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The dark triad, emotional intelligence, self-monitoring and executive coach effectiveness and satisfaction.

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Abstract

In all 545 executive coaches completed a number of tests on-line which assessed their dark-triad, trait emotional intelligence, self-monitoring traits as well as measures of perceived career satisfaction and perceived coaching effectiveness. We tested twelve hypotheses concerning direct and mediated effects of the three individual difference variables on the two outcome variables. Emotional intelligence and Narcissism were most closely related to self-rated efficacy while Machiavellianism and Psychopathy was most closely associated with career satisfaction. Limitations and implications are noted as well as recommendations for practice.

Key words: Dark Triad; Emotional Intelligence; Self-Monitoring; Coaching; Effectiveness; Satisfaction

Introduction

This study examined three correlates of self-assessed coaching effectiveness and satisfaction. The aim was to explore the unique, interactive, and mediated relationship between three hitherto little explored individual difference traits and coaching satisfaction and effectiveness. We first set out the nature of the three variables we intend to examine and their hypothesised relationship to coaching effectiveness and satisfaction; both topics on which there is still a paucity of data.

Dark Triad

Paulhus and Williams (2002) proposed a malevolent constellation of traits referred to as the Dark Triad (subclinical Narcissism, subclinical Psychopathy, and Machiavellianism). The literature on the Dark Triad, particularly the paradoxical effects on job performance has recently surged (Furnham et al., 2013). In this study we examine how Dark Triad scores of coaches impact on their coaching.

The simple direct effects of the Dark Triad traits influence on job performance have been reviewed by meta-analysis. O'Boyle et al. (2012) found that Machiavellianism had a small negative effect on job performance ($r_c = -.07$), Narcissism had a non-significant negative effect ($r_c = -.03$) and Psychopathy had a small significant negative effect ($r_c = -.08$). Various studies have also looked at the relationship between the dark triad and job satisfaction (Bruk-Lee et al., 2009; Mathieu, 2013).

However, career satisfaction differs from job satisfaction: job satisfaction is an individual's emotional state or an attitude towards current employment. Narcissists have an inflated view of self and job performance therefore are likely to assess themselves as having achieved more over their careers (Hirschi & Jaensch (2015). As part of their persona most also claim to have higher job-satisfaction, largely as a function of choosing the right job and being better at it.

Spurk et al. (2016) found a positive relationship between Machiavellianism and career satisfaction. This effect became non-significant when they controlled for demographics and work-related features such as tenure and occupational education. They also found a consistent negative relationship between Psychopathy and career satisfaction.

The research examining the relationships between the Big Five personality and job satisfaction may help to understand what may lead psychopaths to have lower levels of career satisfaction. Agreeableness, Neuroticism, negative affectivity and trait anger have all been

found to relate to job satisfaction (Bruk-Lee et al., 2009). Individuals low in Agreeableness, with high Neuroticism tend to have lower levels of satisfaction. Primary psychopaths, although not neurotic, are low in Agreeableness. Additionally, secondary psychopaths have low Agreeableness and elevated Neuroticism. Therefore, both Primary and Secondary Psychopathy are expected to report lower career satisfaction.

H1a: Both Primary and Secondary Psychopathy will have a negative correlation with career satisfaction.

H1b: Machiavellianism will have a negative correlation with career satisfaction.

H1c: Narcissism will have a positive correlation with career satisfaction.

Very little research has examined how the Dark-Triad of personality may impact the effectiveness of coaching (Grover & Furnham, 2016). Gaddis and Foster (2015) concluded that although dark-side personality may have negative influence on interpersonal aspects of management and leadership, it could still have a positive influence on overall leadership and management performance (Gaddis & Foster, 2015). Individuals who are manipulative, attention-seeking and arrogant may not be pleasant individuals to work for from an interpersonal perspective, but they may be able to use those same behaviours as skills to network upwards in the organisation making their team more visible and therefore adding value for others.

McKenna and Davis (2009) identified the relationship between coach and coachee as the second most important predictor of coaching effectiveness after the coachee themselves. The relationship between a coach and coachee, often called the *working alliance*, is synonymous to the relationship a patient has with their therapist or counselor. It is different from a manager and subordinate relationship or a mentor and mentee relationship as there is usually no difference in power between a coach and his or her coachee. The ability to provide a safe and supportive environment, built on rapport and commitment, is vital for coachee development (Gan & Chong, 2015). Dark triad traits are believed to be socially aversive and research has found them to be related to affective empathy deficits (Wai & Tiliopoulos, 2012) and empathy is considered a vital trait for coaches to have (Kilburg, 1997).

While we expect the core of the dark triad (low Agreeableness) to negatively influence the relationship between coach and coachee, we also believe that the individual traits will add further explanation. Primary Psychopathy is associated with empathy deficits, and Secondary Psychopathy is highly correlated with antisocial behaviour. The underlying factors of Machiavellianism are a distrust of others and desire for control over others. Finally, Narcissists

have a grandiose perception of themselves and a desire for authority. Consequently, all of the Dark Triad traits are likely to have significant negative correlations with coaching effectiveness.

H2a: Both Primary and Secondary Psychopathy will have a negative correlation with coaching effectiveness.

H2b: Machiavellianism will have a negative correlation with coaching effectiveness.

H2c: Narcissism will have a negative correlation with coaching effectiveness.

Self-Monitoring

Self-monitoring is a measure of an individual's ability to regulate and manage their appearance and behaviour in social interactions. High self-monitors adapt their behaviour to the context of the social environment; they adjust how they present themselves and the affect they display based on cues in the social setting. Low self-monitors are consistent with their behaviour in different social settings; they do not adjust their behaviour based on social cues instead relying on internal cues (Snyder, 1974). Additionally, self-monitors are usually status-seeking individuals and therefore, high self-monitors are more likely to impression manage their behaviour in situations that afford them greater status (Gangestad & Snyder, 2000).

Research has shown that self-monitoring can moderate the impact of Big Five personality traits on work outcomes. Barrick et al. (2005) found that self-monitoring moderated the effects of Extraversion, Emotional Stability and Openness to experience, on supervisor-rated interpersonal performance. Oh et al. (2014) investigated self-monitoring as a moderator between the Big Five personality traits and counterproductive work behaviours (CWB). They found that self-monitoring amplified the effects of low Conscientiousness on CWB as high self-monitors are likely to engage in behaviour that helps them get ahead especially when the situation is private and mitigates the need for impression management.

The moderating effect of self-monitoring on low Agreeableness (Oh et al., 2014) suggests that it may have a similar effect on the Dark Triad in interpersonal situations especially those that are pivotal for success like coaching interactions for coaching effectiveness. High self-monitoring coaches are likely to suppress their Dark Triad traits in their sessions with coachees and this is likely to dissipate the negative influence these traits might have on coaching effectiveness. On the other hand, low self-monitors may be unable or choose not to hide their Dark Triad traits from coachees and as a result their coaching effectiveness is likely to suffer because of the negative influence of the Dark Triad traits on interpersonal situations and relationships. Therefore, it is hypothesized that self-monitoring will moderate the effects of the Dark Triad traits on coaching effectiveness.

H3a: Self-monitoring will moderate the relationship between Primary and Secondary Psychopathy and coaching effectiveness.

H3b: Self-monitoring will moderate the relationship between Machiavellianism and coaching effectiveness.

H3c: Self-monitoring will moderate the relationship between Narcissism and coaching effectiveness.

Emotional intelligence

Emotional intelligence is defined as an individual's capability to identify and regulate emotions in themselves and others: that is to be emotionally aware and able to regulate one's own and others emotions. It is usually associated with work happiness and success. Some research investigating the relationship between emotional intelligence and the Dark Triad has primarily focused on whether emotional intelligence enables individuals high in the Dark Triad to emotionally manipulate individuals for their own gain (Austin et al., 2014; Nagler et al., 2014; O'Connor & Athota, 2013). Most of this research focused on Machiavellianism, as the epitome of this trait is manipulation. However, results of self-report based studies (Austin et al., 2007) have not found any positive correlations between Machiavellianism and emotional intelligence.

Nonetheless, using a more specific assessment measure, managing the emotions of others scale (MEOS; Austin & O'Donnell, 2013; Austin et al., 2014) research has found that the Dark Triad of personality relate positively with the non-prosocial aspects of managing emotion of others. Additionally, trait EI was found to correlate positively with the prosocial factors and negatively with the non-prosocial factors. Austin et al. (2014) investigated the potential mediating or moderating effects between trait EI and Agreeableness. The moderation analysis showed at high levels of Agreeableness, trait EI had a negative relationship between worsen and inauthentic but at low levels of Agreeableness trait EI was found to have a positive relationship with worsen and a non-significant relationship with inauthentic.

Petrides et al., (2011) found that Machiavellian and psychopathic tendencies were buffered by EI, and Narcissism had a significant positive correlation with EI. At the facet level the results showed some positive correlations between emotion management and Psychopathy, and a number of positive correlations between Narcissism, including emotion management, self-esteem, emotion perception and social awareness.

This research suggests that individuals high in the Dark Triad traits who also have high levels of emotional intelligence are likely to use their ability to perceive and manage emotions

in others towards antisocial outcomes. Therefore, it is not expected that high levels of emotional intelligence in the coaches will benefit their coachees in terms of coaching effectiveness. As such, emotional intelligence is not expected to moderate the relationship between the Dark Triad traits and coaching effectiveness. However, the ability to perceive and manage emotions in themselves, from an intrapersonal perspective, suggests that individuals high in the Dark Triad traits and high emotional intelligence will be better at self-regulating their emotions, which leads to emotional stability.

Emotional intelligence has been found to have a significant positive influence on job satisfaction primarily through emotional regulation (Brunetto et al., 2012; Kafetsios & Zampetakis, 2008). Therefore, it is theorised that emotional intelligence will moderate the effects of the Dark Triad traits on career satisfaction. Specifically, individuals with higher emotional intelligence will be better able to regulate and manage their emotions and attitudes toward their job and career and will consequently not experience the negative effects of Primary and Secondary Psychopathy and Machiavellianism on their career satisfaction. Additionally, the positive effects of Narcissism on career satisfaction are likely to be amplified by higher emotional intelligence.

H4a: Emotional intelligence will moderate the relationship between Primary and Secondary Psychopathy and career satisfaction.

H4b: Emotional intelligence will moderate the relationship between Machiavellianism and career satisfaction.

H4c: Emotional intelligence will moderate the relationship between Narcissism and career satisfaction.

In addition, self-monitoring is not expected to moderate the relationship between the Dark Triad traits and career satisfaction because the beneficial aspects of self-monitoring are interpersonal rather than intrapersonal. High self-monitoring may allow individuals to subdue their Dark Triad traits externally to those around them, but it is unlikely to regulate the internal negative emotions they may experience. Consequently, self-monitoring is not expected to moderate the relationship between the Dark Triad traits and career satisfaction. Figure 1 pictorially represents the hypotheses that will be investigated in this study.

Insert Figure 1 here

Method

Participants

The sample for this study consisted of 545 individuals which was mostly female (384 female, 161 male). This as expected as the field coaching has a greater number of women than men. The average age of participants was 52 years (SD= 8.95) ranging from 24-81 years old . Half of this sample (49%) was educated to at least a Master's degree level. A large portion of the coaches worked as external coaches 78.3% and the rest as internal coaches. Participants previous positions before becoming coaches were varied: 18.2% came from a training, leadership development or HR role, 15.8% were Directors, 12.1% consultants, 11.9% Senior Managers, 11.6% Managers and the rest were from various other senior position within organisations.

Measures.

Psychopathy: The LSRP (Levenson et al., 1995) was used to measured Psychopathy. The Cronbach's alphas for the LSRP total, Primary Psychopathy and Secondary Psychopathy were: .77, .74 and .65 respectively (Levenson et al., 1995; Salekin et al., 2014)

Machiavellianism: This was measured using the MPS (Dahling et al., 2009). In this study the Cronbach's alpha for the entire 16-item scale was .80.

Narcissism.: Narcissism was measured using the NPI-16 (Ames et al., 2006). The Cronbach's alpha for this scale in this study was .69.

Self-Monitoring: *Self-monitoring was measured with the 18-item scale developed by Snyder and Gangestad (1986).* The Cronbach's alpha for self-monitoring was .71.

Emotional Intelligence: Emotional intelligence was assessed using the short form of the trait emotional intelligence questionnaire (TEIQue-SF) (Petrides, 2009). The Cronbach's alpha for trait emotional intelligence was .87.

Career Satisfaction; Career satisfaction was measured by the career satisfaction scale (Greenhaus et al., 1990) which consists of 5 items. The Cronbach's alpha for career satisfaction was .82.

Coaching Effectiveness.

A measure for coaching effectiveness was designed specifically for this study. Items were derived based on factors that have been identified by Grover and Furnham (2016) as increasing

the effectiveness of a coaching intervention such as improving a coachee's self-awareness and goal attainment. Initially, ten items were developed and these were reduced to 6 items based on a pilot study and consultation with trained executive coaches. An exploratory factor analysis was conducted on these items to confirm they were assessing the same construct. Principal axis factoring in SPSS showed a single eigenvalue exceeded 1, with a value of 3.62, and accounted for 60% of the variance of the items. Each of the six items loaded strongly on the factor with a range of .67 to .78. Due to the different scales the scores for each item were standardized and in this study the Cronbach's alpha for coaching effectiveness was .87.

Demographic/control variables: Participants were also asked their age, gender, level of education, and whether they spoke English as a first language.

Procedure

A number of coaching associations, such as the International Coach Federation, the Institute of Coaching, the Association for Coaching and the European Mentoring and Coaching Council among others, and coach training schools were contacted. The request for participation included a short description of the research and an embedded link to an online survey lasting 20 minutes that included all of the study variables. The only incentive provided to individuals for their participation was their scores on certain personality traits at the end of the survey. In all 733 individuals clicked on the link and began the survey. From this, three individuals did not give their consent to take part in the research and were removed from the sample. Of the remaining 730 individuals, 534 (73%) completed the entire survey. A one-way ANOVA between those participants that completed the survey and those that did not showed no significant differences between the groups.

Results

Descriptive Statistics

Table 1 shows the means, standard deviations and bivariate Pearson correlations for the variables in this study. The correlations between the Dark Triad traits were as expected: with the strongest correlation between Primary Psychopathy and Machiavellianism ($r = .515, p < .000$) and a non-significant correlation between Secondary Psychopathy and Narcissism ($r = -.014, ns$). The correlations between the sub-factors of the Dark Triad showed that the highest correlation was $r = .452, p < .000$, between Status and Control which are both sub-factors of Machiavellianism and the lowest correlations were both non-significant; $r = -.010, ns$, between

Aggression (a sub-factor of Psychopathy) and Leadership (a sub-factor of Narcissism) and $r = .010$, *ns*, between Amoralty (a sub-factor of Machiavellianism) and Leadership.

The correlations between the Dark Triad traits and career satisfaction were largely as expected although Narcissism had a non-significant positive correlation. Both factors of Psychopathy (Primary: $r = -.131$, $p < .01$ and Secondary: $r = -.260$, $p < .000$) and Machiavellianism ($r = -.276$, $p < .000$) had significant negative correlations with career satisfaction. Therefore, **H1a** and **H1b** were supported and hypothesis **H1c** was not supported. However, the significant positive correlation between the sub-factor of Narcissism: Leadership, with career satisfaction ($r = .098$, $p < .05$) does partially support hypothesis **H1c**.

Similarly, the correlations between the Dark Triad traits and coaching effectiveness were largely as expected with one notable exception: Narcissism had a significant positive correlation with coaching effectiveness ($r = .237$, $p < .000$), which is an opposite effect to what was expected. Both factors of Psychopathy (Primary: $r = -.144$, $p < .001$ and Secondary $r = -.179$, $p < .001$) and Machiavellianism ($r = -.096$, $p < .05$) had significant negative correlations with coaching effectiveness. Therefore, **H2a** and **H2b** were supported and **H2c** was not supported.

The correlations between the Dark Triad traits and emotional intelligence were in-line with previous research (Petrides et al., 2011) with Primary Psychopathy, Secondary Psychopathy and Machiavellianism having significant negative relationships and Narcissism having a significant positive relationship with trait EI. The intra-correlations between the sub-factors were largely in-line with expectations, notably the correlations between Amoralty, Egocentricity, Callousness and Exploitative were lower than previously found, suggesting that the same response scales for Psychopathy and Machiavellianism may be contributing to some of their overlap.

Moderation Analysis

Coaching effectiveness – self-monitoring as a moderator.

Insert Table 2 and 3 here

Table 2 summarises the results of the moderation analysis investigating self-monitoring as a moderator of the relationship between the Dark Triad traits and coaching effectiveness. The following control variables were entered into the analysis: gender, age, and emotional intelligence, alongside the other Dark Triad traits. The only significant interaction found was

between self-monitoring and Machiavellianism, $\Delta R^2 = .008$, $F(1, 535) = 4.30$, $p = .039$. The conditional effect of Machiavellianism for coaches 1 *SD* below the mean of self-monitoring was negative: $b = -.068$, $SE_b = .081$, $t = -.840$, $p = .401$, the conditional effect of Machiavellianism for coaches with a mean level of self-monitoring was positive but close to zero: $b = .037$, $SE_b = .062$, $t = .595$, $p = .552$, and the conditional effect of Machiavellianism for coaches 1 *SD* above the mean of self-monitoring was positive and close to significance: $b = .142$, $SE_b = .079$, $t = 1.793$, $p = .074$ (see Figure 3). The overall model statistics for this model were $R^2 = .192$, $F(9, 535) = 12.59$, $p < .001$. Therefore, hypothesis 3b was supported and hypotheses 3a and 3c were not supported.

The moderation analysis was run again with both self-monitoring and emotional intelligence included as moderators between the Dark Triad traits and coaching effectiveness and as expected emotional intelligence was not a significant moderator. Furthermore, the results for self-monitoring did not change, consequently the results displayed below are those with only self-monitoring as a moderator in the analysis.

The only other variables, alongside Primary Psychopathy, Narcissism and the interaction term with Machiavellianism and self-monitoring, that were significant in these models were age and emotional intelligence. The results for these variables from the Machiavellianism and self-monitoring interaction model were: age $b = .008$, $SE_b = .004$, $t = 1.99$, $p = .047$ and EI $b = .452$, $SE_b = .070$, $t = 6.42$, $p < .001$ (see Table 3).

Insert Table 4 here

Sub-factors.

Model Fit. The model fit statistics for those model were good with $Chi Sq = 1059.49$, $Chi Sq_{SB} 1447.92$, $df = 610$, $CFI = .960$, $TLI = .954$ and $RMSEA = .043$ [.040 - .046]. Although the RMSEA statistics are good the CFI and TLI are lower than the values found in the previous chapter, however they are still above the threshold for good model fit. In addition, there appears to be poor loading for the Exploitative factor, with one item having a negative non-significant loading on this factor: $loading = -.178$, $p = .171$ and the other items loading poorly. Furthermore, one item on Leadership factor was found to have a low loading, $.169$, albeit still significant, $p = .014$.

The Cronbach's alphas for the sub-factors in this sample were: Amorality .68, Control .73, Status .78, Distrust .81, Egocentricity .47, Callousness .52, Impulsivity .53, Aggression .66, Leadership .39, Grandiose .62, Exploitative .05. Across all the items the Cronbach's alpha for this study was .80. The extremely poor level of Cronbach's alpha for

Exploitative is worrisome alongside the inadequate alphas for the Psychopathy factors. Examining the troublesome item from the Narcissism factor highlighted that the data was heavily skewed for this item. The narcissistic response is “*I insist upon getting the respect that is due to me*” and the non-narcissistic response is “*I usually get the respect I deserve*”. Nearly 98% of participants selected the narcissistic response.

Moderation analysis of Sub-factors. Examination of the sub factors of the Dark Triad traits found that for coaching effectiveness Status, from Machiavellianism, was the only sub-factor moderated by self-monitoring. Although none of the other Dark Triad traits were found to have significant interactions with self-monitoring all of the sub-factors were investigated for moderation effects.

Table 4 summarises the results of the moderation analysis of Status and self-monitoring. The significant variables are in line with those found in the trait model: age and emotional intelligence. Notably, it is only the Leadership factor that has a significant direct effect on coaching effectiveness. The conditional effect of Status for coaches with low self-monitoring (1 *SD* below the mean) was negative but not significant: $b = -.067$, $SE_b = .012$, $t = -.539$, $p = .590$, the conditional effect of Status for coaches with a average levels of self-monitoring was positive but close to zero and not significant: $b = .014$, $SE_b = .001$, $t = 1.55$, $p = .121$, and the conditional effect of Status for coaches with high self-monitoring (1 *SD* above the mean) was positive and significant: $b = .035$, $SE_b = .011$, $t = 3.18$, $p = .002$. Figure 2 shows the moderating effects of self-monitoring and Status on coaching effectiveness. The results of the all of the analysis related to coaching effectiveness are summarized pictorially in Figure 2.

Insert Figure 2 here

Career Satisfaction – emotional intelligence as a moderator.

Table 5 summarises the results of the moderation analysis investigating emotional intelligence as a moderator of the relationship between the Dark Triad traits and career satisfaction. The following control variables were entered into the analysis: gender, age and self-monitoring, alongside the other Dark Triad traits. Two of the interaction terms were found to be significant: emotional intelligence was found to moderate the effects of Secondary Psychopathy and Machiavellianism on career satisfaction. The only control variable to have a significant effect was age: $b = .007$, $SE_b = .003$, $t = 2.22$, $p = .027$ (these statistics are from the Machiavellian interaction model).

For the sake of completeness, the moderation analysis was run again with both emotional intelligence and self-monitoring included as moderators between the Dark Triad traits and career satisfaction and as expected self-monitoring was not a significant moderator. Furthermore, the results for emotional intelligence did not change; consequently, the results displayed below are those with only emotional intelligence as a moderator in the analysis.

Insert Table 5 here

The relationship between Secondary Psychopathy and career satisfaction was moderated by emotional intelligence, $\Delta R^2 = .010$, $F(1, 537) = 6.95$, $p = .009$. The conditional effect of Secondary Psychopathy for coaches 1 *SD* below the mean of emotional intelligence was negative and significant, $b = -.261$, $SE_b = .113$, $t = -2.324$, $p = .020$, the conditional effect of Secondary Psychopathy for coaches with a mean level of emotional intelligence was negative but not significant, $b = -.089$, $SE_b = .096$, $t = -.929$, $p = .353$, and the conditional effect of Secondary Psychopathy for coaches 1 *SD* above the mean of emotional intelligence was positive but not significant, $b = .084$, $SE_b = .119$, $t = .705$, $p = .481$. The overall model statistics for this model were $R^2 = .189$, $F(9, 537) = 13.20$, $p < .001$. Individuals with higher emotional intelligence did not experience the negative effects of Secondary Psychopathy on their career satisfaction. Therefore, hypothesis 4a was partially supported with emotional intelligence moderating the effects of Secondary Psychopathy but not Primary Psychopathy on career satisfaction.

The relationship between Machiavellianism and career satisfaction was moderated by emotional intelligence, $\Delta R^2 = .013$, $F(1, 537) = 9.60$, $p = .002$. The conditional effect of Machiavellianism for coaches 1 *SD* below the mean of emotional intelligence was negative and significant, $b = -.280$, $SE_b = .059$, $t = -4.777$, $p < .001$, the conditional effect of Machiavellianism for coaches with a mean level of emotional intelligence was negative and significant but the magnitude of the effect was smaller, $b = -.176$, $SE_b = .059$, $t = -2.984$, $p = .003$, and the conditional effect of Machiavellianism for coaches 1 *SD* above the mean of emotional intelligence was negative and not significant, $b = -.072$, $SE_b = .076$, $t = -.944$, $p = .345$ (see Figure 4.7). The overall model statistics for this model were $R^2 = .191$, $F(9, 537) = 13.10$, $p < .001$. Individuals with higher emotional intelligence did not experience the negative effects of Machiavellianism on their career satisfaction. Therefore, hypothesis 4b was

supported, however, hypothesis 4c was not supported as emotional intelligence did not moderate the effects of Narcissism on career satisfaction.

Insert Table 6 and 7 here

A hierarchical multiple regression analysis was conducted to see if both of the moderation effects remained significant when entered together. Table 6 summarises the results of each step in this model. The ΔR^2 for the final step is significant, $\Delta R^2 = .019$, $F(4, 534) = 3.095$, $p = .016$, but the only interaction that is significant is that of Machiavellianism and emotional intelligence, $b = .201$, $SE = .087$, $t = 2.321$, $p = .021$.

Sub-factors.

Examination of the sub factors of the Dark Triad traits found that for career satisfaction, Status, the main effect and interaction variable with EI were both significant, from Machiavellianism, and Impulsivity from Psychopathy was moderated by EI. The only other sub-factor that had significant unconditional effects on career satisfaction was Distrust, from Machiavellianism. Age continued to be a significant variable in the models that contained all of the sub-factors of the Dark Triad.

The conditional effect of Status for coaches with low EI (1 *SD* below the mean) was negative and significant: $b = -.039$, $SE_b = .011$, $t = -3.618$, $p < .001$, the conditional effect of Status for coaches with average levels of EI was also negative but less significant: $b = -.021$, $SE_b = .009$, $t = -2.305$, $p = .022$, and the conditional effect of Status for coaches with high EI (1 *SD* above the mean) was still negative but not significant: $b = -.003$, $SE_b = .011$, $t = -.227$, $p = .820$. So, at high levels of emotional intelligence the negative effects of Status on career satisfaction are dampened.

The conditional effect of Impulsivity for coaches with low EI (1 *SD* below the mean) was negative and significant: $b = -.065$, $SE_b = .024$, $t = -2.676$, $p = .008$, the conditional effect of Impulsivity for coaches with average levels of EI was also negative but not significant: $b = -.015$, $SE_b = .018$, $t = -.824$, $p = .410$, and the conditional effect of Impulsivity for coaches with high EI (1 *SD* above the mean) was positive but not significant: $b = .036$, $SE_b = .023$, $t = 1.549$, $p = .122$. So similar to Status, at high levels of emotional intelligence the negative effects of Impulsivity on career satisfaction are dampened.

A further moderation analysis was performed to test which of these interaction effects remained significant when entered together to predict career satisfaction. This analysis showed that both the interactions between Status and Impulsivity and emotional intelligence were

significant when entered together. However, the direct effect of Status became non-significant in this model. The results of this moderation analysis are shown in Table 7. The results of the all of the analysis related to career satisfaction are summarized pictorial in Figure 3.

Insert Figure 3 here

Discussion

The results of this study were largely in-line with expectations. Primary Psychopathy, Secondary Psychopathy and Machiavellianism all had significant negative correlations with both career satisfaction and coaching effectiveness. These findings align with existing research that has found the Dark Triad traits to have negative relationships with performance (O'Boyle et al., 2012) and satisfaction (Bruck-Lee et al., 2009; Spurk et al., 2016). The correlation between Narcissism and career satisfaction, although not significant, was in the expected direction, positive, which supports the theory posited by Hirschi and Jaensch (2015).

However, the positive correlation between coaching effectiveness and Narcissism was not expected. This finding could be explained by the inflated view of self that narcissists have and the tendency for them to self-report themselves as being exceptional individuals. On the other hand, this result could be due to the curvilinear relationship Narcissism has been found to have with leadership (Grijalva, et al., 2015). As this sample was majority female, the average level of Narcissism was relatively low, mean = 5.02 with a maximal value of 16, and therefore could be the optimal level of Narcissism that positively impacts coaching effectiveness.

Furthermore, when the Dark Triad traits were examined in tandem with one another, the control variables and the moderating effects of self-monitoring only Primary Psychopathy remained a significant negative predictor of coaching effectiveness. Narcissism was a significant positive predictor and Machiavellianism had no main effect on coaching effectiveness but the moderation variable between Machiavellianism and self-monitoring was significant. However, the conditional effects of Machiavellianism were not significant at any of the levels of self-monitoring so even though the moderation was significant the effects on the dependent variable were negligible.

A number of reasons could explain why only limited support for the moderation effects of self-monitoring for coaching effectiveness. Firstly, emotional intelligence was included as a control variable and it was a very significant predictor, this could have limited the effect of the additional variance of the interaction terms on coaching effectiveness. Secondly, the

coaching effectiveness variable was self-report and not a direct measure of the coach-coachee relationship, which is the interpersonal relationship that self-monitoring was theorised to moderate. Finally, significant positive correlations between all of the Dark Triad traits and self-monitoring were found. Furthermore, the correlation between Narcissism and self-monitoring was higher than that for the other Dark Triad traits ($r = .331, p < .000$). Although, this is similar to the correlation found by Ames et al. (2006) in their original study that presented the NPI-16, this correlation could have confounded the moderating effects of self-monitoring. Furthermore, as Narcissism was found to positively influence coaching effectiveness, the impression management aspects of self-monitoring are unlikely to have any additional effect.

The moderation analysis of emotional intelligence and the Dark Triad on career satisfaction shows strong support for emotional intelligence buffering against the negative effects of the Dark Triad traits. At high levels of trait EI, the negative effects of both Secondary Psychopathy and Machiavellianism were not significant. Additionally, at low levels of trait EI, the effects of both Secondary Psychopathy and Machiavellianism were negative and significant. These findings show support for emotional intelligence, potentially through emotion regulation, as limiting the negative influences of the Dark Triad traits. Primary Psychopathy was not moderated by emotional intelligence and had no significant main effect on career satisfaction when entered with control variables. The differing effects of Primary and Secondary Psychopathy suggest that high Neuroticism, which is a component of Secondary Psychopathy but not Primary Psychopathy could have a greater negative effect on career satisfaction than low Agreeableness, which is shared by both factors of Psychopathy.

However, when entered simultaneously, only the moderation between Machiavellianism and emotional intelligence remained significant, suggesting some aspect that is shared between Secondary Psychopathy and Machiavellianism is moderated by trait EI. Examination of the sub-factors suggests that trait EI moderates the desire for status in Machiavellians. The desire for status had been theorised to prevent Machiavellians from being satisfied with their career achievements. The ability to regulate one's emotions might be the mechanism by which the desire for status is subdued in those individuals with high EI but also high Machiavellianism.

Although the majority of the sub-factors were found not to have significant effects on the outcome variables, the results are insightful in two ways. Firstly, they allude to what underlying factors of the Dark Triad are driving the effects that were found with the high level traits. For example, status drives the majority of the variance of the influence of Machiavellianism in this sample. This makes sense, as due to the nature of the role coaches are unlikely to be distrusting and/or controlling. However, many coaches have spent years in industry some running their

own companies and teams and it likely they are motivated to achieve status. Secondly, the fact that many of the direct effects of the sub-factors were not significant suggests that the high-level effects are a result of the cumulative sub-factors. Alternatively, it could suggest that the effects of the Dark Triad traits may be limited at the sub-factor level but cumulatively have a more significant effect at the trait level.

Limitations

All of the data collected in this study was self-report, including the outcome variable: coaching effectiveness. Due to socially desirable responding, many individuals are likely to be overtly positive about their performance. However, the significant negative correlations between the majority of the Dark Triad traits and coaching effectiveness suggest that socially desirable responding is likely to have had a minimal effect if any. Additionally, the other outcome variable: career satisfaction, has been designed to be assessed via self-report and the results for career satisfaction did show support for the moderating effects of emotional intelligence on the Dark Triad.

The effectiveness variable was also derived specifically for this research and is yet to be validated against existing coaching effectiveness measures. Although currently there are very few validated coaching effectiveness measures in the literature (Grover & Furnham, 2016).

The findings for the moderating effects of emotional intelligence and the Dark Triad although positive in supporting a mechanism by which the negative effects of the Dark Triad can be mitigated cannot be generalized to the wider population. This sample consisted of only coaches; further research investigating these relationships in a more varied employee sample is needed. Additionally, exploration of additional individual-level outcome variables, such as well-being are needed to understand whether the moderating effects of trait EI are limited to only career satisfaction.

Conclusion and Recommendations for Practice

This study took the literature forward in many ways. While others have looked at the expected relationship between Emotional Intelligence and coaching outcomes, none have looked at it from a moderation perspective. Equally, many fewer have examined self-monitoring in the coaching literature which has been consistently found as an important predictor of social networks. Again, we explored this from a direct and moderation effect. Perhaps however the most interesting and important finding arises from our exploration of the Dark Triad in coaches. Indeed, it may be both hoped and expected that practicing coaches would have little evidence of any of the dark triad traits, though indeed their coachees might. Perhaps the most interesting

finding was that associated with Narcissism showing them to be both career satisfied but also believing in their own efficacy.

One obvious recommendation from this study concerns screening potential coaches for evidence of the Dark Triad. Whilst it likely that background and reference checks would throw up evidence of Psychopathy and Machiavellianism, it may be much more difficult to spot sub-clinical Narcissism. Interestingly the literature on leadership derailment suggests that many dark-side traits are associated with leadership emergence positively, but leadership effectiveness negatively (Furnham, 2018; 2021). Because of the (often misplaced) confidence of the sub-clinical Narcissist, these individuals might not raise concerns in initial screening: indeed, the opposite, and therefore get selected. As all coaches know, it is difficult to coach Narcissists because few believe they need it. Equally the Narcissistic coach may be difficult to train, often suggesting they are already able and in little need of further training. On the other hand it is possible to see why coaches with elevated Narcissism scores might thrive as they need a great deal of self-confidence in dealing with very senior executives as well as having to win new business against a great deal of competition.

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Self-Monitoring						
Machiavellianism x Self-Monitoring						
	R ²	.1918				
	F	12.594				
	Δ R ²		.008			
	F		4.303*			

Note. *p < .05. **p < .01. ***p < .001

Table 4: Moderation model for interaction between Status and Self-monitoring on coaching effectiveness

	b	SE	t	p	95% CI	
Age	.010	.004	2.522	.012	.002	.018
Gender	-.022	.064	-.337	.736	-.148	.105
EI	.481	.070	6.895	.000	.344	.619
Amorality	-.021	.015	-1.344	.180	-.051	.010
Control	-.014	.010	-1.416	.157	-.034	.005
Distrust	.010	.010	1.016	.310	-.009	.029
Egocentricity	-.020	.028	-.709	.479	-.074	.035
Callousness	-.001	.020	-.052	.958	-.041	.039
Impulsivity	.014	.021	.685	.494	-.027	.055
Aggression	.046	.028	1.649	.100	-.009	.100
Leadership	.089	.030	3.014	.003	.031	.147
Grandiose	.035	.027	1.297	.195	-.018	.087
Exploitative	.037	.061	.604	.546	-.083	.157
Self-Monitoring	.000	.010	.035	.972	-.019	.020
Status	.014	.009	1.554	.121	-.004	.032
Status x Self-Monitoring	.006	.002	2.779	.006	.002	.010
	R ²	.200				
	F	7.437***				
	Δ R ²		.013			
	F		7.722***			

Note. *p < .05. **p < .01. ***p < .001

Table 5: Testing of moderating effects of emotional intelligence between Dark Triad traits and career satisfaction

	b	SE	t	p	95% CI	
Primary Psychopathy	-.172	.121	1.419	.157	-.066	.410
EI	.362	.071	5.074	.000	.222	.502
Primary Psychopathy x EI	.128	.152	.844	.399	-.171	.427
	Δ R ²	.011				
	F	.712				
Secondary Psychopathy	-.089	.096	-.929	.353	-.276	.099
EI	.338	.070	4.851	.000	.201	.475
Secondary Psychopathy x EI	.311	.118	2.636	.009	.079	.542
	Δ R ²	.010				
	F	6.951**				
Machiavellianism	-.176	.059	-2.984	.003	-.292	-.601
EI	.347	.070	4.985	.000	.210	.484
Machiavellianism x EI	.187	.061	3.098	.002	.069	.306
	Δ R ²	.013				
	F	9.597**				
Narcissism	.012	.011	1.085	.279	-.010	.035

EI	.365	.072	5.079	.000	.224	.506
Narcissism x EI	.006	.018	.343	.732	-.029	.042
ΔR^2	.000					
F	.118					

Note. * $p < .05$. ** $p < .01$. *** $p < .001$

Table 6: Hierarchical multiple regression of the Dark Triad traits and moderation effects of emotional intelligence on career satisfaction

Variable	Model 1			Model 2			Model 3		
	B	SE	β	B	SE	β	B	SE	β
Gender	.043	.066	.028	-.076	.062	-.050	-.092	.062	-.060
Age	.011	.003	.145***	.007	.003	.086*	.007	.003	.089*
SM	-.008	.009	-.039	-.012	.009	-.060	-.014	.009	-.069
EI				.364	.066	.289***	.332	.067	.264***
Primary Psychopathy				.153	.112	.065	.129	.114	.055
Secondary Psychopathy				-.087	.094	-.045	-.070	.094	-.036
Machiavellianism				-.203	.054	-.187***	-.166	.054	-.153**
Narcissism				.013	.012	.050	.013	.012	.050
EI x Primary Psychopathy							-.284	.197	-.077
EI x Secondary Psychopathy							.230	.143	.079
EI x Machiavellianism							.201	.087	.129*
EI x Narcissism							.003	.018	.006
R^2	.02			.18			.20		
ΔR^2	.02			.16			.02		
F for ΔR^2	4.250**			20.301***			3.095*		

Note. * $p < .05$. ** $p < .01$. *** $p < .001$.

Table 7: Hierarchical multiple regression of sub-factors of Dark Triad traits and moderation effects of emotional intelligence on career satisfaction

	b	SE	t	p	95% CI	
Gender	-.082	.059	-1.400	.162	-.197	.033
Age	.007	.003	2.030	.043	.000	.013
SM	-.010	.009	-1.084	.279	-.027	.008
Amorality	-.012	.013	-.882	.378	-.037	.014
Control	.005	.010	.443	.658	-.016	.024
Distrust	-.024	.008	-3.077	.002	-.040	-.009
Egocentricity	.024	.026	.929	.353	-.027	.074
Callousness	-.001	.019	-.034	.973	-.039	.037
Aggression	.030	.026	1.169	.243	-.021	.081
Leadership	.040	.027	1.485	.138	-.013	.093
Grandiose	-.014	.028	-.485	.628	-.070	.042
Exploitative	-.011	.064	-.170	.865	-.136	.114
Status	-.017	.009	-1.891	.059	-.034	.001
Impulsivity	-.009	.018	-.522	.602	-.044	.025
EI	.343	.064	5.331	.000	.217	.470
Status x EI	.028	.012	2.419	.016	.005	.050
Impulsivity x EI	.079	.028	2.815	.005	.024	.134
R^2	.215					
F	8.290***					
ΔR^2	.024					
F	7.609***					

Note. * $p < .05$. ** $p < .01$. *** $p < .001$

Figure 1: Summary of the hypotheses

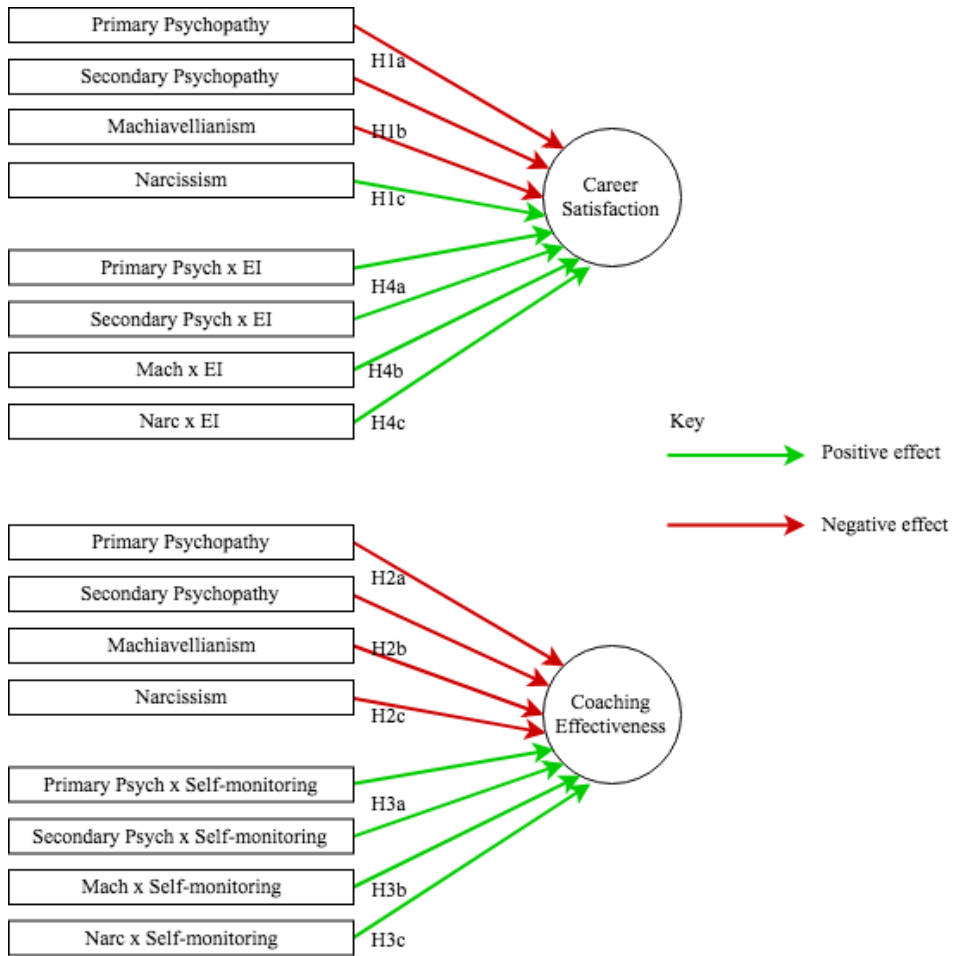
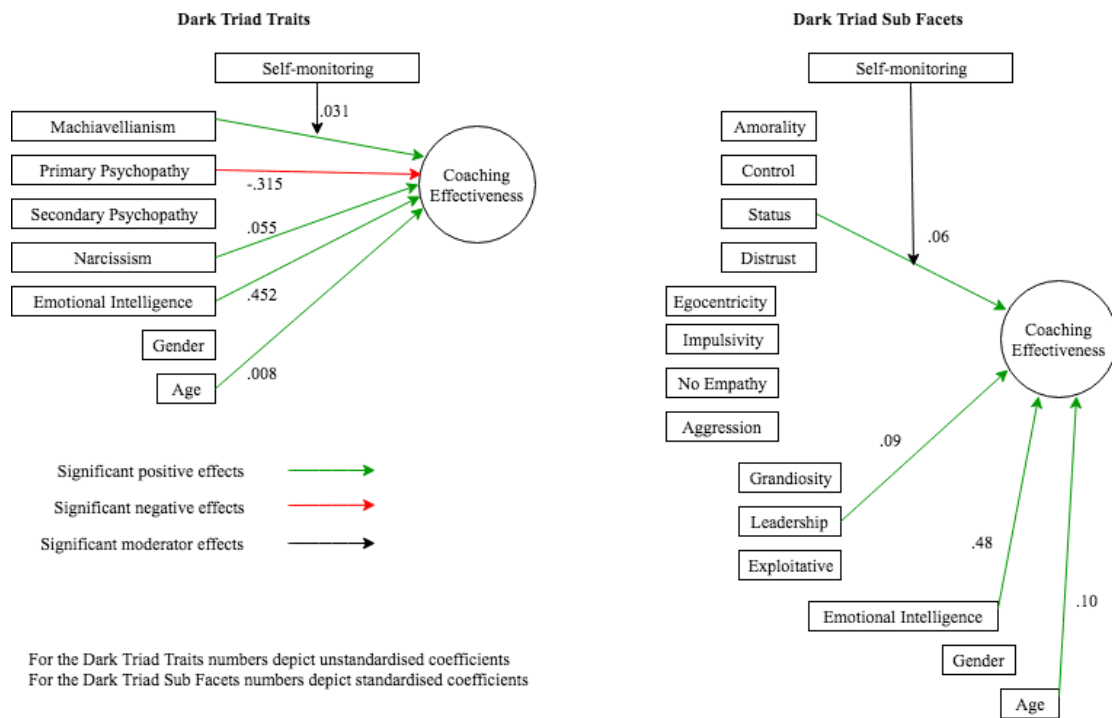
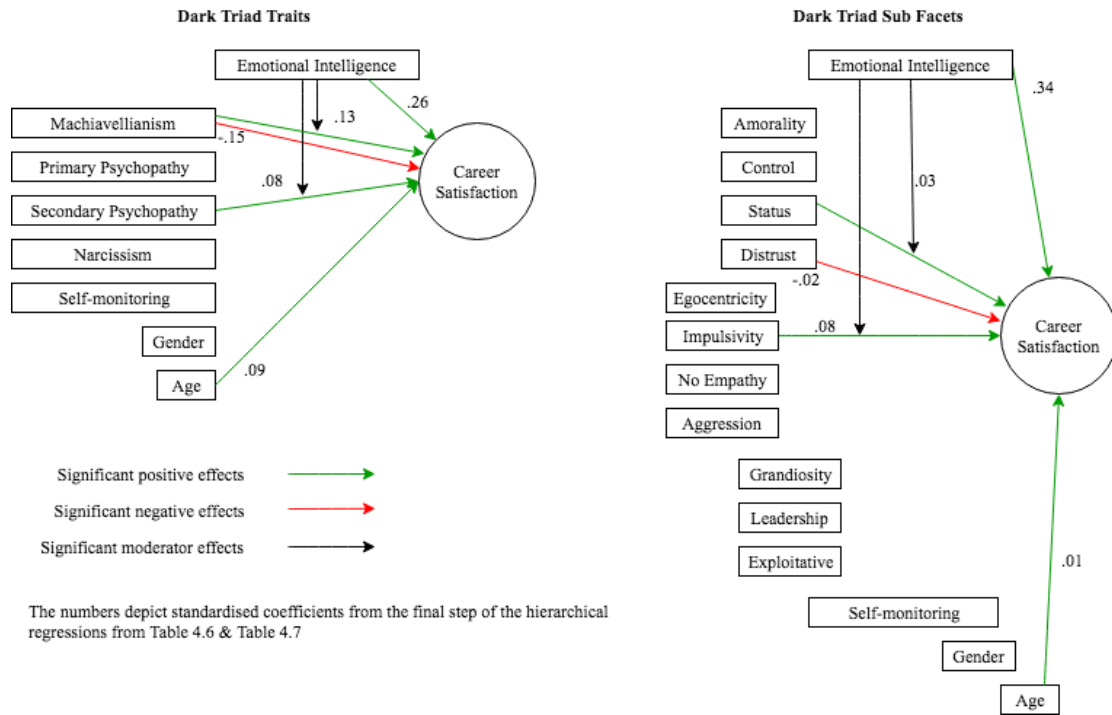


Figure 2: Pictorial representation of Dark Triad effects on coaching effectiveness and moderating effects of self-monitoring



Note. The moderating effect of Self-Monitoring on Egocentricity became non-significant when the moderating effect of Self-Monitoring on Status was entered in to a hierarchical regression

Figure 3: Pictorial representation of Dark Triad effects on career satisfaction and moderating effects of emotional intelligence



Note. The moderating effect of EI on Mach was the only significant effect when all the moderating effects of EI on the Dark Triad traits were entered in to the hierarchical regression.