

The Elephant in the Org

Season 2, Episode 15

Title: Your CEO Might Be a Narcissist... But Don't Panic (Yet!)

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Description

This week, we're diving trunk-first into the *dark triad* – narcissism, psychopathy, and Machiavellianism – and how these personality traits show up in leadership. Are they always bad? Can they help leaders succeed? And most importantly... how do we tell the difference between a confident exec and a full-blown corporate villain?

Danny Wareham joins us as an organisational psychologist, leadership coach, psychometrician, and all-around dark-side decoder. Danny shares what draws him to this topic, why high-functioning narcissists sometimes make excellent leaders, and how workplace culture often fuels toxic behavior more than we realize.

Oh, and yes—we get into Steve Jobs, dodgy salespeople, and why *agreeable folks* might just be ticking time bombs waiting to shout at waiters.

If you've ever wondered whether your CEO is a brilliant visionary or a walking red flag... this one's for you.

In this episode:

- The *Dark Triad* decoded: narcissism, psychopathy, and Machiavellianism
 - Why do these traits *still exist* and sometimes get rewarded at work
 - Self-awareness as a superpower (and a survival skill)
 - Personality vs. behavior: what matters?
 - The myth of hiring for "culture fit"
 - How managers can start asking better questions about stress, performance, and their wiring
 - What bees, dodgy salespeople, and The Hulk all have in common
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About our guest:

Danny Wareham believes that happy bees make tasty honey—and if we create the right culture, leadership, and support, high performance becomes a side effect. He's a Fellow of the Association for Business Psychology, a published academic researcher, and a certified

psychometrician with over 25 years of experience helping businesses understand personality, leadership, and organizational behavior.

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 [Danny on LinkedIn](#)

- *The Power Player and the Victim: The Two Sides of Narcissism* - <https://dannywareham.co.uk/the-power-player-and-the-victim-the-two-sides-of-narcissism/>
- *Constellation Leadership* - <https://dannywareham.co.uk/constellation-leadership-2/> (non-academic study summary)
- *Creating Constellations: The influence of Constellation Leadership on Agile methodology-led project delivery success* - <http://dx.doi.org/10.13140/RG.2.2.23440.79368> (academic study)
- *Is Trump a Psychopath?* - <https://dannywareham.co.uk/is-trump-a-psychopath/>
- *You might be a narcissist. And that's OK* - <https://dannywareham.co.uk/you-might-be-a-narcissist-and-thats-ok/>
- *Strategic thinking or Machiavellianism?* - <https://dannywareham.co.uk/strategic-thinking-or-machiavellianism/>



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