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## Was Sie aus diesem *essential* mitnehmen können

- Die dunkle Seite von Führung wurde für lange Zeit in der Führungsforschung ignoriert und verdrängt
- Im Führungsalltag existiert eine wesentliche Zahl von Führungskräften, welche Dark Leadership-Tendenzen aufweisen
- Die dunkle Triade der Persönlichkeit (Narzissmus, Machiavellismus und Psychopathie) liefert die konzeptionelle Basis für Dark Leadership
- Dark Leadership beinhaltet die narzisstische, machiavellistische und psychopathische Führung
- Die narzisstische Führung repräsentiert die hellste und die psychopathische Führung die dunkelste der Dark Leadership-Führungstendenzen
- Die narzisstische Führung zeichnet sich durch eine visionäre, inspirierende und charismatische Einflussnahme aus. Sie zeigt ein hohes Bedürfnis nach uneingeschränkter Anerkennung und Bewunderung
- Die größte Schwäche der narzisstischen Führung liegt in ihren impulsiven und irrationalen Reaktionen auf Kritik
- Die machiavellistische Führung zeichnet sich durch einen nüchternen, pragmatischen und politischen Führungsstil aus. Taktische Manipulationsmaßnahmen werden eingesetzt, um die persönlichen Langzeitziele (Macht, Status, Geld) zu erreichen. Die machiavellistische Führung verbleibt zumeist geschickt und aalglatt im Hintergrund
- Ähnlich wie die narzisstische Führung verwendet die psychopathische Führung das Mittel der Eindruckssteuerung (Impression Management). Zudem nutzt sie auf impulsivere Art die Taktiken der machiavellistischen Führung. Die psychopathische Führung ist unberechenbar, sehr impulsiv, manipulativ und zeigt antisoziale Verhaltenstendenzen. Sie teilt ihre Welt in Freund und Feind

- Die psychopathische Führung zeigt eine Vielzahl von negativen Konsequenzen für die Geführten und die Organisation
- Die narzisstische, machiavellistische und psychopathische Führung haben gemeinsam, dass sie durch ein hohes personalisiertes (selbstsüchtiges) Machtmotiv und eine starke soziale Dominanzorientierung getrieben sind. Sie sind zudem relativ unverträglich, hochmütig, unehrlich sowie gefühl- und herzlos
- Dark Leadership beschreibt die dunkle Seite einer Medaille, welche gemeinsam mit der hellen Seite eine Einheit bildet und demnach unser Verständnis für das komplexe Thema Leadership verbessern kann

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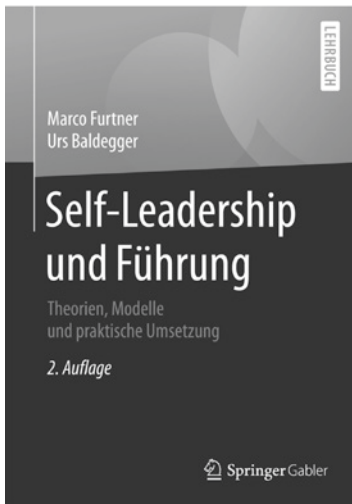
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