Psychopathic personality facets in Top-Management: Top-managers' personality, career, and derailment risks

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(German language)
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Hamburg
Specialists for assessment of Top Management
(Management Audit, Individual Assessment)
25+ years experience with 12,000 + managers assessed
DSM-5 -
Antisocial Personality Disorder

- lack of empathy and intimacy
- self-direction, ego-centrism
- manipulative
- deceitful
- callous
- hostile
- irresponsible
- impulsive, risk-taking
do you work for a psychopath?

Psychopaths are deliberately and gleefully evil while narcissists are absent-mindedly and incidentally evil.
How psychopathic are Top Managers really?
BIP
Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung
Ø Percentile rank

Top Managers
(N=1 052)

Working Professionals, Experts
(N=8 029)
CPI
California Psychological Inventory
ø Percentile rank

Top Managers (N=495)

Norm Sample (N=6000)
Top Managers are more...

- assertive
- extrovert
- performance oriented
- self-confident
- tough
Why?
Self-selection

People with the aforementioned traits look for leadership positions.
Selection

Those traits are success factors in leadership positions.
Role shaping

Leadership positions’ role expectations shape personality.
Psychopathological or not?

<table>
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<th>Attitude</th>
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<tr>
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### Empirical typical Top Managers’ attitudes

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### DSM-5 Antisocial Personality Disorder

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You can not have the one without the other.

Can you?!
Paul Helwig’s Square of Values and Development

„Every virtue has it’s sister virtue and it’s respective exaggeration.”
# A game of balance

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Risk factor No. 1

Lack of feedback
Conclusions

• Top Managers are different to „normal” people
• they have to be different in order to be successful
• their attitudes bear the risk of turning pathological
• protective factors need to be developed by means of feedback
http://bit.ly/1lprwOH
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