Structure Leadership (2)

Dark Leadership Is Often Missed

Leaders with unhealthy or dark traits often:

- Present as charming, composed, & agreeable to those with power
- Behave very differently toward peers, high performers, or those they perceive as threats
- Use intimidation, exclusion, or subtle undermining rather than overt misconduct

Huddler Note: If you would like to learn more about **Dark Leadership**, it is recommended to upgrade to **THP Momentum** pack at www.thehuddlepros.com

As a result, red flags may not appear in upward feedback or public settings

Compare Feedback Across Power Levels

Look for discrepancies between:

- Upward feedback (to executives)
- Peer feedback
- Downward feedback (from direct reports)

Observe Behavior Under Threat or Challenge

Patterns often surface when:

- Authority is questioned respectfully
- Expertise is challenged
- Credit or visibility is shared
- Control is reduced

Pattern Detection Across Contexts

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Track Consistency Over Time

Ask:

- Does behavior remain stable under stress?
- Do the same people repeatedly report issues?
- Are problems attributed to "difficult personalities" rather than patterns?

Use Behavioral Evidence, Not Character Judgments

Frame concerns as:

- "When X happens, the impact is Y"
- "This behavior appears in these situations"
- "Here is the pattern we are observing"

Look for Silence, Not Just Complaints

Silence can indicate:

- Learned helplessness
- Fear of retaliation
- Belief that speaking up is unsafe or pointless

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