

□ The Toxic Climber

Loyal upward. Ruthless downward. Disruptive everywhere else.

This neurosurgeon plays the game — and plays it well. He knows exactly who to flatter, who to ignore, and who to undermine. He doesn't just adapt to hierarchies. He exploits them.

He is the first to congratulate a superior publicly — and the first to sabotage a peer privately. He asks strategic questions in meetings to embarrass, not to clarify. He shares just enough information to stay useful — and withholds the rest to stay irreplaceable.

He “sows wind” when silence would help — then watches who gets swept away.

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He doesn't need to be trusted. He just needs to be tolerated by the right people.

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□ **Where does it come from?**

From deep ambition mixed with insecurity. From the belief that in surgery, success isn't earned — it's seized. He likely started with less power, and learned early that institutions reward those who perform proximity, not principle.

So he optimized: loyalty up, aggression down, friction outward.

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⚠ **What are the consequences?**

- Poisoned team dynamics - Residents caught in political crossfire - Good surgeons discredited, while the loudest ones rise - Culture of fear, gossip, and strategic silence

The service appears “functional” — but only because **no one dares to speak freely.**

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□ **Dishonesty Type: Ethically dishonest**

This is not passive disengagement. It is **active manipulation**. He doesn't just fail to help others — he weakens them to strengthen himself.

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□ Bottom Line

He doesn't need to lead. He just needs everyone else to fall behind.

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