
Problem Personalities in the Workplace

Development of the Corporate Personality Inventory

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9.1 Introduction

The notion that individuals with psychopathic personality characteristics exist in the corporate world is both a logical extension of the estimated community prevalence rates of the disorder, as well as a scientific hypothesis based on the observation that a number of the characteristics of the disorder

could convey an advantage within this context (Crant & Bateman, 2000; Kets de Vries & Miller, 1985). However, very little literature has actually tested the validity of the hypothesis, despite the proliferation of the idea in media portrayals and semi-academic publications (Babiak & Hare, 2006; Boddy, 2011b; Dutton, 2012). Given that psychopathy in its criminal manifestation has been shown to predict aggression and violent behaviour, the assumption has been that in a business setting those individuals with the disorder will be responsible for fraud (Blickle, Schlegel, Fassbender, & Klein, 2006), workplace bullying (Caponecchia, Sun, & Wyatt, 2012) and poor management (Babiak, Neumann, & Hare, 2010). Smith and Lilienfeld (2013) have, though, recently posited a 'double-edged sword' hypothesis, citing examples from studies that have shown positive characteristics including being a strategic thinker, being creative or innovative and successful leadership (Babiak et al., 2010; Lilienfeld, Waldman, Landfield, Watts, Rubenzer, & Faschingbauer, 2012). The present study seeks to further clarify the distinction between positive and negative manifestations of psychopathic personality characteristics in a corporate sample. The aims of the study include the development of an assessment tool to measure psychopathic personality traits in a business setting, as well as the elucidation of how these characteristics correlate with other validated measures relevant to psychopathy assessment.

Psychopathy is a pervasive psychological disorder that impacts interpersonal relationships and life domains such as employment, education and family (Kiehl & Hoffman, 2011). Despite cultural variations, documentation of individuals possessing psychopathic characteristics is far reaching and suggests universality of the construct (Kiehl, 2011). An interactive model suggests that the phenotypic interplay between biological disposition and environmental factors may best explain the disorder, and this may assist in explaining how different expressions of the disorder can result in differing subtypes, for example, criminal and non-criminal (Kiehl, 2011). The manifestation of psychopathy may be dependent on an individual's environmental circumstance (Kubak & Salekin, 2009), and involve mediating variables such as education and socio-economic advantages. This explanation for non-criminal psychopathy is known as the *compensatory process* perspective and assumes that the anti-social behaviour of criminal psychopaths is not part of the defining features of the disorder, but rather a consequence of it (Cooke, Michie, Hart, & Clark, 2004). This explanation resonates with the fearlessness hypothesis of psychopathy (Lykken, 1957, 1995) in which individuals with this temperament are resistant to socialisation and thus are likely to become anti-social. On the other hand, good parenting, high intelligence or greater economic opportunities can channel the fearless psychopathic individuals into socially sanctioned pursuits, including business, politics and athletics.

The triarchic model of psychopathy (Patrick, Fowles, & Krueger, 2009) also provides further clarification of the difference between psychopathy

and anti-social personality disorder, emphasising the dimension of boldness as being a key defining characteristic of the former and absent in the latter (Ogloff, 2006; Venables et al., 2014). In addition to the construct of boldness, the triarchic model emphasises the traits of disinhibition and meanness. Disinhibition is characterised by impulse control problems, a lack of planfulness or foresight, immediate gratification and poor behavioural restraint (Patrick et al., 2009; Skeem et al., 2011). The trait of boldness concerns the capacity to remain calm and focused in pressured situations, the ability to recover from stressful events and a tolerance for unfamiliarity and danger (Patrick et al., 2009; Skeem et al., 2011). Meanness pertains to attributes including deficient empathy, a lack of close attachments with others, excitement seeking, rebelliousness, empowerment and exploitativeness (Patrick et al., 2009; Skeem et al., 2011).

The triarchic model is consistent with many of the leading theories and assessment measure of psychopathy, including Cleckley (1941), Karpman (1941), Hare (2003) and Lilienfeld (Lilienfeld & Widows, 2005). A strength of the model is that it provides a phenotypical account of psychopathy, allowing a diverse operationalisation of the construct across different samples, contexts and practical application. The advantage of an overarching conceptualisation, rather than a construct that is defined by a sole measure, is that it allows for a series of theoretical positions and assessment instruments to exist and demonstrate psychometric efficacy at various point in time (Skeem et al., 2011).

Although the majority of theory and research on psychopathy emphasises its criminal/anti-social manifestations, a number of possible explanatory models for non-criminal psychopathy have been posited (Hall & Benning, 2006). One of these is known as the *dual process* perspective, in which the interpersonal-affective components of psychopathy are etiologically distinct from the anti-social behaviour component, thus individuals could present with high levels of interpersonal-affective traits, and low or normal levels of anti-social behaviour. This perspective is compatible with the two-factor model of psychopathy (Harpur, Hare, & Hakstian, 1989), as well as the proposed etiological mechanisms of primary and secondary psychopathy (Kubak & Salekin, 2009).

The major global economic downfall of the late 2000s saw a detrimental shift in the financial and economic standings of various leading countries and multinational companies and corporations around the world (Boddy, 2011b). This saw a movement of researchers attempting to understand the leadership decisions, the moral climate of organisations and the high rates of staff turnover leading to depersonalisation of companies (Boddy, 2011b).

The focus of recent empirical attention has been largely geared towards development of assessment strategies for psychopathy in the corporate

business context (Smith & Lilienfeld, 2013). The B-Scan 360 (Babiak & Hare, 2012) is based on Hare's (2003) four-factor model of psychopathy and comprises both self- and observer-report versions. No data have been reported for the self-report scale, but the observer-report version consists of 20 items and four factors: Manipulative/Unethical, Callous/Insensitive, Unreliable/Unfocused and Intimidating/Aggressive (Mathieu, Hare, Jones, Babiak, & Neumann, 2014). There are currently no convergent, divergent or criterion validity reported for this scale (Smith & Lilienfeld, 2013). In addition to this measure, Smith and Lilienfeld (2013) have reviewed a number of other possible assessment tools, including the Levenson Self-Report Psychopathy Scale (Levenson, Kiehl, & Fitzpatrick, 1995), and the Self-Report Psychopathy Scale-III (Paulhus, Neumann, & Hare, in press) that may be appropriate for use with a corporate sample. However the only measures that have actually been used with corporate samples have been the two Hare measures (PCL-R and B-Scan).

It is clear that the positive aspects of psychopathy may lend themselves to the appearance of strong leadership qualities, including charisma, confidence, passion and vision. However, individuals with psychopathic personalities also possess underlying dysfunctional characteristics that ultimately may precipitate their involvement in behaviour that is abusive, coercive, self-interested, unethical and manipulative (Babiak & Hare, 2006; Boddy, 2005, 2011b; Smith & Lilienfeld, 2013; Stevens, Deuling, & Armenakis, 2012). Unfortunately the identification of psychopathic leaders may not be a priority for organisations where the focus is on positive outputs including growth or financial increases (Babiak & Hare, 2006; Boddy, Ladyshevsky, & Galvin, 2010).

It is important to understand the balance between the potential detrimental influences as well as possible positive consequences of psychopathic individuals in organisations, as their influence can be pervasive (Henning et al., 2014; Smith & Lilienfeld, 2013). The presence of individuals with psychopathic personalities in the workplace also leaves non-psychopathic individuals potentially susceptible to manipulation without objectively recognising when it is occurring (Babiak et al., 2010; Henning, Wygant, & Barnes, 2014). Thus, it is important that we do not underestimate the impact of psychopathic individuals within a business context, and there is a need for effective identification and management. The current study aims to contribute to this emerging research area. A dearth of literature on non-criminal psychopaths currently exists, and, specifically, a distinct gap in the assessment of non-criminal psychopathy is evident. Thus, development of an assessment tool will assist in making further meaningful contributions to the literature, as it may assist in the detection of these individuals within corporate contexts.

9.2 Aim

The aim of the current study is to develop a self-report assessment inventory to effectively measure non-criminal psychopathy to aid in the detection of psychopathic personality traits in individuals within purchasing and supply professionals. This sample was targeted due to the nature of the occupational area, which involves significant responsibility and autonomy over corporate resources (typically purchasing expenditure accounts for more than 50% of the total costs of an organisation). It is anticipated that this will also assist in developing a greater understanding of this unique population, such that it may further inform our understanding of how to appropriately identify and manage individuals with psychopathic personality traits in business contexts. A key part of the scale development involves testing its construct, divergent and convergent validity, as well as reliability of the subscales identified through factor analysis. This will involve examining the bivariate correlations between the factors and subscales of the Psychopathic Personality Inventory–Revised (PPI-R) and Corporate Personality Inventory (CPI), as well as the Paulhus Deception Scale.

It is hypothesised that the CPI measure will obtain a factor structure similar to the triarchic model of psychopathy encompassing meanness, boldness and disinhibition.

It is hypothesised that the CPI will correlate highly with the PPI, such that individuals above the cut-off score for psychopathic personality on the PPI-R will also be detected on the CPI.

It is further hypothesised that impression management will form a core component of the factor structure of the CPI, given the need for individuals possessing psychopathic traits to adapt the more negative and emphasise the more positive qualities of their personalities. This is therefore hypothesised to be a unique point of differentiation for this population as compared to other groups of psychopathic individuals who have been shown not to engage in impression management (e.g. Verscheure et al., 2014).

9.3 Method

9.3.1 Participants

The initial survey sample comprised 325 participants recruited from a supply chain professional organisation via an e-mail list provided by the organisation. E-mails were sent to the full database of 1700 members, inviting them to complete the survey online via a link to the PsychData survey hosting website. Sixty-four participants were excluded on the basis of excessive missing

data on the Psychopathic Personality Inventory. The final data set consisted of 261 participants. Participants consisted of 100 females ($M_{age} = 46.97$ years, $SD = 10.03$) and 161 males ($M_{age} = 48.53$ years, $SD = 9.71$). The overall mean age of the sample was 47.93 years ($SD = 9.84$) and overall age ranged from 27 to 75 years. The majority of the sample was married ($n = 194$; 74.3%), 26 (9.6%) were either divorced or separated and 32 (12.2%) were single. In terms of ethnicity, some interesting differences with respect to the Babiak, Neumann, and Hare (2010) study emerged. In the present study, 170 (65.1%) of the participants reported their ethnicity to be Caucasian, 47 (18%) were Asian and 18 (6.8%) were African-American. Seventeen (6.5%) reported their ethnicity as Hispanic or Mexican. The figures in the Babiak et al. study were 91.1% for Caucasian, 2.5% Asian, 1% African-American and 2.5% Hispanic.

The participants were highly educated with 37.5% possessing a bachelor's degree, 44.1% a master's and 3.8% a PhD qualification. Finally, participants were asked to report on their maximum budget for pricing negotiations, and these were as follows (all in U.S. dollars): <\$1 million (8.4%); \$1–\$10 million (20.7%), \$11–\$50 million (14.2%), \$51–\$100 million (9.2%), \$101–\$999 million (16.5%) and \$1 billion to unlimited (4.9%). The mode value was \$50 million.

9.4 Measures

9.4.1 Participant Demographics

Questions included participants' gender, relationship status, highest educational qualification and ethnicity. Participants were asked to indicate (a) length in current role, (b) involvement in negotiating purchasing parameters, (c) maximum budget for purchasing negotiations and (d) management of staff as variables for examining criterion validity.

9.4.2 Paulhus Deception Scales: Balanced Inventory of Desirable Responding

The Paulhus Deception Scales (PDS; Paulhus, 1999) is a 40-item self report inventory designed to assess two forms of socially desirable responding, that being self deception and impression management. Use of this inventory enabled researchers to gauge the extent to which socially desirable responding had impacted the study. It was also utilised in the analyses to determine convergent validity with the social desirability items of the CPI. The inventory contains two scales: Impression Management and Self Deceptive Enhancement. Participants were instructed to indicate the degree to which each statement applies to them, including 'I sometimes tell lies if I have to' and 'I have never dropped litter on the street' on a 5-point Likert scale, ranging

from 5 (*very true*) to 1 (*not true*). The inventory is scored at the extreme ranges of responding, such that only endorsed items 1 and 5 contributed to the overall score, with endorsed items 2, 3 and 4 not contributing to the overall score. The inventory demonstrates acceptable internal consistency, with Cronbach's alpha $\alpha = 0.85$ (Paulhus, 1999). For scoring purposes, raw scores are converted into *T*-scores. Raw scores range from 0 to 40, with higher scores indicating a higher likelihood of socially desirable responding. *T*-Scores ranging from 28 to 90, with scores above 70 and below 30 being concerning (Paulhus, 1999).

9.4.3 Psychopathy Personality Inventory–Revised

The Psychopathic Personality Inventory–Revised (PPI-R; Lilienfeld & Widows, 2005) is a 154-item self-report measure that assesses psychopathy and its component psychopathic traits. Use of the inventory enabled researchers to identify levels of psychopathic personality traits amongst the sample. The inventory can be utilised in both community and forensic settings for clinical and non-clinical purposes. Scores from the inventory comprise two scales: content and validity scales. The content scale consists of eight subscales: Machiavellian Egocentricity, Blame Externalisation, Carefree Non-planfulness, Stress Immunity, Rebellious Non-Conformity, Social Influence, Cold-Heartedness and Fearlessness. The validity scales are Virtuous Responding, Deviant Responding and Inconsistent Responding. Participants were required to respond to items such as 'People are impressed with me after they first meet me' and 'When my life gets boring, I like to take chances' on a 4-point Likert scale of *false*, *mostly false*, *mostly true* and *true*. The inventory demonstrates adequate psychometric properties, demonstrating internal consistency ranging from $\alpha = 0.78$ to $.092$ (Lilienfeld & Widows, 2005). The measure also demonstrates convergent validity, as evidenced by significant correlations with other measures of psychopathy. Test-retest reliability is also high, ranging from $\alpha = 0.82$ to 0.93 over a 19-day retest period (Lilienfeld & Widows, 2005).

9.4.4 Corporate Personality Inventory

The Corporate Personality Inventory (Fritzon, Croom, Brooks, & Bailey, 2013) is a self-report measure designed to assess the presence of distinct personality traits in individuals employed in a corporate workplace environment. The measure was designed for the purposes of the present study due to the lack of an appropriate tool for assessing presence of psychopathic and other potentially problematic and dysfunctional personality traits within a business context. The development of the CPI was based on an exploratory approach to test construction. Items were generated by an expert panel ($n = 4$) comprised of academics with research and professional experience in

business management and forensic psychology, specifically in psychopathic and other personality disordered offenders. An initial item pool of 120 items was drawn from the core personality descriptors of psychopathy as written into statements that would reflect the business environment, and a number of these items ($n = 47$) also reflected potentially positive constructions or manifestations of psychopathic personality traits in a business context (e.g. 'I am not afraid to make bold business decisions'; 'I am a talented communicator'), some of which also reflected the concepts of fearlessness and social influence as central features of the psychopathic personality. Finally, some items were drawn from previous research that found an association between high-functioning business executives and other personality disorder constructs, including histrionic and narcissistic personality types (Board & Fritzon, 2005). A list of original scale items can be found in the [Appendix](#). Participants were instructed to respond to statements on a 4-point Likert scale: *true, mostly true, mostly false and false*.

9.5 Results

9.5.1 Descriptive Statistics

Correlations were performed on all continuous variables to examine the bivariate relationship between predictor variables. [Table 9.1](#) presents the

Table 9.1 Summary of Means and Standard Deviations for Age, Psychopathic Personality Inventory-Revised (PPI-R), Paulhaus Deception Scale (PDS) and Corporate Personality Inventory (CPI) According to Gender

	<i>M</i>	<i>SD</i>
PPI-R	298.40	22.62
Male	297.72	21.88
Female	299.47	23.81
CPI	337.30	23.54
Male	336.10	24.76
Female	339.24	21.44
PDS	15.15	6.47
Male	15.07	6.53
Female	15.25	6.39
Age	47.93	9.85
Male	48.53	9.71
Female	46.97	10.03

Note: Means and standard deviations for age are presented in years. $N = 259$. PPI-R, ($N = 261$), PDS, ($N = 179$), CPI, ($N = 191$).

means and standard deviations for each measure and age according to gender. For the PPI-R, Lilienfeld and Widows (2005) suggest that offender samples obtain a mean of 283.86, $SD = 28.99$, which is well below the mean for both males and females within this sample. Additionally, for a community sample, expected mean scores for males with an average age similar to that of the current sample being $M = 284.29$, $SD = 33.07$ and for females being $M = 256.05$, $SD = 25.89$. This indicates that the current sample obtained a higher mean score than would be expected in an offending and community samples for both males and females. An alternative way of measuring the levels of psychopathic personality traits in the current sample was computed using 65T as a clinical cut-off score as per the PPI-R manual (Lilienfeld & Widows, 2005). This resulted in 55 (21%) individuals whose scores were within the clinically significant range. For the PDS, Paulhus (1998) suggests that normative data for the general population is $M = 8.9$, $SD = 3.7$. The current sample mean of 15.14, $SD = 6.5$ is thus very high.

9.5.2 Factor Structure of the Corporate Personality Inventory

Exploratory factor analysis was utilised as a means of selecting items for the constructs of interest and clarifying and modifying the constructs upon completion of data collection. The initial questionnaire consisted of 134 questions and the data from 191 participants initially violated the assumption of sampling adequacy, with a Kaiser-Meyer-Olkin (KMO) value of .45. Thus a series of Pearson correlations were run in order to eliminate items that did not correlate sufficiently. This resulted in a reduced item set of 61, giving an adequate KMO value of .68, and Bartlett's test of sphericity $\chi^2 (191) = 18239.14$, $p < .001$, indicating that correlations between items were sufficiently large for principle components analysis. An initial analysis was run to obtain the eigenvalues for each component in the data. The scree plot was examined and showed an inflection at the fourth component. Due to the convergence of the scree plot and Kaiser's criterion on four components, this is the number of components that were retained in the final analyses. The final four-factor solution accounted for 23.14% of the variance. **Table 9.2** presents the results of principle axis factoring on an orthogonal rotation (varimax) of the solution after rotation. Loading less than .4 were suppressed and excluded. Each question only loaded onto one factor. As presented in **Table 9.2**, Factor 1 (Boldness) had 23 variables that loaded onto that factor and accounted for approximately 8.7% of the variance. All items that loaded onto Factor 1 (Boldness) are conceptually similar and relate directly to being bold and making risky decisions. Factor 2 (Impression Management) consists of 18 items conceptually related to positive impression management and accounted for 7.1% of the variance. The 9 items that

Table 9.2 Principle Axis Factoring of Orthogonal Factor Rotation

	Factor			
	1	2	3	4
	Boldness	Impression Management	Interpersonal Dominance	Ruthless
I am willing to take risks and embark on difficult courses of action.	.678			
I would be good in a high stake or pressured situation as I make fast decisions.	.657			
I can handle being the centre of attention.	.631			
A fast paced workplace environment excites me.	.622			
I find it difficult to talk others into seeing my side or point of view. ^a	-.565			
I am able to remain calm in the face of danger.	.531			
I like being where the action is happening.	.521			
I am able to adapt to any situation or interaction.	.496			
Taking on multiple tasks at once is exciting.	.487			
I am able to adapt and change quickly to any task, job or requirement.	.487			
I am able to move on quickly from negative consequences.	.484			
When it is really matters, I can talk most people into anything.	.478			
I am quick-witted.	.471			
I am adept at noticing weakness in others.	.464			
Taking a risk for a big payoff would make me very nervous. ^a	-.463			
Being different and standing out from others has its benefits.	.462			

(Continued)

Table 9.2 (Continued) Principle Axis Factoring of Orthogonal Factor Rotation

	Factor			
	1	2	3	4
	Boldness	Impression Management	Interpersonal Dominance	Ruthless
I am able to persuade people to see what matters.	.458			
I rarely get nervous in the workplace.	.430			
Once I have made a decision I do not doubt myself.	.427			
I am a talented communicator.	.423			
I possess the ability to read people at face value.	.420			
I am embarrassed easily. ^a	-.408			
I do not let negative events get on my nerves.	.401			
I have never eavesdropped on a conversation between other people.		.780		
I have never talked about someone behind their back.		.768		
I have never been tempted to tell someone off.		.699		
I never get upset when things do not go my own way.		.696		
I have never been disrespectful to another person that I dislike.		.681		
I never done something that I am ashamed off.		.674		
I have never been annoyed by another person.		.660		
I have never resented the success of another.		.643		
I have never tuned out to a conversation in which I have been involved.		.630		
I have never lost my temper at someone.		.609		
I am yet to meet someone in the workplace who I dislike. ^a		-.608		
I have never deliberately said anything offensive.		.596		

(Continued)

Table 9.2 (Continued) Principle Axis Factoring of Orthogonal Factor Rotation

	Factor			
	1	2	3	4
	Boldness	Impression Management	Interpersonal Dominance	Ruthless
I've never been tempted to read someone else's printed papers that they have left in the print room/photocopy room by mistake.		.534		
I have never wished misfortune on another individual.		.522		
I never check my personal email when I'm at work.		.519		
I have never laughed at a joke I did not find funny.		.510		
I have never been late to an appointment in my life.		.509		
I've never used company resources, e.g. stationary, printers for my personal use.		.467		
People fail to accept when they have made a mistake.			.464	
I need new and exciting things in my life.			.456	
Although I value responsibility, it is often hard to say the same for others in the workplace.			.454	
I am careful to select my inner circle of supporters at work.			.454	
It is difficult for people to hear the truth.			.449	
It is not uncommon for others to try and show each other up at work.			.428	
Conflict amongst colleagues is inevitable.			.416	
Most people give up easily when facing a difficult task.			.412	
People can treat the workplace like a battlefield at times.			.403	

(Continued)

Table 9.2 (Continued) Principle Axis Factoring of Orthogonal Factor Rotation

	Factor			
	1	2	3	4
	Boldness	Impression Management	Interpersonal Dominance	Ruthless
It is acceptable to gain from other peoples weaknesses/ mistakes.				.602
I believe I am more important than other people in the workplace.				.544
Success at a cost to others can be justifiable.				.537
Lying and deceit are integral to successful business.				.480
Keeping appointments, even in busy times is important.				-.458
In some situations, honesty is not necessary.				.442
It makes me uncomfortable when colleagues are humiliated and intimidated by others.				.440
I wouldn't feel guilty making an employee cry if they made me look bad.				.429
When people make mistakes, they deserve a chance to rectify the situation. ^a				-.422
Thinking about consequences is always a factor in my decision making.				-.405
All staff members, regardless of authority/status meaningfully contribute to the company.				-.403
Eigenvalues	12.659	10.279	8.428	5.039
Percentage of total variance accounted for	8.7%	7.1%	5.8%	3.5%
Number of test measures	23	18	9	11
Cronbach's alpha (α)	.88	.92	.73	.76

Note: $N = 191$.

^a Denotes reversed scored items.

load onto Factor 3 (Interpersonal Dominance) relate conceptually to disregard for social convention and impulsivity and accounts for 5.8% of the total variance. Factor 4 (Ruthless) consists of 11 items that are conceptually related to self-centredness and spitefulness and accounts for 3.5% of the variance.

Inter-item consistency was adequate to high for all scales, with Cronbach's alpha scores of $\alpha = .88$ for the Boldness scale, $\alpha = .92$ for Impression Management, $\alpha = .73$ for Interpersonal Dominance and $\alpha = .76$ Ruthless.

9.5.3 Discriminant and Concurrent Validity

The CPI was significantly correlated with the PDS ($r = .361, p < .001$), negatively correlated with age ($r = -.160, p < .05$) and relationship status ($r = -.194, p < .001$). The PPI-R was significantly correlated with the CPI ($r = .231, p < .001$), and negatively correlated with the PDS ($r = -.275, p < .001$) and age ($r = -.268, p < .001$).

Bivariate correlations between factors of the CPI and PPI can be found in Table 9.3. Factor 1 (Boldness) of the CPI was significantly negatively correlated with the Cold-Heartedness factor on the PPI-R ($r = -.189, p < .001$). As expected, Factor 2 (Impression Management) on the CPI was not significantly correlated with any of the Factors on the PPI-R, but was significantly correlated with the Impression Management subscale of the PDS ($r = .491, p < .001$). Factor 3 (Interpersonal Dominance) and Factor 4 (Ruthless) of the CPI were significantly positively correlated with all factors of the PPI-R, and negatively correlated with all factors of the PDS (Table 9.3).

9.5.4 Criterion Validity

The final analysis tested the external (criterion) validity of the CPI by examining the correlations between the subscales of the CPI and the purchasing parameters reported by individuals. For this analysis, the independent variable was created from the seven categories of purchasing limits (see descriptive section), and the CPI total score was the dependent variable. A one-way analysis of variance revealed that the differences in mean CPI scores for each of the seven groups was approaching significance, $F(6, 130) = 1.988, p = .072$. The box plot results are shown in Figure 9.1. These results indicate a curvilinear relationship between CPI score and pricing limits, such that as pricing limits increase towards approximately \$50 million–\$100 million, so does CPI total score increase. However, CPI score then decreases as pricing limit reaches the \$1 billion.

Table 9.3 Summary of Intercorrelations Between Factor Structure of Corporate Personality Inventory (CPI) and Psychopathic Personality Inventory (PPI-R)

Variable	PPI-R; Self-Centred Impulsivity	PPI-R; Fearless Dominance	PPI-R; Cold-Heartedness	PDS Total	PDS; Impression Management	PDS; Self-Deceptive Enhancement
1. CPI (Boldness)	.097	.106	-.189**	.433**	.137	.568**
2. CPI (Impression Management)	.037	-.031	-.063	.322**	.491**	.039
3. CPI (Interpersonal Dominance)	.344**	.329**	.241**	-.213*	-.265**	-.085
4. CPI (Ruthless)	.419**	.304**	.294**	-.149*	-.260**	.014

* $p < .05$, ** $p < .01$. PPI-R ($N = 261$), PDS ($N = 179$), CPI ($N = 191$).

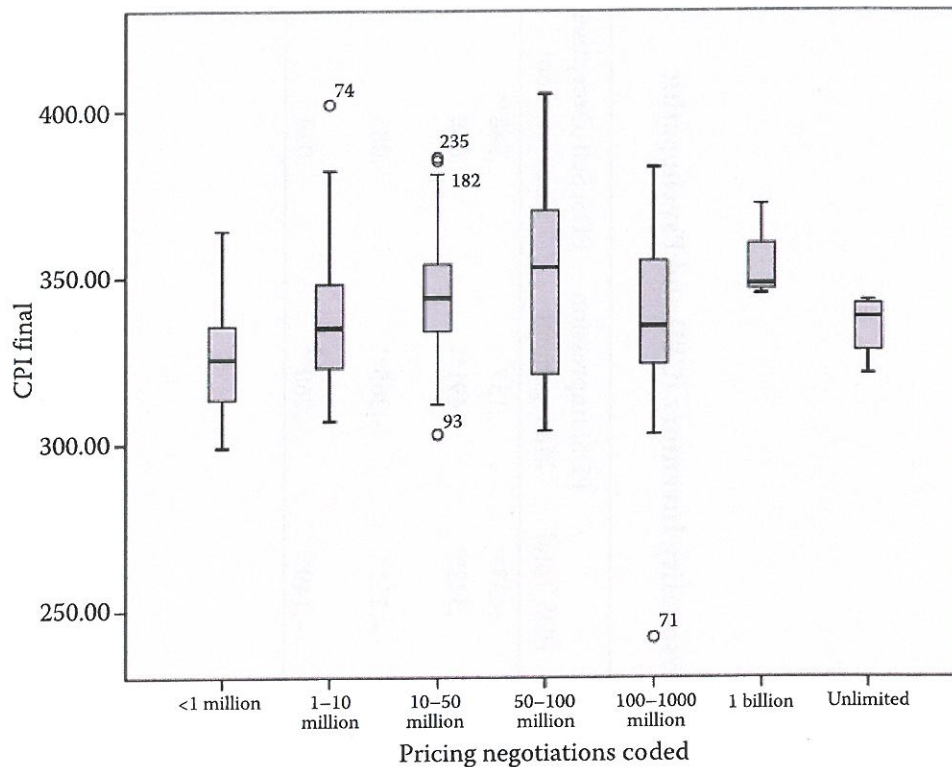


Figure 9.1 Box plot distribution of scores for Corporate Personality Inventory and purchasing limits.

9.6 Discussion

The aim of the current study was to develop a self-report assessment inventory to effectively measure non-criminal psychopathy to aid in the detection of psychopathic personality traits in individuals within business contexts. A key part of the scale development involved testing its construct, divergent and convergent validity, as well as the reliability of the subscales identified through factor analysis. This involved examining the bivariate correlations between the factors and subscales of the Psychopathic Personality Inventory-Revised (PPI-R) and Corporate Personality Inventory (CPI), as well as the Paulhus Deception Scale (PDS).

It was anticipated that the CPI would obtain a factor structure similar to the triarchic model of psychopathy encompassing aspects of meanness, boldness and disinhibition. This was supported, as the CPI yielded a distinct four-factor model encompassing aspects of Boldness, Impression Management, Interpersonal Dominance and Ruthless. It is clear that although the factor analysis accounted for a modest amount of variance in the data, the CPI encompasses a similar factor structure to that which was previously identified within the literature, and may also capture further elements of non-criminal psychopathy, which may add to our theoretical understanding of this population. Furthermore, it was anticipated that the CPI would correlate

highly with the PPI-R and this was ascertained by examining bivariate correlations between the total scores for each measure and also between factors of each measure. Significant correlations between Factor 3 (Interpersonal Dominance) and Factor 4 (Ruthless) on the CPI and all three factors of the PPI-R (Self-Centred Impulsivity, Fearless Dominance and Cold-Heartedness) were obtained.

A number of preliminary differences have been identified within the current analyses that could hold key information regarding the point of differentiation between the two subtypes (criminal and non-criminal) of psychopathy. It may also be possible that the CPI captures information about other dysfunctional personality characteristics in addition to psychopathic personality traits, for example, elements of the so-called *dark triad*, comprising Narcissism, Machiavellianism and Psychopathy. The key outcomes of this study provide a clear rationale for further investigation into this emerging area of research and encourage further refinement and validation of the CPI measure.

Within the regression analyses, the PDS was significantly positively predictive of psychopathic personality traits, as measured by the CPI. However, interestingly, a negative correlation exists between the PDS and the PPI-R. A study by Verschuere et al. (2014) found an inverse relationship between psychopathy and impression management based on the assumption that psychopaths have a disregard for social convention. This suggests that the current sample engaged in impression management and may provide evidence to support the idea that impression management may be a central part of the defining criteria for corporate psychopathy. Similar to this finding, a study by Vitale, Maccoon, and Newman (2011) indicated that psychopathic participants showed activation of the emotional brain structures similar to that of non-psychopathic participants when instructed to engage in an emotional processing task. These findings are contrary to our traditional neurological understanding of psychopathy and may indicate that corporate psychopaths have the ability to imitate emotion at will, and this may be a distinguishing feature that differentiates corporate from criminal psychopaths (Kiehl & Hoffman, 2011; Kosson, Suchy, Mayer, & Libby, 2002; Vitale, Maccoon, & Newman, 2011). This suggestion may also explain the negative correlation between the Cold-Heartedness subscale of the PPI-R and Factor 2 (Impression Management) of the CPI.

Lilienfeld and Widows (2005) suggest that according to the normative community-based sample, males should score significantly higher on the PPI-R than females; however in the current sample, males and females obtained similar scores on the PPI-R. The authors also suggest younger individuals obtain higher scores on the PPI-R than their older counterparts, and this is consistent with the sample in the current study (Lilienfeld & Widows, 2005). These findings in relation to gender also raise an intriguing possibility

in relation to the suggestion made previously, being that traditionally, females are generally conceived as possessing emotional qualities that enable them to form close social relationships more so than males (Carducci, 2009). It may be evident that females with psychopathic personality features have a distinct advantage over males in the corporate environment due to a suggested ability to channel their psychopathic personality characteristics more effectively in order to achieve success in the corporate environment. Further research would be needed in order to investigate this hypothesis.

9.7 Limitations and Future Directions

A major consideration for the current study was the high levels of attrition evident within the data set. This contributed to difficulty in data cleaning procedures and impacted upon the quality and quantity of data collected. When eyeballing the data set, it was clear that attrition affected the data set considerably, with measures early in the collection sequence obtaining a higher N than measures later in the data set. This was confirmed with missing patterns analysis conducted on the statistical software SPSS. To rectify this issue on future data collection of the CPI, it is recommended that this measure be entered first in the collection sequence, instead of last, to ensure that this measure is not as much affected by attrition as the other measures in the data set. The issue of attrition also had considerable effects on the requirements for adequate sampling size of the measure required for factor analysis. Although Cronbach's alpha for each factor reached acceptable levels, the KMO value for the total scale without deleting items was well below the recommended acceptable limit (Field, 2009), whereas including the full item set may have improved the total variance accounted for by the factor solution. Thus, for further validation of this measure, it is important for further studies to be conducted with a larger sample size, particularly so all assumptions of the factor analysis are met.

Given the infancy of this research area, it will be important to conduct future research in a variety of areas to increase our understanding of this unique population. Currently, there is a paucity of research within psychological literature surrounding the detection, assessment and management of individuals with psychopathic personality traits in a corporate context (Babiak et al., 2010). The construct of psychopathy generally attracts negative connotations related to the pathologic nature of the disorder (Boddy, 2011a; Smith & Lilienfeld, 2013). It is, however, important to consider that there may be some positive and adaptive qualities that psychopaths possess that can be highly advantageous in a corporate setting (Babiak et al., 2010). These adaptive qualities include a disinclination towards suicide as well as being creative, decisive, confident, strategic and skillful communicators who often

possess strong personal presentation skills (Babiak et al., 2010; Cleckley, 1941; Smith & Lilienfeld, 2013). It is important for future research to focus on advancing our understanding of these individuals and gain insight into the strengths and weaknesses they possess in order to unlock their potential to contribute meaningfully to the business environment in the context of their disorder (Smith & Lilienfeld, 2013). Currently, we have a preliminary understanding of the impact corporate psychopaths have on the workplace environment. Thus, it is important for further research to examine and understand the specific impact of individuals with psychopathic personality traits on the business environment in order to highlight the potent influence of these individuals in business contexts, distinguishing between the distinct social, financial and economic impacts (Boddy, 2014). Longitudinal research would be advantageous in capturing an in-depth understanding of certain aspects of the workplace environment in the presence of these individuals.

In highly competitive corporate environments, psychopathic individuals may be viewed as a competitive advantage for organisations whose leaders propel the business in a creative and innovative direction, whilst not appreciating their destructive potential (Smith & Lilienfeld, 2013). It is likely that conducting further research on specific impacts of psychopaths on the business environment will grab the attention of businesses and will motivate them to actively cooperate and allow access to this unique population. It is highly important to communicate to businesses that psychopathy in the workplace is a highly important and beneficial research area (Boddy, 2006, 2014). It is also likely that some businesses may be hesitant to cooperate with researchers for fear of scrutiny. A major obstacle to future research is obtaining access to quality samples of psychopaths in corporate environments and reframing research as a possibility for growth rather than being primarily punitive in nature. Limited access to corporate samples is currently slowing the potential for quality research to be conducted with this population (Babiak et al., 2010). Thus, it is hoped that increased attention in this area will allow for more rigorous investigation of psychopaths in the corporate world. Furthermore, another avenue for future research could also focus on the development of measures that do not rely solely on self-report data for the detection of these individuals in corporate settings, rather than completed by other workplace colleagues to increase objectivity of the data and reduce socially desirable responding. It would be ideal if a correlation between self-report and other report data could be combined to produce an accurate depiction of psychopathy in the business environment.

Currently, it appears that although non-criminal psychopaths possess similar affective and behavioural characteristics to criminal psychopaths, there are a number of key areas of difference. As further research emerges in this field, it may be necessary to challenge and reorient our traditional understanding of psychopathy to keep up with modern advances

in our understanding of the disorder (Smith & Lilienfeld, 2013). Further development of the Corporate Personality Inventory is crucial. The current study is preliminary and exploratory in nature, however, it has been conducted in response to a paucity of research in this emerging field. Further empirical and statistical validation of the Corporate Personality Inventory is highly important. Specifically, further data collection for this measure and conducting confirmatory factor analyses will be a key area for future research. The addition of a social desirability factor contributes a unique element to the measure, being that it captures a distinct component that indicates whether an individual's responses are biased in a socially desirable manner. Thus, further investigation into the utility of this factor within the Corporate Personality Inventory is warranted, particularly to further understand the direction of its contribution to corporate psychopathy. Additionally, examination of the presence of subscales within each factor of the Corporate Personality Inventory will be important as it may provide further explanatory power to the measure and provide further insight into what constructs the measure captures. It is anticipated that the Corporate Personality Inventory may fill a distinct void in the recruitment and vetting processes associated with the employment of such individuals. It may be advantageous for corporations to include assessment tools, such as the Corporate Personality Inventory, into standardised recruitment procedures to screen for individuals with disordered personalities, particularly psychopathic personality traits. With further research, it is anticipated that not only detection of these individuals will be possible, but also provision of intervention and management may be possible to manage these individuals in corporate settings.

Examination of the literature has identified inconsistency in the terminology used in this emerging research area. Thus, further revision of the definition for psychopathy in an organisational context is required, particularly given the distinction between the two subtypes: criminal and non-criminal. Current definitions and terminology demonstrate inconsistency within the literature and may increase confusion. Another aspect to consider is that it may be possible that non-criminal psychopaths, found in corporate organisational contexts, may conduct themselves in ways that are unethical, immoral and ultimately illegal, and may find themselves involved in the criminal justice system as a result of their conduct, often referred to as white-collar crime (Smith & Lilienfeld, 2013). The question would then be: Are these individuals classified as criminal or non-criminal psychopaths? Further revision and refinement of the definition and terminology surrounding corporate psychopathy must be considered to ensure consistency across the literature.

Possible implications for the results of the study lie within the potential to generalise results from the current sample to help inform detection,

assessment and management of psychopathic individuals in corporate contexts. Particularly, an overarching aim of the current research is to assist corporations to effectively identify, manage and understand psychopathic individuals within a corporate context. Overall, the current study provides support for the presence of psychopathy in corporate contexts and provides preliminary support for the development of the Corporate Personality Inventory. On the basis of further research, replication extension, and further validation of these results and the Corporate Personality Inventory may provide both practical utility within recruitment and vetting procedures within a corporate business context. If replicated and extended based on the aforementioned recommendations, the contribution of the Corporate Personality Inventory to the research area of psychopathy could be substantial.

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Appendix: Corporate Psychopathy Inventory Items

1. I never exceeded the speed limit when I am driving a motor vehicle.
2. I always ensure that I dispose of litter into a trash can.

3. I admit it every time I make a mistake.
4. I have never lost my temper at someone.
5. I have never been annoyed by another person.
6. I have never been tempted to tell someone off.
7. I am always happy and willing to help people out that ask favors of me.
8. Whenever I am criticised the other person always has a perfectly genuine reason for doing so.
9. I have never wished misfortune on another individual.
10. I have never been late to an appointment in my life.
11. I have never tuned out to a conversation in which I have been involved.
12. I have never talked about someone behind their back.
13. I have never laughed at a joke I did not find funny.
14. If I was undercharged for an item I had purchased I would make it known.
15. I have never deliberately said anything offensive.
16. I have never been disrespectful to another person that I dislike.
17. I have never done something that I am ashamed off.
18. I have never eavesdropped on a conversation between other people.
19. I have never resented the success of another.
20. I never get upset when things do not go my own way.
21. I never check my personal email when I'm at work.
22. I never log on to social networking sites when I'm at work.
23. I've never used company resources, e.g. stationary, printers for my personal use.
24. I've never been tempted to read someone else's printed papers that they have left in the print room/photocopy room by mistake.
25. I believe I am an amusing and entertaining conversationalist.
26. I am quick-witted.
27. My knowledge and skills far exceed the average person.
28. If I wanted to, I could be anything I wanted to be.
29. I like being where the action is happening.
30. I thrive off excitement and challenges.
31. I like to live life in the fast lane.
32. I get uninterested easily and constantly need a challenge.
33. I am able to adapt to any situation or interaction.
34. I am not perplexed or embarrassed when I am found to be wrong.
35. I am embarrassed easily.
36. Life is full of givers and takers.
37. I am adept at noticing weakness in others.
38. Tough decisions need to be made at times regardless of the cost to others.

39. Once I have made a decision I do not doubt myself.
40. I spend little time ruminating on trivial events.
41. I am able to move on quickly from negative consequences.
42. I am able to remain calm in the face of danger.
43. I would describe myself as an emotional person.
44. I try not to become emotionally attached to outcomes.
45. People often react to emotionally to small things in the workplace and should instead just move on.
46. Sometimes in life you need to put yourself first.
47. It is easy to get caught up in others problems.
48. People make their own decisions and must handle the mistakes.
49. Diversity is more important than stability.
50. Applying pressure to decision makers is a necessity at times.
51. I am able adapt and change quickly to any task, job or requirement.
52. People fail to accept when they have made a mistake.
53. I am often helping colleagues who struggle at keeping up with their work.
54. When a colleague makes a mistake I am quick to help point it out.
55. I am mentally stronger than others.
56. Most people give up easily when facing a difficult task.
57. I am good at noticing aspects to compliment another person on.
58. I need new and exciting things in my life.
59. I would be good in a high stake or pressured situation as I make fast decisions.
60. It is not practical to always make appointments on time.
61. It is enjoyable to test your own limits and learn about the limits of others.
62. I enjoy trying things for the first time.
63. I find it difficult to talk others into seeing my side or point of view.
64. I can usually tell if people are lying.
65. Taking a risk for a big payoff would make me very nervous.
66. I am able to persuade people to see what matters.
67. To achieve success, at times it may come at a cost to others.
68. It is difficult for people to hear the truth.
69. It has been necessary for me to make bold business decisions, that have caused others to suffer.
70. In my work environment, I do not care what others think of me, unless their opinion of me directly affects my business prospects.
71. Waiting patiently for others to complete work requirements that 'should have been finished' is arduous at times.
72. It is not uncommon for others to try to show each other up at work.
73. People can treat the workplace like a battlefield at times.
74. Although I value responsibility, it is hard to say the same for others often in the workplace.

75. I find I have often had to remind colleagues of imminent deadlines.
76. If I am confronted by a hostile colleague I am able to handle the situation with ease.
77. A positive presentation is a key ingredient in business.
78. It is important for me to be considered as a leader in the workplace.
79. When it is really matters, I can talk most people into anything.
80. Smiling is an easy way to attract the interest of others.
81. Sometimes I find I am nervous without knowing why.
82. I am often worried that I have hurt the feelings of others.
83. I know what to expect and how to handle people's reactions.
84. Making small talk with people I do not know is hard.
85. Asking a favor of someone makes me uneasy.
86. I can handle being the centre of attention.
87. Being different and standing out from others has its benefits.
88. I do not let negative events get on my nerves.
89. I am a talented communicator.
90. I rarely get nervous in the workplace.
91. I am willing to take risks and embark on difficult courses of action.
92. I often insist on having things my own way.
93. I possess a wide range of emotions.
94. I'm always looking for a new challenge.
95. I find no trouble in speaking out against unjust or unnecessary company policies.
96. A fast paced workplace environment excites me.
97. I'm the first to admit when I have made a mistake.
98. Challenging someone with authority does not bother me.
99. People perceive me as entertaining and theatrical.
100. I admire those who can work the system to get ahead.
101. I would resent anyone who challenged my work/position.
102. I am not afraid to publicly point out others' mistakes.
103. A persons first impression of me is always positive.
104. I don't worry about my future position in the company.
105. I would describe my mentality as being spontaneous.
106. Offering large bonuses to potential employees may attract individuals with misleading intentions.
107. Colleagues are often a useful resource in the workplace.
108. Sharing/allocation of company resources if often fair and just.
109. In some situations, honesty is not necessary.
110. Success at any cost to others is justifiable.
111. It is acceptable to gain from other peoples weaknesses/mistakes.
112. I feel guilty after reprimanding an employee or colleague.
113. I wouldn't feel guilty making an employee cry if they made me look bad.

114. Lying and deceit are integral to successful business.
115. I believe I am more important than other people in the workplace.
116. I have never deliberately said something to hurt a colleague's feelings.
117. I have never disliked anyone in the workplace environment.
118. When people make mistakes, they deserve a chance to rectify the situation.
119. Feelings of guilt and remorse are a sign of weakness in others.
120. Delaying gratification in the working environment is crucial.
121. Keeping appointments, even in busy times is important.
122. Thinking about consequences is always a factor in my decision-making.
123. It is acceptable to place extra pressure on colleagues to meet deadlines.
124. When others fail to meet deadlines, this may reflect badly on me.
125. I select people to be my allies at work.
126. Having allies helps me achieve my goals.
127. When conducting my work, I always stick to company rules and procedures.
128. Changing jobs is exciting.
129. Taking on multiple tasks at once is exciting.
130. Flexibility in the workplace is more valuable than strict constraints or rules.
131. Conflict amongst colleagues is inevitable.
132. It's good to challenge young people in the workplace to test their limits.
133. It's useful to have more junior staff in the workplace to do tasks that I find boring.
134. Some people in the workplace will be more valuable and important to me than others.
135. All personal information should be kept out of the workplace.
136. It makes me uncomfortable when colleagues are humiliated and intimidated by others.
137. All staff members, regardless of authority/status meaningfully contribute to the company.
138. In the past, I have found that most people are unreliable.
139. Most relationships in the workplace are superficial and impersonal.
140. I possess the ability to read people at face value.
141. I never hesitate before jumping into a conversation.
142. The content of a message is more important than the way it is delivered.
143. The present is more important than the past or future.
144. I like to create my own 'culture' at work.
145. When someone in my department has success, I believe my role in that should be acknowledged.



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