

***DARK TRIAD
PROPAGANDA
LUCIFER EFFECT***
***PLUS
ANTIDOTE
STRATEGIES***

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Part ONE
DARK
TRIAD
Beware the
Beast



International Collaborative Leadership Institute

DARK TRIAD

Convergence of Three Personality Disorders

1. *Psychopaths*

– Ruthless Barbarians who have no respect for life and no conscience, therefore are untrustworthy & immoral

2. *Machiavellians*

– Master Manipulators interested only in their ability to outmaneuver to their personal advantage.

3. *Narcissists*

-- Self-centered Egomaniacs & Megalomaniacs who act only to aggrandize their self image



Attract Subordinate Leaders with
the same Personality Disorders

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ENGAGING THE DARK TRIAD



- Leaders with all *three of these qualities* are super-dangerous Predators
Evil incarnate -- DEVIL before your eyes.
- Each quality makes them a master at scheming their world, and making their world a living hell to others.
- He believes he's smarter than anyone, no one can be trusted (therefore he must lie and deceive) & his plan is bound to succeed as he outsmarts others.
- Creates Crises & Enemies to be Feared
- Negotiations are tricks & traps for fools
"What's Mine is Mine; What's Yours is Negotiable"
- If it fails, he will opt to use brute force, **RAW POWER**, to turn the tide .

Putin wants three basic things:

- **Power -- Fear**
- **Control – Mind Manipulation**
- **Glory – Demagogue**

Anything Putin says to the contrary is a deceit to cover his three basic motives

*Because he lacks a soul/conscience, **no understanding of the moral imperative, courage and spirit** of Ukrainians — believes his own lies & thinks more propaganda will change people's minds.*

DURING THE 20TH CENTURY, 150-200 MILLION DEATHS CAN BE ATTRIBUTED TO CRAZED AUTHORITARIANS

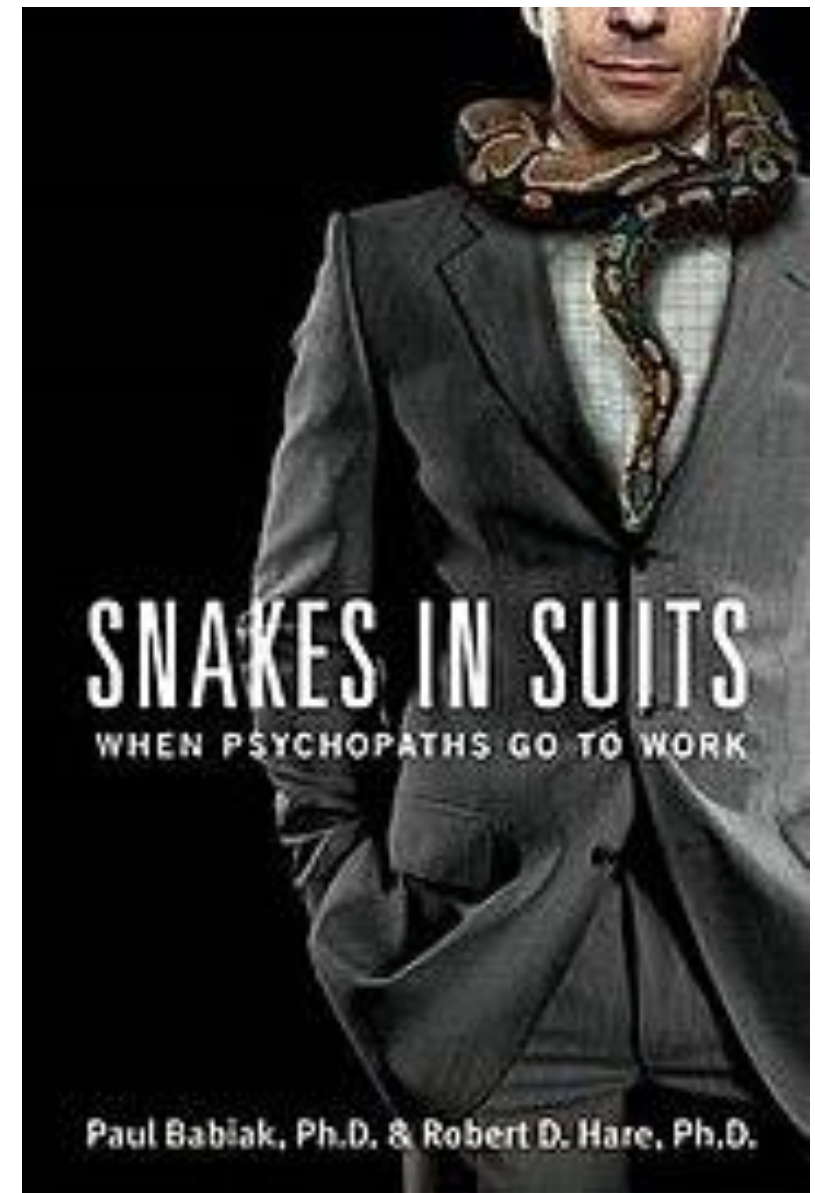
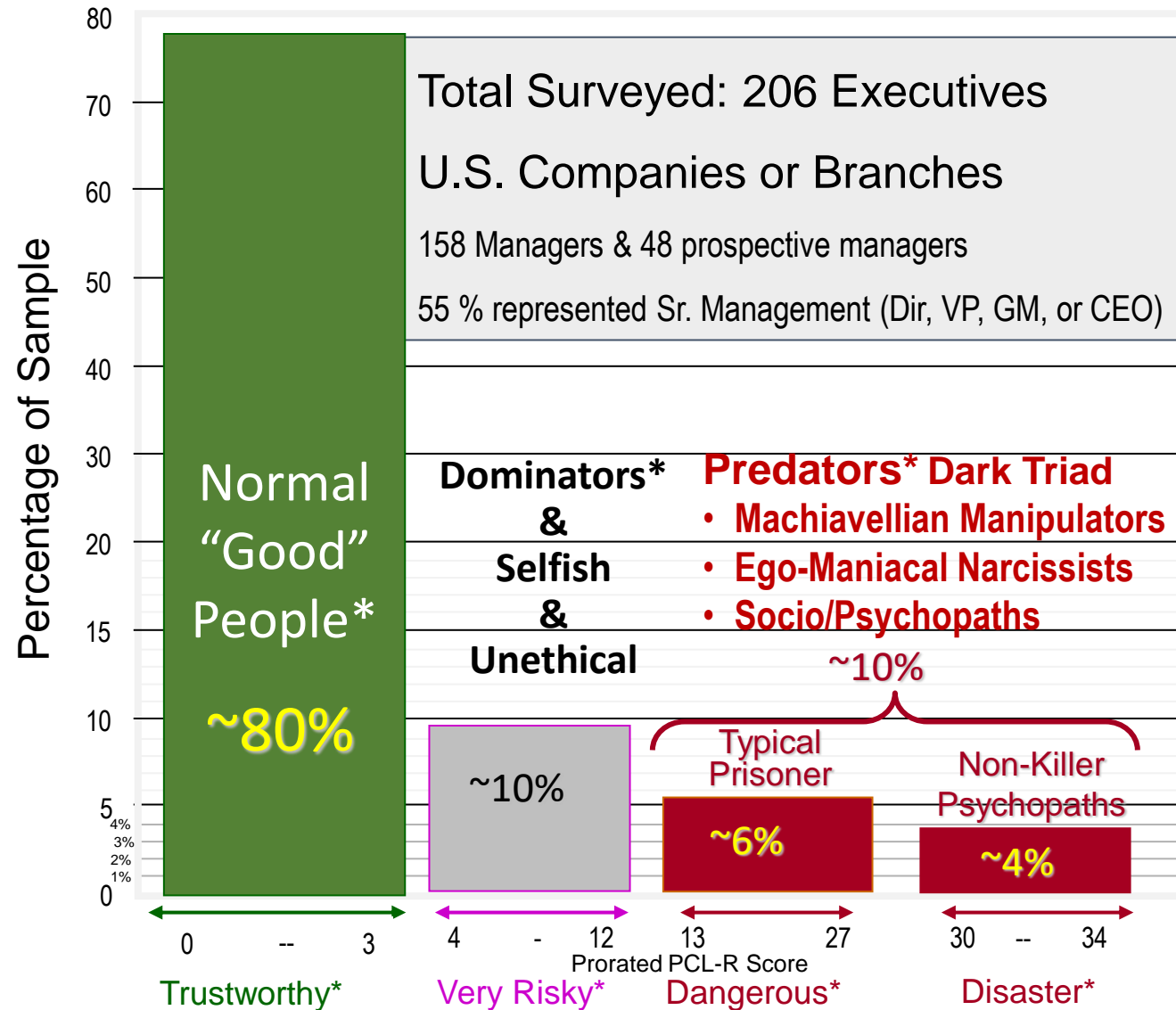
We know the Notorious Names:

- The biggest problems in world history have been when Dark Triad Authoritarians have joined forces to wreak havoc upon the world, ramrodding the world into hideous wars.
- Read Bible, Greek History, Roman History, Medieval History, or Modern History



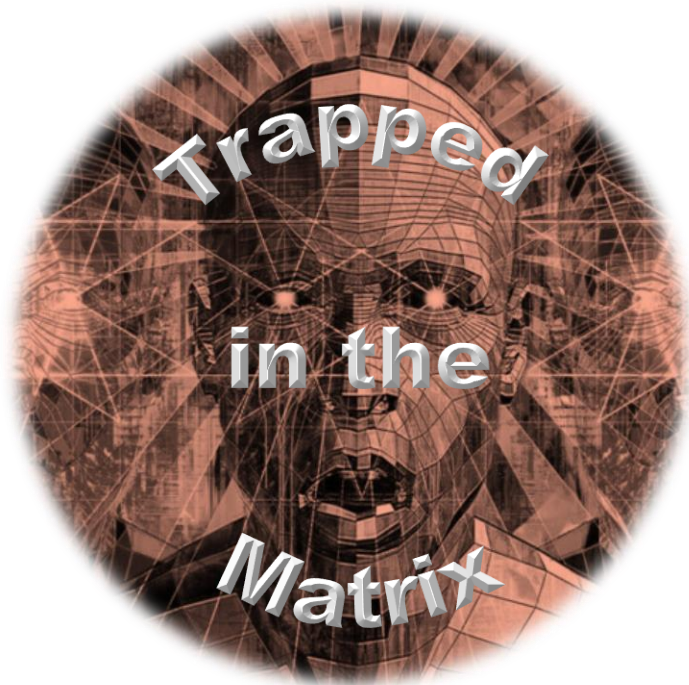
Corporate Personalities

based on Psychopathic Check List –R Score



Source: Babiak, Hare, & Neumann, 2010, Wiley Research Paper
 * Names applied to Statistical Data by R.P. Lynch are generic for descriptive purposes only





Part TWO **PROPAGANDA** *Mass Manipulation*

**Putin uses Propaganda to Brainwash
the Russian people & Russian Soldiers
into believing Ukrainians are EVIL
NAZIs who must be EXTERMINATED
to save Russia from another Hitler**



~ MASS MANIPULATION ~

BRAIN BEFUDDLED WITH A CONSTANT BARRAGE OF ATTACKS, ILL-INTENTIONED MESSAGING, DELUGES OF DISINFORMATION, SOWING DOUBT & DISTRUST TO EXPLOIT OUR COLLECTIVE ANGST.

- **Blame:** Continuously finding fault with others and reveling in scorn, while never accepting responsibility.
- **Enemies:** Polarization, casting those who act or think differently as evil-intentioned, conspiring adversaries.
- **Fear:** Triggering extreme anxiety that others pose a dangerous threat to my existence and my beliefs.
- **Uncertainty:** Causing the perception that nothing is stable, nothing is real, what I dislike must be “fake news.”
- **Doubt:** Undermining reality by asking questions designed to shake beliefs about the motives of others.
- **Distrust:** Spreading misgivings and casting aspersions for the purpose of creating cynicism and suspicion.
- **Lies:** Purposefully spreading disinformation, usually connecting a half-truth with a falsehood.
- **Extremism:** Radicalization, multiplication, and amplification to provoke action based on inflaming emotions.
- **Discord:** Using these tactics in a manipulative way to benefit one person or group who alone can fix it.



HITLER'S SECRET MANIPULATIVE PROPAGANDA MATRIX

Designed to steer the *Beliefs, Thoughts, and Actions* of the German people. Hitler had to raise impassioned turmoil to a fever pitch where Emotional Reaction would override Rational Thought or Ethical Reasonableness.

BEFUDDLED Tactical Framework

- 1. Blame:**
- 2. Enemies:**
- 3. Fear:**
- 4. Uncertainty:**
- 5. Doubt:**
- 6. Distrust:**
- 7. Lies:**
- 8. Extremism:**
- 9. Discord:**

Colored with Assortment of Labels, Slogans, and Ready-Made Judgments:

- 1. Half-Truths** – Making a true statement, which is then linked to a lie, which the brain agrees to the first premise, then assumes the second premise must also be true.
- 2. Glittering Generality** – association of something with a “virtue word” or a “condemning word” used for the public to accept/approve or reject/doom something without real evidence.
- 3. Name Calling** – giving an idea/ person a bad name makes the public reject & condemn without examining evidence.
- 4. Testimonial** – having someone respected (or hated) say that a given idea, program, or person is good or bad.
- 5. Authority Transfer** – carries a trusted source’s veracity, blessing, & prestige of something respected or revered over to something else to make the latter acceptable; or carries sanction & disapproval causing rejection & disapproval.
- 6. Greater Good** – the method used by a speaker to convince his audience that he and his ideas are good because they are “good for the people” – the common man, just “plain folks” – sacrifices of the few are good for the many.
- 7. Card Stacking** -- selectively presenting facts or falsehoods, illustrations or distortions, and logical and/or illogical statements in order to give the best or worst possible case for an idea, program, person, or product.
- 8. Smear & Slander** – making false accusations to evoke a passionate reaction with the intent of polarizing opinion.
- 9. Band Wagon** – “everybody – at least all of *us* – is doing it;” thereby attempting to convince the public that all members of a group, to which we belong, are accepting his program and we must therefore follow *our* crowd.



Complexity

*Freedom of the Press creates “Complexiguity” (Complexity & Ambiguity)
in the mind,
diminishing the impact of a Propaganda Campaign*

In this confused state, the brain is seeking a Simple “Black & White” solution → “Brain Washing”

Clarity: *The Russian defeat of Hitler’s NAZI forces in WWII
was a victory of good over evil – replaying today.*

Action: *Every Ukrainian is a NAZI, therefore Evil;
Every home is enshrining the devil & must be destroyed.*



Part THREE THE LUCIFER EFFECT

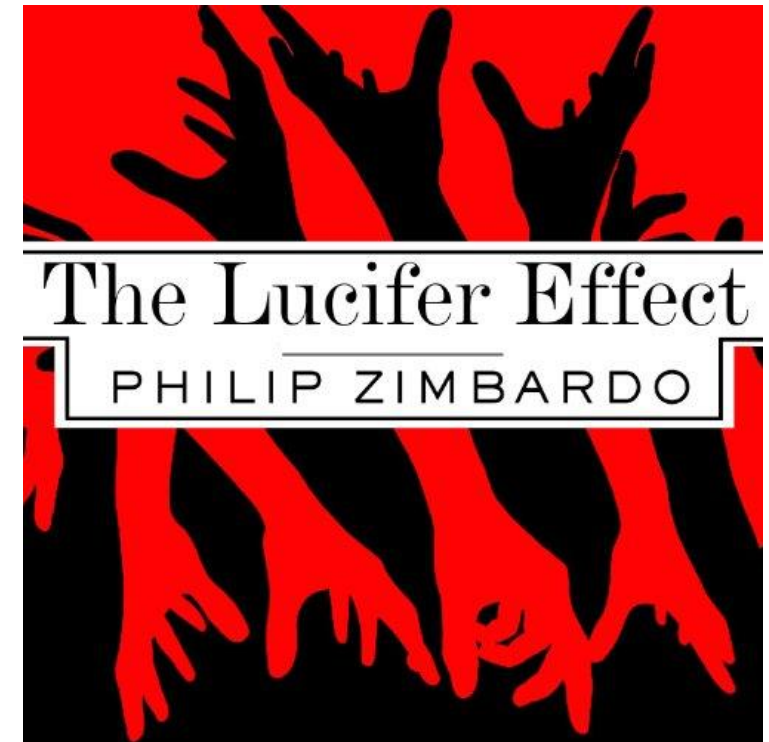
How Good People Do Bad Things

Happens when the main causal agent in decisions is not the individual, but the “system” (in other words: the “culture) into which people are thrust which makes specific demands of them...

Especially when subjected to:

- Unrelenting Abuse, Stress or Brainwashing
- BEFUDDLED circumstances
- Expectations that Demand Fulfillment

... good people can do very bad, even evil things.



Zimbardo, Phillip; The Lucifer Effect – Understanding How Good People Do Bad Things; Random House, 2007

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HOW GOOD PEOPLE DO BAD THINGS

STANFORD PRISON EXPERIMENT

Social psychologist Phillip Zimbardo conducted an experiment with Stanford University students. He set up a “mock prison” in the basement of the Psychology Department, and asked for volunteers.

After screening them to be sure only “normal” people were selected, he then divided the group in two, making half the group serve as Prison Guards, and the other half serve as Prisoners behind bars. Appropriate uniforms were issued to each group.

Giving no specific instructions about how to act, the Guards soon began taunting, deriding, and abusing the Prisoners. Things soon got out of control.

After 24 hours, Zimbardo aborted the experiment for fear of doing permanent psychological damage to both the Prisoners and the Guards.



Lucifer Effect

The experience was so disconcerting to Zimbardo that it took thirty years for him to digest the implications and give wise guidance for others

THREE PSYCHOLOGICAL TRUTHS EMERGE:

-- ZIMBARDO

- First, that the world is filled with both good and evil – was and will always be. Evil Leaders will say they are good.
- Second, the barrier between good and evil is permeable and nebulous. Most people don't know the boundary.
- Third, it is possible for angels to become devils, and, perhaps more difficult to conceive, for devils to become angels.



It depends upon the *culture* and the *leaders* (see [Union from Hell Case Study](#))

*Leadership Excellence is the determinative factor
to create the cultures that ensure good people do good things*



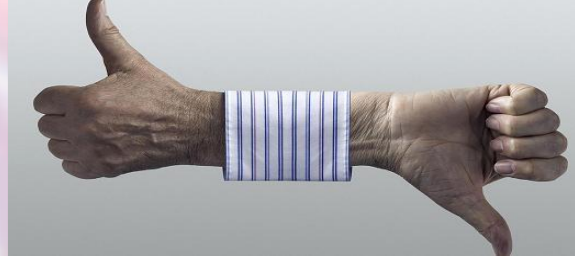
THREE BASIC ARCHETYPES OF CULTURE, LEADERSHIP & ECONOMICS

Adversarial



- Always Take Advantage
- Manipulation, Distrust
- Win-Lose, Dog Eat Dog
- Survival of Fittest
- Might makes Right
My Way or the Highway
- He who has the gold, RULES!
Corruption is Normal
- Economic Strategy:
Take from Others
What's Mine is MINE,
What's Yours is Negotiable

Transactional



- Everything's a "Deal"
- Hierarchical Power
- Buy Low - Sell High
- Almighty Self Interest
- Tactical Transactions
- Focus on Price Price Price
- Positional Power
- Win-win is okay if both
sides bargain very hard
- Economic Strategy:
Quid Pro Quo, Trade

Collaborative



- Teamwork & Trust
- Synergy – Strategic Alignment
& Integration
- Work Ethic, Integrity
- Long-Term, Strategic View
- Value is far more than Price
- Cherish Differences as
innovation engine
- Mutual Benefit
- Vision & Values Driven
- Economic Strategy:
Share Fairly, Create New Value

Leadership is essential to bring out the Collaborative Side
– thwart the Dark Lucifer side --



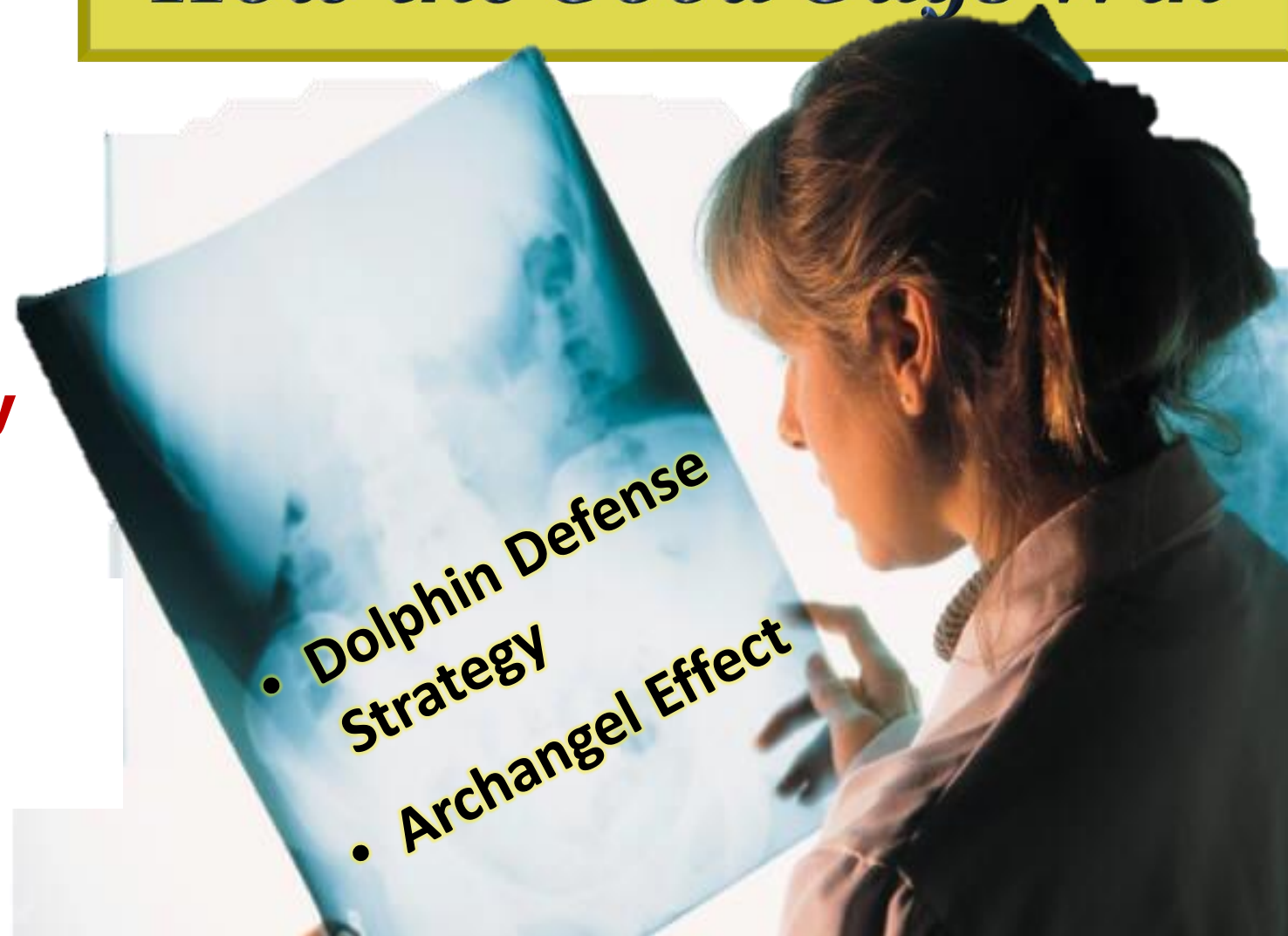
Part FOUR

THE ANTIDOTES

How the Good Guys Win

Dark Leaders have Six Main Weaknesses:

- 1. No Guiding Principles**
- 2. Selfishness & No Empathy**
- 3. Distrust of Good People**
- 4. Erratic & Unpredictable**
- 5. Graft & Corruption**
- 6. Lies & Delusions**



DOLPHIN DEFENSE STRATEGY®

1. Identify those with Dark Triad traits and isolate them early.
2. Don't Play Tit-for-Tat: It makes things worse and provokes revenge
3. Collaborate & Innovate to Drive Sharks out, but don't try to Annihilate them else they retaliate
4. Be sure there are rapid and certain Consequences for Breaking Trust
5. Don't give up or give in easily, you've got to show your resolve/toughness
6. Don't be overly ideological, Sharks have no ideology
7. Be unyielding in principle, unless the principle no longer makes sense
8. Don't accept illusory win-win trade-offs that produce good feelings in lieu of outstanding results
9. Tell the truth, thus avoiding wasting time, energy, and resources on useless, unproductive drama .
[note: be prudent in how truth is used , sharks will use it against you.]
10. Ultimately, the only thing the Dark Triad Authoritarian Understands is **POWER**



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ARCHANGEL EFFECT

Union from Hell

Worst of GM's plants in terms of quality and productivity:

- Double-digit defects in every car
- Wild Cat Strikes Frequent
- Open Market in Plant for Drugs, Alcohol, Prostitution
- Absenteeism often over 30%
 - So few workers showed up some mornings, managers didn't have enough able bodies to start the line;they would " go across the street to the bar, grab people out of there and bring them in"
- Backlog of over 5,000 grievances

Worst Labor Relations in any U.S. Auto Plant



Transformation: Trust & Collaborative Leadership



- Toyota takes over entire plant in Joint Venture with GM
- Built a New Culture based on Trust & Teamwork
 - ✓ Workforce Satisfaction soared.
 - ✓ Collaborative Innovation took off like rocket
 - ✓ Over 90% of employees engaged in improvement program.
 - ✓ Nearly 10,000 Ideas implemented at the outset, and the flow of ideas continued on.
- “We took quality of the plant from GM's very worst to GM's very best - not just bad to good, from worst to best - in only 1 year -- exact same workers, including old troublemakers.”
- “Building great cars is still a matter of using people in the right way... engaging their hearts and minds as well as their feet and hands.” - Jim Shook, UAW Team Leader



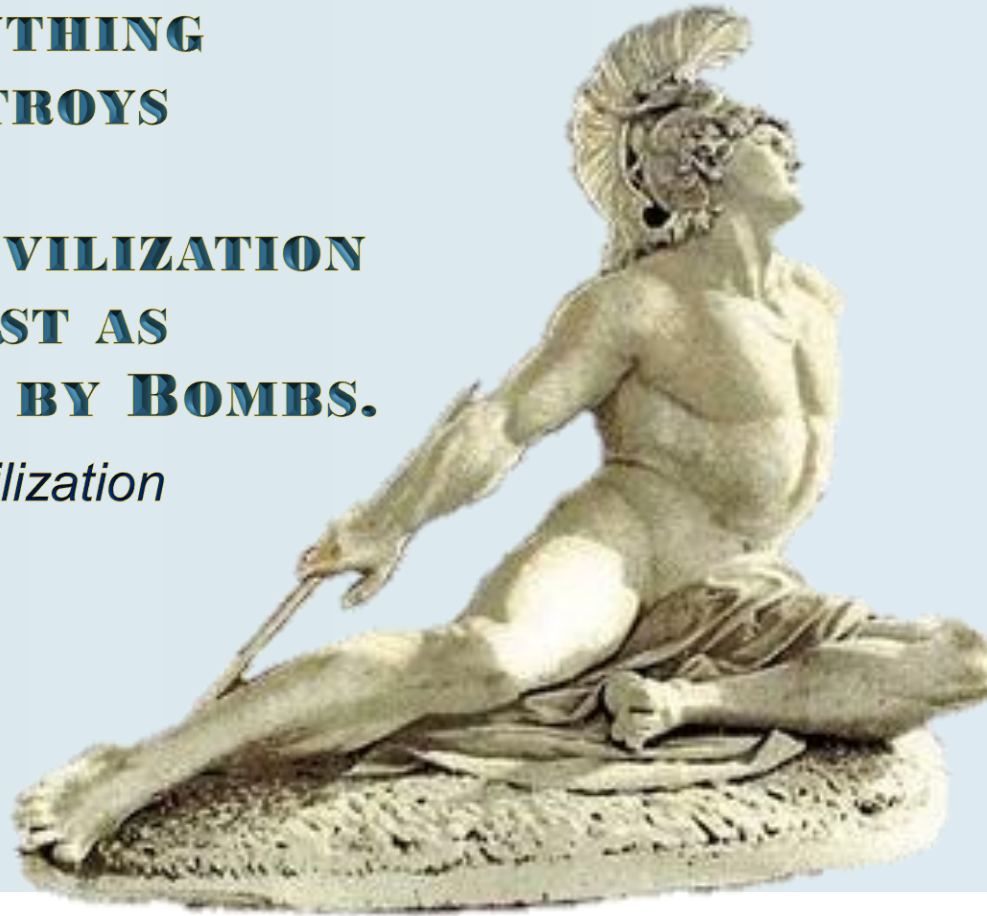


TRUST DETERMINES THE COURSE OF HISTORY, THE DESTINIES OF NATIONS, AND THE FATE OF PEOPLE

**IT IS DISTRUST,
THE LACK OF CONFIDENCE,
MORE THAN ANYTHING
ELSE THAT DESTROYS
CIVILIZATION.
WE CAN KILL CIVILIZATION
BY CYNICISM JUST AS
EFFECTIVELY AS BY BOMBS.**

-- Kenneth Clark, *Civilization*

-- Paul R. Lawrence, Professor,
Organization Behavior
Harvard Business School



**DISTRUST
KILLS**
**Civilizations
Communities
& Collaborations**



Open Discussion

- What's Important?
- What Must be Done Differently?
- What Shifts in Thinking?
- What Actions are Required?
- Counter-Points?
- Key Take-Aways?

