

It is important to put policies, encourage team work that limit Rhett's damaging behavior and maintain the values and benefits for the company while handling the damage of his actions. As a narcissistic and machiavellian personality, Rhett's actions show continuous effects which leads to unproductive relationships at work, lower team morale, and pose ethical and legal issues. Impact from these negative behaviours can be overcome through following set of actions,

1. Setting up clear policies and boundaries to improve the organizational boundaries
2. Introducing mentoring/leadership program to enhance team alignment
3. Training employees in conflict resolution through knowledge of emotional intelligence
4. Introducing performance evaluation based on team behaviors through feedbacks

### **1. Setting up clear policies and boundaries to improve the organizational boundaries**

By introducing specific guidelines on interpersonal relations and working relationships within the organization could prevent negative impact and protect the well-being of their employees. Research shows that setting clear boundaries that prevent favoritism and encourage professional behavior when unofficial power structures gain control. People with high Machiavellianism grow in situations where they can control others with unofficial authority without facing consequences. So HR could intervene if a written code of conduct is established that clearly defines acceptable, appropriate behaviors and communication norms within the employees.

The risks caused by Rhett's behavior can be further mitigated by policies that restrict relationships with direct reports. Policies that guarantee openness and avoid tensions with personal interests can balance the judgmental behavior he exhibits. His relationships have caused discomfort and suspicions among staff members. Concerns of Rhett's influence on promotions and career advancement would also be solved by establishing a confidential complaint structure that would allow staff members to report issues without fear of backlash.

### **2. Introducing mentoring/leadership program to enhance team alignment**

Introducing a mentorship program that promotes openness of the management and align team members with business ideals rather than unofficial power dynamics in order to overcome Rhett's disruptive effect. Although Rhett's industry experience and charisma are valuable for the company, redirecting his influence through official mentorship or leadership programs could lead to a more positive work environment creating productive relationships among the employees. Rhett could be inspired to use his abilities in encouraging others without insulting or diminishing others by taking sides and showing favoritism.

*"After controlling for confounding variables (e.g., gender, education, working hours), these researchers found narcissism to be positively related to salary and Machiavellianism to be positively related to leadership position and career satisfaction, whereas psychopathy was negatively related to all outcomes. These findings confirm the darkness of psychopathy but at the same time demonstrate that narcissism and Machiavellianism may have some adaptive value."* (McHoskey, John. "Narcissism and machiavellianism." *Psychological reports* 77, no. 3 (1995): 755-759.)

Based on this research data, we can see that narcissism and machiavellianism can be minimised through leadership programs and improving their job satisfaction through using their skills for mentoring programs. For example, arranging regular feedback meetings with mentors and team members allows constructive criticism and redirection of potentially harmful habits. Additionally, Rhett's competitive personality is given an chance for organizing mentorship programs, which encourage him to be acknowledged for teamwork rather than criticising others.

### **3.Training employees in conflict resolution through knowledage of emotional intelligence**

Considering the negative effects of highly-conflicting personalities that affect team morale, HR could use conflict resolution training to encourage empathy, emotional intelligence, and effective team communication. This would lead to a more flexible work environment by allowing team members to learn how to handle interpersonal conflicts and deal with challenging personalities. Conflict resolution training develops an awareness of how to handle competitive tendencies in a positive way and helps employees set boundaries.

*" In addition, EI measures and measures of narcissism, Machiavellianism, and psychopathy exhibited some significant moderator effects that influence the strength of these links."*

(Miao, Chao, Ronald H. Humphrey, Shanshan Qian, and Jeffrey M. Pollack. "The relationship between emotional intelligence and the dark triad personality traits: A meta-analytic review." *Journal of Research in Personality* 78 (2019): 189-197.)

Rhett will also develop the skills necessary to understand how he affects other people and learn how to use his motivation in ways that encourage constructive connections. This training would be beneficial in encouraging team members to voice concerns constructively, creating a culture of mutual respect and understanding.

### **4. Introducing performance evaluation based on team behaviors through feedbacks**

Performance assessments are another useful way for promoting productive interpersonal behavior and discouraging disruptive behavior. Since Rhett's great sales performance contributes to his impact, it is necessary to establish evaluation

metrics that consider individual accomplishments into account such as teamwork, diversity, and adherence to business values. This approach aligns with the studies of the impact of narcissist behaviour and machiavellism, which shows performance assessment of employees should consist of situational and task performance in order to discourage ineffective work practices.

By introducing a "peer feedback" factor into the performance assessment, for instance, employees can offer their perspective of each employee on interpersonal contributions and unpleasant actions to promote productive relationships among the coworkers.

*"Their distinctiveness became most apparent in our examination of the external correlates, including both self-report and performance measures. Their locations in the five factor space of personality revealed only one commonality across the triad, namely, low agreeableness."* (Paulhus, Delroy L., and Kevin M. Williams. "The dark triad of personality: Narcissism, Machiavellianism, and psychopathy." *Journal of research in personality* 36, no. 6 (2002): 556-563.).

Based on the above research best factor for making people understand their narcissist and machiavellian actions are through well organized performance measurement metrics. So this will inspire Rhett to improve his accomplishments and his impact on team morale. This action could show that his growth within the organization is dependent upon both his sales accomplishments and his ability to maintain pleasant, productive connections with coworkers.