

# DEVELOPMENT OF SCENARIOS FOR LEADERSHIP PSYCHOLOGY RESEARCH TO REVEAL THE RELATIONSHIPS BETWEEN LEADERS' DARK TRIAD TRAITS AND FULL RANGE LEADERSHIP STYLES

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**Abstract. Objective.** The Full Range Leadership Model (Avolio, Bass, 2004) is one of the most popular leadership theories, while the Dark Triad (Paulhus, Williams, 2002) has become the most researched personality model that describes the “dark side” of personality. However, despite the popularity, there is still a lack of evidence about relationship between Dark Triad traits and Full Range Leadership styles. Besides, researchers confirm the need for reliable and valid instruments that could be used in such empirical studies. Therefore, the aim of this study was to evaluate the validity and reliability of scenarios that were developed and used to reveal the relationships between leaders' Dark Triad traits and Full Range Leadership styles in the perception of potential employees. **Methods.** 40 students from psychology Bachelor's and Master's programs participated in this research (90% females, mean age – 24.90 (SD=5.52)). Five scenarios were developed to represent hypothetical leaders with different patterns of Dark Triad traits expression and were used as stimuli material for this quasi-experiment. Participants were asked to read one out of five scenarios and to fill in two questionnaires about the hypothetical leader: the Dirty Dozen scale (Jonason & Webster, 2010) to assess Dark Triad traits, and the Multifactorial Leadership Questionnaire (Avolio & Bass, 2004) to assess leadership styles and outcomes from Full-range leadership model. Data were collected via online survey. **Results.** All developed scenarios showed high reliability. However, results confirmed construct validity in only of four out of five scenarios. Relationships between Dark Triad traits and Full Range Leadership styles, and Dark Triad traits and leadership outcomes, were not significant. **Conclusions.** Developed Dark Triad leader scenarios could be an original and useful instrument for leadership psychology research. Some revisions should be made before the future usage of them.

**Keywords:** full range leadership model, dark triad traits, leader scenarios.

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## 1. INTRODUCTION

For many years, leadership has been one of the most popular organizational psychology research objects with reference to dozens of papers that are published each day in the world (Dinh et al., 2014). Besides its popularity, until now, the leadership phenomenon still does not have a clear universal definition (Endriulaitienė & Stelmokienė, 2013). There is quite a huge number of leadership theories that concentrate on unique aspects of leadership, e.g., leaders' traits, behavior, situational factors, authenticity, ethics, etc. However, over recent decades, the Full Range Leadership Model (FRLM; Avolio & Bass, 2004), representing an integrative perspective of leadership, has become the dominant leadership theory (Richter et al., 2016).

FRLM consists of three leadership styles: Transformational, Transactional and Laissez-faire (or absence of leadership) (Avolio & Bass, 2004). Transformational leadership style describes leaders who act as role models, raise subordinates' needs for personal growth, self-esteem and foster their motivation to seek more while focusing on subordinates' individual needs and stimulating new ways of thinking (Antonakis, Avolio & Sivasubramaniam, 2003; Westerlaken & Woods, 2013). Studies have shown that a transformational leadership style is related to stronger employee motivation, extra effort, higher job satisfaction, greater creativity, more positive assessment of leadership effectiveness and social support (Harms & Credé, 2010; Bono, Foldes, Vinson & Muros, 2007; Judge & Piccolo, 2004). The second leadership style in FRLM is Transactional leadership, described as a style in which leaders seek to maintain the *status quo* by monitoring employees' work, searching and resolving employees' mistakes and using reward and punishment for their results (Antonakis, Avolio & Sivasubramaniam, 2003; Westerlaken & Woods, 2013). Transactional leadership is also associated with stronger employee motivation and more positive assessment of leadership effectiveness. However, this leadership style has no relation with employee creativity, extra effort, or innovation in an organization (Judge & Piccolo, 2004; Kirkbride, 2006). Finally, Laissez-faire leadership style is characterized by leaders' tendency to avoid making decisions, lack of commitment to work and showing no interest in work surroundings (Antonakis, Avolio & Sivasubramaniam, 2003; Westerlaken & Woods, 2013). Studies have shown that Laissez-faire

leadership style is related to less positive employee perception of leadership effectiveness, and weaker employee motivation (Judge & Piccolo, 2004). All three leadership styles create a range from an absence of leadership (Laissez-faire), to formal (Transactional leadership) and up to "ideal" leadership (Transformational leadership). However, it is still unanswered whether only "good" leaders are Transformational and "bad" ones – Laissez-faire. Maybe, there is a "dark side" of Transformational leadership as well (Arnold, 2017; Eisenbeiß & Boerner, 2013). During recent years, more researchers have become interested in the "dark side" of personality and even started focusing on the "dark side" of leadership. But the question remains can the "dark" personality of a leader influence leadership style and outcomes?

Paulhus & Williams (2002) were the first to present a personality model referring to the "dark side" of personality and called it Dark Triad (DT). DT is a personality model describing three personality traits: Machiavellianism, narcissism, and psychopathy (Paulhus & Williams, 2002). Machiavellianism is described as manipulative social behavior to satisfy personal desires; narcissism is characterized as grandiosity and dominance over others; psychopathy includes impulsivity, lack of self-control and remorse (Paulhus & Williams, 2002; Jones & Paulhus, 2014). As the name of the construct suggests, DT is mostly related to negative outcomes and socially undesirable behavior. Researchers over recent years have found that DT is positively related to aggression (verbal and physical), lack of empathy, counterproductive work behavior, abusive behavior with employees, lower job performance, etc. (Jones & Neria, 2015; Jones & Figueredo, 2013; Forsyth, Banks & McDaniel, 2012; Wisse & Sleebos, 2016). Nevertheless, Jonason, Slomski & Partyka (2012) suggest that people who possess DT traits, more often succeed to gain leading positions in organizations. Research also reveals that DT in leadership is positively associated with worse job performance, lower job satisfaction and higher stress level of employees, it is also negatively associated with leadership effectiveness, although these statements are more hypothetical because they lack empirical evidence (Volmer, Koch, Göritz, 2016; Furnham, Trickey & Hyde, 2012; Wisse & Sleebos, 2016). It is a pity that the DT model in the FRLM context is still under-researched (Jonason, Slomski & Partyka, 2012; Volmer, Koch & Göritz, 2016). The lack of information leads to the research question of this paper – how are FRLM

leadership styles related to DT traits of a leader? So, the first aim of the research is to investigate the relationships between DT traits and leadership styles described in FRLM.

After wording the research question, the next step is to find a way to answer it. Leadership assessment is a complex process that involves different aspects, which should be considered before doing it (Endriulaitienė & Stelmokienė, 2013). Researchers or practitioners need to think not only about the criteria of assessment (content of it) but also about the assessors and the method of assessment. Modern leadership theories (including FRLM) highlight the importance of employees as a valuable source of information about a leader (Avolio, 2007). Moreover, employees' opinion about a leader may predict the results of an organization or unit even better than objective criteria (Uhl-Bien et al., 2014). Therefore, this research will also rely on potential employees'/non-leaders' perception of the leader.

The way leadership assessment will be conducted is important as well. Leadership studies are criticized for using mainly a correlational research plan. The lack of leadership psychology studies with experimental research design that could reveal the cause-effect relationship is obvious (Avolio et al., 2009). Avolio and colleagues (2009) suggest that future leadership studies should apply (quasi-) experimental design, where scholars will have to find a way to manipulate leadership as an object. In fact, the authors suggest that scenarios could be a very useful instrument for the of an independent variable in (quasi-) experiments. They can be used to express different leaders' traits, behaviors manipulation, attitudes, etc., and can be easily modified, and standardized (Avolio et al., 2009; Kim & Jang, 2014). Therefore, this research will apply quasi-experimental design with scenarios as stimulation material. Researchers highlight the need for valid and reliable instruments in leadership research, especially for stimulation material with appropriate psychometric characteristics that could be used in quasi-experiments (van Knippenberg & Sitkin, 2013). So, the second aim of the research is to test the validity and reliability of scenarios that were developed and used to reveal the relationships between leaders' DT traits and FRLM leadership styles in the perception of potential employees. Quasi-experimental design will be used in order to reveal links between the FRLM and DT model for the first time: potential employees will assess leadership styles

of a leader presented in the scenario (scenarios differ in leaders' DT traits expression).

## 2. METHODS

### 2.1. Participants and procedure

Participants were students from psychology Bachelor's (n=21) and Master's (n=19) programs, from three Lithuanian universities (Vytautas Magnus University, Vilnius University, and the Lithuanian University of Health Sciences). Ninety percent of participants were female. Their mean age was 24.90 (SD=5.52). Almost half of the students (45%) were studying and working during the research. They were invited to participate in research via Facebook platform and through e-mails (invitations to psychology students were sent by administrators of psychology departments in universities). Participants were asked to answer sociodemographic questions, read one out of five scenarios that they chose randomly (they had to choose a number in order to show that they were not a robot; scenarios were assigned automatically to the particular number), and rate the leaders in scenarios with Dirty Dozen and Multi-factorial leadership questionnaires. Confidentiality of their individual answers in the research was assured.

### 2.2. Materials

Quasi-experiment with scenarios as the stimulus was used in the research. The authors developed five scenarios that represented hypothetical leaders with different patterns of DT traits expression. FRLM (Bass & Avolio, 2004) was used as a theoretical background to describe the common situations of leaders' behavior. FRLM consists of 9 factors – 5 factors for Transformational leadership (*idealized influence (attributed)*, *idealized influence (behavior)*, *inspirational motivation*, *intellectual stimulation*, *individualized consideration*), 3 factors for Transactional leadership (*contingent reward*, *active management-by-exception*, and *passive management-by-exception*) and 1 factor for Laissez-faire. With reference to literature, two factors of Transformational leadership (idealized influence attributed and behavior) were combined as one, as well as two

factors of Transactional leadership (passive and active management-by-exception) because of their similarity and difficulty in expressing them separately (Antonakis, Avolio & Sivasubramaniam, 2003; Judge & Piccolo, 2004). Meanwhile, the Laissez-faire factor was removed. If we understand a DT personality as active, trying to change the situation in their favor, it is hard to express DT behavior in situations when a leader is passive, not demanding, not involved in a situation, etc. So, in the end, there were only 6 factors from FRLM left and they were used in each scenario as separate paragraphs to represent the 6 common situations of a leader's behavior.

DT traits were an independent variable that was manipulated in this quasi-experimental research design using different scenarios. The DT model (Paulhus & Williams, 2002) was used as a theoretical background to describe the leaders' Machiavellian, narcissistic and psychopathic traits. The Dirty Dozen scale (Jonason & Webster, 2010) defines 12 main characteristics of DT: 4 characteristics for Machiavellianism (*the manipulation, exploitation, deceit and flattery of others*); 4 characteristics for psychopathy (*a lack of remorse, morality concerns and sensitivity, and cynicism*) and 4 characteristics for narcissism (*a desire for attention, admiration, favors, and prestige*). 2 of each trait's characteristics were applied in 2 situations (from the 6 about a leader's behavior mentioned above) that were chosen randomly. They helped to represent different patterns of a leader's DT traits expression.

The leader in "The bad leader" scenario possessed all three DT traits (2 situations of a leader's behavior with high Machiavellianism, 2 situations with high psychopathy and 2 situations with high narcissism). The opposite leader's DT traits expression was in "The good leader" scenario (2 situations with low Machiavellianism, 2 situations with low psychopathy and 2 situations with low narcissism). The other three scenarios represented one particular leader trait: "the Machiavellian leader" (2 situations of a leader's behavior with high Machiavellianism, 2 situations with low psychopathy and 2 situations with low narcissism), "The psychopathic leader" (2 situations with low Machiavellianism, 2 situations with high psychopathy and 2 situations with low narcissism) and "The narcissistic leader" (2 situations with low Machiavellianism, 2 situations with low psychopathy and 2 situations with high narcissism). All scenarios were gender-neutral. Finally, 6 short situations (each in separate paragraphs)

in each of 5 scenarios represented leaders' behavior based on the FRLM and differed in DT traits expression depending on the scenario (an example in Table 1).

**Table 1.** *Examples of situations in scenarios.*

<i>Scenario</i>	<i>FRLM factor + DT trait</i>	<i>Situation</i>
"The good leader"	Management-by-exception (transactional leadership) + no DT trait expressed.	"Leader reviews project's interim report and notices few mistakes. Leader invites the staff member who is responsible for the project, shows him the mistakes and starts a mutual discussion about the ways how to solve the problem"
"The bad leader"/"The narcissistic leader"	Management-by-exception (transactional leadership) + narcissism	"Leader reviews project's interim report and notices few mistakes. Leader invites the staff member who is responsible for the project and starts a monologue on how to solve the problem. While speaking leader tries to get an approval from the staff member that his/her ideas are good and waits for a praise"

To assess the leaders' DT traits in the scenario, participants filled in the 12-item Dirty Dozen scale (Jonason, & Webster, 2010). This measures general DT traits expression and also includes three subscales: Machiavellianism (e.g., "I tend to manipulate others to get my way"), psychopathy (e.g., "I tend to lack remorse") and narcissism (e.g., "I tend to want others to admire me"). Participants were asked to indicate how much do they agree with the statement about the described leader on a seven-point Likert scale from 1 (*strongly disagree*) to 7 (*strongly agree*). Different authors suggest that Dirty Dozen scale is a reliable instrument and shows good psychometric characteristics (Kajonius, Persson, Rosenberg & Garcia, 2016; Gamache, Savard & Maheux-Caron, 2018; Jonason & McCain, 2012). Cronbach Alpha coefficients in the present study also confirmed the reliability of the instrument: general DT – .858; Machiavellianism – .781; psychopathy – .855; narcissism – .826.

Leadership styles of the hypothetical leaders in the scenarios were assessed with Multifactorial leadership questionnaire (MLQ, Avolio &

Bass, 2004). MLQ consists of 45 items about leader behavior rated on a 5-point Likert scale (from 0 = never to 4 = always). It measures three leadership styles: Transformational; Transactional and Laissez-faire (e.g., “Leader talks optimistically about the future”; “Leader spends time teaching and coaching”; “Leader avoids making decisions”). MLQ is a well-established, extensively researched and validated instrument based on an FRLM. Cronbach Alpha coefficients in the present study are as follows: Transformational leadership – .887; Transactional – .574; Laissez-faire – .829. Only Cronbach Alpha coefficient of Transactional leadership here is a bit lower than in previous studies where it mostly varies from .60 to .76 (Curtis, 2018; Judge & Piccolo, 2004). MLQ also provides three additional scales to assess leadership outcomes: extra effort ( $\alpha=.759$ ), satisfaction with a leader ( $\alpha=.679$ ) and leader effectiveness ( $\alpha=.747$ ).

### 3. Results

The first step in the data analysis was to evaluate inter-rater agreement, which indicates the extent to which different raters assign the same precise value to all items being rated (Gisev, Bell & Chen, 2013). As Biemann and colleagues (2012, p. 67) state, “the level of agreement or homogeneity across individual group members’ judgments is a central consideration for consensus composition of constructs”. In other words, the inter-rater agreement shows us the reliability of the construct, in this case – the reliability of the developed scenarios. In this research, we used  $A_{wg}$  index because it is the best choice when several multi-item scales need to be tested (O’Neill, 2017; Lanz, Sorgente & Tagliabue, 2017). The score of  $A_{wg}$  index varies from -1.0 (complete disagreement/high dispersion among raters) to +1.0 (perfect agreement/small dispersion among raters) (Lanz, Sorgente & Tagliabue, 2017). Agreement of general DT expression (for good and bad leader scenarios) and agreement of the particular DT traits expression (for Machiavellian, narcissistic and psychopathic leader scenarios) were calculated. Results revealed that four out of five scenarios could be marked with a strong inter-rater agreement and one (“The bad leader” scenario) – with a moderate inter-rater agreement (see Table 2).



**Table 2.**  $A_{wg}$  index scores for DT traits in different scenarios.

Leader scenario	$A_{wg}$ index
"The bad leader"	.73 (n=8)
"The good leader"	.93 (n=6)
"The Machiavellian leader"	.87 (n=11)
"The narcissistic leader"	.92 (n=9)
"The psychopathic leader"	.91 (n=6)

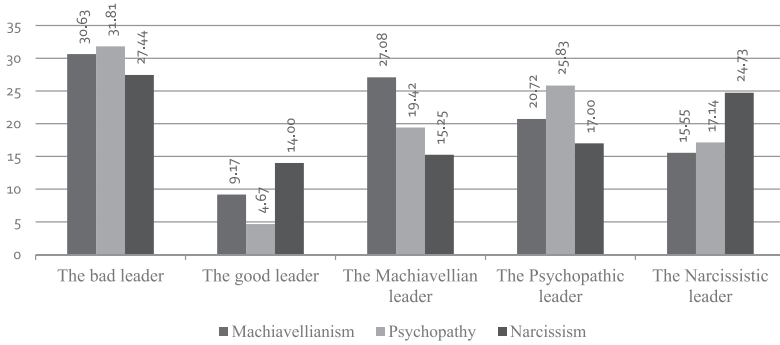
The second step in the data analysis was to evaluate the construct validity of developed scenarios. Because of the small number of participants, non-parametric criteria were used in further analysis. A chi-square test was applied to evaluate the differences between DT traits expression in different scenarios. Results revealed that expression of all DT traits was the highest in "The bad leader" scenario and the lowest in "The good leader" scenario. "The Machiavellian leader" was rated as the most Machiavellian; "The psychopathic leader" as the most psychopathic. However, "The narcissistic leader" was not rated significantly higher for narcissism (see Table 3 and Figure 1). Correlations between the same DT traits in different scenarios ranged from .71 to .87.

**Table 3.** Comparison of DT traits expression in different scenarios.

Leader scenario	Chi-square test
"The bad leader"	$\chi^2=18.79^*$ , df=4
"The good leader"	$\chi^2=5.25^*$ , df=4
"The Machiavellian leader"	$\chi^2=15.62^*$ , df=4
"The narcissistic leader"	$\chi^2=8.81$ , df=4
"The psychopathic leader"	$\chi^2=21.43^*$ , df=4

\*  $p < 0.05$

Finally, relationships between DT traits, FRLM leadership styles and leadership outcomes (satisfaction with a leader, extra effort and leadership effectiveness) were calculated. These results should also help to confirm the construct validity of the developed scenarios. Surprisingly, there were no significant correlations between DT traits and FRLM leadership styles, nor between DT traits and leadership outcomes (see Table 4).



**Figure 1.** Mean ranks of Machiavellianism, psychopathy, and narcissism expression in different scenarios

However, both satisfaction with a leader and extra effort were positively related only to Transformational leadership. Leadership effectiveness was positively associated both with Transformational and Transactional leadership and negatively related to Laissez-faire leadership style. More thorough analysis confirmed statistically significant correlations between general DT and individualized consideration, a factor of Transformational leadership, ( $r=-.36$   $p=.02$ ).

**Table 4.** Means, standard deviations, and correlations of scales.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Dark Triad	4.40	1.03									
2. Machiavellianism	4.04	1.28	.84**								
3. Psychopathy	3.80	1.52	.81**	.64**							
4. Narcissism	5.36	1.19	.62**	.35*	.23						
5. Transformational leadership	2.16	0.62	.08	.09	.03	-.03					
6. Transactional leadership	2.39	0.43	-.08	-.16	.05	-.06	.32				
7. Laissez-faire	1.47	0.94	-.08	-.19	.02	.01	-.28	.05			
8. Satisfaction with a leader	2.35	0.92	.15	.15	-.02	.14	.78**	.23	-.30		
9. Extra effort	2.35	0.99	.12	.12	.08	-.01	.67**	.31	-.26	.60**	
10. Leadership effectiveness	2.49	0.76	-.03	.01	-.19	.05	.72**	.52**	-.36*	.66**	.65**

\*  $p < .05$

\*\*  $p < .01$

## 4. Discussion

To our knowledge, this study is the first to present the process of development and testing of Dark Triad leader scenarios for leadership psychology research. It also examined relationships between leaders' DT traits, FRLM leadership styles, and leadership outcomes. During the research, five scenarios were developed that represented hypothetical leaders with different patterns of DT traits expression. The FRLM (Bass & Avolio, 2004) was used as a theoretical background to describe the common situations of leader behavior and the DT model (Paulhus & Williams, 2002) was used as a theoretical background to describe leaders' DT traits. Our research results revealed that developed scenarios had a high inter-rater agreement: different raters assigned quite similar values to all DT traits being rated. It suggests that scenarios are reliable and could be used in further research. Although reliability as a psychometric characteristic is important, it is not the only one needing to be examined.

A second psychometric characteristic that was tested during the research was the construct validity of developed scenarios. Results of differences between DT traits expression in different scenarios confirmed the construct validity of four out of five scenarios, except for "The narcissistic leader" scenario. It is believed that narcissism is the most "social" trait in the DT model and in the context of FRLM it might not be "dark" enough to be recognized (narcissism was rated quite high even in "the good leader" scenario where manipulation of DT traits was as follows: Machiavellianism low, psychopathy low and narcissism low). Moreover, studies reveal that narcissism is positively related to idealized influence (the factor of Transformational leadership) which might also support our previous statement (Khoo & Burch, 2008). It is clear there might be difficulties using "The narcissistic leader" scenario in further research so it should be improved. A possible improvement could be an inclusion of the particular DT trait's characteristics in all 6 situations of leader behavior described in the scenario, not only in 2 of 6 as was done this time. This improvement should be applied to all three scenarios that represented the particular DT trait: "The Machiavellian leader", "The psychopathic leader" and "The narcissistic leader".

The last section of results about the relationships between DT traits and FRLM leadership styles, DT traits and leadership outcomes was a

big surprise: none of the expected correlations was significant, except relations between general DT score and individualized consideration (the factor of Transformational leadership). At least, the fact that correlation between DT and individualized consideration was negative is in line with other research. People with high DT are described as selfish and showing self-oriented behavior (Jonason & Webster, 2012), while individualized consideration is described as a leader's orientation to individual followers' needs, job performance, goals, etc. (Antonakis, Avolio & Sivasubramaniam, 2003). Correlations between FRLM leadership styles and leadership outcomes also confirmed the results of previous studies. Transformational leadership was positively related to all leadership outcomes: satisfaction with leadership, leadership effectiveness and extra effort, and, as discussed earlier, it may be called an "ideal" leadership style (Judge & Piccolo, 2004). Meanwhile, Transactional leadership was positively related only with leadership effectiveness, while Laissez-faire style was negatively related to this leadership outcome. These results support the statement that FRLM leadership styles create a range from an absence of leadership (Laissez-faire) up to "ideal" leadership (Transformational leadership) (Judge & Piccolo, 2004). Therefore, we suggest that the developed scenarios succeeded in presenting leader behaviors based on FRLM. However, we admit that the research included quite a low number of respondents that rated different scenarios. As Bonett & Wright (2000) have discussed, any correlation, including nonparametric correlation criteria, is sensitive to the size of the sample. Therefore, future research should take this limitation into account. Besides, hypothetical leaders are not real and previous studies about links between DT and leadership were from the real world. It may be that hypothetical leaders were far from reality and difficult to imagine as one's own leader. Finally, researchers propose controversial results about positive and negative effect of leaders' DT traits on leadership outcomes (Mathieu et al., 2014, Furtner et al., 2017; Chung, Charles, 2016). It could be that it depends on the follower (e.g. his/her traits, values, etc.).

Dark Triad leaders' scenarios could be an original and useful instrument for leadership psychology research. This quasi-experimental methodology with scenarios might broaden the correlational results (that quite often are gathered via surveys) to affect results in leadership psychology research. Here we presented 5 scenarios of hypothetical leaders

with different patterns of Dark Triad traits expression. However, some revisions in the development of scenarios should be done in order to deal with construct validity limitations. We understand that we are on a good path, but we are ready to continue the development process of the scenarios and hope that we will be able to present revised reliable and valid scenarios that could be used both in research and practice, e.g., in leadership training sessions, when participants read developed scenarios, discuss which leaders' behaviors are appropriate or not and learn how to react to the specific situation in such a way that followers would consider them as effective leaders.

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## VADOVAVIMO PSICHOLOGIJOS TYRIMUOSE NAUDOJAMŲ SCENARIJŲ KŪRIMAS, SIEKIANT ATSKLEISTI RYŠIUS TARP VADOVO TAMSIOSIOS TRIADOS ASMENYBĖS BRUOŽŲ IR PILNO DIAPAZONO VADOVAVIMO MODELIO STILIŲ

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**Santrauka. Tikslas.** Pilno diapazono vadovavimo modelis (Avolio ir Bass, 2004) yra viena populiariausių vadovavimo teorijų, o Tamsiosios triados asmenybės modelis (Paulhus ir Williams, 2002) tapo labiausiai tyrinėjamu asmenybės modeliu, apibūdinančiu „tamsiąją“ asmenybės pusę. Vis dėlto, nepaisant populiarumo, vis dar trūksta empirinių įrodymų apie ryšius tarp Tamsiosios triados asmenybės bruožų ir Pilno diapazono vadovavimo modelio stilių. Nepaisant empirinių įrodymų trūkumo, tyrėjai tvirtina, jog reikalingi patikimi ir validūs instrumentai, kurie galėtų būti naudojami renkant reikiamus empirinius duomenis. Todėl šio tyrimo **tikslas** – įvertinti scenarijus, kurie buvo sukurti ir naudojami atskleisti potencialių darbuotojų suvokiamus ryšius tarp vadovo Tamsiosios triados asmenybės bruožų ir Pilno diapazono vadovavimo modelio stilių validumą ir patikimumą. **Metodai.** Šiame tyrime dalyvavo 40 psichologijos bakalauro ir magistrantūros studijų programų studentų (90 % moterų, vidutinis amžius – 24,90 m. (stand. nuokrypis = 5,52)). Iš viso buvo sukurti



penki scenarijai, aprašantys hipotetinius vadovus su skirtingai išreikštais Tamsiosios triados asmenybės bruožais, ir buvo naudojami kaip stimulinė medžiaga šiame kvaziekperimente. Dalyvių buvo prašoma perskaityti vieną iš penkių sukurtų scenarijų ir užpildyti du klausimynus apie hipotetinį vadovą: Tamsiojo tuzino skalę (Jonason & Webster, 2010), skirtą įvertinti Tamsiosios triados asmenybės bruožus, ir Daugiafaktoriinį vadovavimo klausimyną (Avolio ir Bass, 2004), skirtą įvertinti vadovavimo stilius ir vadovavimo pasekmes. Duomenys buvo renkami internetinės apklausos būdu. **Rezultatai.** Visi sukurti scenarijai parodė aukštą patikimumą. Vis dėlto rezultatai patvirtino tik keturių iš penkių sukurtų scenarijų konstrukcinį validumą. Ryšiai tarp Tamsiosios triados bruožų ir Pilno diapazono vadovavimo stilių, ir Tamsiosios triados bruožų bei vadovavimo pasekmių nebuvo statistiškai reikšmingi. **Išvados.** Sukurti „tamsiųjų“ vadovų scenarijai gali būti originali ir naudinga priemonė, naudojama vadovavimo psichologijos tyrimuose, tačiau prieš naudojant scenarijus ateityje, reikia juos peržiūrėti ir patobulinti.

**Reikšminiai žodžiai:** pilno diapazono vadovavimo modelis, tamsioji triada, vadovo scenarijai.

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