



UNIVERSITY OF  
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The Psychometrics Centre

# Insider Threat

What predictive studies can tell us

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# Personality on the brink

Can psychometric testing help us identify personality types that are potentially at risk for becoming an insider threat?

- The Dark Triad (Forensic Psychology)
- Personality Disorders (Psychiatry)
- The Dark Side (Business Psychology)
- the Twilight Zone (Staff Development)
- Envy, Pride and Greed (Integrity Testing)

# The Dark Triad

- Machiavellianism (“Keep your enemies close”)
- Narcissism (“Watch out for injured pride”)
- Psychopathy (“Inability to feel remorse or shame”)

Paulhus, D. L., & Williams, K. M. (2002). The dark triad of personality. *Journal of Research in Personality*, 36, 556–563.

# Psychiatric Personality Disorders

- **Borderline** *(Psychopathy)*
- **Paranoid** *(Machiavellianism)*
- Avoidant
- Schizoid
- Passive-Aggressive
- **Narcissistic** *(Narcissism)*
- Antisocial
- Histrionic
- Schizotypal
- Obsessive-Compulsive
- Dependent

# The Dark Side

- **Excitable:** moody, hard to please, and emotionally volatile (**Psychopathy**)
- **Sceptical:** suspicious, sensitive to criticism, expecting betrayal (**Machiavellianism**)
- **Bold:** overly self-confident, arrogant, and entitled (**Narcissism**)

Assessing leadership: A view from the dark side. Hogan, R and Hogan J. (2003) International Journal of Selection and Assessment, 9, 40-51.

# The Twilight Zone

Personality Disorder	The Bright Side	The Twilight Zone
Histrionic	Theatrical/Expressive	Use your seductive powers
<b>NARCISSISTIC</b>	<b>Self-confident</b>	<b>Show pride and arrogance</b>
Obsessive-Compulsive	Perfectionist	Become bogged down in detail
Passive-Aggressive	Independent	Become stubbornly non-cooperative
<b>PARANOID</b>	<b>Vigilant</b>	<b>Become suspicious and distrustful</b>
Schizoid	Introverted	Become emotionally detached
Schizotypal	Original	Resort to the paranormal
Avoidant	Cautious	Freeze through embarrassment
Dependent	Docile	Become emotionally clinging
<b>PSYCHOPATHY</b>	<b>Affective</b>	<b>Manipulate the emotions of others</b>
Antisocial	Nonconformist	Become aggressive with no regrets

# Testing for integrity

- Carelessness, sloppiness
- Lateness, absenteeism
- Hostility, intimidation, racist/sexist attitudes
- Disciplinary problems, 'chip on shoulder'
- Disrespect for seniors, overbearing behaviour
- Theft of company property, unwillingness to share
- Inability to cope with change
- SLOTH
- INDULGENCE
- ANGER
- ENVY
- PRIDE
- GREED
- DESPAIR

# Giotto Integrity Test

- Carelessness
- Absenteeism
- Hostility
- Inertia
  
- **Disciplinary problems (Envy) Machiavellianism**
- **Disrespect of authority (Pride) Narcissism**
- **Theft of company property (Greed) Psychopathy**



# Paranoia

Injustice, Vices and Virtues, Giotto, Athena Chapel, Padua, 1287



- Touchy,
- Suspicious
- Resentful
- Feels Hard-done-by
- Feels scapegoated
- Complaining
- 'There always seems to be at least one difficult person within every team'

# Narcissism

Pride, Vices and Virtues, Giotto, Athena Chapel, Padua, 1287



- Vain Arrogant
- Egotistical Conceited
- Opinionated
- Disloyal
- Self-centred
- 'I am particularly skilled at asking penetrating questions'

# Machiavellianism

Greed, Vices and Virtues, Giotto, Athena Chapel, Padua, 1287



- Covetous
- Crafty
- Envious
- Spiteful
- Unappreciative
- Grasping
- 'I have no problem twisting the truth when necessary'

# Summary:

## The 'at risk' personality

Forensic The Dark Triad	Psychiatry Personality Disorder	Business The Dark Side	Development The Twilight Zone	Integrity Giotto
Machiavellianism	Paranoid	Sceptical	Vigilant	Envy
Narcissism	Narcissistic	Bold	Self-confident	Pride
Psychopathy	Borderline	Excitable	Affective	Greed