

Improve Your Skills

Challenging Managerial Behaviors and How to Respond

Types of Narcissistic Managers

Varieties	Primary Traits	Objective	Subordinate Survival Tactics	Superior's Actions
Grandiose: Psychodynamic	Outward grandiose self-image; exploits others; devalues others; enraged if self-esteem threatened; limited conscience and capacity for empathy; desperately protects underlying fragile self-esteem	Be admired	Show admiration; avoid criticizing them; consult with mentor or executive coach	Close oversight of managers is needed to continually assess their treatment of others
Grandiose: Learned	Grandiose self-image; exploits others out of carelessness; is inconsiderate in treatment of others due to not receiving negative feedback for behavior	Be admired	Show admiration; avoid criticizing them; consult with mentor or executive coach	Do not automatically believe superiors over subordinates

Varieties	Primary Traits	Objective	Subordinate Survival Tactics	Superior's Actions
Control Freak	Micromanages; seeks absolute control of everything; inflated self-image and devaluation of others' abilities; fears chaos	Control others	Avoid direct suggestions; let them think new ideas are their own; don't criticize them; show admiration and respect; don't outshine them; play down your accomplishments and ambition; document your work; build relationship with a mentor; look for other positions	360-degree feedback; place them where they cannot do serious harm; consider getting rid of them; don't ignore signs of trouble
Antisocial	Takes what he or she wants; lies to get ahead and hurts others if they are in his or her way; lacks both a conscience and capacity for empathy	Excitement of violating rules and abusing others	Avoid provoking them; transfer out before they destroy you; do not get dragged into their unethical or illegal activities; seek allies in coworkers and mentors; seek executive coach to help you cope	Consider possible presence of depression, anxiety, and alcohol

Source: From Lubit, R. (2004, March/April). The Tyranny of Toxic Managers: Applying Emotional Intelligence to Deal with Difficult Personalities. *Ivey Business Journal*, 4.