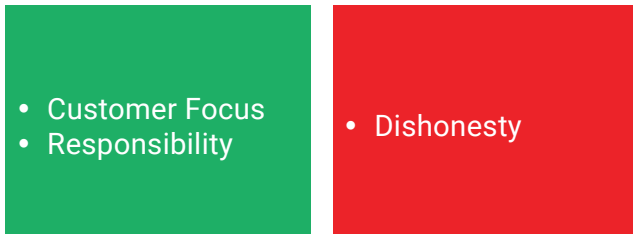
| Green	Red	
• Customer Focus • Responsibility	• Dishonesty	• Did not arrive at location, paid extra for waiting time. • Started ride without picking me • Kept lying about knowing the location, arrived late

Self-Obsession (Low ⟶ High)

| Green	Red	
• Respect	• Disrespect • Incorrigibility	• Non- cooperative, argumentative when directed • Doesn't use GPS or know the way, aggressive when directed • Unwilling to listen to passengers, arrogant behavior

Insensitivity (Low ⟶ High)
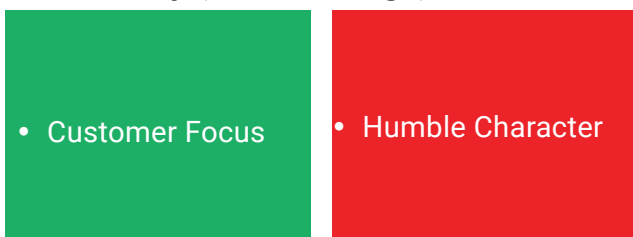
Green	Red	
• Customer Focus	• Humble Character	• Treating customers' valuables poorly • Not taking customer's request to wait

Temperamental (Low ⟶ High)

Green	Red	
• Agreeability • Patience	• Aggression/ Rage/ Violence • Rudeness • Stress Resistance	• Yelling at passengers, fighting with other drivers • Aggressive tone, aggressive driving • Verbally violent, fear of being attacked

Impulsiveness (Low ⟶ High)
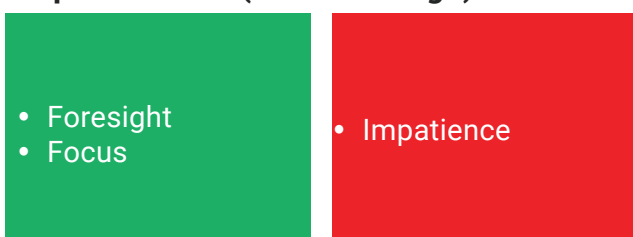
Green	Red	
• Foresight • Focus	• Impatience	• Rash driving, not braking on time, not stopping at intersections • Almost had an accident, abrupt braking at the traffic lights

Thrill Seeking (Low ⟶ High)

Green	Red	
• Caution • Discipline/ Stability	• Risk Taking	• Talking on phone while driving, chewing tobacco • Smoking during rides

CASE STUDY

A reputed school's quest towards ensuring student safety on campus

Safe campus initiative to create enriching learning culture and environment

One of the most reputed schools chains in India wanted to revamp their employee and staff hiring process in line with their zero tolerance policy for misbehavior/ malpractices inside the campus.

PROBLEM

The school administration was trying to resolve three recurring issues that they had been facing for past few years:

- Complaints from students against unfair or undesirable behavior from staff and teachers
- Cases of favoritism and profiteering by the teachers
- Complaints from parents against corporal punishments that had led to injury

SOLUTION

The school decided to use behavioral tests such as dark personality assessments to identify candidates that had the propensity for indulging in malpractices or displaying undesirable behavior.

IMPACT:

The school was able to address all the complaints made by the parents and teachers regarding unfair practices, student safety and low student morale. The school was able to achieve its aim of having a zero tolerance policy towards misbehavior/ malpractices inside the campus, in a very short span of time.

Dark Personality Trait Framework for Schools

Opportunism (Low ➔ High)

		Resultant behavior
• Fairness in behavioral conduct	• Favoritism	• Will favor students that provide the teacher with monetary/ non- monetary incentives such as gifts, taking after school coaching/ tuitions

Self-Obsession (Low ➔ High)

• Forgiving	• Vengeful	• Will be harsh on students that do not follow rules or instructions

Insensitivity (Low ➔ High)

• Understanding	• Hurtful	• Will indulge in demoralizing students by behaving in a hurtful manner • Will make hurtful personal remarks • Will indulge in public shaming of students

Temperamental (Low ➔ High)

• Assertive • Rewarding	• Aggressive/ Harsh punishment giver • Discipline loving	• Will require absolute adherence to rules either by ordering or punishing • Will create a closed learning culture where creativity is not allowed • Will create an atmosphere of fear that will lead to increased absenteeism

Impulsiveness (Low ➔ High)

• Pursuant	• Impatient	• Will not be patient towards the low performers or under performers

Thrill Seeking (Low ➔ High)

• Traditional	• Experimental	• Will not follow teaching protocols or meet set standards

CASE STUDY

A Mission To Pledge Child Safety At Daycares

A collaborative effort to create a safe and nurturing environment for children at daycares

One of the largest and well known daycare chains in north India was looking for a tool that would help them keep out potential miscreants and help them achieve higher service standards by hiring people who possessed the right traits to manage and nurture child growth and wellbeing.

PROBLEM

The daycare had been facing problems that spanned over three separate areas:

- **Child management:** The daycare was unable to identify candidates who did not possess the right personality traits to manage children without acting impatient or straying from set daycare protocols.
- **Child safety:** The employees hired were in most cases incapable of taking full charge of the child safety and required very close monitoring in order for them to perform their duties diligently.
- **Attrition:** The company was forced to lay-off employees that it deemed incompetent, after spending substantial resources to train them, as they continued to make mistakes that threatened the daycare's reputation.

SOLUTION

The daycare decided to use personality assessments that specifically helped them remove employees who were not suited for taking care of children, such as candidates with anger issues, who had a hard time following instructions, and were not sensitive towards the needs of the children or requests of the parents. It also helped them hire skilled candidates who possessed the right disposition for child management and nurturing.

IMPACT:

Their employee stability improved by 30% and their customer feedback rating improved by 25%.

Dark Personality Trait Framework for Daycares

Opportunism (Low ⟶ High)

Resultant behavior

Dedicated	Multitasking

- Will try to do multiple tasks at once leading to negligence and mistakes
- Will indulge in profiteering through malpractices such as cross selling of services

Self-Obsession (Low ⟶ High)

Easy going	Overprotective

- Will be overprotective of certain children and practice favoritism
- Will be vindictive towards some children and may treat them with unfair amount of harshness

Insensitivity (Low ⟶ High)

Good at managing kids	Bad at managing kids

- Incapable of understanding the child's need and meeting them
- Will not be cognizant of critical instructions such as food allergies that may endanger the safety of the child

Temperamental (Low ⟶ High)

Understanding	Overwhelmed

- Will lose patience easily and tend to get violent if instructions are not followed
- May harass or hurt the child

Impulsiveness (Low ⟶ High)

Foresight / Focus	Careless

- Will have difficulty following instructions and may put the child's safety at risk by foregoing instructions.

Thrill Seeking (Low ⟶ High)

Rule follower	Novelty seeking

- Will be reluctant to stick to daycare rules or protocols
- Will try different ways to manage children that who will create more havoc mayhem

67

CASE STUDY

Redefining Financial Service Standards

Setting new standards for customer service and safety

One of India's biggest financial service provider used Dark Personality Assessment to hire employees who shared the company's ethics and value system of prioritizing honesty and integrity above everything else.

PROBLEM

The company was facing majorly three problems:
- Poor customer service
- High cases of rogue employees indulging in malpractices
- Bad work culture

SOLUTION

The company made use of Dark Personality Assessment during hiring and leadership development to identify potential trouble causing candidates that may later turn out to be bad hires or rogue employees.

IMPACT:

The bank was able to significantly improve its customer service and reduce loss that unruly employees caused. The service performance improvement led to reduction in customer conflict management time by 35%. In leadership positions, use of Dark Personality Assessment led to creation of an overall better work culture that further led to reduction in attrition by 15%.

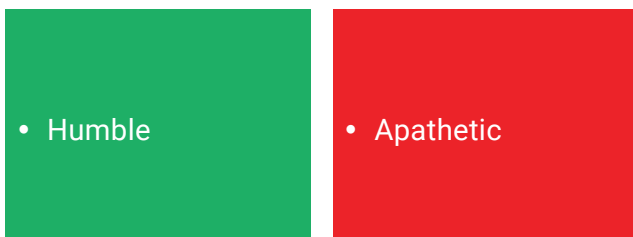# Dark Personality Trait Framework for Banks
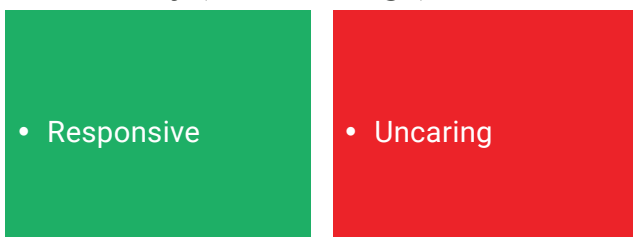
Opportunism (Low → High)   Resultant behavior

Ethical conduct	Greedy	
		• Tendency to indulge in malpractices such as embezzlement or information theft

Self-Obsession (Low → High)

Humble	Apathetic	
		• Indifferent towards the customer's needs • Ruffled by criticism

Insensitivity (Low → High)
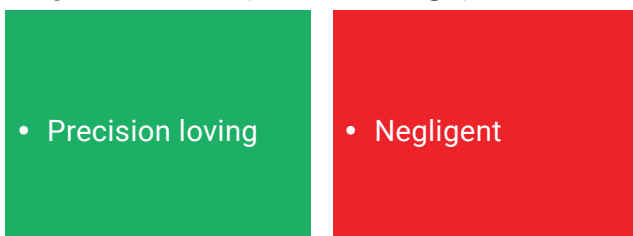
| Responsive	Uncaring	
		• Unaffected by customer's discomfort • Unresponsive to complaints from customers as well as management

Temperamental (Low → High)
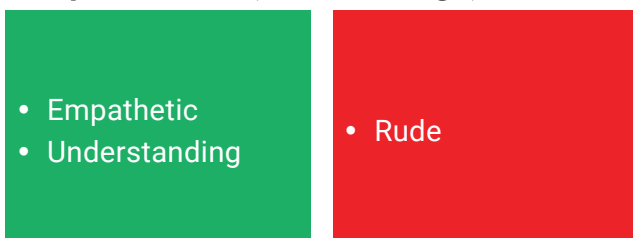
Empathetic Understanding	Rude	
		• May harass customers • May use bad language • May threaten customers or scare them

Impulsiveness (Low → High)

Precision loving	Negligent	
		• Poor performer owing to mistakes performed on the job • Incapable of following instructions

Thrill Seeking (Low → High)
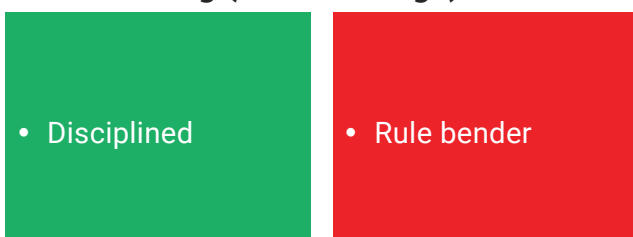
Disciplined	Rule bender	
		• May indulge in experimental practices that may cause loss of financial and non-financial assets • May cause data breach due to non-adherence to protocols

Chapter 10: Join The Movement: #Striveforsafety

The masses speak up

" I leave my child with unknown teachers, maids and other daycare workers everyday. How do I believe if any of these caretakers can be triggered easily to harm my child..

#saferdaycare #parentsforsafety

" I travel via cabs everyday and it's extremely distressing to see the rudeness with which the cab drivers behave. I am always scared that they might suddenly get angry over nothing and harm me in some way.

#safercabrides

" I feel targeted at work, being a female and an outsider in Gurgaon. The general ambience of the workplace seems too judgmental especially for females. Comments are passed on our looks, clothes, body language, behavior.. everything. It always seems that I am on the brink of being harassed.

#workplacesafety

My daughter is a teenager going to one the most reputed schools in Gurgaon. In spite of the school brand name, I get sick with worry if the school bus is even 1 minute late. The horrid news articles keep me up at night. I fear for my child's safety every second.

#saferschools

I got a call at 8 AM today to tell me that I made an online payment to them last night. Before that, this person wants to know my date of birth and address!!

#customersafety #informationsafety

I ordered dinner one night which was delivered by this delivery guy. Right after that, he started messaging and harassing me on WhatsApp. I was so spooked! This has happened to me multiple times.

#customer safety

CONCLUSION

To be dark is human, to not evolve isn't

As evolution has been supporting proliferation of dark personality traits, it has become commonplace to have some dark traits in all of us and this is part of being human.

However misusing these traits to cause harm is not justified as that goes against the purpose of promoting human race survival and hence goes against evolution itself.

Keeping this in mind, it is important to identify individuals who are exploiting dark traits to cause disruption in order to stop distressing incidents from taking place.

Dark side of personality needs to be assessed by identifying dark traits and their levels, in all employees across all industries/ job roles, in order to prevent distressing incidents, and create happier, healthier and safer workplaces and society.

• HRs can deploy dark personality assessments to prevent hiring potentially dangerous employees that can jeopardize work culture, organizational productivity and customer safety.

• Organizations can use dark personality assessments to create a safe place for customers and employees.

• Existing employees can be assessed for their predominant dark traits, in order for them to be trained and aligned as per their dark traits.

• In leadership positions, its critical to assess employees for dark traits as their power and influence can magnify the impact that dark traits have on work culture and employee productivity.

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How Mettl can help

Mettl is the leading provider of talent measurement solutions, trusted by more of the 1500+ clients across the globe. Find out how Mettl can drive growth and help you find the winning team intrinsically or extrinsically.

Ask a Mettl expert how we can help:
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mettl
Build Winning Teams

About Mettl

Mettl is one of the largest and fastest growing online talent measurement solution provider globally, and has been at the forefront of online assessment technology since its inception in 2010. It enables organizations to build winning teams by taking credible people decisions across two key areas: Acquisition and Development. More than1800+ corporates, 24 sector skill councils / government departments and 10+ educational institutions have benefited from our award-winning solutions. Using research-backed assessments, efficient delivery on cloud platform and in-depth analytics, we deliver transformative results for our customers. It creates customized assessments for use across the entire employee lifecycle, beginning with pre-hiring screening and candidate skills assessment, training and development programs for employees/students, certification exams, contests and more.

Mettl has won various accolades in the recent past - NSDC has selected Mettl as one of the 14 companies to drive innovation in the skills area in India and Thomas Friedman has written about Mettl and its technology impact in New York Times.

Additionally, Mettl is a winner of the India Emerging 20 Award and the Michael Porter & IFC-Mint Strategy Award for Technology Enabled Assessments, held annually to recognize and honor the best Indian companies in different niche categories.

80+	2000+	27+	20+
Countries	Satisfied Clients	Industries	Languages

About SHRM

The Society for Human Resource Management (SHRM) is the world's largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates.

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