Scientific Research
Open Access

OPEN ACCESS

Search Keywords,Title,Author,ISBN,ISSN

Home | Journals | Books | Conferences | News | About Us | Jobs

Home > Journal > Social Sciences & Humanities > PSYCH

Indexing | View Papers | Aims & Scope | Editorial Board | Guideline | Article Processing Charges

OPEN ACCESS

Dark Leadership, Charisma and Trust

Author(s)
Tuomo Takala

ABSTRACT
Trust, charisma and bad leadership are central concepts in the managerial psychology. The aim of this paper is try to put forth shortly some ideas to research these phenomena, and connections between them, empirically. Charismatic leaders have the power and the ability to manipulate and misguide people. To prevent this misbehaving, it is important to promote processes of transformative ethical leadership. Thus, commitment, value-congruence, and communality are in the play a key positions. Charismatic leaders could be weak persons with destructive narcissist power. Good management and leadership are also central factors influencing these processes. Destructive and narcissistic leaders are, on the other hand, negative dark forces causing damage and harm in organizations. So, it is an important task to research these elements. The nature of the paper is exploratory. A conceptual analysis is conducted in order to set up a conceptual framework for empirical studies. The next phase of the research will be to gather relevant empirical material: interviews, company documents and participatory observation experiences.

KEYWORDS
Charisma, Leadership, Management, Ethics, Psychology

Cite this paper
Takala, T. (2010). Dark Leadership, Charisma and Trust. *Psychology, 1,* 59-63. doi: 10.4236/psych.2010.11009.

References
[1]   M. Weber, " The Theory of Social Economic Organizations," The Free Press, New York, 1964.

[2]   T. Takala, " Plato on Leadership," Journal of Business Ethics, Vol. 17, No. 2, 1998, pp. 785-798.

[3]   T. Takala, " Charismatic Leadership and Power," Journal of Problems and Perspectives in Management, Vol. 3, No. 3, 2004, pp. 45-57.

[4]   J. Washburn and C. Clemens, " Two Faces of Leadership," Career Development International, Vol. 4, No. 3, 1999, pp. 146-148.

[5]   D. Kets de Vries, " Leaders, Fools and Imposters," Essays on the Psychology of Leadership, London, 1993.

[6]   R. Burke, " Why Leaders Fail: Exploring the Dark Side," International Journal of Manpower, Vol. 27, No. 1, 2006, pp. 91-100.

[7]   S. Svenningsson and M. Larsson, " Fantasies of Leader-ship: Identity Work," Leadership, Vol. 2, No. 2, 2006.

[8]   J. Choi, " A Motivational Theory of Charismaticvleadership: Envisioning, Empathy, and Empowerment," Journal of Leadership and Organizational Studies, Vol. 13, 2006.

[9]   D. Tourist and C. Vatcka, " Charismatic Leadership and Corporate Cultism at Enron: The Elimination of Dissent, the Promotion of Conformity and Organizational Col-lapse," Leadership, Vol. 1, No. 4, 2005.

[10] D. C. Arnott, " Trust-Current Thinking and Future Research," European Journal of Marketing, Vol. 41, No. 7/8, 2007.

[11] C. Moorman, G. Zaltman and R. Deshpande´, " Relation-ships between Providers and Users of Market Research: The Dynamics of Trust within and between Organiza-tions," Journal of Marketing Research, Vol. 29, August 1992, pp. 314-328.

[12] R. M. Morgan and S. D. Hunt, " The Commitment-Trust Theory of Relationship Marketing," Journal of Marketing, Vol. 58, July 1994, pp. 20-38.

[13] D. J. McAllister, " Affect- and Cognition-Based Trust as Foundations for Interpersonal Cooperation in Organizations," Academy of Management Journal, Vol. 38, No. 1, 1995, pp. 24-59.

[14] C. Atkinson, " Trust and the Psychological Contract," Employee Relations, Vol. 29, No. 3, 2007.

[15] B. Shamir and Y. Lapidot, " Trust in Organizational Superiors: Systemic and Collective Considerations," Organization Studies, Vol. 27, No. 3, 2003.

[16] F. Walumbwa, B. Avolio, W. Gardner, T. Wernsig and S. Peterson, " Authentic Leadership: Development and Validation of a Theory-Based Measure," Journal of Management, Vol. 34, No. 1, 2008.

[17] I. Aaltio and T. Takala, " Charismatic Leadership, Manipulation and the Complexity of Organizational Life," Journal of Workplace Learning, Vol. 12, No. 4, 2000, pp. 146-158.

[18] G. Mc Intosh and S. Rima, " Overcoming the Dark Side of Leadership—the Paradox of Personal Dysfunction," Baker Books, Michigan, 2004.