

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

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personality questionnaire for working people
(German language)



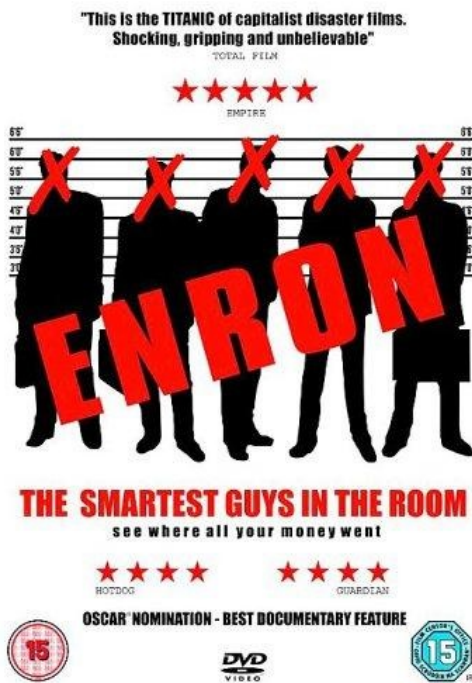
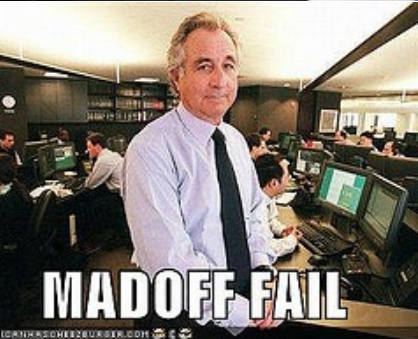
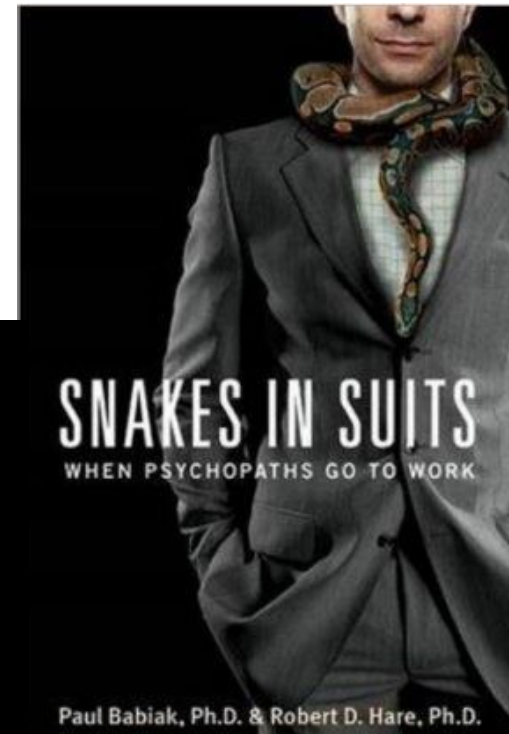
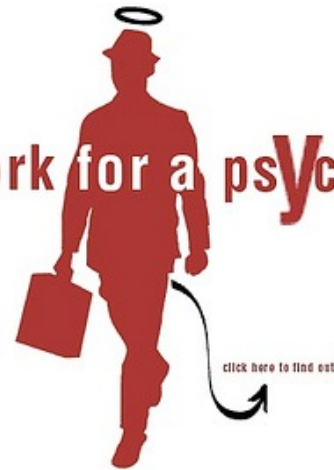
Dr. Olaf Ringelband
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Specialists for assessment of Top Management
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25+ years experience with 12,000 + managers assessed

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?

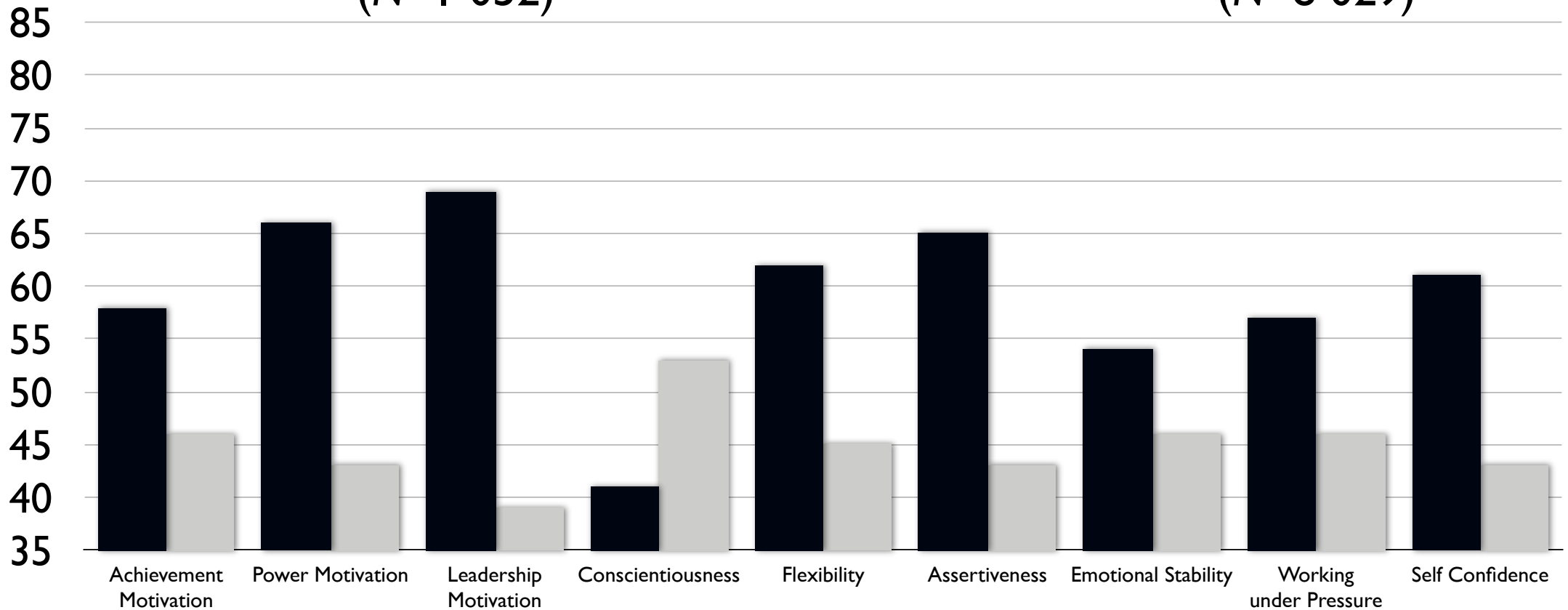
BIP

Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung

ø Percentile rank

■ Top Managers
(N=1 052)

■ Working Professionals, Experts
(N=8 029)

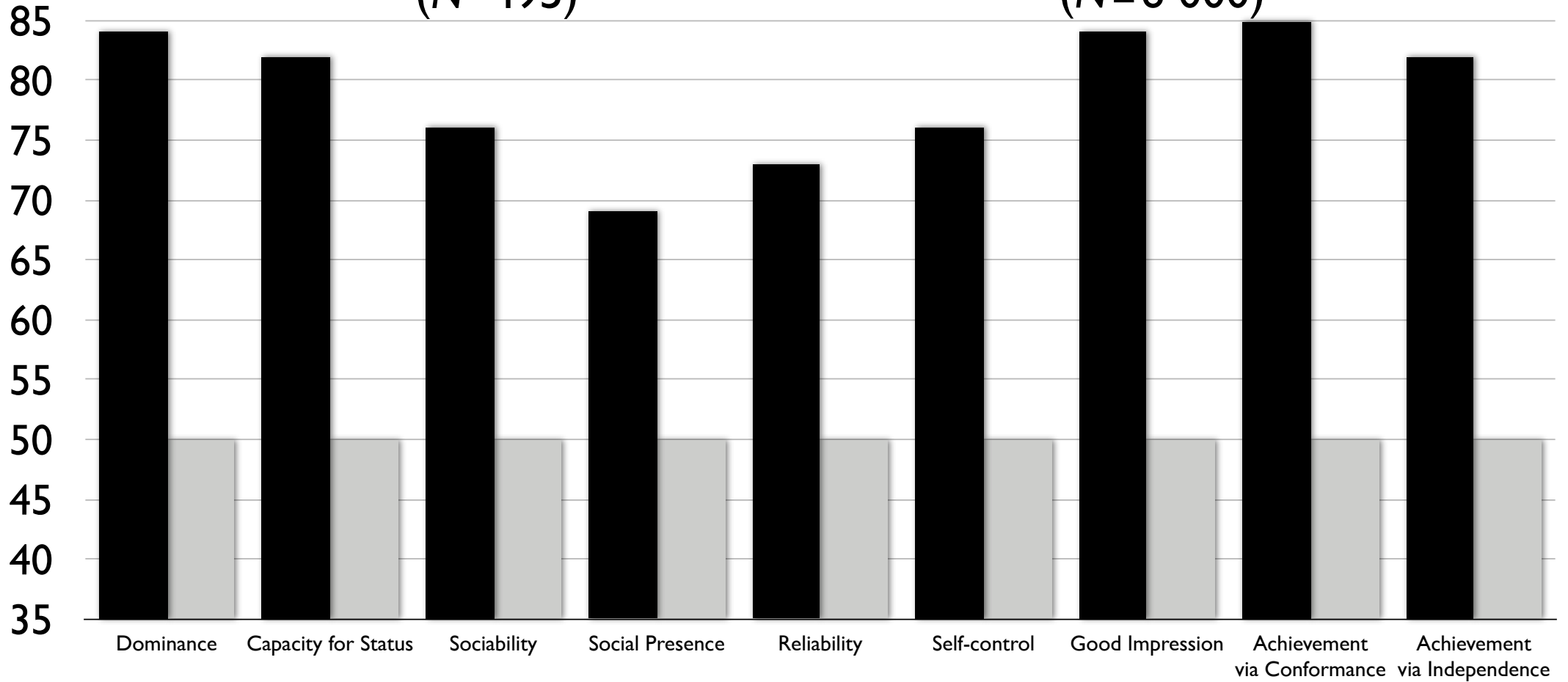


CPI California Psychological Inventory

∅ Percentile rank

■ Top Managers
(*N*=495)

■ Norm Sample
(*N*≅6 000)



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?

Attitude

Assertiveness

Career Ambition

Robustness

Self-Confidence

Risk-taking

Empirical typical Top Managers' attitudes

Attitude
Assertiveness
Career Ambition
Robustness
Self-Confidence
Risk-taking



DSM-5 Antisocial Personality Disorder

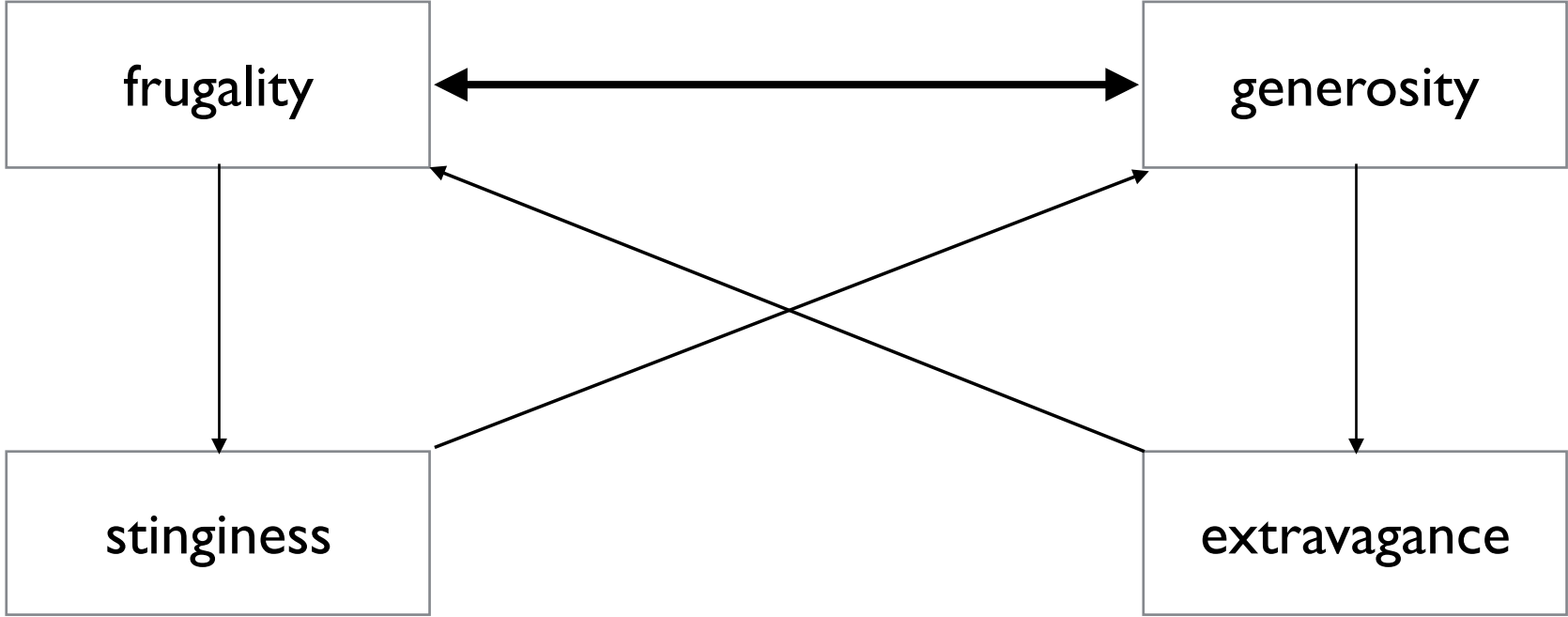
Exaggeration
Aggression
Recklessness
No Fear Of Punishment
Egotism, Narcissism
Risk-seeking

You can not have the one
without the other.

Can you?!

Paul Helwig's Square of Values and Development

„Every virtue has its sister
virtue and its respective
exaggeration.”



A game of balance

Exaggeration	Attitude	Sister-Attitude	Exaggeration
Aggression	Assertiveness	Tolerance	Conflict Avoidance
Recklessness	Career Ambition	People Orientation	Self-Abandonment
No Fear Of Punishment	Robustness	Sensing Ones Limits	Nervousness
Egotism, Narcissm	Self-Confidence	Self Criticism	Self Doubting
Risk-seeking	Risk-taking	Cautionness	Risk-Avoidance

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/1lprw0H>



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