Narcissistic leadership: The question is not if we need it but till when?

Carmit Tadmor and Yossi Spiegel

There is widespread agreement in the managerial literature that it is best to avoid hiring people with a narcissistic personality for fear it can bring unfavorable outcomes such as poor decision-making, attribution of failure to others, and silencing of employees. And yet, research also shows that individuals with narcissistic personalities tend to achieve higher salaries, faster promotions, and greater power within organizations. In this paper, we will conduct a comprehensive review of the advantages and risks associated with it. We will examine when the negative is likely to outweigh the positive. Finally, we will provide practical tools that organizations and governments can use to capitalize on the strengths of narcissistic leadership behavior while mitigating the associated weaknesses.

How to develop organizational resilience in times of disruption and disturbance

Ravit Cohen Meitar

The concept of resilience initially emerged within the realm of psychology and gained popularity through the lens of positive psychology. It has since been widely adopted and developed within the field of management, aiming to comprehend why certain organizations exhibit higher levels of resilience compared to others. This ideational development seeks to identify practices that can be acquired to assist organizations and their managers in building resilient systems. The importance of such organizational resilience has been amplified by the frequent technological, economic, social, political, and environmental changes, coupled with the prevailing uncertainty of recent years. This paper aims to illuminate the notion of resilience and propose potential strategies that organizations can consider in effectively addressing these challenges. Specifically, it advocates for a shift in mindset, one that transcends reactive crisis management and instead prioritizes the development of proactive patterns and resilience. While difficulties may give rise to frustration and disappointment, they can also serve as catalysts and leverage points for adaptation and growth. By embracing this perspective, organizations can enhance their ability to navigate the complexities of an ever-changing landscape.