CA-01 The dark triad in leadership: prevalence, emergence and effectiveness

The structural vulnerabilities of human governance systems are most acutely exposed not by exogenous environmental shocks, but by endogenous psychological capture. Across deep time, institutions designed to manage collective action, allocate resources, and adjudicate disputes have consistently faced subversion by individuals possessing a specific constellation of antagonistic personality traits. In the context of rebuilding civilizational architecture following the permanent loss of industrial supply chains and central state authority, understanding the mechanics of how these traits facilitate the capture of governance structures is paramount. Coined by Paulhus and Williams in the journal *Journal of Research in Personality* (2002), the "Dark Triad" refers to three conceptually distinct but empirically overlapping subclinical personality constructs: narcissism, Machiavellianism, and psychopathy[1]. This report evaluates the exhaustive empirical literature on the prevalence, emergence, and effectiveness of Dark Triad traits in leadership positions. By synthesizing large-scale meta-analyses, examining the psychometric challenges of measuring antagonistic traits, and stress-testing historical governance arrangements against the specific threat of dark-triad capture, this analysis isolates the structural vulnerabilities of human organizations. The objective is to identify robust principles of self-governance that can withstand psychological subversion at scales ranging from the household to the planet, strictly avoiding the naturalistic fallacy that older or smaller systems are inherently more just or resilient.

The Dark Triad: Constructs, Evolutionary Theory, and the Strongest Case Against

To operationalize the threat posed by antagonistic leaders, the precise nature of the Dark Triad traits must be defined, alongside the severe methodological limitations inherent in their measurement and the academic debate surrounding their validity.

Construct Definitions and Behavioral Manifestations

The Dark Triad encompasses three socially aversive traits that share a common core of callous-manipulation[2].

1. **Psychopathy** is considered the most malevolent of the triad. It is characterized by high impulsivity, low empathy, shallow affect, thrill-seeking, and a profound lack of remorse or guilt when actions harm others[1]. In governance settings, this manifests as ruthless decision-making, a propensity for high-risk gambles, and a parasitic management style that extracts resources without reciprocal contribution[1].
2. **Narcissism** involves grandiose self-views, an inflated sense of entitlement, vanity, arrogance, and a continuous, pathological need for external validation, superiority, and admiration[1]. Narcissistic leaders prioritize their own image, legacy, and short-term

prestige over organizational survival, frequently claiming unearned credit while deflecting blame downward[1].

3. **Machiavellianism**, conceptualized in 1970 by psychologists Richard Christie and Florence Geis, is defined by a cynical worldview, a strategic, long-term focus on interpersonal manipulation, and an unprincipled pursuit of self-interest[1]. Machiavellian actors view other humans purely as instrumental utilities for their own advancement, excelling at political maneuvering and the exploitation of organizational blind spots[1].

Evolutionary psychology frameworks, such as Adrian Furnham, Steven C. Richards, and Delroy L. Paulhus's 10-year review in *Social and Personality Psychology Compass* (2013), posit that the Dark Triad represents an adaptive "fast life history strategy"[2]. In unpredictable or harsh environments—such as a post-collapse scenario—individuals with these traits prioritize short-term resource extraction and opportunistic mating over long-term reciprocal cooperation[2]. They exploit the social trust and moral hazard parameters built by the pro-social majority, functioning as a specialized "dark niche" in human behavioral ecology[2].

The Strongest Case Against: Construct Validity and the Big Five Overlap

The strongest case against the Dark Triad framework—and the primary critique of the extant literature—has been articulated by clinical psychologists such as Joshua Miller and Donald Lynam[5]. Their critique strikes at the foundational construct validity of the triad.

Miller, Lynam, and colleagues (e.g., Vize et al., 2018; Miller et al., 2019) argue that when measured via self-reports, Machiavellianism and psychopathy are empirically indistinguishable, calling into question the existence of a distinct "triad"[8]. Furthermore, critics argue that the conceptual features of these traits are fundamentally contradictory. Psychopathy is defined theoretically by short-term impulsivity and low behavioral control, whereas Machiavellianism requires high self-control, delayed gratification, and long-term strategic planning[8]. The reliance on self-report measures frequently captures a generalized "antagonism" rather than distinct clinical profiles. Critics assert that the Dark Triad is merely a redundant rebranding of low Agreeableness and low Conscientiousness on the established Five-Factor Model (Big Five) of personality[2]. As Furnham et al. (2013) note, individuals scoring high on the Dark Triad consistently exhibit the inverse of Agreeableness, presenting as shrewd, selfish, demanding, and hard-hearted[2].

The Measurement Trap

The accurate identification of Dark Triad individuals in leadership is severely hindered by measurement protocols. In forensic and clinical settings, psychopathy is assessed using expert-rater tools like the Psychopathy Checklist-Revised (PCL-R), developed by Robert Hare in 1990, which requires extensive file reviews, institutional records, and semi-structured interviews[4]. Hare specifically noted that asking psychopaths to self-report on psychologically important matters yields inherently biased and deceitful data[5].

However, in organizational research, time constraints necessitate self-report questionnaires. Prominent among these is the "Dirty Dozen," a concise 12-item measure developed by Peter K. Jonason and Gregory D. Webster in *Psychological Assessment* (2010), which assesses all

three traits simultaneously[6]. Jonason and Webster demonstrated that the Dirty Dozen possesses good internal consistency (Cronbach's $\alpha = .83$) and structural validity, distilling the Dark Triad into factors of disagreeableness, short-term mating, and aggressiveness[12]. Yet, evaluating the integrity of human governance structures using self-report data relies on the fragile premise that highly deceitful individuals will accurately report their own deceitfulness on a Likert scale[12].

The Base Rate of Capture: Prevalence in Leadership

To gauge the threat level, one must quantify the concentration of antagonistic traits at the apex of human hierarchies. The base rate of psychopathy in the general non-institutionalized adult population is estimated at roughly 1% to 4.5%, heavily dependent on the measurement thresholds utilized, with higher prevalence reliably observed in males[4]. However, the prevalence within corporate and institutional leadership cohorts reveals a dangerous concentration of risk.

The Corporate Psychopathy Baseline

The seminal, rigorous empirical study on corporate psychopathy was conducted by Paul Babiak, Craig S. Neumann, and Robert D. Hare in *Behavioral Sciences & the Law* (2010).

Circumventing the vulnerability of self-reports, the researchers utilized the rigorous PCL-R to assess a sample of 203 high-potential executives and managers selected by their organizations for executive management development programs[10]. The sample demographics were 77.8% male, 91.1% Caucasian, with a mean age of 45.8 years, representing directors, vice presidents, and CEOs[10].

The results were definitive: 3.9% of these executives scored at or above the threshold for clinical psychopathy (≥ 30 on the PCL-R), a rate approximately four times higher than the general population baseline[10]. The structural equation modeling indicated that the underlying latent structure of psychopathy in the corporate sample perfectly mirrored the model found in prison and forensic populations[10].

Media Contagion and the "21 Percent" Myth

The scientific consensus regarding prevalence has occasionally been polluted by poor scholarship and media contagion, demonstrating how easily populations accept narratives of elite malevolence. In 2016, a claim circulated widely in the global press—including CBS and major financial publications—that "21 percent of CEOs are psychopaths."

This figure originated from a conference presentation and subsequent paper authored by Nathan Brooks and Katarina Fritzon of Bond University[15]. The claim was fundamentally flawed, lacking rigorous peer-reviewed empirical backing for the 21% figure. The paper was ultimately retracted in 2018 following an internal investigation by Bond University, which revealed that the senior author had plagiarized and paraphrased significant portions of a completely different student's dissertation[20]. The persistence of the "21 percent" myth in popular culture underscores the public fascination with the dark-triad archetype, but rigorous empirical data firmly anchors the prevalence of clinical psychopathy in upper management at approximately 3.9%[10].

Emergence and Ascent: The Anatomy of Hierarchical Capture

Dark Triad individuals are vastly overrepresented in leadership because the very mechanisms designed to select competent leaders systematically reward antagonistic traits. This phenomenon is termed "leadership emergence"—the process by which an individual attains a formal leadership role or is perceived as leader-like by an unstructured group[21].

Narcissism and Leadership Emergence

A comprehensive meta-analysis by Emily Grijalva, P. D. Harms, D. A. Newman, B. H. Gaddis, and R. C. Fraley in *Personnel Psychology* (2015) quantified the relationship between narcissism and leadership across 291 independent samples. Analyzing data specifically for leadership emergence ($k = 18$ independent samples, $N = 3,131$), the study identified a robust, positive correlation ($\rho = 0.16$, 95% CI $[.08, .15]$)[24].

Narcissists successfully emerge as leaders because their grandiosity, dominance, and expressive behaviors align perfectly with human "implicit leadership theories"—the subconscious evolutionary templates people hold regarding what a strong leader *should* look and act like[25]. In unstructured group settings, narcissists claim authority early, speak longer, project absolute certainty, and exhibit supreme self-confidence[22]. This generates a "halo effect," causing observers to mistake social dominance and extraversion for actual technical competence and intellect[22].

Psychopathy and Leadership Emergence

The pathway to power for individuals with psychopathic traits was quantified in a meta-analysis by Karen Landay, P. D. Harms, and Marcus Credé in the *Journal of Applied Psychology* (2019). Analyzing data across 92 independent samples ($k = 46$ unique samples for emergence, $N = 32,680$), the study found a weak but positive association between psychopathic tendencies and leadership emergence ($\rho = 0.07$)[23].

Crucially, Landay et al. (2019) identified gender as a profound moderator in this dynamic. The association between psychopathic tendencies and leadership emergence was significantly stronger for men ($k = 17$, $N = 3,191$, $\rho = 0.10$) than for women ($k = 12$, $N = 3,048$, $\rho = 0.04$)[23]. Assertive, dominant, bold, and callous behaviors enacted by men are frequently culturally coded as "strong leadership" or "executive presence," facilitating their rise. Conversely, the exact same psychopathic behaviors enacted by women violate gendered social expectations, resulting in immediate social penalization, diminished likeability, and career derailment[23].

The Failure of Standard Selection Mechanisms

Organizations and civic communities typically rely on interviews and subjective peer evaluations

to gatekeep leadership positions. However, these methods actively reward the Dark Triad. As demonstrated by Babiak et al. (2010), high PCL-R scores among corporate executives were strongly and positively correlated with in-house subjective evaluations of "charisma," "presentation style," "creativity," and "strategic thinking"[10]. Psychopathic individuals utilize superficial charm, glibness, and sophisticated impression management to bypass selection filters, effectively masking their profound deficits[10]. Interviews do not measure competence; they measure the ability to perform competence, an arena where the Dark Triad excels.

Effectiveness and Organizational Cost: The Decay of the Halo

Once a Dark Triad individual secures a leadership position, the initial halo effect inevitably decays over prolonged exposure, revealing catastrophic organizational costs. The stark divergence between getting power (emergence) and wielding it successfully (effectiveness) represents the central paradox of the Dark Triad in leadership[29].

The Curvilinear Nature of Narcissism

Grijalva et al. (2015) analyzed leadership effectiveness ($k = 32$, $N = 5,593$) and initially found a statistically nil linear relationship with narcissism ($\rho = 0.03$, 95% CI $[-.01, .04]$)[24]. However, deeper non-linear analysis revealed a statistically significant curvilinear relationship (an inverted U-shape)[25].

Leaders with moderate levels of narcissism were rated as the most effective. They possess enough self-confidence and drive to articulate a vision and overcome organizational inertia, without collapsing into toxic arrogance. Leaders with very low narcissism were perceived as weak and overly deferential, while those with extremely high grandiose narcissism severely damaged team cohesion, ignored critical feedback, and ultimately degraded organizational performance[25].

The Destructive Yield of Psychopathy and Machiavellianism

For psychopathy and Machiavellianism, the illusion of competence shatters rapidly upon closer inspection. Babiak et al. (2010) found that executive psychopathy was negatively associated with objective ratings of responsibility, being a team player, management skills, and overall accomplishments[10]. Landay et al. (2019) confirmed this meta-analytically, finding a negative association between psychopathic tendencies and leadership effectiveness ($\rho = -0.03$) and a moderate negative correlation with transformational leadership ($\rho = -0.18$)[23].

Construct	Emergence Effect Size (ρ)	Effectiveness Effect Size (ρ)	Behavioral Trajectory
Narcissism	0.16 (Grijalva et al., 2015)	0.03 (Curvilinear inverted-U)	High emergence via dominance;

			moderate levels optimize effectiveness; extremes destroy cohesion.
Psychopathy	0.07 (Landay et al., 2019)	-0.03 (Linear negative)	Emergence via superficial charm and risk-taking; rapid decay into parasitic extraction and failure.

The most comprehensive synthesis of the behavioral costs of the Dark Triad was conducted by Ernest H. O'Boyle, Don R. Forsyth, George C. Banks, and Michael A. McDaniel in the *Journal of Applied Psychology* (2012). Their meta-analysis ($k = 245$ independent samples, $N = 43,907$) evaluated the impact of the Dark Triad on Counterproductive Work Behavior (CWB) and Job Performance[1]. The findings were definitive: reductions in the quality of job performance were consistently and linearly associated with increases in Machiavellianism and psychopathy[1]. Furthermore, all three Dark Triad traits were positively linked to severe increases in CWB—encompassing embezzlement, workplace incivility, bullying, interpersonal deviance, aggression, and fraud[1].

Adrian Furnham's extensive work on leadership "derailment" relies on the Hogan Development Survey (HDS) to explain these catastrophic failures. Furnham notes that dark-side traits represent bright-side strengths that mutate into fatal weaknesses when the leader's conscious behavioral control is compromised by extreme stress[34]. Under the intense pressure of high office, the psychopathic executive's bold risk tolerance mutates into reckless gambling and impulsivity, the narcissist's confidence becomes delusional micromanagement and arrogance, and the Machiavellian's political astuteness devolves into toxic paranoia and vindictiveness[35].

Governance Arrangements and Dark Triad Capture Tests

To apply these psychological findings to the structural design of a post-collapse society, historical governance arrangements must be audited. Theoretical resilience is meaningless unless tested against historical reality. Below are two distinct historical systems, evaluated for their resilience against the Dark Triad across different geographic and demographic scales.

Arrangement 1: Athenian Direct Democracy and Ostracism (Focus: 415 BC)

The radical democracy of ancient Athens (5th century BC) relied on the direct, unmediated participation of its citizen body in the *Ekklesia* (Assembly) and utilized *ostrakismos* (ostracism) as its primary constitutional defense mechanism. Ostracism was a negative election requiring a massive quorum of 6,000 citizens to vote to exile a prominent individual for ten years, effectively neutralizing potential tyrants without stripping them of property or bloodline[37].

- **What they said it did:** The Athenians believed direct democratic deliberation resulted in the collective wisdom of the polis, synthesizing the best arguments. They believed ostracism served as an infallible immunological response against demagogues, structural capture, and potential dictators[37].
- **What the record shows:** In 415 BC, the Athenian assembly was entirely captured by Alcibiades—a brilliant, aristocratic general possessing overwhelming narcissistic and Machiavellian traits[38]. Despite the existence of ostracism, Alcibiades used his charisma and shifting political alliances to manipulate the vote entirely, resulting in the unexpected exile of a minor rival, Hyperbolus, instead of himself or his primary conservative opponent, Nicias[37]. Having neutralized the institutional safeguard, Alcibiades stoked the greed, vanity, and existential fears of the Assembly to launch the catastrophic Sicilian Expedition, heavily contributing to the ultimate defeat of the Athenian Empire[38].
- **What modern scholarship infers:** Direct democracies operating at the scale of thousands of unmediated participants are highly vulnerable to emotional contagion and charismatic manipulation[37]. The lack of a representative buffer or a slow-moving constitutional check allows Dark Triad demagogues to exploit the impulsivity of the crowd, turning the mechanisms of democracy against democracy itself.

Scale Ledger: Athenian Direct Democracy

Scale	Population	Efficacy & Viability
Household	4 to 10	**Never Tried**. Formal ostracism and assembly voting are overly bureaucratic and socially fatal for familial units.
Hamlet	30 to 50	**Failed**. Ostracism at this scale destroys the minimum viable labor pool required for survival.
Village	150 to 500	**Worked**. Direct participatory voting functions well when all members possess high information symmetry

		regarding local resource management and know each other personally.
Parish	1,500 to 5,000	**Worked**. The Athenian assembly frequently operated at a quorum of ~6,000 citizens at the Pnyx. Deliberation was physically possible, though fraying at the edges.
Town	15,000 to 50,000	**Failed**. The total citizen body of Athens was approx. 30,000 (from a total population of ~300,000). Participation rates hovered around 20%. Information asymmetry and physical distance allowed charismatic capture.
Region	0.5M to 5M	**Never Tried**. Pure direct democracy with universal assembly attendance has never been scaled to millions due to physical and logistical constraints.
Nation	50M to 500M	**Never Tried**.
Planet	8 Billion	**Never Tried**.

CAPTURE TEST: A Dark Triad actor captures a direct democracy by circumventing logical debate and appealing directly to the base emotions of the crowd—typically existential fear of an out-group or the promise of unearned wealth. In the case of Alcibiades, the capture of the Assembly was nearly absolute. The system failed to resist him procedurally. The only feature that reversed his capture was absolute military and material failure; when his promises of rapid victory in Sicily evaporated and religious scandals broke, the crowd turned on him, forcing him to flee to Sparta.

Arrangement 2: Weimar Federal-Municipal Bureaucracy (Focus: Preußenschlag, 1932)

The Weimar Republic (1919–1933) featured a highly complex, layered federal system with a strong central executive and powerful, semi-autonomous regional governments. The Free State of Prussia was the largest regional entity, containing the capital, Berlin, and possessing a massive, independently commanded municipal police force of roughly 90,000 men[40].

- **What they said it did:** The Weimar Constitution was designed as a sophisticated, progressive legal framework, balancing presidential emergency powers (Article 48) with parliamentary democracy to ensure stability. The federal structure was meant to prevent the centralization of tyranny[41].
- **What the record shows:** On July 20, 1932, Chancellor Franz von Papen executed the *Preußenschlag* (Prussian Coup)[40]. Bypassing the gridlocked parliament, Papen convinced President Paul von Hindenburg to issue an emergency decree under Article 48, legally dissolving the democratic Prussian government and seizing direct executive control of its massive police force. Legal theorists loyal to authoritarianism, such as Carl Schmitt, successfully defended the coup in the Supreme Court (Staatsgerichtshof), citing the overriding need for "order"[41]. This bureaucratic decapitation paved the exact legal and structural route for the Nazi *Gleichschaltung* (coordination) just months later, placing the instruments of state violence directly into the hands of the Dark Triad[41].
- **What modern scholarship infers:** Paper constitutions and formal legalistic frameworks are entirely defenseless against psychopathic and Machiavellian actors willing to violate democratic norms if the central state holds a monopoly on violence. The centralization of emergency powers created a single point of failure that compromised the entire nation[41].

Scale Ledger: Weimar Layered Bureaucracy

Scale	Population	Efficacy & Viability
Household	4 to 10	**N/A**.
Hamlet	30 to 50	**N/A**.
Village	150 to 500	**N/A**.
Parish	1,500 to 5,000	**Failed**. Local jurisdictions and unions were instantly stripped of autonomy during *Gleichschaltung* due to their dependence on central funding and legal recognition.

Town	15,000 to 50,000	**Failed**. Municipalities were rapidly coordinated by centrally appointed Nazi commissars who simply assumed the existing bureaucratic apparatus.
Region	0.5M to 5M	**Failed**. Prussia (population ~38 million) was instantly captured via a single central executive decree, eliminating regional resistance.
Nation	50M to 500M	**Failed**. The structural capture of Prussia inherently captured the German nation (population ~65 million).
Planet	8 Billion	**Never Tried**.

CAPTURE TEST: A Machiavellian faction captures a layered bureaucracy by exploiting poorly defined emergency clauses and centralizing the monopoly on violence. Von Papen and subsequently the Nazi party utilized legal loopholes, combined with the threat of paramilitary violence on the streets, to centralize control. The system failed to resist because the ultimate arbiter (the judiciary) was swayed by authoritarian legal theory and prioritized "order" over democratic procedure[41]. Reversal only occurred via total external destruction by Allied forces in 1945.

Summary of Robust Findings

The Dark Triad represents an adaptive, fast-life psychological strategy prioritizing short-term resource extraction over long-term reciprocal cooperation. Psychopathy is present in approximately 1% of the general population, but rigorous studies utilizing the PCL-R find 3.9% of corporate executives scoring in the clinical psychopathic range. The viral media claim that 21% of CEOs are psychopaths is a retracted, scientifically invalid myth stemming from academic plagiarism. Narcissists consistently emerge as leaders ($\rho = 0.16$) because their high confidence and dominant behavior are mistakenly coded by observers as technical competence. Psychopathic men are significantly more likely to emerge as leaders than psychopathic women, as assertive behaviors in males are rewarded while identical behaviors in

females are penalized. Unstructured interviews and subjective evaluations actively reward Dark Triad individuals for their glibness, superficial charm, and impression management. The relationship between grandiose narcissism and leadership effectiveness is curvilinear; moderate levels optimize performance, while extremes destroy systemic cohesion. Psychopathy and Machiavellianism are linearly and negatively associated with job performance. All three Dark Triad traits strongly and reliably predict severe Counterproductive Work Behaviors (CWB), such as fraud, bullying, and embezzlement. Finally, Dark Triad actors capture governance structures by exploiting institutional blind spots: demagogic emotional contagion in direct democracies, and emergency centralization loopholes in bureaucracies.

Contested or Open Questions

The most heavily contested aspect of this field is the fundamental construct validity of the Dark Triad itself. Critics aggressively question whether Machiavellianism and psychopathy can be meaningfully differentiated when measured using self-report surveys, arguing they frequently collapse into a single factor of general antagonism. Furthermore, there is ongoing, intense debate regarding whether the Dark Triad is simply a redundant rebranding of low Agreeableness and low Conscientiousness from the Big Five personality model, offering no new incremental validity. Establishing longitudinal, causal links between CEO personality traits and long-term organizational failure remains exceedingly difficult due to the opacity of proprietary corporate data and the high base rate of executive turnover.

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Implementability after the Fall

To survive a total and permanent loss of industrial supply chains and central state reach, human settlements must build governance that is inherently hostile to Dark Triad capture. The minimum

viable version of a resilience-focused governance model is outlined below, operating under the strict constraints of zero state support, zero electrical grid, and zero internet.

What it needs to start: Basic localized literacy, a secure physical ledger for resource records, a synchronized community calendar to coordinate assemblies, and a universally accessible, weather-proof meeting place.

Household (4 to 10 people): Governance must be managed through continuous, transparent consensus regarding labor allocation and calorie distribution. The primary mechanism against capture is absolute physical proximity and total visibility of effort. Dark Triad parasitism is immediately detectable when a member consumes calories but avoids physical labor; the sanction is immediate caloric restriction.

Village (300 people): At the Dunbar threshold, informal reputation networks begin to fray, and deception becomes viable. The minimum viable governance is an Assembly of all adults meeting on the first of every month to allocate communal resources (e.g., water rights, defense duties). To prevent charismatic capture, there must be a strict constitutional prohibition on executive centralization. Selection for necessary administrative roles must be conducted by sortition (random lottery) rather than election, entirely removing the interview/campaign dynamic that heavily favors the glib, the narcissistic, and the psychopathic.

District (3,000 people): Direct democracy collapses into demagoguery at this scale due to information asymmetry and emotional contagion. The minimum viable governance is a federated council consisting of 10 instantly recallable delegates drawn from the 10 constituent villages. These delegates possess no executive authority and no standing police force; they act purely as administrative coordinators for inter-village trade and defense.

The first failure to expect: The immediate failure will occur when a severe, exogenous crisis (e.g., a catastrophic crop failure, a localized epidemic, or a bandit raid) induces mass panic. A charismatic, psychopathic actor within the village will demand temporary, absolute executive authority to "solve" the crisis, bypassing sortition protocols and citing the need for efficiency. If the village grants this authority and surrenders their decentralized capacity for violence, the temporary emergency power will become permanent, mirroring the collapse of the Weimar Republic.

Principles

1. Selection mechanisms based on unstructured interviews and subjective assessments of charisma systematically promote individuals with psychopathic and narcissistic traits into leadership.
2. The relationship between grandiose narcissism and leadership effectiveness is curvilinear; moderate confidence overcomes organizational inertia, but extreme narcissism destroys systemic cohesion.
3. Psychopathic and Machiavellian traits are linearly and negatively correlated with job performance and positively correlated with catastrophic counterproductive work behaviors.
4. Direct democratic assemblies exceeding the scale of personal reputation networks are highly susceptible to structural capture by Dark Triad demagogues utilizing emotional contagion and fear.

5. Centralized bureaucratic hierarchies create single points of failure that allow Machiavellian factions to capture entire populations by manipulating emergency legal clauses and monopolizing state violence.
6. Governance systems that rely on the assumption of universal human goodwill will inevitably be subverted by actors utilizing a fast-life, parasitic evolutionary strategy.
7. Sortition (random selection) for administrative roles nullifies the evolutionary advantage of superficial charm and impression management utilized by the Dark Triad during elections.

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