

Corporate Psychopath and its Impact on Business Growth: An Exploration of Characteristics, Relationships, and Legal Considerations in the Indian Context

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Abstract

In the emergence of growing technology and innovation around the world, the growth of businesses and Start-ups are on rise. Globally at present 4.4 million businesses are started every year and there are over 150 million startups in the world. India has emerged as the 3rd largest ecosystem for startups globally with over 1,12,718 DPIIT-recognized startups, As many as 167,076 companies were set up in FY22, a 7.5% increase.

The tussle to be on top and make the business profitable and have as much market reach as possible is becoming the sole hunt of companies and startups. Every Growth has its own downfalls and the downfall of it is the emergence of Corporate Psychopaths who hold the capacity to stay in the cover and do and make others do what they want, several researchers have named them as chemo liens that mold things under cover for fulfilling their aim and desires and understanding the legal implications.

The research aims to shed light on the growth of corporate psychopath in India with the help of established research classifying characteristics of Corporate Psychopaths. Further to classify and differentiate Sociopaths, Narcissist and Antisocial personalities with corporate psychopaths and the ways to identify them. Understand the relationship of Psychopaths and Corporate Psychopaths.

The research further shows the emergence of corporate psychopath by taking few examples of people who have shown the characteristics of being corporate psychopaths in India and abroad through Doctrinal Research Methodology.

Keywords: Psychopath, Corporate Psychopath, Company, Behaviour, Diagnosis.

The Reasons for Sky Rise of Corporate Psychopath

The corporate psychopath theory posits that individuals with psychopathic traits can ascend to positions of power within corporate organizations due to shifts in the corporate landscape. Changes such as increased personnel turnover and the decline of stable, lifelong employment make it easier for employees with ruthless personalities to go unnoticed by colleagues and superiors (Babiak and Hare 2006).

Organizational streamlining, downsizing, mergers, restructuring, and globalization contribute to employees having only superficial knowledge of each other. Consequently, the superficially charming psychopath, adept at lying about their past, appropriating others' successes, and manipulating managers, becomes an ideal colleague and leader, leading to more frequent promotions (Boddy 2011a).

While empirical support for this phenomenon is limited, existing evidence suggests a higher prevalence of psychopathy at senior organizational levels, estimated to be around 3.5%, compared to the general population rate of 1% (Babiak et al. 2010).

The observation that corporate psychopaths are more commonly found in senior management roles than at junior levels (Babiak and Hare 2006; Andrews et al. 2009; Babiak et al. 2010) underscores the governance aspect of responsible leadership. The appointment of psychopathic individuals as leaders becomes a corporate governance concern.

Moreover, specific sectors, such as those dealing with wealth and power, are believed to attract psychopaths more than others focused on voluntary assistance. This concentration of psychopaths in certain economic sectors, like corporate banking, highlights potential sector-specific implications (Boddy 2011b).¹

Corporate Psychopath Evolution

The adaptation of psychopath into the subclinical realm is not a recent development. In 1941, H. M. Cleckley (1988) authored the classic monograph "Mask of Sanity," outlining diagnostic criteria for psychopath and proposing an etiological model for the disorder. Cleckley's work acknowledged incomplete manifestations or symptoms of psychopath, illustrating cases of individuals who, despite psychopathic tendencies, succeeded in various societal roles, such as businessmen, scientists, physicians, and psychiatrists. Cleckley viewed these "successful" cases as alternative expressions of the same underlying pathology, suggesting that the ability to function within society indicated a subclinical condition (Patrick, 2006).²

The interest in "corporate psychopaths" or psychopathic individuals functioning in the workplace gained momentum after the publication of Paul Babiak and Robert Hare's 2003 book, "Snakes in Suits: When Psychopaths go to Work." Corporate psychopaths, also known as executive, industrial, or organizational psychopaths, are defined as individuals working within an organizational setting who exhibit subclinical manifestations of psychopathic traits. Unlike psychopaths who have faced legal or mental health consequences, corporate psychopaths are more prone to engaging in manipulative and antisocial behavior (Gudmundsson & Southey, 2011; Boddy, 2011).³

¹ (Babiak P.)

² (Aupperle, 1983)

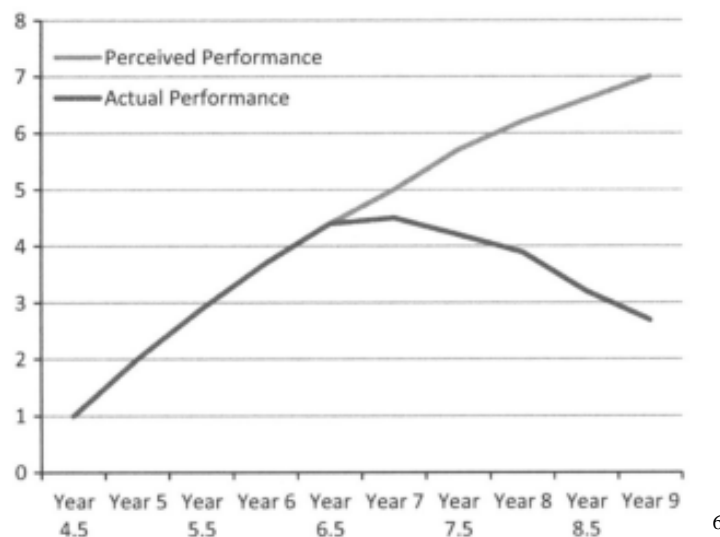
³ (Boddy C. R., 'The Origins of Corporate Psychopaths: A Review of the Literature', 2007)

These organizational psychopaths can be immensely detrimental to the organizations they are part of, potentially involved in various legal breaches, including accounting fraud and stock manipulation. Despite their destructive behavior, they can skillfully present themselves as desirable employees, easily securing managerial positions. Unconstrained by conscience, they adeptly charm, lie, and manipulate their supervisors and colleagues to ascend organizational hierarchies, driven by a pursuit of power, wealth, and status (Boddy, 2006; Babiak & Hare, 2006; Boddy, 2010). Recent studies also highlight their poor managerial skills, negatively impacting organizational effectiveness and productivity (Babiak, 2007; Boddy, 2011). The consequences of industrial psychopathic behavior, particularly in managerial roles, are severe both financially for organizations and emotionally for their coworkers and subordinates. Thus, understanding this dark side of leadership becomes crucial (Gudmundsson & Southey, 2011).⁴

Characteristics and Traits

Psychopaths constitute approximately 1% of the population, characterized by a lack of conscience and a predatory, parasitic approach to life (Coid et al. 2009; Stout 2005). This trait is linked to differences in brain functionality, particularly dysfunction in the amygdala, a region regulating emotions (Anderson and Kiehl 2012; Fallon 2013; Weber et al. 2008; Blair 2008). Corporate psychopaths are individuals with psychopathic tendencies who successfully navigate societal structures, often found within corporate settings (Boddy 2006; Smith et al. 2014).

These corporate psychopaths are depicted as highly career-oriented yet ruthless, unethical, and exploitative employees (Chiaburu et al. 2013; Stevens et al. 2012). Estimates suggest that while around 1% of junior employees may exhibit corporate psychopathic traits, this incidence rises to approximately 3.5% at senior organizational levels (Babiak et al. 2010), assuming a normal distribution of psychopaths in society.⁵



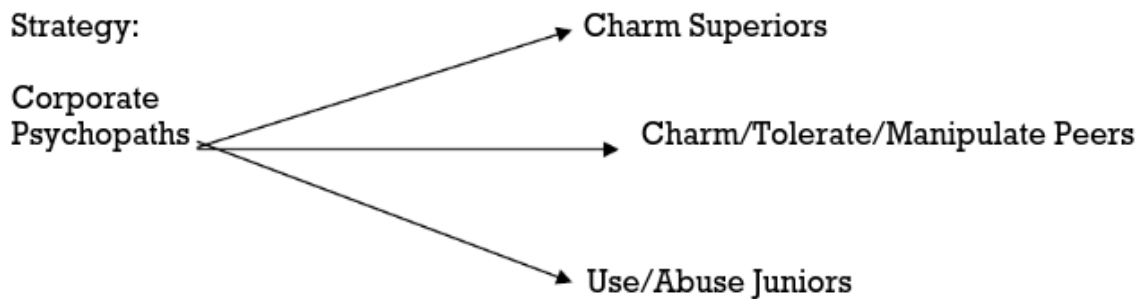
⁴ (Boddy C. R., 'The Dark Side of Management Decisions: Organisational Psychopaths', 2006)

⁵ (Naish, 2004)

⁶ (Boddy C. R., Psychopathic Leadership A Case Study of a Corporate Psychopath CEO Author, 2017)

Corporate psychopathy prevalence may vary across organizations, with a preference for those offering power and prestige. Certain professions, like CEOs and lawyers, show higher incidences (Dutton 2013a; Lilienfeld et al. 2014). This results in an estimated 5.75% to 13.5% of employees working with a corporate psychopath (Caponecchia et al. 2011; Boddy 2011b).

However, experts disagree on its significance. Some argue it's less prevalent, with one study suggesting psychopaths are only 0.6-1.2% of the population (Caponecchia et al. 2011). Yet, research implies encounters with workplace psychopaths are relatively common. Alternate views propose psychopathy could benefit organizations (Smith et al. 2014; Crush 2014).⁷



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Classification and Differentiation

Psychopaths

The downfall of a company not only captures headlines but also brings about significant economic repercussions and job losses, impacting both the organization and individuals. Corporate failures often result in substantial environmental harm, presenting challenges for disposal and enduring ecological consequences. While diverse factors contribute to these collapses, a notable proportion can be linked to predictable outcomes, stemming not only from poor management and failed investments but also from leadership exhibiting psychopathic traits.

Psychopath, a neuropsychiatric condition marked by a lack of emotions and empathy, tends to result in compromised behavioral control and antisocial tendencies, commonly associated with criminal behavior. Individuals identified as psychopaths are known for their minimal or absent conscience, yet they can adapt to social norms when it aligns with their interests. Although psychopath is a well-established clinical and scientific concept essential for understanding consistent antisocial behavior, it's crucial to note that an official diagnosis of psychopath is currently not technically feasible.⁹

In the words of Robert D. Hare (1993), psychopaths are social predators who charm, manipulate, and ruthlessly navigate through life, leaving behind a trail of broken hearts, shattered expectations, and depleted wallets. Completely devoid of conscience and empathy for others, they selfishly seize what they desire, violating social norms and expectations without a hint of guilt or remorse.¹⁰

⁷ (Clarcke, 2005)

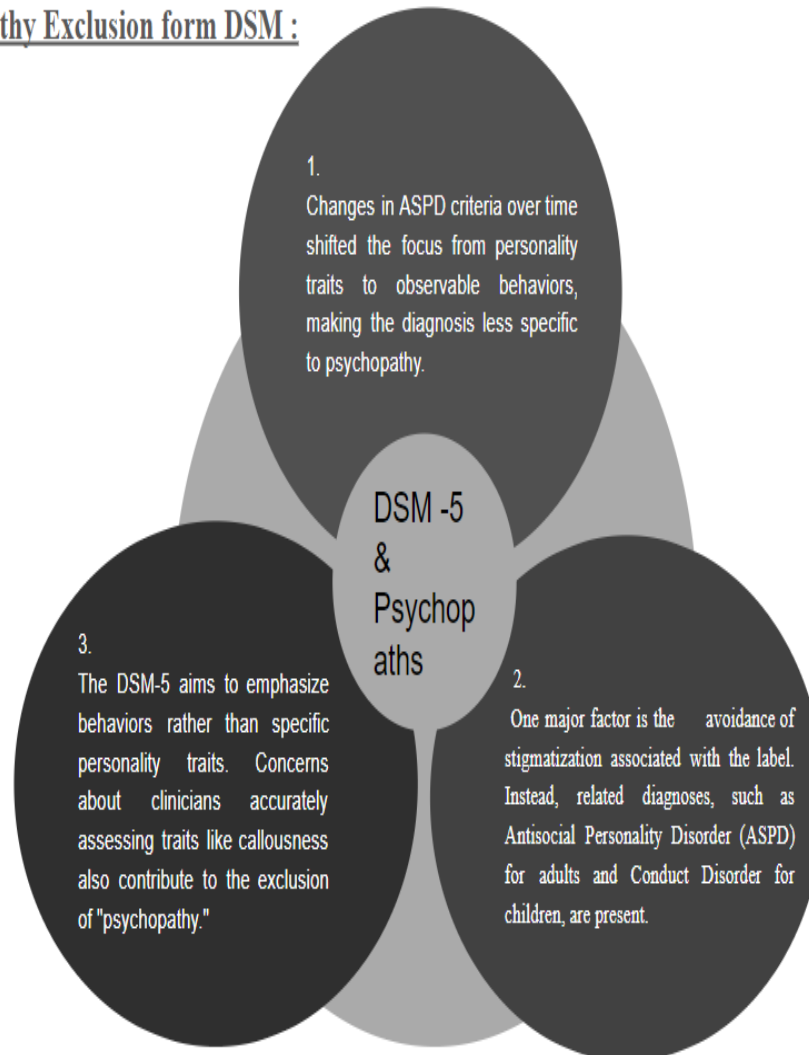
⁸ (Boddy C. R., 2005)

⁹ (Babiak. P, 2010)

¹⁰ (Boddy C. R., 2005)

The DSM Method and Psychopaths

Reasons for Psychopathy Exclusion form DSM :



Despite this, psychopath remains a term widely used by scientists, and reliable screening instruments exist to assess it. Scientists use these tools to guide treatments aimed at improving symptoms associated with psychopath.

The Present Diagnosis for Psychopaths – The Psychopath Checklist—revised

The Psychopath Checklist, also known as the Hare Psychopath Checklist-Revised (PCL-R), now referred to as the Psychopath Checklist—revised, is a tool widely employed in psychological assessments to evaluate the presence and degree of psychopathic traits in individuals, especially those within the criminal justice system.¹¹

¹¹ (Andershed, 2001)

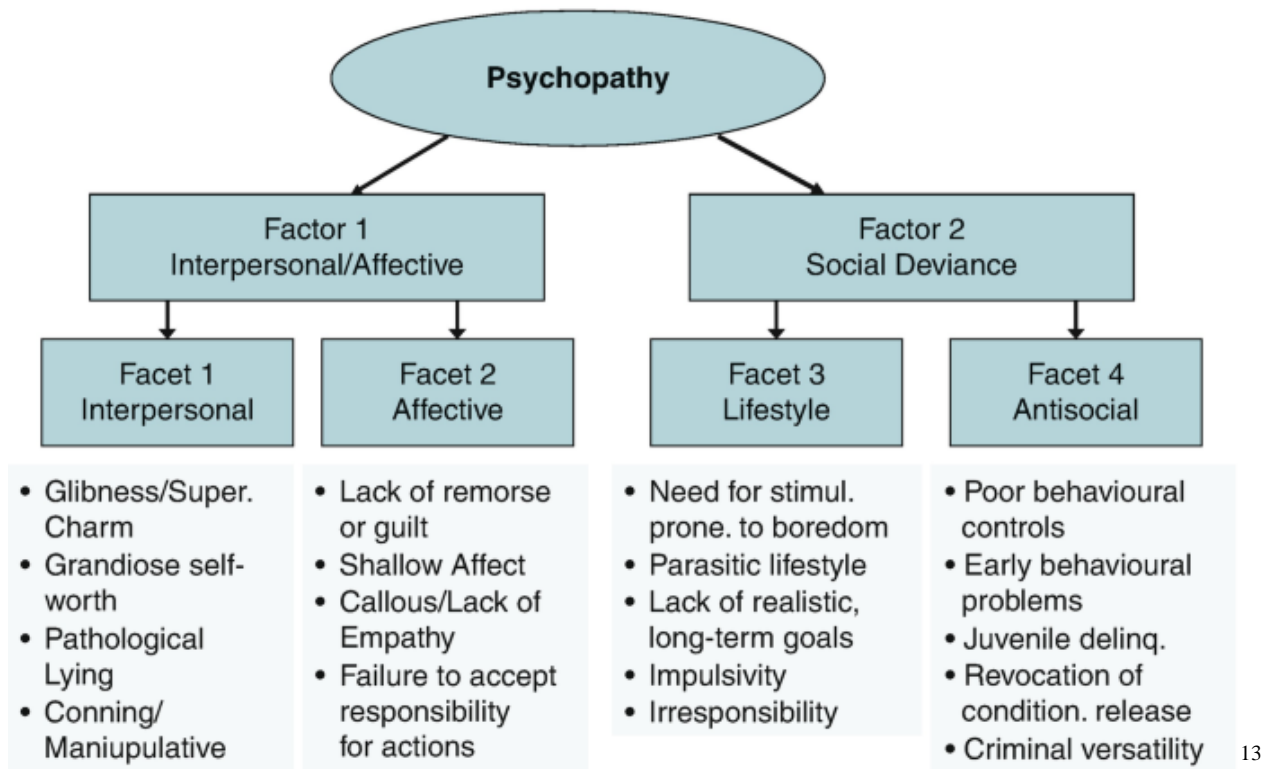
The Psychopath Checklist, or Hare Psychopath Checklist-Revised (PCL-R), is a widely utilized psychological assessment tool developed by Canadian psychologist Robert D. Hare in the 1970s. It evaluates psychopathic traits in individuals, particularly those within the criminal justice system, distinguishing them from those with antisocial personality disorder.

The checklist comprises 20 items assessing personality traits and behaviors, such as charm, charisma, and lack of empathy. Administered through semi-structured interviews and collateral information review, it aims to identify psychopath-associated traits.

Originally created for psychology experiments, the checklist reflects Hare's work with offenders, influenced by psychiatrist Hervey M. Cleckley's clinical profile. It is designed to be administered by qualified professionals under controlled conditions, emphasizing the potential consequences of an individual's score. The checklist's current version includes two factors correlated with each other, predicting risk of criminal re-offense and rehabilitation likelihood.¹²

Relationship Between Psychopaths and Corporate Psychopath

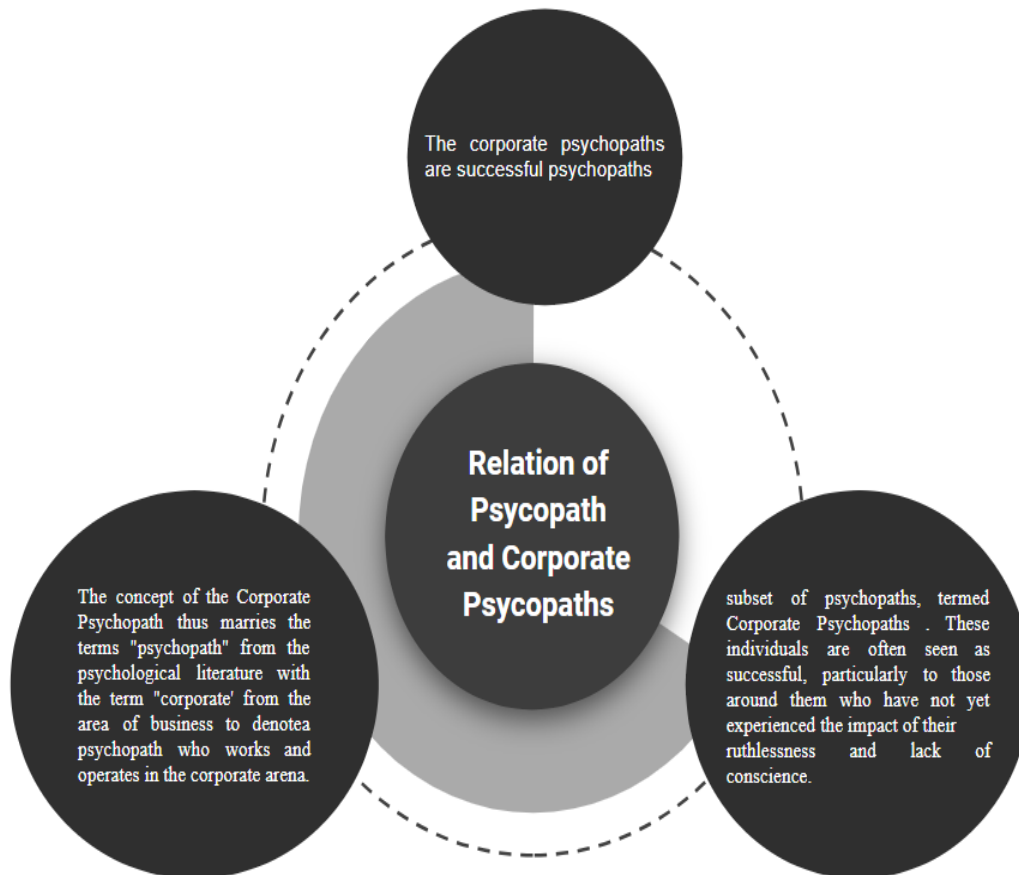
Scale Structure of the PCL-R: 2nd Ed. (Hare, 2003)



¹² (Hare & Neumann, 2006)

¹³ (James R. P. Ogloff, 2014)

Narcissistic personality disorder (NPD)



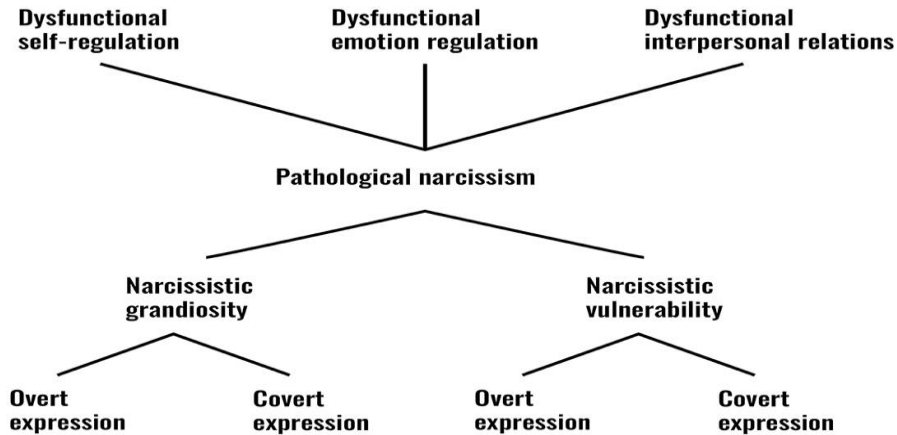
Narcissistic Personality Disorder (NPD) is a mental health condition characterized by a persistent pattern of exaggerated self-importance, an intense need for admiration, and a diminished capacity to comprehend the emotions of others. This disorder is classified within the broader spectrum of personality disorders and is often linked with other mental health challenges, resulting in substantial functional difficulties and limitations in psychosocial functioning.

As delineated in the Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition (DSM-5), the criteria for diagnosing NPD require the presence of a minimum of five of the nine characteristics.¹⁴

Narcissistic Personality Disorder is grouped as a cluster B personality disorder in the DSM-5, alongside other disorders characterized by dramatic, emotional, or erratic behavioral patterns. This condition manifests as a lifelong inclination toward self-centered traits, an unquenchable desire for admiration, and a compromised ability to empathize with others' emotions.¹⁵

¹⁴ (Back, 2013)

¹⁵ (Coleman D, 2017)



Symptoms of Narcissism:

Symptoms OF Narcissism

 <p>Inflated self-importance</p>	 <p>Self-absorption</p>	 <p>Grandiosity</p>	 <p>Lack of empathy</p>
 <p>Pretentious and arrogant behavior</p>	 <p>Feelings of victimization</p>	 <p>Fragile self-esteem</p>	 <p>Inability to handle criticism</p>
 <p>Lack of intimacy</p>	 <p>Social withdrawal</p>	 <p>Emotional dysfunction</p>	 <p>Mental disorders</p>

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Difference Between Narcissist Personality and Psychopaths

WHAT IS THE DIFFERENCE?		
Narcissist	Psychopath	Sociopath
Not every narcissist is a psychopath	Every psychopath is narcissistic	Sociopaths could be narcissistic
When a narcissist does something abusive, they are concerned about their social image & try everything to keep their real self hidden.	They don't feel any guilt or shame regardless of what they do or what crime they commit	Sociopaths are also careless. They do things undercover to avoid unnecessary attention
People become narcissistic because of the environment in which they grow with some genetic influence.	Psychopaths are born the way they are.	People aren't born sociopaths. They too, are shaped by the environment and their childhood experiences.
Can feel shame, jealousy, greed, regret and guilt (to some extent), needs excessive admiration and often have extreme or unrealistic fantasies of ideal power, money, success, etc.	Are Born cold, callous, ruthless, fearless, egocentric, Grandiose, with superficial charm, manipulative, pathological liars, with lack of empathy, guilt and remorse.	They are a downgraded version of a psychopath. They may have a limited albeit weak capacity to empathise or to feel remorse.

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Antisocial personality disorder (ASPD or APD)

Antisocial Personality Disorder (ASPD or APD) is identified as a personality disorder characterized by a reduced capacity for empathy and a persistent pattern of neglect or violation of others' rights. Key symptoms encompass impulsivity, reckless behavior (including substance abuse), a lack of remorse

¹⁶ id

following harm to others, deceitfulness, irresponsibility, and aggressive conduct. Onset of ASPD symptoms is required to occur before the age of 15 for an official diagnosis.¹⁷

Antisocial behaviors typically initiate before the age of 8, and nearly 80% of ASPD cases show initial symptoms by the age of 11. The prevalence of ASPD is highest among individuals aged 24 to 44, declining in those aged 45 to 64. Additionally, ASPD is more commonly observed in males than females. In the United States, the estimated rate of antisocial personality disorder in the general population ranges from 1% to 4%.

The primary text of the fifth edition of the Diagnostic and Statistical Manual of Mental Disorders (DSM-5) outlines the definition of antisocial personality.¹⁸

Symptoms of ASPD :

Signs of antisocial personality disorder



RISK TAKING



DANGEROUS OR
ILLEGAL ACTIONS



IRRESPONSIBLE
BEHAVIOR



IMPULSIVITY



BOREDOM WITH
ROUTINE



HOSTILITY OR
AGGRESSION



LACK OF
REMORSE



NOT LEARNING
FROM MISTAKES



ARROGANCE



LYING OR DECEIT

¹⁷ (Blackburn, 1999)

¹⁸ (Muniello, Vallejos, Díaz Granados, & Bertone, 2017)

Difference between ASPD and Psychopaths

Antisocial Personality Disorder*	Psychopathy**
<ul style="list-style-type: none"> ○ Broader, more inclusive ○ Phenomenologic approach ○ Largely based on visible consequences of unsocialized behavior (“conduct”) ○ Focuses on antisocial issues and behaviors 	<ul style="list-style-type: none"> ○ Narrower, more severe, more likely to be reflected in criminality (especially Hare/PCL) ○ Personality deficit approach ○ Largely based on personality dynamics (and perhaps brain deficit), with a callous remorseless style of relating to others ○ Includes many characteristics of DSM narcissistic, histrionic, paranoid, and borderline syndromes
<p><i>*As defined in DSM-IV¹</i></p>	<p><i>** As defined in sources such as Hare,^{2,3} and Cleckley⁴</i></p>

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Sociopaths

Sociopath is a synonym for antisocial personality disorder. Dr. Coulter explains that it is a mental health disorder characterized by persistent challenges in conforming to social norms. What sets sociopath apart is its chronic nature, distinguishing it from episodic mental health conditions such as depression, panic attacks, or bipolar disorder.²¹

The terms are used interchangeably in many contexts, although the Diagnostic and Statistical Manual of Mental Disorders (DSM-5) officially uses the term Antisocial Personality Disorder. Individuals with ASPD, or colloquially referred to as sociopaths, typically exhibit traits such as a disregard for the rights of others, impulsivity, deceitfulness, lack of remorse after harming others, and engaging in antisocial behaviors.²²

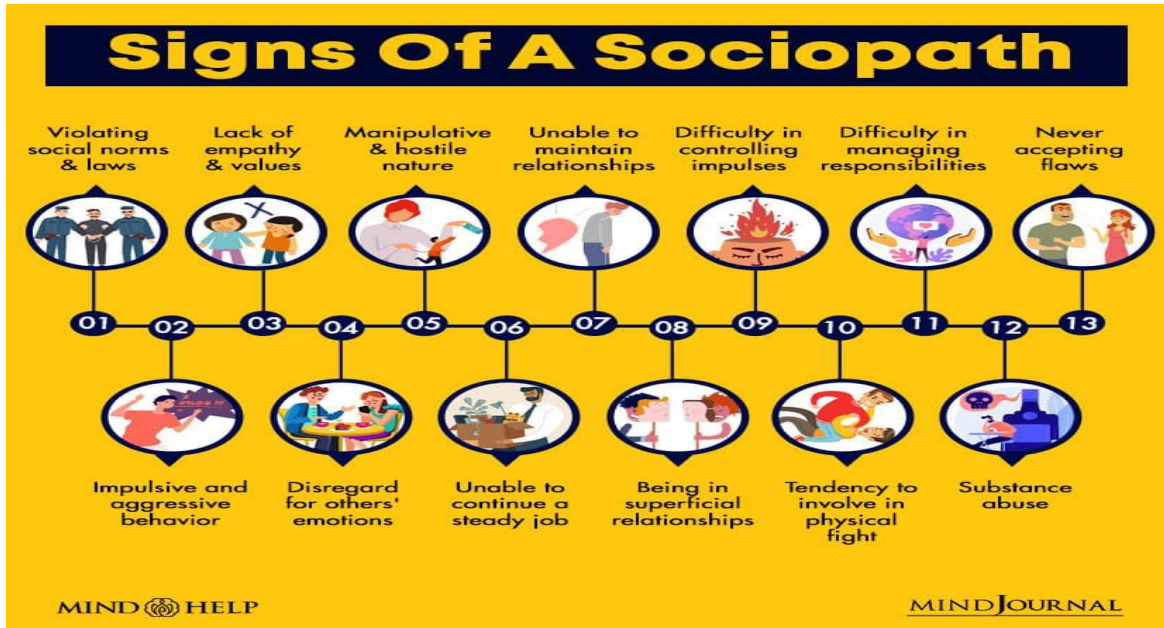
¹⁹ (World Wide Web , 2022)

²⁰ id

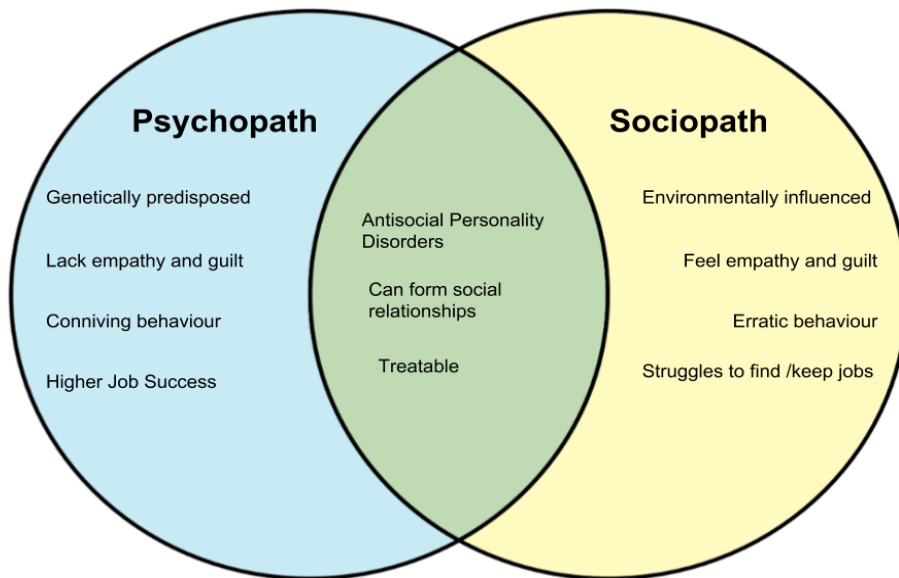
²¹ (David J. Lieberman, 2016)

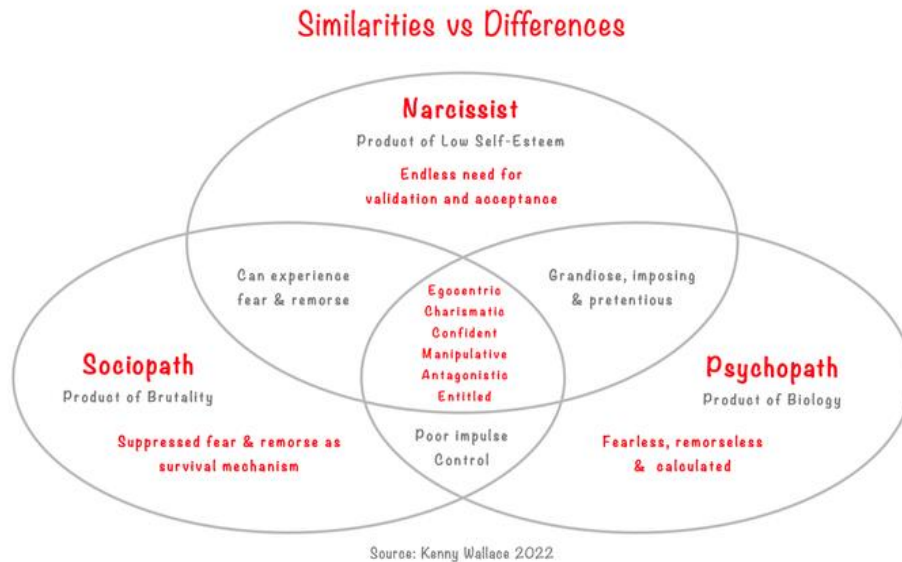
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Symptoms of Sociopaths :



Difference between Sociopaths and Psychopath





Features of Corporate Psychopaths

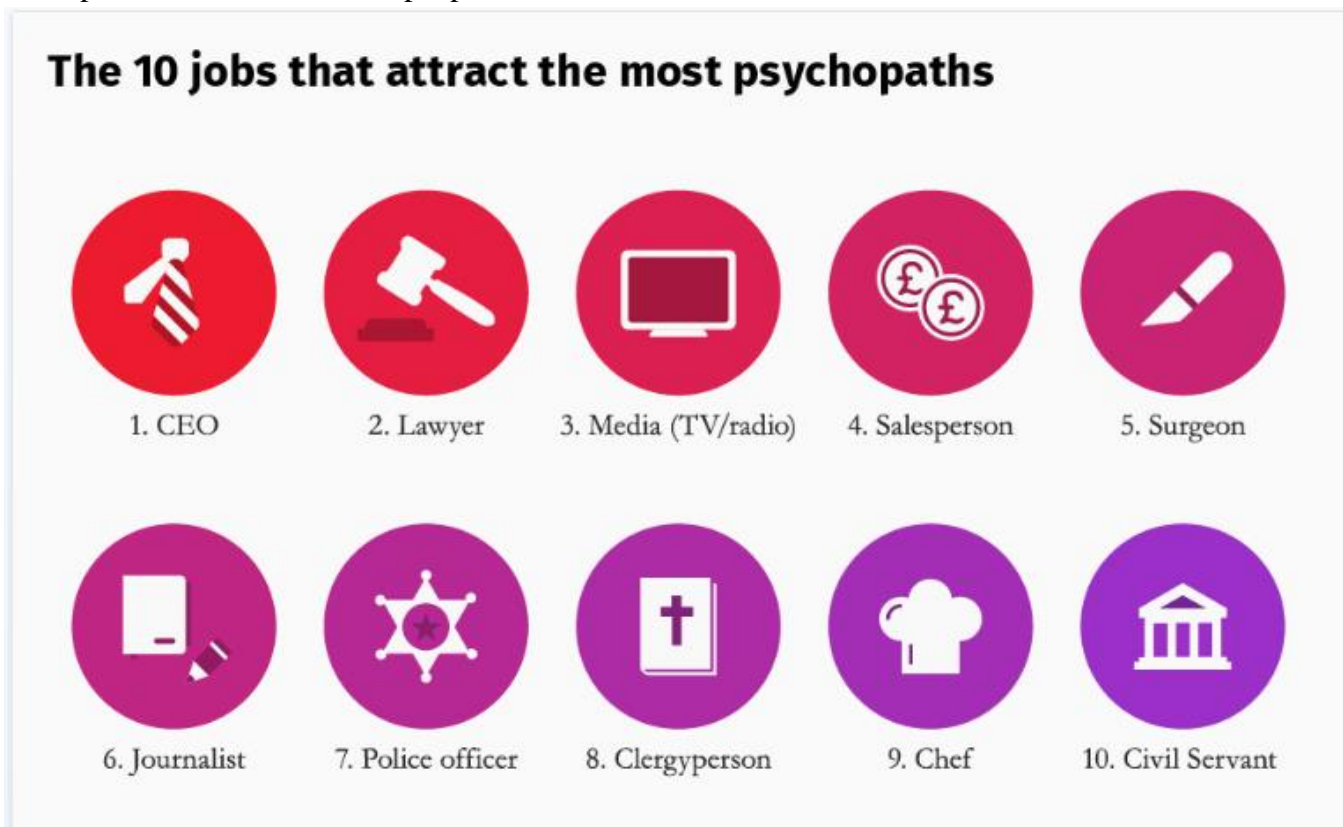
1. Corporate Psychopaths is predictive of counterproductive work behavior.
2. differences between male and female behavioral reactions in the form of counterproductive work behavior and employee affective well-being, to the presence of Corporate Psychopaths in management.
3. The presence of a corporate psychopath is the biggest reason for Conflict and Bullying. Where conflict is referred to as counterproductive behavior to sabotage and emergence of deviance and
4. Greater the power they will have, greater the risk of destruction.
5. Shows Leader lessens in the beginning
6. Denial of any aim, role or voice to the employees
7. unsure of who's position is what
8. Disillusionment set in and staff absenteeism increased from being a single monthly occurrence to a multiple daily occurrence
9. Most staff leaves the company within 2 years of appointment of a Corporate Psychopath.
10. cause it illustrates the effects of psychopathic leadership. It is also the first indication that the tactics employed by corporate psychopaths may change over time and that once their initial objectives of submission and control through fear have been achieved, then less bullying and intimidation are needed.
11. Corporate psychopaths are reported to be parasitic in that they feed off the good work of others.²³
12. Corporate Psychopaths are only interested in self-gratification and not in the longer-term success of the organizations in which they work (Clarke,
13. They are interested in running corporations for the power, money, and prestige that they crave and are self-interested to the exclusion of others and are indifferent to the fate of the organizations they work for or of their fellow employees
14. a barrier to Corporate Social Responsibilities and to organizational commitment to employees.

²³ (Boddy C. R., 2005)

15. The corporate Psychopath is amoral to all the moral responsibilities that the individual and as a part of Organization She/he is Supposed be off.²⁴
16. Dissatisfaction among employees due to under appreciation, neglect and not rewarded for their work.
17. effects on bullying, conflict at work, morale, job satisfaction, organizational effectiveness, fraud, organizational misrepresentation, organizational success, and corporate longevity (Boddy, 2006)
18. Under their leadership ethical Responsibility gets at stake.
19. Under their leadership there is ruthless political leadership .
20. They as are more likely to fraud causes financial crisis in the organization .
21. Corporate psychopaths at the top of corporate entities, because of their aberrant, self-centered
22. Machiavellian personalities and priorities, will act in their own short-term interests rather than in the longer-term interests of their children, their employees and colleagues, society, the environment or the future of humanity.²⁵

Examples of Corporate Psychopath Around the Globe

According to a survey conducted two years ago in the UK by British psychologist Kevin Dutton, it was found that the most attractive role for psychopaths is the role of the CEO. In second place were lawyers, and in third place were TV and radio people.



²⁴ (Boddy C. R., 2005)

²⁵ (Boddy C. R., 'The Dark Side of Management Decisions: Organisational Psychopaths', 2006)

Elizabeth Holmes, the founder of Theranos, exhibits characteristics similar to corporate psychopaths. Described as a pathological liar with an unrelenting drive to achieve her goals, Holmes shares traits with individuals characterized by a lack of conscience and anti-social behavior. Her desire to emulate Steve Jobs and pursuit of power align her with corporate psychopaths who are often social chameleons, adept at concealing ruthlessness behind personal charm. Holmes successfully charmed investors, manipulating her way to the top and leaving a trail of disappointed individuals and financial losses.

Organizations led by psychopathic individuals, Such as Lay's Enron, Dunlap's Sunbeam, Ebberts's WorldCom, and Madoff's investment firm, face inevitable failure and bankruptcy. In such psychopathically led entities, the adverse outcomes extend beyond financial collapse, impacting investors, pension funds, and other stakeholders who suffer significant impoverishment. The insatiable self-interest, deceit, and lack of empathy characteristic of corporate psychopaths contribute to the downfall of these organizations, leaving a trail of severe economic consequences. This pattern underscores the imperative of addressing psychopath in leadership positions to safeguard the interests of investors and stakeholders and mitigate the devastating effects of corporate psychopath-led enterprises on financial stability.

A Study in Australia - In collaboration with Dr. Katarina Fritzon from Bond University and Dr. Simon Croom from the University of San Diego, Mr. Brooks investigated psychopathic traits within the business sector. A study involving 261 corporate professionals in supply chain management revealed a remarkably high prevalence of psychopathy, as 21% of participants exhibited clinically significant levels of psychopathic traits. This percentage closely resembled rates observed in prison populations.²⁶

²⁶ (Margalit, 2022)

Elizabeth Holmes case in 5 Points

2. What was Theranos

Theranos was a privately held American health technology company that claimed to have invented blood tests that required very little blood and could be conducted very quickly utilising small automated instruments the company had developed. These claims, however, were later disproved.

4. Courts Order

Elizabeth Holmes, the founder of Theranos, has been found guilty by a US jury on four counts related to misleading investors but acquitted on four other counts. US District Judge Edward Davila, during the sentencing, described the case as "troubling on so many levels." He attributed the downfall of the company to Holmes' hubris, lies, untruths, and misrepresentations, characterizing it as a fraud case where high expectations were shattered by deceptive practices.

1. Who was Elizabeth Holmes

Elizabeth Holmes, born on February 3, 1984, in Washington, DC, is the founder and former CEO of Theranos, a health technology company. Theranos was founded in 2003 by Elizabeth Holmes, then 19 years old, and raised over US \$700 million from venture capitalists and other investors, leading in a \$10 billion valuation at its height in 2013 and 2014.

3. Fraud Charges

Theranos' fraud business strategy was built on the premise of performing blood tests with proprietary technology that just required a pinprick in your finger and a tiny bit of blood. The tests, according to Holmes, will be able to detect diseases such as cancer and high cholesterol.

5. Prison

Elizabeth Holmes, who was sentenced to 11 years and three months in prison by a US federal court for turning her Silicon Valley venture, Theranos, into a sophisticated fraud, duping billionaires and other naïve investors into funding an apparently groundbreaking company whose medical technology never worked, will begin her prison on May 30, 2023.

India and Corporate Psychopath

The Role of Startups

CEOs with a psychopathic personality structure may attract investors due to perceptions that they make rational, calculated decisions. Psychopaths excel at telling people what they want to hear and manipulating situations to their advantage. They possess grandiose self-worth, overestimating their abilities and viewing themselves as superior. A study at the University of California found that hedge fund managers exhibiting traits of the "dark triad" (narcissism, psychopathy, and Machiavellianism) were more likely to persuade

others to invest in their companies, as investors believed in their ability to lead the companies successfully.²⁷

The Founders showing traits of Psychopaths

The recent turmoil surrounding BharatPe co-founder Ashneer Grover has thrust the culture within Indian startups into the spotlight, prompting discussions about the emergence of 'psychopath CEOs.' The controversy unfolded when a purportedly abusive call made by Grover to a bank official surfaced on social media, leading to his subsequent leave from the role of managing director at BharatPe. As the situation deepened, allegations of a toxic work culture and financial irregularities at the fintech firm came to light, accompanied by reports of Grover contemplating an exit.

Corporate veteran R Gopalakrishnan, with almost five decades of leadership experience, asserts that accusations of a toxic work culture are frequently associated with companies led by what he terms a 'psychopath CEO.' Gopalakrishnan, who has held prominent positions such as chairman of Unilever Arabia, MD of Brooke Bond Lipton, and director at Tata Sons, draws attention to the correlation between leadership behavior and organizational dynamics. The term 'psychopath CEO' denotes leaders exhibiting manipulative, narcissistic, and callous traits, contributing to an unhealthy workplace environment.

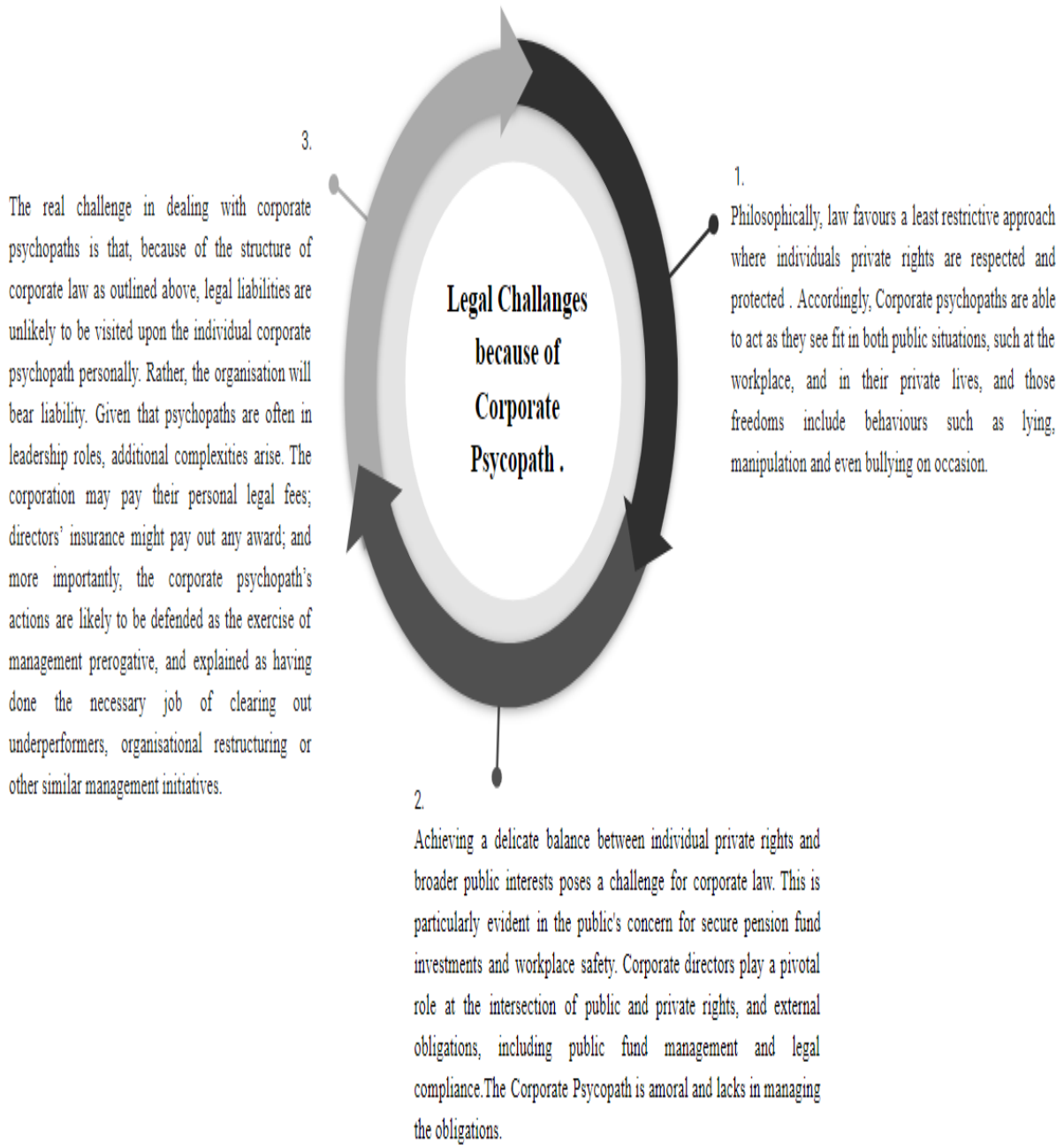
The unfolding events at BharatPe underscore the critical importance of nurturing a positive and ethical workplace culture. The controversy raises broader questions about corporate governance, ethical standards, and the repercussions of leadership styles on overall organizational health, particularly within the dynamic landscape of Indian startups.

The episode serves as a catalyst for introspection within the startup ecosystem, emphasizing the need for transparent, accountable, and responsible leadership to ensure the long-term success and sustainability of emerging ventures.²⁸

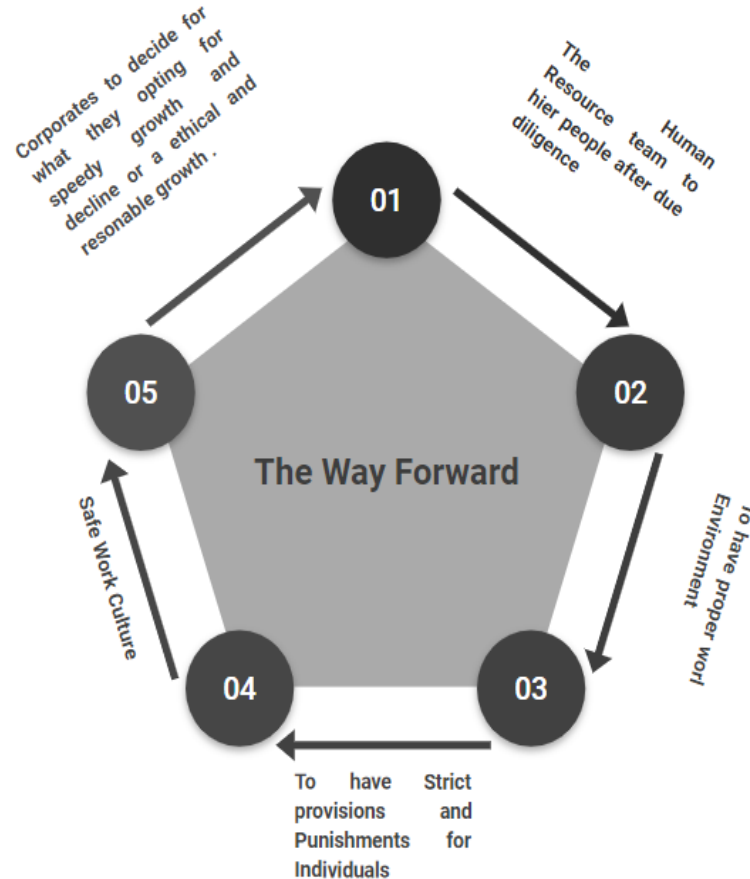
²⁷ (Boddy C. R., Corporate Psychopaths: Uncaring Citizens, Irresponsible Leaders, 2013)

²⁸ (Speaker, 2022)

Legal Information



The Way Forward



Conclusion

In the present Business and Startup have marked by rapid growth and innovation, the prevalence of corporate psychopath cannot be overlooked. Numerous studies, including those in Australia by researchers like Therons, have highlighted the impact of corporate psychopaths on organizations. As this concept gains visibility globally, including in India's boosting startup ecosystem, it is our requirement to explore its impacts.

With millions of businesses emerging annually and India ranking as the third-largest startup ecosystem, the pursuit of success intensifies. However, this growth has its pitfalls, one of which is the emergence of corporate psychopaths actions in the shadows. Termed as "chemo liens" by some researchers, these individuals manipulate circumstances covertly to fulfill their personal aims, emphasizing the need to comprehend the associated legal implications.

This research aims at the growth of corporate psychopath in India, describing their distinctive characteristics. It delves into the classification and differentiation of sociopaths, narcissists, and antisocial personalities from corporate psychopaths, offering insights into identification. By examining instances of individuals exhibiting corporate psychopathic traits through Doctrinal Research Methodology, the study provides a comprehensive view.

As a way forward, the research advocates for corporate consciousness, urging businesses to decide between rapid unethically questionable growth and sustainable development. It emphasizes the importance of fostering a safe work culture, hiring practices by the Human Resource teams, and the establishment of stringent provisions and penalties for individuals deviating from ethical norms. This holistic approach aims to pave the way for an organizational landscape that prioritizes ethical growth and employee well-being.

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Sr .No .	Nature of Literature	Name of Literature	Covered / Reviewed	Research Gap in the Literature	Intended Research

1	Journal	<p>Moral Emotions and Corporate Psychopathy: A Review Author(s): Benjamin R. Walker and Chris J. Jackson Source: Journal of Business Ethics, Vol. 141, No. 4, Special Issue on Moral Emotions and Ethics in Organisations (April 2017), pp. 797-810 Published by: Springer Stable URL: https://www.jstor.org/stable/44253061 Accessed: 23-11-2023 11:18</p>	<p>The paper explores the role of psychopathy in corporate affairs and discusses the potential impact of corporate psychopaths, particularly those with sub-clinical traits, on organizations, employees, and shareholders. The interdisciplinary nature of the literature draws from neuroscience, behavioral and organizational psychology, and criminology. The authors argue that corporate psychopathy can be devastating for organizations, and they propose a line of inquiry into the legal</p>	<p>The paper highlights the complexity of the issues related to psychopathy and the evolving nature of research on personality traits like the "Dark Triad." However, it does not provide a clear roadmap for navigating these complexities or address how the evolving understanding of psychopathy might impact legal considerations. The paper highlights the role of financial incentives in fostering psychopathic behavior; it</p>	<p>Paper adopts an interdisciplinary approach, drawing on insights from neuroscience, psychology, criminology, and corporate law. This multifaceted perspective enhances the depth of understanding and provides a more holistic view of the complex dynamics involved. delving into the legal aspects, the research contributes to the development of strategies and remedies for addressing psychopathic behavior in corporate leadership. The research stimulates dialogue on a topic that has</p>
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			<p>regulation and remedies available to address such dysfunctional management.</p> <p>The article outlines the nature of corporate psychopathy and its consequences for corporate entities. It emphasizes that not all corporate decline is solely attributed to psychopathic behavior but acknowledges the multifactorial causes, including economic, social, technological, and historical factors. The paper also refers to the Royal Commission into Banking in Australia,</p>	<p>might oversimplify by attributing corporate misconduct solely to these incentives.</p> <p>Other organizational and cultural factors contributing to corporate issues could be overlooked.</p> <p>the paper assumes that strategies before, during, and after recruitment can effectively identify and manage corporate psychopaths. However, the accurate identification of such individuals, especially those with sub-clinical traits, remains a challenge.</p>	<p>far-reaching implications for organizational governance and employee well-being. By raising questions and proposing strategies.</p> <p>The paper goes beyond theoretical discussions and provides practical recommendations for dealing with psychopathy in corporate leadership .</p>
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			<p>highlighting the role of corporate survival and profit incentives in fostering certain behaviors.</p> <p>It states that the corporate environment, especially one incentivizing certain behaviors through substantial financial rewards, may create a climate conducive to corporate psychopathy. The authors propose strategies, both in private and public law, to address this issue, focusing on recruitment processes and accountability mechanisms to restrict or exclude individuals</p>	<p>The paper proposes legal strategies, it could delve deeper into the practical challenges of implementing these mechanisms and legal implication of India .</p>	
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			<p>with psychopathic tendencies from executive leadership roles.</p> <p>The paper addresses the complex issues surrounding corporate psychopathy, its potential impact on organizations, and the need for legal strategies to mitigate the risks associated with psychopathic leadership. The authors encourage further exploration and discussion of these issues within the academic and practitioner communities.</p>		
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Sr .No .	Nature of Literature	Name of Literature	Covered / Reviewed	Research Gap in the Literature	Intended Research
2	Journal	Corporate Psychopaths, Conflict, Employee Affective Well-Being and Counterproductive Work Behavior Author(s): Clive R. Boddy Source: Journal of Business Ethics , April 2014, Vol. 121, No. 1 (April 2014), pp. 107-121 Published by: Springer Stable URL: https://www.jstor.org/stable/42921368	<p>The article delves into the dynamics of Corporate Psychopaths in the workplace, exploring their influence on counterproductive work behavior, conflict, bullying, and employee well-being.</p> <p>The study, conducted in 2011 with 304 respondents in Britain, introduces the hypothesis that the presence of Corporate Psychopaths leads to higher conflict, bullying, lower employee well-being, and increased counterproductive work behavior.</p> <p>The findings support these</p>	<p>The paper hints at the possibility that the tactics employed by corporate psychopaths may change over time. However, it does not extensively explore this Concept through in depth study, leaving a gap in understanding how corporate psychopathy evolves over time and whether there are shifting patterns in their behavior.</p> <p>While the paper touches upon the debate regarding whether corporate psychopaths should be screened into or</p>	<p>The research sheds light on the organizational consequences of having a CEO with high corporate psychopathy, emphasizing the detrimental effects on leadership, teamwork, performance, and overall organizational effectiveness .</p> <p>By illustrating the impact of leaderlessness and psychopathic leadership, the research contributes to the literature on leadership</p>

			<p>hypotheses, indicating substantial impacts of Corporate Psychopaths on workplace dynamics. The study also contributes to gender-specific reactions to Corporate Psychopaths and emphasizes the importance of addressing toxic leadership for ethical considerations and organizational success.</p> <p>Overall, it sheds light on the disruptive nature of Corporate Psychopaths in the workplace and highlights the need for management strategies to mitigate their negative impact.</p>	<p>out of organizations, it does not thoroughly analyze the arguments from both sides. The paper discusses the negative consequences of appointing a CEO with high corporate psychopathy but falls short in exploring potential countermeasures beyond screening. The paper briefly mentions ethical issues related to researching individuals prone to unethical behavior. However, it doesn't delve into the complexities and implications of such research,</p>	<p>and corporate psychopathy theory. It highlights the predictable ways in which stable personality characteristics of a corporate psychopath can negatively affect leadership. The research suggests that the tactics employed by corporate psychopaths may change over time, emphasizing the need for long term studies to better understand the evolution of corporate psychopathy and its long-term effects on organizations</p>
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				<p>leaving a gap in understanding the ethical considerations involved in studying corporate psychopathy.</p>	<p>The study adds information relevant to the ongoing debate on whether corporate psychopaths should be screened into or out of organizations. It reinforces the view that corporate psychopaths are ultimately destructive to organizations, providing insights for discussions on corporate governance practices.</p>
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Sr .No	Nature of Literature	Name of Literature	Covered / Reviewed	Research Gap in the Literature	Intended Research
3	Journal	Psychopathic Leadership A Case Study of a Corporate Psychopath CEO Author(s): Clive R. Boddy Source: Journal of Business Ethics, Vol. 145, No. 1 (September 2017), pp. 141-156 Published by: Springer	The case study investigates the impact of a CEO with high corporate psychopathy on	The study falls short in exploring the evolving tactics of corporate psychopaths	This research was important in understanding the profound

		<p>Stable URL: https://www.jstor.org/stable/45022207 Accessed: 22-11-2023 19:26</p>	<p>a UK charity, comparing it to a previous transformational leader. The findings reveal severe consequences under the psychopathic CEO, including organizational aimlessness, staff withdrawal, increased turnover, revenue decline, and diminished innovation. The study emphasizes the detrimental effects of leaderlessness and highlights the importance of leadership in organizational effectiveness. It contributes to corporate psychopathy theory by suggesting evolving tactics over time and provides insights into the</p>	<p>over time. It touches on the reduction of bullying after initial control is established but lacks an in-depth examination. Secondly, the research leaves a gap by not delving into potential countermeasures or preventive strategies beyond screening for psychopathy. A more comprehensive discussion on mitigating the negative consequences is essential for practical application.</p>	<p>impact of leadership, particularly when a corporate psychopath assumes a key role. By explaining the organizational consequences of a CEO with high corporate psychopathy, it underscores the crucial role of effective leadership in team performance and overall organizational effectiveness. It contributes significantly to both leadership and corporate psychopathy theory, shedding light on the negative effects of</p>
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			<p>debate on screening psychopaths in or out of organizations, arguing for their ultimately destructive nature.</p>		<p>psychopathic leadership, such as organizational decline, employee withdrawal, and increased turnover.</p> <p>Furthermore, the research adds to the discourse on corporate governance, specifically in the screening of individuals with psychopathic traits into or out of organizations. It supports the viewpoint that corporate psychopaths can be detrimental to the organizations that employ them, emphasizing the need for careful consideration in leadership</p>
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					<p>appointments . The study's findings offer practical implications for human resources professionals, suggesting that screening leadership candidates for psychopathy may be essential for organizational success, given the relationship between psychopathy and overall performance.</p> <p>This research enhances our understanding of the dynamics between leadership and organizational outcomes, particularly when a corporate psychopath is</p>
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					at the lead. It provides valuable insights for organizational decision-makers, human resources professionals, and scholars interested in corporate governance, leadership, and psychopathy.
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Sr .No .	Nature of Literature	Name of Literature	Covered / Reviewed	Research Gap in the Literature	Intended Research
4	Journal	The Influence of Corporate Psychopaths on Corporate Social Responsibility and Organizational Commitment to Employees Author(s): Clive R. Boddy, Richard K. Ladyshevsky and Peter Galvin Source: Journal of Business Ethics , November 2010, Vol. 97, No. 1 (November 2010), pp. 1-19 Published by: Springer Stable URL: https://www.jstor.org/stable/40929370	The research highlights the significant impact of Corporate Psychopaths on perceptions of Corporate Social Responsibility (CSR) and organizational commitment to employees. It emphasizes	It emphasizes the need for future research to explore the impact of Corporate Psychopaths in areas such as bullying, conflict at work, morale, job satisfaction, organizational effectiveness, fraud, organizational misrepresentation, organizational success, and	The research contributes significantly by shedding light on the detrimental influence of Corporate Psychopaths on organizational dynamics, including areas such as CSR perceptions and

			<p>that these individuals, driven solely by self-gratification and lacking moral responsibility, pose a barrier to CSR and employee commitment.</p> <p>The findings indicate that under the leadership of Corporate Psychopaths, employees are less likely to perceive socially responsible business practices, environmental friendliness, and commitment to employees. The research underscores the importance of preventing Corporate Psychopaths</p>	<p>corporate longevity.</p> <p>The paper lacked to highlight the importance of addressing ethical issues related to studying individuals prone to unethical behavior.</p> <p>The research advocates for an in-depth examination of the role of Corporate Psychopaths in organizational dynamics and calls for a comprehensive exploration of their influence across different measures of misbehavior and organizational outcomes but does not suggest any point through which it could be further researched on .</p>	<p>commitment to employees.</p> <p>It provides empirical evidence supporting the notion that the presence of Corporate Psychopaths hampers altruistic behaviors and ethical practices within organizations .</p> <p>The study underscores the need for considering the impact of these individuals in corporate governance and management research. Additionally, the research offers practical implications by</p>
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			<p>from holding leadership positions to ensure businesses operate in ways that benefit society, the environment, and employees.</p> <p>The paper suggests that future research should consider the presence of Corporate Psychopaths in exploring CSR and employment relations, addressing ethical concerns related to studying individuals prone to unethical behavior. The study advocates for increased awareness in corporate</p>		<p>suggesting that organizations and societies aiming for responsible business practices should prevent Corporate Psychopaths from occupying leadership positions. Overall, the study's findings offer valuable insights into the challenges posed by Corporate Psychopaths</p>
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			governance and management research regarding the influence of Corporate Psychopaths in various organizational aspects.		
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Sr .No.	Nature of Literature	Name of Literature	Covered / Reviewed	Research Gap in the Literature	Intended Research
5	Journal	Corporate Psychopaths: Uncaring Citizens, Irresponsible Leaders Author(s): Clive R. Boddy Source: The Journal of Corporate Citizenship , No. 49, Creating Global Citizens and Responsible Leadership (March 2013), pp. 8-16 Published by: Greenleaf Publishing Stable URL: https://www.jstor.org/stable/10.2307/jcorp.citi.49.8	The article emphasizes the critical nature of denying leadership positions to individuals with psychopathic tendencies, particularly in the face of multiple impending crises that pose threats to sustainability. It introduces the concept of corporate psychopath, outlining the characteristics	The article mentions the impact of corporate psychopaths in politics but lacks in-depth exploration and linkage . It falls short in providing a comprehensive understanding of how these individuals influence political dynamics. The paper lacks a	The Article helped in understanding the characteristics of corporate psychopaths, providing a clear understanding of the traits associated with manipulative, unethical, and ruthless behavior in a corporate setting.

			<p>and rise to power of individuals exhibiting manipulative, unethical, and ruthless traits. The discussion delves into the decline of corporate social responsibility (CSR) and environmental sustainability, providing specific cases to illustrate the concerning trend.</p> <p>Furthermore, the article explores the influence of corporate psychopaths in the political sphere, demonstrating how these individuals can disproportionately impact society despite their relatively low incidence (1%) in the population.</p>	<p>detailed examination of the specific roles played by corporate psychopaths in causing the global financial crisis.</p> <p>The limited exploration of countermeasures beyond screening. The article could benefit from discussing a broader range of preventive strategies, allowing for a more comprehensive examination of how to address the influence of corporate psychopaths.</p>	<p>Further by highlighting the decline in corporate social responsibility (CSR) and environmental sustainability, the paper offers valuable insights into the consequences of corporate psychopathy on broader societal and environmental issues.</p>
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			<p>The author contends that corporate psychopaths pose a significant threat to political stability, global financial systems, environmental well-being, corporate governance, and responsible management.</p> <p>The argument suggests that their self-centered behavior and Machiavellian priorities undermine the interests of future generations, employees, society, and the environment.</p> <p>The global financial crisis is highlighted as a consequence of the actions of</p>		
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			<p>corporate psychopaths at the helm of organizations. The article underscores the need for screening measures for psychopaths in senior organizational and political positions to ensure that leaders prioritize the greater good over short-term personal interests. It warns that without such measures, the consequences could be severe, leading to the degradation of the economy, environment, and the potential extinction of various species, including humanity.</p>		
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