



Narcissism in the Workplace (Managing the Business of IT)

Jean Ritala

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Employees, managers, or executives in the workplace have their own personality style and are usually flexible enough to work together effectively. Occasionally an employee, manager, or executive shows a style that is difficult to work and deal with such as being ruthless, disorganized, moody, arrogant, exploitive, impulsive, or suspicious. When personality styles become extreme they are called personality disorders. People with personality disorders have deeply engrained and non-adaptive patterns of behavior that will not change. Even though these types of employees have problems, they can be hard to identify because they can be highly functioning and healthy. Over time, they have a subtle yet very disruptive effect on an entire work team, department, or an organization and the decision-making processes. We wrote this booklet based on our research and experience as managers and coaches to help you understand, identify, and deal with Narcissist employees, managers, or executives in the workplace. If you are an employer reading this booklet, the costs of employing narcissists may scare you. If you are a manager or executive reading this booklet, you will find extraordinary amounts of time being spent on coaching and managing narcissists until you decide the problems they create outweigh the contributions they make day-to-day. If you are an employee reading this booklet and it's your boss or a co-worker, you may experience increased stress, illness, anger, combativeness, unproductive times, and overall workplace tension similar to the effects of post-traumatic stress disorder.

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