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An examination of corporate capabilities to recognize pathic subtleties in leadership candidates during the pre-employment screening process

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AN EXAMINATION OF CORPORATE CAPABILITIES TO RECOGNIZE PATHIC

SUBTLETIES IN LEADERSHIP CANDIDATES DURING

THE PRE-EMPLOYMENT SCREENING PROCESS

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by

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This dissertation, written by

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DOCTOR OF EDUCATION

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Tracey, my doctoral journey would not have been possible without your unwavering

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I am blessed to have all of you in my life.

VITA

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ABSTRACT

This study examines a large corporation's capability to recognize pathic subtleties (i.e., abeyant personality traits) in leadership candidates through the application of conventional pre-employment screening methods. This study's protologism for executive applicants harboring near-pathic or sub-clinical behavioral tendencies is the *Pseudopath*. The ill-fated significance of pathics (i.e., narci*paths*, socio*paths*, and psycho*paths*) to corporate America is well-documented and studied. The characterization and significance of the pseudopath to corporate America is nascent, and as such, is largely undocumented and minimally studied. Recent literature suggests a high incidence of pseudopaths in corporate America's executive job-seeking marketplace. Related research and real-world observations further suggest that pseudopaths in positions of power or dominance are no less harmful to productivity and profitability than their clinically-pathic cousins.

The literary review included within this study begins with general discussions around the bad leader and then drives towards more finite discussions around the pseudopathic leader and the behavioral nuances peculiar to the pseudopath. Literature review also explores the prevalence of pseudopaths hired for executive leadership, the risks posed by their employment, and the efficacy of traditional pre-employment screens where pseudopathic applicants may be involved. Given additional interest in encouraging the use of pre-employment screening models designed with the pseudopath in mind, literary review also ventures into the conceptual and theoretical tenants supportive to the development of a practical and effective pseudopathic screening methodology.

This study applies mixed methods for research and analysis using explanatory dimensions involving both quantitative and qualitative instruments. Quantitative research

applies non-experimental methods of data collection. Data analysis is approached with both descriptive and inferential purpose.   The personality dimensions foundational to Dr. Theodore Millon's MIPS (Millon Index of Personality Styles) Revised test provided a relational backdrop for this study's qualitative research. The research applies phenomenological methods of data collection and inquiry.

Quantitative and qualitative analyses of research data renders sound conclusion that the organizational entity of focus to the study recurrently suffered at the hands of pseudopathic leaders. It also concludes that the inability of the corporation's pre-employment screening processes to detect pathic subtleties contributed to the prevalence of Pseudopaths amongst its leadership ranks.

Chapter 1. Proposal

Introduction

The U.S. military offers a perfect setting for developing leaders – and in no other walk of life are leaders asked at such a young age to make such major decisions that involve millions (if not billions) of American dollars, or, that affect the well-being (if not the very existence) of so many people. In 1979, aboard a U.S. Navy aircraft carrier carefully positioned in a heavily-mined gulf off the coast of an angry Persian country recently *liberated* by religious extremists, a much younger (and naive) version of the author found himself making a comparatively-small decision. Command agreement had been reached to promote a subordinate into a leadership position – contrary to the author's sense of good judgment, but rationalized by the insistence of superiors. Intelligent, well spoken, and ever-confident, this prospect eagerly displayed many of the outward attributes sought after in a leader – especially where an audience was involved. But this individual also had a tendency to surreptitiously venture into harmful and self-serving behaviors. This was known only to the observant few, and unfortunately, to those shipmates whom had suffered his reproachable behaviors first hand. Armed with such knowledge, however, one might question whether an individual of this sort would bring more bad than good in a leadership capacity. But rank prevailed – and within a few weeks, the author's reluctant decision to award his promotion proved out to be a bad one.

Fast forward 30 years. Long separated from military duty and now working for a large corporation, the author finds himself mortified over a corporate announcement that this very individual had been an executive for numerous companies, had been recently hired by the corporation into an executive position, and would be part of a team assembled with purpose to lead performance improvements and work-culture change. This initial disbelief quickly evolved

into a perplexing thought that – if history repeated itself – the disconcerting behavioral tendencies innate to this individual's character (i.e., his pathic fingerprint) would eventually manifest. This hypothesis was validated within months – and with little more than one year on the job, this leader was unceremoniously released from the company for cause (i.e., inappropriate and nefarious conduct). Much to the chagrin of the author, a regrettable leadership selection made three decades past had evolved into a series of similarly-bad decisions on the part of corporate America. In reflection, the ability (or inability) of an entity to recognize pathic subtleties in executive candidates comes into question. With the national news as an informant and personal experience as an expert witness, the author suggests that these selection inadequacies are not uncommon across America's corporate communities. The author also suggests that the risks associated with inadequacies for recognizing pathic subtleties in executive job candidates are not trivial – rather, the likelihood of pseudo-paths existing within any executive candidacy pool are high, and, the consequence of their selection is extensively damaging to both enterprise and personnel alike.

Clinical narcissists, sociopaths, and psychopaths are not particularly difficult to reveal and recognize. History chronicles the harmful (and sometimes insidious) conduct of such pathic leaders across centuries past – and the word for the wise is that those who cannot learn from history are doomed to repeat it. The subtle tendencies of the pseudopath, on the other hand, give every appearance of being largely obscure to traditional hiring methodologies, background investigations, psychological testing, and personality profiling. Yet, from a holistic perspective, history for this ilk of leader should not be ignored. The pseudopath harbors many undesirable attributes that can foment trial and tribulation once placed into a position of authority. If unchecked or unresolved, the pseudopathic leader can be crippling to the organization. But then,

can we recognize – and thus avoid – the pseudopathic leader? The author asserts that executive job candidates harboring (and perhaps hiding) pseudopathic tendencies can indeed be flushed-out. Good sense suggests that any business entity would be so wise to recognize executive-level pseudopaths before they're hired.

Problem Background

Given a need to hire a home caregiver for children or an elderly relation, a client would certainly want to know if any of the short-listed candidates were prone to unscrupulous behaviors. Surprisingly, the typical corporate background investigation would not root-out a pseudopath entrusted with the care of loved ones (Schouten & Silver, 2012). This revelation doesn't bode well for corporate America – because the executive-leadership mainstream is more of a harbinger for pseudopaths than the ordinary pool of home caregivers. Executive leadership is synonymous with power, and power is the perfect weapon for dominance, and dominance is the pseudopath's trigger for self-enrichment and self-gratification (Simon, 2010).

Settings that allow for self-enrichment and self-gratification are quintessential pseudopathic magnets (Hare, 1993). One might surmise that rigorous psychological profiling using tools such as Hare's revised Psychopathy Checklist (PCL-R) or the Minnesota Multiphasic Personality Inventory (MMPI) scales would be sufficient to spot the personality disordered. And then, one might apply custom personality-profiling tools such as the Myers-Briggs Type Indicator (MBTI) or Geier's DiSC assessment for added assurance. These additional measures of screening, however, would still fail to expose the pseudopath (Schouten & Silver, 2012). These types of tests were not designed with the pseudopath in mind, and as a result, can be artfully *gamed*. Babiak & Hare (2006) caution that "the standard techniques used to screen out under-

qualified individuals are well known and little match for the psychopath's lying and manipulative skills" (p. 103).

In characterizing the pseudopath, it is important to first describe continuums. Across the many fields of human science, continuums are pathological measuring sticks used by sociologists, psychologists, and psychiatrists (alike) that describe some manner of human nature, response, or behavior. Some continuums are categorically distinct, while others cross pathologic divisions. A pseudopath lies in the same behavioral continuum as neurotics and psychopaths. Simon (2010) articulates that this particular human-character continuum "reflects how an individual deals with the challenges of life" (p. 32). At one extreme is the severely neurotic. One might expect the opposite end to be occupied with normalcy – but it is anything but normal. The opposite extreme is bound by severe character disorder. Normality as it is, falls in the middle of this particular human-character continuum. Neurosis arises from conflicts between instinctual drive and conscience. Another way of looking at this is that neurotics suffer from too much conscience. Character-disorder personalities, on the other hand, are devoid of conscience when primal urges are acted upon. Another way of looking at this is that the character-disordered suffer from too little conscience. Narcissism, sociopathy, and psychopathy can be found amongst the many clinically-recognized disorders found at this end of the human-character continuum. Pseudopathy is their second cousin.

Purpose and Significance of the Study

This study precipitated from recent research and real-world observations that suggest a high incidence of pseudopaths (i.e., near-pathics or sub-clinical narcipaths, sociopaths, and psychopaths) within corporate America's executive job-seeking marketplace. Related research and real-world observations further suggest that pseudopaths in positions of power or dominance

can quickly exact harm to both corporate productivity and profitability. A large corporation's conventional pre-employment screening methodology will be examined with purpose to determine its capability to flush-out pseudopaths before they're hired. Given the nascence of the pseudopathic concept within the behavioral sciences, this study's research and analysis will be both explanative and expository. The practical purpose for this study is to assist the large corporation in its pre-employment recognition (and hence avoidance) of leadership candidates harboring pseudopathic tendencies.

The significance of a pre-employment screening methodology designed with the pseudopath in mind becomes apparent when one blends studies conducted around the pervasiveness of individual clinical pathics (i.e., psychopaths, sociopaths, and narcipaths) in America's executive job market. The resulting mix is an eye-opener.

Gather 100 working-age adults randomly from the general U.S. population. One psychopath is likely to be found in their midst (Babiak & Hare, 2006). Of the 99 ordinary Americans remaining from the sample pool of 100, three sociopaths are likely to be amongst them (Stout, 2005). Of the remaining 96 ordinary Americans from the sample pool, six narcissists are likely to be included. One of these narcissists will likely be of the Narcissistic Personality Disorder (NPD) type (Babiak & Hare, 2006) – otherwise, a narcipath (for purposes of this study). The other five are likely to be of the clinical sort that exhibit a lesser degree of narcissistic characteristics – but on a regular basis (Simon, 2010). Babiak and Hare (2006) suggest that, amongst a 1% pathic population, "another 10 percent or so fall into the gray zone" (p. 177). Schouten and Silver (2012) place the near-pathic population higher, indicating that "the prevalence of sub-clinical psychopathy in student populations in the United States and Sweden showed rates as high in the range of 5-15% (p. 57). These estimates are in good agreement with a

probability extrapolation of measured pathic percentages across the human-character continuum – prompting the author to render a conservative estimate that 9 or 10 pseudopaths are likely to be languishing amongst the 90 ordinary Americans remaining from the original sample pool of 100. All told, there is good likelihood that some 20% of ordinary 'baseball and apple-pie' Americans will be pathic or borderline pathic. In other words – 1 in 5 ordinary Americans, to varying degrees, are likely to be bad apples. For corporate America, the concern must go beyond the apparent. This nature of disturbed individual instinctively seeks power and dominance, and, large business is their refuge (Simon, 2010). Dickson (2013), an acclaimed reporter and researcher, quotes Hare's assessment that "you're four times more likely to find a psychopath at the top of the corporate ladder than you are walking around the janitor's office" (para. 3). The pathic four (Pseudopaths, Narcipaths, Sociopaths, and Psychopaths), it seems, are inexorably drawn to executive positions in corporate America. As such, logic would suggest that one in four (or even one in three) executive-level job applicants may very well be of the pathic sort.

This revelation highlights the importance to the proposed study. So little is known about the pseudopath in corporate America, yet the pseudopathic leader is capable of exacting so much harm. Corporate America would be wise to extend their pre-employment recognition efforts beyond the clinically pathic (i.e., narcipaths, sociopaths, and psychopaths). Their near-pathic cousins – that sordid sect of silk-suited pseudopaths – should also be identified.

Research Questions

Research was approached against questions relevant and substantive to the full breadth of the stated problem, and, to the fundamental purpose of the study. To this end, two inferential questions (Creswell, 2009) were formulated with purpose to explore postulates foundational to the incidence of pathics amongst the executive ranks of corporate America and to better

understand the harmful results of their employment. A third question of a descriptive nature (Creswell, 2009) was then formulated with purpose to examine the capabilities of the large corporation's conventional hiring processes relative to pseudopathic screening. Accordingly, the research questions for this study are:

1. Are Pseudopaths common in the leadership ranks of the large corporation?

2. As previously experienced by the large corporation, does the harm caused by pseudopathic leaders warrant additional measures to preclude their employment?

3. How effective is the large corporation's pre-employment screening process at recognizing pathic subtleties in leadership candidates?

Limitations of the Study

This study is not one of psychology. Although it touches on a psycho-social malady that plagues the business world, its underlying purpose is one of organizational betterment – drawing on learning elements derived from the study of bad leadership, leadership selection error, and error prevention. In that pseudopaths, by their very nature, are largely unrecognizable to conventional employment screening practices, responding methodologies must apply innovative conventions and analytical concepts purposeful to the recognition and avoidance of pseudopathic leadership candidates in a business environment. Accordingly, the formulation and use of a pseudopathic screening methodology warrants a clear understanding of the behavioral nuances typical to the trio of tortuous pathics – narcipaths, sociopaths, and psychopaths. Literary research, as such, will venture into some of the psychological aspects behind these sorts of behavioral disorders – rendering a fascinating picture of the twisted workings of the pathic mind.

The analytical focus for this study is limited to the Southern California Edison (SCE) company, hereinafter referred to as *Public Utility*. This Public Utility has long been considered a

benchmark leader in power generation, transmission, distribution, and renewable energy. It is the primary supplier for electrical power in Southern California, boasts more than a century of experience, and regularly employs over 15,000 people. Of particular note to the selection of this Public Utility as the focus for research and study is that its electricity generating organization has recently experienced marked decline in power production capability, regulatory standing, and public trust that is starkly coincident with repetitive purge-outs to its executive management structure over that same period of steady decline.

The scope of the proposed study is historically bound to pathic-like traits of executives recurrently observed within this Public Utility's electricity generating organization. The scope is analytically bound by the executive hiring and screening practices used by this Public Utility.

Clarification of Terms

The key terms used throughout this study are identified and defined as follows, arranged alphabetically.

Background Check: That part of the pre-employment screening process that is conducted with purpose to confirm information provided by an applicant or to expose information omitted by the applicant.

Clinical: Descriptive to a level of character-disorder that can be readily classified (i.e., recognized) using diagnostic standards set forth by the American Psychiatric Association's *Diagnostic and Statistical Manual of Mental Disorders*, 4th ed., text rev, *(DSM-IV-TR)*. Within this study, the word Clinical is applied as a modifier to Pathic, Narcissist, Narcipath, Sociopath, or Psychopath.

Continuum: A pathological measuring stick used by sociologists, psychologists, and

psychiatrists (alike) that describe some manner of human nature, response, or behavior.

Figure 1, below, depicts that part of a particular continuum that includes Pathics.
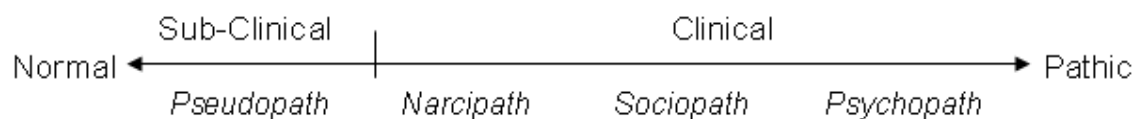
Figure 1. Pathic Continuum

Investigation: The inquiry, examination, or observation conducted as part of the pre-

employment screening process with express purpose to verify, ascertain, or uncover facts.

Narcissist: An individual afflicted with narcissism. The term *narcissism* stems from the Greek

myth of Narcissus, a handsome youth who fell in love with his own reflection in a pool of

water – gazing enraptured for so long that he turned into a flower that bears his name, the

narcissus. A narcissist is overly self-admiring and self-centered. A clinical narcissist is

consumed with self-admiration and self-centeredness, often satisfying needs of this sort at

the expense of others. The clinical narcissist warrants distinction because all humans

harbor some manner and extent of narcissistic traits – typically along the lines of self-

esteem, self-appreciation, envy, and entitlement. So common are these traits that the field

of psychology subscribes to a concept of healthy narcissism (Stout, 2005). It is when

these (and other) narcissistic traits run amok that the individual's personality can be

clinically classified as a disorder. Aberrant narcissistic behavior manifests with constant

selfishness, lack of empathy, hypersensitivity to criticism, targeted flattery, boastfulness,

shamelessness, arrogance, envy, entitlement, and exploitation. When behaviors of this

sort reach a pathological form and level, the individual may be clinically diagnosed with

Narcissistic Personality Disorder or NPD (Babiak & Hare, 2006). For purposes of this study, NPD is the form and level of the narcipath.

Narcipath: A colloquialism descriptive to an individual with Narcissistic Personality Disorder (NPD). For purposes of this study, a narcipath may be taken to be synonymous with a clinical narcissist. In their 2009 book *Of Pathics and Evil: A Philosophy Against Malice*, Squigna & Squigna first coin the word *narcipath* (p. 9) as a convenient way to group narcissists, sociopaths, and psychopaths into a single pathic category that speaks to the harm these disorders can cause for others. Because narcissistic behaviors are apparent with both sociopaths and psychopaths, the narcipath could be viewed as a novice clinical pathic. The aberrant behavioral manifestations of a narcipath are identical to that of the clinical narcissist. The executive narcipath harms for the sake of self-exaltation.

Pathic: Webster's 2nd edition New College Dictionary assigns one definition of the word *path* to be "one suffering from a given type of disorder <socio*path*>" (p. 805). For purposes of this study, *pathic* defines a general category of individual whose personality and behavioral traits are narcipathic, sociopathic, psychopathic, or pseudopathic.

Pseudopath: A protologism descriptive to a leader with a near-pathic personality disorder. In layman's terms, this nature of leader is a latent narcipath, sociopath, or psychopath. In mental-health terms, this nature of leader could be categorized as a sub-clinical narcipath, sociopath, or psychopath (Schouten & Silver, 2012). The pseudopath falls just short of being clinically labeled with one or more personality or character disorders using diagnostic standards set forth by the American Psychiatric Association's *Diagnostic and Statistical Manual of Mental Disorders*, 4th ed., text rev, *(DSM-IV-TR)*. Webster's 2nd edition New College Dictionary assigns one definition of the word *pseudo* to be

"apparently similar" (p. 892). Webster's also assigns one definition of the word *path* to

be "one suffering from a given type of disorder <socio*path*>" (p. 805). So combined,

pseudo-path occupationally describes an executive-level job candidate that – if hired into

a position of dominance – will eventually cross the line into narcipathic, sociopathic, or

even psychopathic behavior. The pseudopath will not dwell in these aberrant realms, but

rather, will cleverly venture in and out.

Psychopath: An individual possessing a character disorder manifested by extreme self-

centeredness and exclusive devotion to self-interest, luring manipulation and exploitation,

a predatory need for gratification, opportunistic lying and deception, no conscience, no

empathy, no sense of guilt or remorse, no ethical or moral compass, irresponsible

impulsiveness, and an inability to connect or bond emotionally. Psychopaths and

sociopaths bear many behavioral similarities. The psychopath, however, applies them

more often and with greater intensity than the sociopath – in many cases, to the point of

being calculating and predatory. The executive psychopath harms for the sake of harm

(Ronson, 2011).

Reference Check: That part of the pre-employment screening process that is conducted with

purpose to objectively evaluate an applicant's past job conduct and performance.

Screen: The process of utilizing background checks, reference checks, and other investigative

means to establish the qualification and suitability of applicants for a position of

employment.

Sociopath: An individual possessing a character disorder manifested by a general sense of

entitlement, manipulation, occasional deception, situational lying, little or no conscience

and empathy, an unwillingness to conform to social norms, living on the edge, a selective

ethical compass, and little interest in emotional connections or bonds. Sociopaths and psychopaths bear many behavioral similarities. The sociopath, however, applies them less often and with less intensity than the psychopath. One clear distinction between the sociopath and the psychopath is observable with their demeanor, manner, and social presence. Sociopaths are excitable, frenetic, disorganized and rash, and often lack in impulse control. Psychopaths, on the other hand, are calm, collected, well organized, and charming. For this reason, sociopaths are easier to diagnose (and recognize) than psychopaths. The executive sociopath harms for the sake of manipulation or dominance (Stout, 2005).

Organization of the Study

Chapter One of this paper provides an overview of the issue, describes the problem, explains why the problem is worthwhile to study, and prefaces the proposed research and study. Chapter Two of this paper captures the review of literature salient to the stated problem and descriptive to the application of practical and effective means to resolve the problem. Chapter Three presents the research methodology that will be applied with distinct purpose to answer the research questions central to this proposed study. Chapter Four offers research results and provides both inferential and descriptive analysis around those results. Chapter Five summarizes the findings, discusses their implications, and presents recommendations for betterment.

This study utilizes a mixed-method design for research using explanatory dimensions involving both inferential and descriptive statistical analysis (McMillan & Schumacher, 2010). Research for Questions 1 and 2 are of a quantitative nature and of non-experimental design (McMillan & Schumacher, 2010). Research for Question 3 is qualitative in nature and applies phenomenological methodologies (Creswell, 2009). The personality dimensions foundational to

Dr. Theodore Millon's MIPS (Millon Index of Personality Styles) Revised test provide a relational backdrop for the qualitative element of research.

Summary

This study examines a Public Utility's capability to identify pathic subtleties amongst its leadership candidates during the pre-employment screening process. The author suggests that the executive ranks of corporate America are easy hosts for pseudopaths to fulfill their psycho-visceral needs for self-gratification and enrichment – all at the expense of the business entity, its employees, and its customers. The pseudopath, it seems, is inherently adept at flying under corporate America's "bad leader" radar system. The author further suggests that corporate America *can* strengthen its pre-employment radar signal and sensitize its recognition capabilities to the behavioral nuances of the pseudopath.

Postulates and concepts around the pseudopath, the pseudopathic leader, and pseudopathic screening are new and sparse. Principles around, and chronicles of, bad leaders that impart harm to a business enterprise and its human assets are old and plentiful. Together, the incipient and the perennial provide for a fertile area of study.

Chapter 2. Literature Review

Overview

Recent literature and experiential observations suggest a high incidence of pseudopaths (i.e., near-pathics or sub-clinical narcipaths, sociopaths, and psychopaths) in corporate America's executive job-seeking marketplace. Related research and real-world observations further suggest that pseudopaths in positions of power or dominance can quickly exact harm to both productivity and profitability. Given the existence of bad leaders for many centuries past, there is a cornucopia of literature around leaders that impart harm to an organization and its human assets. Given the nascence of the pseudopathic concept, there is a dearth of literature about pseudopathic leaders and the harm they are capable of exacting. Notwithstanding, literary review presented in this chapter begins with general discussions around the bad leader and then drives towards more finite discussions around the pseudopathic leader and the psychological nuances peculiar to the pseudopath. An altruistic objective of this study is to encourage the use of existing methodologies helpful to the task of screening-out pseudopathic job candidates. Accordingly, literature review also ventures into the conceptual and theoretical tenants essential to the construct of a screening methodology uniquely designed with the pseudopath in mind.

Bad Leadership

Industrial-age theories surrounding the incidence of bad leadership in business environments tend to view things from the bottom-up. Accordingly, early solutions focused on the plebian ranks of leadership. An enduring example of such a theory is the Peter Principle, a label coined from a book authored by Dr. Laurence J. Peter and Raymond Hull (1968) titled *The Peter Principle: Why Things Always Go Wrong*. Their postulate identified a phenomenon where workers are sequentially promoted to a level of incompetence – eventually resulting in

organizations saturated with incompetent leaders, which then, results in gross inefficiencies and poor performance. Over the years, this general postulate reached a status of reverence in capitalistic business environments. How times have changed. Today, we recognize that some of the most destructive forces evolve from the top-down. The painful memories of life savings lost, fail-safe investments stolen, indestructible markets and industries collapsing, and infallible banks failing, are still fresh in our minds. The prison parade of calm and charming executives personally responsible for these atrocities are even fresher yet in our minds.

Amidst the news circus that follows the parade, a questioning (or argumentative) mind might wonder why corporate America risks so much by affording a select few so much power and control? After all, aren't corporate executives somewhat ceremonial or iconic in nature – more of an image than a functional entity? This question has probably been pondered (and answered) since humankind begin forming groups for the pure sake of survival. Hogan & Kaiser (2005) offer an answer to this question, asserting three major points; (1) Leadership is a vastly consequential phenomenon, (2) Leadership promotes effective team and group performance, and (3) Personality predicts leadership. They emphasize that "who we are is how we lead – and this information can be used to select future leaders or improve the performance of current incumbents" (p. 170). Hogan & Kaiser further adopt a view that abstract social forces are less explanative of good leaders than are concrete personality traits. They offer our theoretical origins as hunter-gatherers as a case in point, suggesting that "the head man is modest, self-effacing, competent, and committed to the collective good. And if he is not, he gets removed, sometimes quite violently" (p. 174). Although the principal message rendered by Hogan & Kaiser is that the most notable determinants to good leadership are the individual elements that deal with the

wise selection of key members of the organization – additional wisdom can be derived from this particular passage. Errors in selection should be dealt with quickly and demonstrably.

The HR Focus (2005) article *Poor Managers Hurt Productivity, Morale, and Worker Engagement*, lends support to this notion. Therein, prompt and decisive measures for remediation are strongly advised when an error in leadership selection is made. Where *toxic* leaders are involved, the article cautions that, "although it is difficult to identify and correct bad managers, it can be done" (p. 8).

One such toxic leader of modern times is Al Dunlap, who boastfully *saved* the faltering Scott Paper company during the mid-1990s. Dunlap's self-glorifying nature is readily observed in his controversial book *Mean Business: How I Save Bad Companies and Make Good Companies Great*. Dunlap (1996) revels in his strategic prowess – proclaiming that:

> I took note of laziness, good management and bad, and particularly, an insidious form of ivory tower disease that keeps managers aloof from the gritty world of manufacturing, marketing, and selling products and services. As if anything else in the business mattered. (p. ix)

The delusional irony of this logic is exemplified in the last sentence of his text, where he unabashedly claims that the people behind the business don't matter – a classic trait for the pathic leader.

The Cost of Bad Leadership

In corporate America of recent lore, "Chainsaw" Al Dunlap is not alone in his hurtful and destructive ways. The exponential growth experienced in the technology and scientific sectors in the last decade have proven to be a playground for manipulating individuals obsessed with some imaginary entitlement to self-pleasure and immense wealth. This opportunistic environment is still in play today – validated by the seemingly endless stream of revelations around incredulous executive-level salaries and compensation packages, pandemic implosions amongst industries

long viewed as indestructible, and coy executives claiming ignorance or lack of direct

involvement in the face of catastrophic failures (Allen, 2006). Styles and Smith (2006) astutely

observe that "executive behavior is the wild card in business performance" (p. 222).

Amongst the many cards that the poorly-shuffled deck of traits may yield when filling an

executive position, intellect is corporate America's favored suit. Corporate America demands

smart people for high salary positions. The importance of leadership aptitude has probably been

discussed and debated since the first leader emerged from the ranks of human existence. Menkes

(2005) follows a very structured approach to identifying the attributes, qualities, and acumen

most often found in *star* leaders. Focusing on some of the more recognizable and colorful names

amongst successful businesses, Menkes builds strong cases to bolster a fundamental concept that

"finding and assembling a critical mass of the very best people should be the first priority of

every business" (p. 1). All told, Menkes (2005) places cognitive abilities on the order of ten

times more important than raw intelligence, emotional stability, and behavioral traits. Corporate

hiring-entities should beware, because the cognitive abilities of pseudopaths are almost always

exceptionally high – and traditional interviews and screening methods are hardly sufficient to the

task of exposing their latent susceptibilities to stray into pathic space.

And therein lies the problem. Pseudopaths and their pathic cousins (narcipaths,

sociopaths, and psychopaths) shine brightly on paper and in person, and hence, seek and easily

secure positions of authority and dominance throughout corporate America as well as in all

walks of life. Simon (2010) offers that "The various aggressive personalities have certain

characteristics in common. They are all excessively prone to seek a position of power and

dominance over others" (p. 44). Many are judges, law enforcement personnel, government

officials, physicians, clergy, and educators, et al. Even more are politicians, corporate executives,

and stock brokers. They are relatives, neighbors, and co-workers. They may be a close friend or spouse.

A contributing factor to the lure corporate America represents is that conventional screening and vetting practices in business environments are ill-designed to deal with the pseudopathic predator that makes the executive ranks its hunting grounds. Seemingly, all one can do is stand by and watch in fear, astonishment, amusement, or indifference – depending on where one personally fits on the human-character continuum.

Given corporate America's inherent weakness to recognize many of the *bad* traits that hibernate amongst its executive job candidates, one would expect America's big-business story book to be flush with tales of damaged and failed businesses, victimized employees, defrauded customers, and unrepentant executives. And one only has to visit the daily business news on occasion to realize that – *it is*. From the manipulative misdeeds of Madoff to the sordid scandals of Lay and Skilling (Enron), the transgressions of bad leaders across corporate America bolster the news media irony that "bad news makes for good news."

The nature of organizational harm inflicted by bad leaders is both varied and exhaustive. A few entities collapse quickly as a direct and overwhelming result of the executive leader's self-enriching and self-gratifying improprieties. More entities will decline slowly, battling infectious elements bred from within the organization – and fomented by the very executive(s) tasked with their exclusion. If this pathogen of bad leadership is not eradicated, the eventual result is an emaciated and sickly workforce culture. There have been, and will be, winners and losers in this struggle. The author's experiential observations suggest that winners emerge around systemic treatment that first rids the organization of the infectious agent, and then, ensures that the infectious agent does not return over the course of symptomatic recovery. Further to the author's

observations, the organization's failure to avoid a successive string of bad leaders will exacerbate the workforce ills much like a cancer – from the inside out. Findings from Denison and Mishra's (1995) study of executives across 764 organizations lends clarity to this experiential suggestion. Dr. Daniel Denison's work on organizational culture and its effect on bottom-line performance is extensively cited in the field of workplace cultural improvement, particularly around Denison's four-trait model for organizational culture. Two of Denison's four culture traits, Involvement and Adaptability, are excellent predictors of growth. The remaining two traits, Consistency and Mission, are excellent predictors of profitability. Denison graphically presents the four culture traits as a circumplex culturally-bound from an inner hub that represents the deep-rooted beliefs and assumptions of employees (Denison, Janovics, Young, & Cho, 2006). Denison and Mishra's study revealed that good executives self-associate their behavioral traits with the culture, functional performance, and effectiveness of the organization (Denison & Mishra, 1995). So, much like a malignancy that rapidly metastasizes from its tumor, a continuous string of bad executives serves to hasten an organization's cultural downfall by initially weakening the employee's core beliefs and assumptions – in turn – exposing the larger cultural identity of the organization to infectious spread. The author presents this idiomatic postulate with hopes to stress the value of an executive screening process conditioned for the bad leader. Replacing bad leadership with bad leadership, invariably, is a recipe for cultural disaster. Entities that expect the same character of leader that caused the problem – to fix the problem – will be sorely disappointed.

The author suggests that the holistic symptoms typical to a workforce-culture ailing from the antics of a string of bad leaders are uniquely recognizable – manifested as wide-spread employee attitudes and behaviors consistent with low morale, misaligned vision, inconsistent

values, distrust, and disregard. And from a holistic perspective, no explanation of organizational

diagnosis would be complete without the inclusion of Peter Senge's *Fifth Discipline* concepts

and principles.

Within his Fifth Discipline model for systems thinking and learning organizations, Senge

(2006) stresses the vital role executives play in the development of guiding ideas that identify

purpose, values, and vision for the enterprise. The executive is further challenged with ensuring

that these guiding ideas are viewed as credible – serving as a role model whom embodies the

values and aspirations the guiding ideas espouse. The antithesis to this precept is that bad

leadership champions negativity, apathy, and other workforce-culture maladies across the

enterprise. The existence and sustainability of a healthy workforce culture, as such, demands

that executive leaders set the example in practice and principle. Senge (2006) emphasizes this

notion when he states that effective executive leaders "embrace the old dictum 'Actions speak

louder than words,' knowing that in any organization it applies especially to those who are most

visible" (p. 320). For the Public Utility's electricity generating organization related to this study,

Senge's leadership advice rings loud and harsh. Imbedded within this organization over its 10

year slide from a flagship facility to a listing hull, the author bears first-hand witness to the

inability of seven successive teams of executive leadership to right the ship. Six unceremonious

departures later – with their failures and transgressions in plain view – one can easily (if not

summarily) assign some role bad leadership played in the organization's eventual demise. With

these observations as an experiential vehicle and Senge's (2006) systems-thinking concepts in

tow, the author offers the following correlation of noted symptoms to a cultural engine fueled

with bad leadership:

- The general feeling across the organization was that no good deed would go unpunished.

- The general feeling across the organization was that executive leaders did not walk the talk, and, pushed a "do what I say – not what I do" agenda.

- The organization's workforce would not speak out for fear of retaliation.

- The workforce had little faith in its leadership to guide the organization through lasting and meaningful improvement.

- The organization's workforce felt that they were managed as children, rather than the skilled and educated professionals that they were.

- The organization's workforce felt that disengagement from the "parade" of new executives and their "circus" of new initiatives was an acceptable course of action.

- The organization's workforce felt that executive leadership was oblivious to their cultural plight. When concern was expressed, it was viewed as disingenuous.

- The general perception of the workforce was that the parade of executive leaders were more intent on fighting for turf, recognition, and personal enrichment than they were for real improvement.

- The general perception of the workforce was that the parade of executive leaders maintained a false appearance of cohesiveness and only pretended to serve a collective strategy.

- The general perception of the workforce was that the parade of executive leaders pushed a delusional charter of "learning from experience," then pretended that institutional compromise and oversight (at their direction) was justified by the better good.

- The general perception of the workforce was that the parade of executive leaders viewed problem identification to be more important than practical and prompt resolution.

- The general perception of the workforce was that the parade of executive leaders were ignorant to the premise that most of today's problems are borne from yesterday's solutions.

- The general perception of the workforce was that the parade of executive leaders sought agendas that disguised over-reaction to events as proactiveness.

- The general perception of the workforce was that the parade of executive leaders summarily associated isolated events with gross organizational deficiency.

- The general perception of the workforce was that the parade of executive leaders mistakenly fixated on short-term events, and as a result, suppressed the generative learning process.

Although feelings and perceptions such as these can be widely held by a workforce, they may remain unspoken truths – unrevealed behind the fears and inefficiencies of the workforce culture. An inexorable truth that cannot be hidden is that, executive leadership plays an important role in the financial health and market stability of a business. As poignantly reported in the HR Focus (2005) article *Poor Managers Hurt Productivity, Morale, and Worker Engagement*, bad leadership (on average) results in a 50% drop in productivity and a 44% reduction in profitability. For the featured Public Utility, the author suggests that the consequence was much worse. Today, its once-abundant electricity generating capability has atrophied to record lows – critically weakened by poor performance, equipment failures, workforce displeasure, political criticism, public distrust, and regulatory ire. The news press

offers an intriguing (if not telling) view of this particular organization's systemic decline. Douglass' (2009) article evidences an already well-established performance drought prior to 2009 when she criticizes organizational leaders with "not properly fixing known problems and not making enough progress on issues that were brought to the company's attention in early 2008" (para. 3). Sisson (2011) sheds additional light on the timeframe of decline when he details the misdeeds of a worker who "lied about completing his hourly rounds at the plant from April 2001 to December 2006" (para. 1). The deluge of unfavorable press coverage continues with little mercy. Hoffman (2009) poignantly begins his article about the shocking testimony of a plant employee with, "SoCal, we have a problem" (para. 1). Amongst the avalanche of negative press observed late into 2009 and early into 2010 are articles regarding whistleblower retaliation (Grad, 2010) and "chilled" work environments (Soto, 2011). Seemingly endless problems culminate in 2013 with the untimely and permanent cessation of its operations (Sewell, 2013) – which, in retrospect and contrast, draws stark attention to the nature and extent of damage that bad leadership can bring.

Pathic Leadership

A problematic axiom to bad leadership is that capitalistic business environments inherently attract individuals with outward qualities that are advantageous to making money – traits that are masterfully articulated by the pathic. Hare (as cited by Deutshman, 2005), a University of British Columbia professor emeritus and renowned criminal psychologist, suggests that, "There are certainly more people in the business world who would score high in the psychopathic dimension than in the general population. You'll find them in any organization where, by the nature of one's position, you have power and control over other people and the

opportunity to get something." (p. 47). Hare is further quoted as saying, "I always said that if I wasn't studying psychopaths in prison, I'd do it at the stock exchange." (p. 47).

As previously referenced, Hogan & Kaiser (2005) emphasize that "who we are is how we lead – and this information can be used to select future leaders or improve the performance of current incumbents" (p. 170). This passage highlights the conundrum that pseudopaths and clinical pathics present. What you see (or, what you screen and interview) is not necessarily what you get. And so we re-visit that dynamic around the intoxicating lure that America affords pathics. The large forest that is corporate and government America demands smart people for high salary positions – and pseudopaths and clinical pathics alike are typically smarter than your average bear.

The clinical pathics (narcipaths, sociopaths, and psychopaths) are all quite capable and adept at doing a business and its personnel harm, particularly if afforded a position of power and dominance. Each harms in a different way and to varying degrees, but it is *harm* nevertheless. The narcipathic executive harms for the sake of self-exaltation (Squigna & Squigna, 2009). The sociopathic executive harms for the sake of manipulation or dominance (Stout, 2005). The psychopathic executive harms for the sake of harm (Ronson, 2011). The sub-clinical pseudopath has a hair trigger for part-time pathic behavior. Regardless of how this nature of executive leader's gun is loaded, there will be harm.

Within the context of profiling and screening executive candidates in a corporate environment, a pseudopath is that class of individual that falls just short of being clinically labeled with one or more personality or character disorders. Webster's 2nd edition New College Dictionary assigns one definition of the word *pseudo* to be "apparently similar" (p. 892). Webster's also assigns one definition of the word *path* to be "one suffering from a given type of

disorder <socio*path*>" (p. 805). So combined, *pseudo-path* is meant to describe an executive-level job candidate that – if hired into a position of dominance – will eventually cross the line into narcipathic, sociopathic, or even psychopathic behavior. The pseudopath will not remain in these aberrant realms, but rather, will cleverly venture in and out. If a psychopath is a wolf in sheep's clothing, then a pseudopath is an adorable dog that bites without provocation. They are difficult to identify (before it's too late), and accordingly, they must be approached differently. This dog (pseudopathic leader), if kept in the household (organization), can cause significant harm to both the family (employees and customers) and the home (business).

Pathics

The protologism *pseudopath* is meant to describe a distinct personality type with pathological roots. In layman's terms, this nature of pathic is a latent narcipath, sociopath, or psychopath. In mental-health terms, this nature of pathic could be categorized as a sub-clinical narcipath, sociopath, or psychopath (Schouten & Silver, 2012). In terms of what they are not, the pseudopath, narcipath, sociopath, and psychopath are not near-psychotic or psychotic. A psychotic suffers from a mental disorder and functions outside of reality. The pseudopath, narcipath, sociopath, and psychopath exhibit personality or character disorders and function very much within reality. They are bad – not mad (Hare, 1993).

Of the three clinical pathics, the narcipath makes for the least egregious executive. A narcipath is synonymous with a clinical narcissist. This distinction is warranted because all humans harbor some manner and extent of narcissistic traits – typically along the lines of self-esteem, self-appreciation, envy, and entitlement. So common are these traits that the field of psychology subscribes to a concept of healthy narcissism (Stout, 2005). It is when these (and other) narcissistic traits run amok that the individual's personality can be clinically classified as a

disorder. In their 2009 book *Of Pathics and Evil: A Philosophy Against Malice*, Squigna & Squigna first coin the word "narcipath" (p. 9) as a convenient way to group narcissists, sociopaths, and psychopaths into a single pathic category that speaks to the harm these disorders can cause for others. Aberrant narcissistic behavior manifests with constant selfishness, lack of empathy, hypersensitivity to criticism, targeted flattery, boastfulness, shamelessness, arrogance, envy, entitlement, and exploitation. When behaviors of this sort reach a pathological form and level, the individual may be clinically diagnosed with Narcissistic Personality Disorder (Babiak & Hare, 2006). This is the form and level of the narcipath. Because narcissistic behaviors are apparent with both sociopaths and psychopaths, the narcipath could be viewed as a novice clinical pathic. Stout (2005) suggests that "Narcissism is, in a metaphorical sense, one half of what sociopathy is" (p. 127).

The sociopath makes for a more egregious executive than the narcipath, but not as egregious an executive as the psychopath. Notwithstanding, the pathological gradients between the sociopath and the psychopath are often blurred. Most schools of thought distinguish the psychopath apart from the sociopath. They can be diagnosed separately per the American Psychiatric Association's *Diagnostic and Statistical Manual of Mental Disorders*, 4th ed., text rev, *(DSM-IV-TR)*. Hare (1993) labels the DSM as the "diagnostic bible" for both psychologists and psychiatrists (p. 24). Still, a few schools of thought insist that they are but minor variants of the same disorder. Some attribute subtle differences in their pathological behaviors to the underlying cause of the disorder. In the world of criminal pathics, Walsh and Wu (2008), as cited by McAleer (2010), suggest that psychopaths are a "distinct taxonomical class forged by frequency-dependent natural selection" (para. 4), while sociopaths "are more the products of adverse environmental experiences that affect autonomic nervous system and neurological

development" (para. 4). McAleer (2010) retorts that "the nature versus nurture debate never seems to have a winner, and for good reason – it is very likely that both our biological components and environmental exposures influence and shape us fairly equally" (para. 5). Some schools of thought would argue that their pathological origins are irrelevant to their behavioral traits – rather, the manner and extent of behavioral presentation warrants their distinction. For example, sociopaths lack empathy, but not to the callous and emotionally-detached extent of the psychopath. Others would add that their distinction can be observed on the basis of organization. Sociopaths are seen as disorganized and rash, lacking in impulse control. Whatever the arguments and contentions, all are in agreement that this nature of character disorder is a very real source of harm to others. Notwithstanding, the sociopath should be recognized to be a unique category of clinical disorder. Aberrant sociopathic behavior manifests with a general sense of entitlement, manipulation, occasional deception, situational lying, little or no conscience and empathy, an unwillingness to conform to social norms, living on the edge, a selective ethical compass, and little interest in emotional connections or bonds.

The psychopath makes for the most egregious executive amongst the pathics. The least argued distinction between the sociopath and psychopath resides with their ease (or difficulty) of recognition. Because aberrant sociopathic behavior is likely to be more open (i.e., spontaneous or unplanned) and disorganized (i.e., erratic), sociopaths are easier to recognize in society. Psychopaths, on the other hand, tend to be obsessively organized – never lacking for guile, clandestine treachery, and patient planning (Simon, 2010). They are extremely difficult to recognize in society. It is this cloak of normalness that assigns the psychopath its devious, if not sinister, aura. Aberrant psychopathic behavior manifests with extreme self-centeredness and exclusive devotion to self-interest, luring manipulation and exploitation, a predatory need for

gratification, opportunistic lying and deception, no conscience, no empathy, no sense of guilt or remorse, no ethical or moral compass, irresponsible impulsiveness, and an inability to connect or bond emotionally. From a distance, one would suggest that the psychopath exhibits many of the same traits as the sociopath. But upon closer examination, it would become all too apparent that the psychopath applies them more often and with greater intensity – in many cases, to the point of being calculating and predatory. This doesn't mean that all psychopaths are criminals or have criminal intent. However, many studies have noted that psychopaths make up a greater portion of the American prison system than they do of the American population as a whole (Hare, 1993).

A curious variant of clinical pathic is that of the bully. Executive leaders of this ilk are consummate workplace politicians that focus their controlling and belittling ways at subordinates especially vulnerable to manipulation, criticism, threats, shame, humiliation, and exclusion (Namie & Namie, 2003). The bully boss' classification in psycho-social (DSM-like) terms is somewhat blurred, overlapping many of the aberrant behavioral facets common to both anti-social and narcissistic personalities – but fitting in neither disorder cleanly. Given Namie & Namie's (2003) postulate that the bully boss' motivations are derived from "inadequacy and self-loathing" (p. 14), a layman might opine that the bully boss' character favors the anti-social side of the nut house than it does the narcissistic side. For this reason, the bully boss category of pathic executive is excluded from analytical consideration in this study. It is important, nevertheless, to recognize that the bully boss is capable of bringing significant harm to both personnel and enterprise alike (Namie & Namie, 2003). In capitalistic markets where workplace productivity and business profitability is pursued with venerable importance – like with corporate America – bully executives can easily be rationalized as an acceptable evil, given the drive and competitiveness typical to their character.

At risk of venturing into research space outside the author's academic zone of comfort, review of the pathic character in psycho-social relation to the DSM is warranted. The author suggests that a clinical perspective of pathic behaviors is prerequisite to the effective application of a methodology for recognizing a pseudopath within the pre-employment screening process.

The DSM-IV-TR (2000) registers precautionary diagnostic advice at its onset, professing that although its categorized behaviors are, in fact, disorders, "there has been little agreement on which disorders should be included" (p. xxiv).[1] Within the manual, Severity of Course Specifiers are provided for each disorder – classified as mild, moderate, severe, in partial remission, in full remission, and prior history. Further caution is stressed that these severity specifiers should be applied "only when the full criteria for the disorder are currently met" (p. 2).[1]

The pseudopath's innate ability to fly under corporate America's recognition-radar brings additional importance to some minimum level of understanding about the specific character traits typical to clinical pathics, as well as, to the psychopathology behind these traits. As it is, real capability to spot pseudopaths amidst the blinding glare of executive job candidates – and undoubtedly, under the stinging glare of incumbent executives bent on protecting their own – will warrant every bit of clinical understanding that can be acquired, every bit of related science that can be applied, and every bit of luck that can be had. The clinical part, at least, can be rooted in DSM concepts, and, structured around the mental and behavioral indicators that must be present (i.e., inclusion criteria) and/or absent (i.e., exclusion criteria) for a DSM diagnosis to be made (Zimmerman, 1994). The DSM-IV-TR (2000) defines a Personality Disorder as:

> An enduring pattern of inner experience and behavior that deviates markedly from the expectations of the individual's culture, is pervasive and inflexible, has an onset in adolescence or early adulthood, is stable over time, and leads to distress or impairment.[2] (p. 685)

Amongst the plethora of clinically-diagnosable personality disorders formalized by the DSM-IV-TR, three classifications stand out as diagnostic contributors to a pseudopathic screening model; Narcissistic Personality Disorder (NPD), Antisocial Personality Disorder (APD), and Borderline Personality Disorder (BPD). The NPD harbors patterns of grandiosity, seeks admiration, and lacks empathy. The APD harbors patterns of disregard for, and violation of, the rights of others. The BPD harbors patterns of instability in interpersonal relationships, self-image, and affects, and, is markedly impulsive. A most interesting observation manifests from the DSM-IV-TR in that neither Sociopaths nor Psychopaths are distinctly classified as a Personality Disorder (DSM-IV-TR, 2000). Sound reason, however, can be used to group both within the DSM-IV-TR classification of "PD Not Otherwise Specified," defined as a "presence of features of more than one specific PD that do not meet the full criteria for any one PD ("mixed personality") but that together cause clinically significant distress or impairment in one or more important areas of functioning (e.g., social or occupational)" (p. 729).[3]

As revered as the DSM is amongst mental health professionals as a diagnostic measuring stick for individuals with personality disorders (like the narcipath, sociopath, and psychopath), its strict categorical approach leaves many diagnostic gaps where their sub-clinical cousin (the pseudopath) is concerned. The pioneering ideology of Dr. Theodore Millon – psychopathologist and prolific author – may be just what is needed to fill these gaps. Dr. Millon has spent his entire professional career trying to make better sense and better use of the DSM. In his co-written 2004 book, *Personality Disorders in Modern Life*, Millon chides that real persons suffering personality disorders rarely fall into the pure type of diagnostic category that the DSM ascribes to – rather, "Many different combinations of diagnostic criteria are possible, a fact that recognizes that no two people are exactly alike, even when both share the same personality disorder diagnosis"

(Millon, Grossman, Millon, Meagher & Ramnath, 2004, p. 8).[4] In his co-written 2008 book, *The Millon Inventories*, Millon further admonishes the DSM as a barrier that stands in the way of personalized assessment when he states:

> Over 25 years later, however, the DSM has not yet officially endorsed an underlying set of principles that would interrelate and differentiate the categories in terms of their deeper principles. Instead, progress proceeds mainly through committee consensus, cloaked by the illusion of empirical research. (Millon & Bloom, p. 8)

For the sub-clinical sort, the advantage that many of Millon's character profiling tests bring can be traced to their underlying design. Millon et al. (2004) applies diagnostic standards formed against a spectrum-based view of disorders, asserting that "Normality and pathology reside on a continuum" to the extent that "One slowly fades into the other" (p. 12).[4] And Millon is not alone in his educated opinion. In her 2013 article *How To Spot a Sociopath (Hint: It Could Be You)*, Dickson draws conclusion from M.E. Thomas' book *Confessions of a Sociopath* that pathic behavior is "not simply a disorder of serial killers but one that exists on a spectrum, plaguing to varying degrees a large portion of successful, apparently well-adjusted people" (para. 2). Dickson further quotes Stephanie Muline-Sweatt, a psychology professor at Oklahoma State University and researcher on non-criminal (i.e., "successful") psychopaths, cautioning that "If someone is on the extreme end of the spectrum, that's bad, we want to limit their damage to society" (para. 5).

Continuums aside, if one focuses on the twisted landscape that the DSM inherently paints, the non-clinician (such as the author) is likely to view it with a jaundiced eye and question the veracity of its application toward pseudopathic screening. The clinician, in retort, can bring to mention the well documented prevalence of mental and personality disorders in the United States. As reported by the National Institute of Mental Health (NIMH, 2013), 26.2% of

Americans age 18 and older (i.e., 1 in 4 adults) suffer from a diagnosable mental disorder in a given year. This translates to over 57 million people. Another 6% of Americans (i.e., 1 in 17) suffer from a serious mental illness. Next, add the personality disorders across America -- provided by NIMH in two categories. NIMH (2013) first runs statistics for personality disorders represented by "an enduring pattern of inner experience and behavior that deviates markedly from the expectations of the culture of the individual who exhibits it."   Under this category, 9.1% of Americans age 18 and older have a diagnosable personality disorder. NIMH (2013) also runs statistics for borderline personality disorders represented by "a pervasive pattern of instability of interpersonal relationships, self-image and affects, as well as marked impulsivity, beginning by early adulthood and present in a variety of contexts."   Under this second category, 1.6% of Americans age 18 and older have borderline personality disorder. Don't add-up all of these statistical variables. Their sum is alarming. Throw in the pseudopathic variable, and the sum becomes distressing.

Pathic Subtlety Testing

Scholarly studies around the three clinical pathics – narcipaths, sociopaths, and psychopaths – apply numerous schools of thought that zigzag across the boundaries of sociology, psychology, psychiatry, and even spirituality (i.e., religion). The most accepted definitions and distinctions between the pathological traits characterized by these pathics can be found in the DSM-IV-TR, which covers nearly 400 pathological disorders. For the pathic three of the clinical sort, a few academic and mental-health schools of thought openly modify their assigned traits, while others would challenge them outright. Table 1 (see p. 34) provides a summary, albeit impartial, view of aberrant traits typical to the narcipath, sociopath, and psychopath. Remember, the pseudopath is not normal like you. Even good people (like us) occasionally exercise poor

judgment, make bad choices, and suffer a lapse in conscience (Allen, 2006). After all, we are human – so we are imperfect, and we err. So, the innocent missteps in our daily lives don't a pseudopath make. The pseudopath will knowingly transgress into behaviors that cross acceptable boundaries for human error if circumstance allows. The pseudopath is of an inherent character that – once in a position of authority or dominance – will surreptitiously demonstrate some (if not all) of the Table 1 traits on an occasional but consistent basis in their personal and professional lives. An interesting facet of shared behaviors across the three clinically-pathic categories can be observed in Table 1. Narcipathic traits and tendencies, it appears, makes up most of what the classic sociopath and psychopath are. The author will venture that sociopaths and psychopaths are, for all practical purposes, both narcipaths with a twist. The sociopath appears to be a narcipath with a wrenching twist of eccentricity and spontaneity. The psychopath appears to be a narcipath with a wrenching twist of glibness and secrecy.   Given these perceptions, the DSM's pathic focus on clinical narcipathy (i.e., Narcissistic Personality Disorder) should become less of a mystery to the likes of the non-psychologist – like the author. And then, given this structured understanding about pathic behavior, the concept of profiling pseudopaths during the pre-employment screening process should also be less daunting to psychologists and non-psychologists alike – even to the author.

Table 1

Typical Traits for the Clinically Pathic Leader

the **Narcipath**[1,4]	*the* **Sociopath**[2,4]	*the* **Psychopath**[3,4]
Harms for the sake of self-exaltation	Harms for the sake of manipulation and dominance	Harms for the sake of harm
Is Inwardly ...		
Selfish	Self-centered	Devoted to self-interest
Envious	Spiteful	Absent of conscience
Grandiose	Remorseless	Absent of empathy
Entitled	Hateful of criticism	Predatory
Sensitive to criticism	Empathetically selective	Vengeful
Empathetically shallow	Lacking in conscience	Calculating
Emotionally shallow	Emotionally disinterested	Guiltless
	Ethically shallow	Emotionally devoid
		Ethically devoid
Is Outwardly ...		
Boastful	Disorganized	Glib
Lofty	Living on the edge	Extremely organized
Obsessive	Arrogant	Shameless
	Shameless	Callous
Impulsively ...		
Exaggerates	Distorts the truth	Lies
Flatters	Blames others	Manipulates others
Exploits others	Manipulates others	Deceives others
Seeks attention		
Impresses us as being ...		
Intelligent	Intelligent	Intelligent
Well-spoken	Well-spoken	Articulate
Clever	Creative	Calm
Creative	Charismatic	Clever
Energetic	Energetic	Charming
Tenacious	Headstrong	Decisive
Often ...		
Strays outside of relationships	Has many sexual relations in their lifetime	Has many sexual exploitations in their lifetime

[1] Primary reference Squigna & Squigna (2009).

[2] Primary reference Stout (2005).

[3] Primary reference Ronson (2006).

[4] Secondary references Babiak & Hare (2006), Hare (1993), Schouten & Silver (2012), and Simon (2010).

Much to the pseudopath's favor, behavioral and personality profiling tools are rarely applied during pre-employment screening – and on the few occasions that they are, the more widely-used tools are hardly capable of noting the pseudopath's true character (Schouten & Silver, 2012). Common tools of this ilk include Hare's revised Psychopathy Checklist (PCL-R), the Minnesota Multiphasic Personality Inventory (MMPI) scales, the Myers-Briggs Type Indicator (MBTI), and Geier's DiSC assessment. Babiak & Hare (2006) caution that these types of tests were not designed with the pseudopath in mind, and as a result, can be artfully "gamed" (p. 103). Millon et al. (2008), however, may have a less-gameable sort of personality profiling test in his MIPS (Millon Index of Personality Styles) Revised test (p. 643). Although the MIPS Revised (2013) test is marketed as a diagnostic tool that measures the normal personality styles of adults, its continuum-based design makes it useful "in helping to screen for the possible presence of mental disorders in persons who present as normal" (p. 1). It is additionally marketed as an employment "pre-offer screening tool" (p. 1).

The MIPS Revised has 180 true/false questions that are appropriate to individuals 18 years and older with reading comprehension at or above the 8th grade level. On average, it takes approximately 30 minutes to complete. The MIPS Revised applies 24 personality scales juxtaposed into 12 pairs. These scales are organized with purpose to address three key dimensions of normal personalities: Motivating Styles, Thinking Styles, and Behaving Styles. Table 2 (see p. 36) identifies the basic structure of the MIPS Revised scales. Table 3 (see p. 37) offers a summary definition of each of the 24 MIPS Revised scales. The interpretive engine for the MIPS Revised test also reports a composite of overall adjustment called the Clinical Index, as well as, three Validity Indices: Positive Impression, Negative Impression, and Consistency (Millon et al., 2008).

Table 2

Structure of the MIPS Revised Scales

Validity Indices	Motivating Styles	Thinking Styles	Behaving Styles
Consistency Positive Impression Negative Impression	Pleasure - Enhancing Pain - Avoiding	Externally Focused Internally Focused	Asocial / Withdrawing Gregarious / Outgoing
	Actively Modifying Passively Accommodating	Realistic / Sensing Imaginative / Intuiting	Anxious / Hesitating Confident / Asserting
	Self - Indulging Other - Nurturing	Thought - Guided Feeling - Guided	Unconventional / Dissenting Dutiful / Conforming
		Conservation - Seeking Innovation - Seeking	Submissive / Yielding Dominant / Controlling
			Dissatisfied / Complaining Cooperative / Agreeing

Adapted from "The Millon Inventories: A Practicioner's Guide to Personalized Clinical Assessment 2nd ed. by T. Millon & C. Bloom, 2008, p. 644.

Table 3

Descriptions for the MIPS Revised Scales

	VALIDITY INDICES
Consistency	High scores indicate conscientious response. Low scores indicate careless or confused responses.
Positive Impression	High scores indicate accentuation of positive characteristics. Low scores indicate underreporting of personal difficulties.
Negative Impression	High scores indicate unfavorable impressions of personal characteristics. May be malingering.
	MOTIVATING STYLES
Pleasure-Enhancing	High scores indicate optimism and ease of self-enjoyment.
Pain-Avoiding	High scores indicate pessimism and ease of disappointment.
Actively Modifying	High scores indicate a take-charge attitude and adaptability to environments.
Passively Accommodating	High scores indicate an unwillingness to take charge and a desire to acquiesce.
Self-Indulging	High scores indicate independence, egocentricity, and a desire for self-fulfillment.
Other-Nurturing	High scores indicate empathy and unselfishness.
	THINKING STYLES
Externally Focused	High scores indicate tendencies to seek stimulation and encouragement from others.
Internally Focused	High scores indicate a preference for self-thought and self-motivation.
Realistic/Sensing	High scores indicate a preference for experience and observation versus inference and abstraction.
Imaginative/Intuiting	High scores indicate a preference for symbolism and uncertainty versus concrete and observable.

THINKING STYLES (continued)

Thought-Guided	High scores indicate a preference for objectivity, logic, and analytical reasoning.
Feeling-Guided	High scores indicate a desire to form judgment by subjective evaluation and by following personal values.
Conservation-Seeking	High scores indicate organization, order, and efficiency in one's approach to life.
Innovation-Seeking	High scores indicate creativity, spontaneity, and an inclination to take risks or shun routine.

BEHAVING STYLES

Asocial/Withdrawing	High scores indicate passiveness, apathy, and social indifference.
Gregarious/Outgoing	High scores indicate a desire for attention, excitement, and social stimulation.
Anxious/Hesitating	High scores indicate a tendency for shyness, timidness, and nervousness in social situations.
Confident/Asserting	High scores indicate feelings of self-confidence and egocentricity.
Unconventional/ Dissenting	High scores indicate a reckless or audacious spirit, and, tendencies to act out with nonconformity.
Dutiful/Conforming	High scores indicate self-control, and, tendencies to be respectful and cooperative.
Submissive/Yielding	High scores indicate feelings of victimization, and, tend to be submissive and self-demeaning.
Dominant/Controlling	High scores indicate a strong will and ambition, often manifesting as domineering or aggressive behavior.
Dissatisfied/ Complaining	High scores indicate tendencies for sullenness and dissatisfaction. May be passive-aggressive.
Cooperative/Agreeing	High scores indicate amenability and social likeability. Often form strong loyalties and attachments.

Adapted from "The Millon Inventories: A Practicioner's Guide to Personalized Clinical Assessment 2nd ed. by T. Millon & C. Bloom, 2008, pp. 645-646.

The author's optimism in the usefulness of the MIPS Revised test as a pseudopathic screen is driven from two novel points of interpretive design. First, Millon et al (2008) has taken traditional and long-standing Thinking-Style scales and "recast these constructs in terms of their influence on one's cognitive style of dealing with the voluminous influx of information required for daily living in the information age" (p. 647). In other words, Millon has modernized the Thinking Style scales in his MIPS Revised test. Secondly, Millon et al (2008) has taken traditional and long-standing Behaving Style scales and adjusted them against an analytical model "deeply rooted in biosocial and evolutionary theory" (p. 647). In other words, Millon has socialized the Behaving Styles scales in his MIPS Revised test. Together, modernization and socialization make for a diagnostic medium better suited for pseudopathic recognition than your average personality profiling test. In terms of its efficacy as a sub-clinical screen, the author can only surmise that the advantage to the MIPS Revised test resides in its underlying processes for data analysis. Millon's et al (2008) MIPS Revised interpretive reports paint a description of the individual "as an integrated and holistic person" that is "rich with discourse on a person's style that goes beyond a simple description of behavior and fosters a new understanding of and sensitivity toward the client" (p. 648). Corporate America take note – because the theme song for the MIPS Revised test appears to be, *You Can't Hide Your Lying Eyes* (Eagles).

Even as radiant as the author paints Millon's MIPS Revised test in contrast with more commonly applied personality profiling tools, cautionary advice is warranted. Like its less-capable cousins, Millon's MIPS Revised test is *self-reporting* in nature. It relies on the respondent to answer the question set with good measure of accuracy and honesty. Granted, the brilliance of many of these types of tests resides in their interpretive design – modeled, in part, to expose evasiveness and prevarication. Any self-reporting test, nevertheless, plays perfectly into

the strengths of the executive-level pseudopath – whose skills of deception and duplicity have been honed over a lifetime of concerted practice.

During the process of pondering how a pre-employment screening model might best expose latent traits typical to the pseudopath, the author came to a confounding realization that certain behaviors beneficial to leadership roles bore similarity to various pathic warning signals. In particular, three traits stood out – *charisma*, *self-esteem*, and *emotional intelligence*. Within the context of exposing the pseudopath in the executive job pool, the irony around these three character traits is worth visiting.

The first irony, *charisma*, manifests with the consideration of the transformational canons associated with leadership. Charisma has traditionally been identified with effective leadership, particularly in Transformational Leadership circles (Northouse, 2010). Across a leadership continuum that includes Transactional and Laissez-Faire styles, charisma is a distinguishing factor that defines the Transformational Leadership style. Northouse (2010) goes so far as to tout charisma as "a special gift that certain individuals possess that gives them the capacity to do extraordinary things" (p. 173). High charisma – and the elixir of energy that it imbibes – is a disingenuous behavior that comes natural to the pseudopath. The irony, then, is that a behavior desirable to leadership candidates is also one of numerous warning signals assigned to the pseudopathic applicant. The challenge will be to distinguish the real charisma from the fake.

The second irony, *self-esteem*, presents a similar conjectural dichotomy. Branden (1994) asserts that self-esteem includes "the feeling of being worthy, deserving, entitled to assert our needs and wants, achieve our values, and enjoy the fruits of our efforts" (p. 4). Branden also emphasizes that self-confidence contributes to self-esteem. Self-confidence is a trait that enhances a leader's ability to project authenticity, garner influence, and accentuate value

(Northouse, 2010). Cashman (2008) views "authenticity, influence, and value creation" (p. 24) as fundamental competency factors for "the most effective, results-producing leaders" (p. 24). Driven by a heightened (if not excessive) sense of self-esteem, the pseudopath exudes self-confidence. The conundrum is that self-esteem serves as a negative driving force with the pseudopathic leader targeted for exposure. To this end, some measure of rationalization is provided by Branden (1994) through his explanation that "self-esteem is a consequence, a product of internally generated practices" (p. 65). He furthers our understanding of self-esteem by identifying six practices that promote growth with self-efficacy and self-respect. These six pillars for self-esteem (Branden, 1994) are; practice living consciously, practice self-acceptance, practice self-responsibility, practice self-assertiveness, practice living purposefully, and practice personal integrity. In balance, the pseudopath lacks in self-responsibility, purpose, and personal integrity. Pseudopathic self-esteem, as such, is a product of different origin from the self-esteem promoted for effective leadership.

The third and last irony, *emotional intelligence*, manifests as yet another behavioral nuance of effective leadership that shows an ugly side from the pseudopathic perspective. Goleman (1995) asserts that an individual's emotional quotient (EQ) is as important, if not more important, than one's intelligence quotient (IQ) towards many of life's successes. He explains that "IQ and emotional intelligence are not opposing mechanisms, but rather separate ones" (p. 44). Goleman (2006) extends the importance of EQ to leadership functions when he states that "emotional intelligence counts more than IQ or expertise for determining who excels at a job – any job – and that for outstanding leadership it counts for almost everything" (p. 13). The discomfort presented by EQ is that pseudopaths, in a disingenuous and deceptive way, are intuitive masters of emotional recognition and awareness, social interaction, and motivation – all

hallmarks of high EQ. More disturbingly, pseudopaths can artfully compliment IQ with EQ (and vice versa) – a skill they have honed through practical experience. Kouzes & Posner (2007) bring some measure of comfort to the EQ discord when they assert that "Leadership is not about personality; it's about behavior" (p. 15). The behavioral practices they assign to exemplary leadership are; modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart. Within these five practices, the importance of a personal belief and value system – built on a strong ethical foundation – is stressed. The Kouzes & Posner (2007) model of exemplary leadership, after all, asserts that leaders must always practice what they preach. Ethics is a critical factor for leadership success. Accordingly, the EQ irony becomes less disconcerting with the realization that the high EQ typical to the pseudopath is driven by situational ethics.

Further synthesis of these three behavioral ironies reveals that – between the pseudopath and the normal executive applicant (like you) – the character traits of charisma, self-esteem, and EQ are applied in a different manner and with different purpose. In simple terms, they can be applied for moral good or for the right reason, or, they can be applied for moral bad or for the wrong reason. The pseudopath has a natural penchant to sway to the latter when opportunity permits.

Pathic Subtlety Investigation

The inclusion of a personality profiling test within the traditional mix of pre-employment screening processes would be a tiny step towards the recognition of pathic subtleties amongst executive job candidates. The inclusion of Millon's MIPS Revised test within the traditional mix of pre-employment screening processes would be a large step towards the recognition of pathic subtleties amongst executive job candidates. The author opines that any measure for

pseudopathic screening might be further enhanced through investigative research. The premise behind this suggestion is that executive-level pseudopaths are likely to have plied their disingenuous and nefarious trade for many, many years. Accordingly, the probability of historical evidence indicative to pseudopathic behavior is high. And after all, no better judge of character exists than historical evidence of our actions and behaviors – because at the end of the day, we are what we do, not what we say. Where the sole use of Millon's MIPS Revised test may fall short of overcoming a well-seasoned pseudopath's skills for deception, augmentation with an investigative effort (i.e., historical research and analysis) may bring an added measure of confidence towards a hiring decision.

Thankfully, the investigative challenges of Dick Tracy's gumshoe days are a comical thing of the past. Modern science has seen to that. And interestingly enough, Millon et al (2008) emphatically encourages the blending of psychology and science, noting that "this is a time of rapid scientific and clinical advances – a time that seems optimal for ventures designed to generate new ideas and synthesis" (p. 49). He also urges the application of "adjacent sciences" (p. 50) to develop new theoretical formulations capable of bridging the intersection of personality and psychopathology, stating:

> To limit our focus to contemporary research models that address these junctions directly might lead us to overlook the solid footings provided by our field's historic thinkers (such as Freud and Jung), as well as our more mature sciences (such as physics and evolutionary biology). (p. 49)

Notwithstanding, augmenting a questionnaire-based pseudopathic screen with some manner of focused investigation may bring additional risk and liability to the corporate entity. A hiring entity's engagement of detective-like sleuthing can be socially and legally contentious on its own. And then – with historical evidence of improper behaviors and misdeeds in hand – the hiring entity would also be faced with the analytical task of profiling job applicants as near-

pathics in a manner sufficient to withstand social and legal challenge. The Bible's Ten Commandments lends explanation to this conundrum.

The final covenant of the Ten Commandments, presented in Exodus 20:17 and Deuteronomy 5:21, is somewhat irrelevant from a perspective of governance. Its literal mandate, "Thou shalt not covet your neighbor's house, thou shalt not covet your neighbor's wife, or … anything that is your neighbor's" (The Bible, King James version), is un-enforceable for the likes of humankind – whose thought-policing abilities have not yet evolved to a level of valid measurement. Of similar challenge to a pseudopathic screening process is that investigative analysis will have to venture into the applicant's mind. This is what the hiring entity must artfully accomplish without the aid of trickery, waterboarding, or Vulcan mind-melds.

Formulating an investigation-based analytical model capable of extracting "enough" of an executive applicant's deepest thoughts to make a defendable hiring decision is no small challenge. If one thinks about this in practical terms – an attempt to determine what an individual does when they believe nobody is watching, what an individual does when they think their actions are not likely to be found out, and, what an individual's deepest primal and visceral thoughts are – may seem better suited to a serial-murder investigation or a science-fiction novel. But the author suggests that investigation-based profiling *can* be done for pre-employment screening, and, that it *can* be accomplished within widely-accepted ethical, social and legal boundaries. In respectful reproach of DSM-based research and analysis models, Millon et al (2008) stresses a need to "go beyond current conceptual and research boundaries in personology and incorporate the contributions of past theorists, as well as those of our more firmly grounded 'adjacent' sciences. Not only may such steps bear new conceptual fruits, but they also may provide a foundation to guide our own discipline's explorations" (pp. 49-50). In respectful

agreement, the author suggests that the hiring entity can (and should) capitalize on the epic explosion of accessible information brought about by twenty-first century science (Sprague, 2008), and, can (and should) apply tort-comparable 'more likely than not' decision logic versus criminal-comparable 'preponderance of evidence' decision logic (Feinman, 2000) within its investigative analysis model. To the hiring entity hoping to augment a self-report personality test in its attempt to recognize pathic subtleties in executive leadership candidates, the following literary research may be helpful with the design and application of investigation-based pseudopathic analyses.

      Investigation factors. Executive-level job seekers are invariably requested to provide personal and historical information about themselves. This information is then used by the hiring entity, amongst other factors of consideration, to select the applicant best suited for the job. Preparatory to a phone or in-person interview, collection of candidate information is typically accommodated with an application and a resume. The ensuing hiring-decision process – seemingly straightforward and logical – is fraught with uncertainty and error where the pseudopath is involved. Executive-level pseudopathic candidates shine on paper and in person, and, are masters of deception on both fronts. This reality does not favor a corporation that predominantly compares applications, resumes and interview observations to make a hiring decision. If this cautionary yarn seems at all weak in concept, consider the following. Hein Online presents some startling facts around the hiring decisions made by U.S. employers, warning that "44% of job applicants lied about their work histories, 41% lied about their education, and 23% falsified credentials or licenses" (private screening agency report, as cited by Sprague, 2008, p. 21). This warning bell carries a more ominous tone in relation to the pseudopath. The application and resume "hiccups" made by us normal, honest liars are poorly

crafted, easy to spot, and bring us some measure of guilt. The falsifications and exclusions made by liars of pseudopathic ilk come with natural ease, are articulately designed and crafted, and are well hidden from traditional pre-employment screening practices. Then, to amplify the din of caution, corporate America seems to base a large part of their hiring decision on the applicant's attitude and "fit" with the organization – offering a comfortable theatre and an admiring audience for the finely-honed acting capabilities of the thespian star that is the pseudopath. If any remembrance is to come from this horror film , it should be that corporate America must carefully investigate the backgrounds of their executive candidates before making a hiring decision.

In pre-employment (i.e., Human Resource) space, the term "background investigation" means slightly different things to even slightly different people.   Perhaps, the only consistency is that it is largely inconsistent. Some agreement, nevertheless, may be found if it was defined as a due-diligence process of confirming information and determining past performance (Barada, 2004). So then, the background investigation serves to verify the truthfulness of what an applicant has presented (e.g., work history, education, etc.), expose inaccuracies in what the applicant has presented (i.e., seek evidence of embellishment, exaggeration, and omissions), and objectively evaluate an applicant's value or worthiness for a particular job function (i.e., seek an understanding of job performance history, financial history, legal history, and substance-abuse history). Some may still argue that these activities deserve individual status as background checks, reference checks, credit checks, criminal checks, and drug checks (Barada, 2004). Whatever the case, the author chooses to discuss all in the same breath as a "background investigation." And why? Because this study is not just about pre-employment screening, per

se. It is also about the wise inclusion of a screening element designed with the seasoned

pseudopath in mind.

The investigative measures that must be undertaken in order to recognize pseudopaths

hidden amongst executive candidates will not be unlike those of the private eye or police

detective. Hankin (2009) identifies the dangers brought by this nature of investigation with his

appropriately-titled book, *Navigating the Legal Minefields of Private Investigation*. Therein,

Hankin begins his book by stressing the legal implications surrounding investigations, cautioning

that the typical investigator is "still a privately-hired sleuth operating in a hostile world, doing

what he has to do to expose thievery, fraud, and other misdeeds for the betterment of his client

and society in general – while staying within the law" (p. iv). In this context, "staying within the

law" means to preclude the corporate entity's engagement in unlawful investigation practices.

To the investigator of any sort, the most important law governing background checks is

the Fair Credit Reporting Act (FCRA) – a multi-fanged Federal law that includes the Consumer

Credit Reporting Agencies Act, the Clarification Act, the Fair and Accurate Credit Transactions

Act, and a host of other legal provisions. Then there is the Equal Employment Opportunity

Commission (EEOC) law meant to prevent discrimination on the basis of gender and race, and

its well-intentioned partners, the Age Discrimination Employment Act (ADEA) and the

Americans with Disabilities Act (ADA). Hiding in the shadows of long past, Title VII of the

Civil Rights Act of 1964 brings additional screening restrictions to protected classes (Sprague,

2008). Best advised, the investigator need give full attention to all provisions governing

consumer reporting agencies, third-party background checks, compliance certification,

disclosures, pre-screening consent or authorization, and adverse action (Nadell, 2004). The

reality is, these legal provisions are as exhaustive as they are confusing – and failure to comply with the lot can result in both civil and criminal penalties (Shaker, 2009).

Of confounding consideration to pseudopathic investigation will be that laws governing private investigation and privacy differ between States – sometimes extensively (Hankin, 2009). Well-compensated employment opportunities are likely to be pursued by candidates across numerous States. To the pseudopathic investigator, this will pose a unique challenge of broad legal compliance. A concise guide for investigations dealing with this nature of multi-state complexity is offered in Barry Nadell's 2004 book *Sleuthing 101: Background Checks and the Law*. Therein, Nadell brings organization to the puzzle-pieces represented by the numerous and disparate state laws regarding pre-employment inquiries, investigations, privacy, and civil rights. For the California-based Public Utility specific to this study, this should bring less concern than it should for other States. California is "the most restrictive state regarding background screening laws" (Nadell, 2004, p. 14). This would suggest that a multi-state investigation based on California law is less likely to overstep the other State's comparative laws – however, *Murphy's Law* cautions that individual consideration still be given to the laws from all States of relation to the pseudopathic investigation.

Nadell begins his 2004 guide with stern advice that "Employers today must protect themselves and their employees from the harm of hiring the wrong person" (acknowledgment page). The warning behind this advice is easy to see. The wrong selection can easily wrong the business and its employees. A less-visible message behind this warning is that liabilities gestate from the very screening processes meant to protect the organization – and they breed from both within the organization and outside the organization.

From the outside, the executive screening process can foment liabilities from many angles – particularly where a pseudopath is involved. This nature of dispute and litigation can easily take one of the following forms:

- The unselected candidate may accuse the hiring organization of engaging in illegal background checks (Sprague, 2008).

- The unselected candidate may accuse the hiring organization of discrimination (Sprague, 2008).

- The unselected candidate may challenge the accuracy or applicability of the hiring organization's screening results (Barada, 2004).

- The unselected candidate may challenge the hiring organization's screening results as inaccurate, erroneous, or misinterpreted (Barada, 2004).

- The unselected candidate may accuse the hiring organization of privacy rights violations (Hankin, 2009).

- The unselected candidate may accuse the hiring organization of character defamation (Hankin, 2009).

From the inside, additional liabilities may come to bear if the organization makes the unfortunate error of hiring the undesirable executive. This nature of dispute and litigation would likely take one of the following forms:

- Employees may accuse the organization of negligent hiring – claiming that the organization failed to perform an appropriate check of the hired executive's fitness to lead, thus exposing both the organization and its employees to harm (Barada, 2004).

- Employees may accuse the organization from a different angle of negligent hiring – claiming that the organization knew of the executive's unfitness as a leader, but hired

the individual anyway, thus exposing both the organization and its employees to harm

(Nadell, 2004).

- The undesirable executive directly brings harm to the organization's employees or to
third parties – causing the disparaged or harmed persons or parties to seek
compensatory and punitive damages (Sprague, 2008).

From the perspective of a pseudopathic screen, the hiring entity will have to decide which source of liability presents a lesser evil – the potential liabilities brought about by conducting a pseudopathic screen, or the potential liabilities resulting from the ill-advised selection of a pseudopathic executive. Barada (2004) brings good argument for the former, warning that "Employers are at far greater risk of being sued for *not* checking than they are if they carefully check both backgrounds and references" (p. 148). Litigation around negligent hiring, it seems, is becoming quite common (Nadell, 2004). Pseudopathic candidates, on the other hand, are sure to argue for the latter, hoping for the opportunity to satisfy their visceral needs for gratification and enrichment – all at the expense of the business and its employees.

As daunting a picture as the legal factors of background investigation may paint, its rigid lines and harsh edges can be artfully softened with brush-stroke ease by capitalizing on the realities of modern-day science – particularly the scientific advances realized through Information Technology.

Information technology factors. Relying solely on interviews, resumes, and applications does not favor an intelligent choice in today's job market. Where the pseudopath may be part of an executive candidacy pool, limitation of the evaluation and selection process to these anachronistic tools is a bad decision waiting to happen. Conveniently, early twenty-first century technology has provided a custom pseudopathic-detection tool by way of the Internet.

So efficient has the Internet become of late with its discovery capabilities that Sprague (2008)

estimates "roughly half of U.S. employers are using the Internet to vet job applicants" (p. 20).

The other half would be so wise to take advantage of this investigative gift – particularly with

pre-employment screening processes at the executive level, where so much is at stake with the

hiring decision.

Relative to a pre-employment pseudopathic screen, the Internet offers the following

investigative versatilities:

- Employers can conduct some portion (if not all) of an investigation-based
  pseudopathic "check" in-house with minimal legal exposure (Sprague, 2008).

- American adults, on average, self-publish way too much personal information on the
  Internet – making it a cornucopia of investigative data (Sprague, 2008).

- There is a vast assortment of online information indicative to the recurrent behaviors
  and off-duty conduct of individuals – a perfect fit for pseudopathic screening (Shaker,
  2009).

- The cost associated with conducting an extensive and exhaustive background
  investigation on the Internet is minimal in relation to that of a traditional in-house or
  third-party screen (Sprague, 2008).

The raw advantage that the Internet brings to a pseudopathic investigation can be likened

to that of a private eye attempting to gumshoe a case in the small town of Podunk versus

metropolitan New York City. Everything is near, public information has already been assembled

for open viewing, and traditionally-private information is accessible with gossipy ease. Levmore

& Nussbaum (2010) articulate this new paradigm when they quip that the Internet has

transformed everyone to inhabitants of a small village – where "No one is a stranger either in the

village or on the Internet" (p. 1). On the other hand, the small village that is the Internet also poses the following investigative liabilities:

- Internet investigations can easily overstep boundaries of discovery that would otherwise be prohibited in traditional pre-employment screens (Sprague, 2008).

- Circumvention of access constraints by exploiting security weaknesses may become a source of legal dispute if information obtained in this fashion is used in a hiring-decision (Shaker, 2009).

- Although much of the personal information on the Internet is self-published, investigative gathering may end-up with some false, inaccurate, and otherwise misleading information (Sprague, 2008).

- States regulate Internet investigations and prosecute cybercrimes in very different ways (Curtis, 2012). States also apply different legal restrictions around a hiring entity's authority to conduct online sleuthing, leaving interstate hiring and screening scenarios in a bit of investigative confusion (Nadell, 2004).

Because the web is but an infant in the evolutionary development of informational sources, cyber laws are relatively primitive and continue to adapt to the technology that drives them (Curtis, 2012). Criminal and tort laws, by comparison, date back to biblical times. Accordingly, the legal ignorance that accompanies wanton Internet browsing (to the merely inquisitive) is easier to accept and ignore. But unlike average drivers who "innocently" break the law by exceeding the speed limit, are occasionally caught in the act, and may or may not get penalized for doing so – average web sleuthers that "innocently" break cyber laws don't even know that laws are being broken, and in any event, are not likely ever to be challenged (much less prosecuted) for their crimes. For the online investigator gathering background information

with purpose to formulate a hiring decision for corporate America, this ignorance card cannot and must not be played. A warning ticket will not be issued. Odds are, both the driver and vehicle owner will pay a legal price. The wise Internet investigator will recognize, understand, and play fairly within the cyber laws that apply to their online sleuthing activities (Curtis, 2012).

The Counterfeit Access Device and Computer Fraud and Abuse law of 1984 is usually credited as being the first federal statute enacted to deal with computer crimes. Although every state has developed their own set of cyber laws since this time, Curtis (2012) notes that the overall rule of cyber law has "experienced difficulty in keeping pace with advances in technology" (p. 3). Major attempts to catch laws up with the computer sciences and wide-area network sciences have seen the enactment of the National Information Infrastructure Protection Act (1996), the Patriot Act (2001), the Homeland Security Act (2002), and the latest amendment to the Computer Fraud and Abuse Act (CFAA). To the lawful (and cautious) background investigator, the CFAA assigns numerous rules of online conduct that should not be ignored – particularly those rules dealing with unauthorized access. Violation of these rules can be prosecuted as criminal offenses. If circumventing access restrictions, intentional or not, the hiring entity may also run afoul of the Stored Communications Act (SCA), a federal law with good intentions of protecting Internet information (Sprague, 2008).

One may summarily conclude that the federal and state laws governing use of the Internet are so busy minding malicious attacks and nefarious schemes of criminal intent – that the good-intentioned investigator's occasional venture over the legal speed limit (i.e., those benign incursions, accidental missteps, and the like) – will hardly be noticed, much less prosecuted. In logical balance, there may be some truth to this. The background investigator dealing with executive-level pseudopaths, nevertheless, would be wise to heed the following warning. The

disappointed pseudopath rejected on the basis of a background investigation may not only challenge the legality of the hiring decision in terms of cyber laws – a vengeful pseudopath could very easily dispute the hiring decision against clever analogies to traditional (i.e., non-cyber) laws (Curtis, 2012). Of particular vulnerability to the twisted workings of the disparaged pseudopath are those traditional laws meant to protect the privacy of American citizens.

Privacy factors. To the entity screening for pseudopaths, online or otherwise, the most important legal precautions to investigation will be around rights of privacy – because invasion of privacy poses the greatest liability in terms of potential dispute and litigation. Determann & Sprague (2011) identify "three primary sources of privacy protection in the United States: the Constitution, common law, and statutes" (p. 986). The Constitution does not expressly speak to privacy, rather, privacy is inferred by the Fourth Amendment (from the original Bill of Rights) relative to unreasonable search and seizure. In relation to a background investigation, the Fourth Amendment simply assigns basic rights to individuals seeking employment – much like other fundamental rights guaranteed by the Constitution of the United States (Barada, 2004). Within the context of a pre-employment screen, the privacy rights assigned by the Fourth Amendment are not likely to be in play across the entire background investigation. The rights to individual privacy assigned by common (i.e., tort) law and legislative statutes, on the other hand, will assuredly be in play over the full course of any background investigation.

As interpreted by the law, privacy (per se) takes many forms. McLean (1995) distills the numerous legal meanings of privacy and then presents the results in terms of what constitutes their violation:

> American law includes the following under the heading "invasion of privacy": physical trespass into a space surrounding a person's body or onto property under his or her control; public disclosure of true but embarrassing facts about an individual that this individual wants concealed; lies or reckless falsehoods that alter

a person's public image in ways he or she cannot control; commercial exploitation of an individual; and, tampering with by government agents in matters related to a person's body. (p. 5)

The first four categorical examples (above) represent privacy violation torts, while the last (i.e., fifth) categorical example represents our constitutional rights to privacy (McLean, 1995). Slanting consideration to the tort-based privacy violations, the pseudopathic screening entity and background investigator must make every effort to preclude any activity that is (in and of itself), or could be interpreted as, an invasion of individual privacy. Hankin (2009) summarizes the nature of these wisely-avoided activities as (a) appropriating one's name or likeness, (b) publicly placing an individual in a false light, (c) publicly disclosing private personal facts, and (d) intruding on an individual's "seclusion, solitude or private affairs" (p. 46). It is this last privacy-invasion tort that the screening entity and background investigator must be particularly cautious of. Often referred to as the "intrusion upon seclusion tort," it consists of four validating elements (Hankin, 2009):

(1)   An unauthorized intrusion or prying into the plaintiff's private space (his solitude and seclusion);

(2)   the intrusion was offensive to a reasonable person;

(3)   the matter intruded into is private; and

(4)   the intrusion caused anguish and suffering. (p. 46)

It is important to note that the background investigator (as well as the rest of us innocent non-sleuthing sorts) will never be immune to frivolous lawsuits – but protective measures can be taken to minimize the risk to bona-fide claims (Barada, 2004). The Golden Rule to conducting a pseudopathy-based background investigation will be – *prior to the investigation* – obtain the applicant's permission and fully disclose its purpose in accordance with state-specific laws and

statutes (Nadell, 2004). Then again, not even the Golden Rule will offer absolute protection

from the legal dalliances of the disparaged and vindictive applicant. Because the background

investigator of relation to this study will be determined on harvesting all available information

that can be used to screen-out a pseudopath – perhaps to the legal extremes of capitalizing on the

privacy oversights and security lapses of applicants – it would still be wise to have a good

understanding of privacy boundaries prior to the investigation. Pseudopaths will be more willing

to challenge hiring decisions than your average executive applicant (Babiak & Hare, 2006), so it

will be important to recognize just how far the investigation can stray into "privacy invasion"

space without real concern for legal recourse. Simple rules apply to this concept of intrusion

safety zones. To minimize one's risk to tort claims around invasion of privacy, the sagacious

background investigator will seek unprotected information (i.e., what the subject exposes in or to

the public eye), will neither trespass nor scope private places, will not use bad ruses to gain

access to information, will not delve into irrelevant matters, and will never make themselves a

pest (Hankin, 2009). Although these rules would seem to suspend the background investigator's

creative license, one last factor of investigative consideration will work to their favor. Today's

society is very accepting of openly disclosed and publicized personal information long held to be

private.

     Social factors. Nissenbaum (2010) mentions an 1890 documentary about ordinary

Americans decrying the need for more comprehensive legal rights to privacy. It goes like this:

> Instantaneous photographs and newspaper enterprise have invaded the
> sacred precincts of the private and domestic life; and numerous mechanical
> devices threaten to make good the prediction that 'what is whispered in the
> closet shall be proclaimed from the house-tops.' (p. 19)

     Little did these decent folk know that a century later, something called technology would

have re-defined privacy in a social context before to un-imaginable and incomprehensible.

Today, what is whispered in the closet can easily become common knowledge on the other side of the globe within seconds of its utterance. And today, society hardly cares. Primary school children across America carry ubiquitous technology in their tiny pockets and purses capable of capturing and globally distributing the whispered words – along with a high-definition color video of those who would boldly utter such private things. Our social norms and morays, it seems, have quickly adapted to large advancements in technology over the last decade, and surprisingly, have radically adopted an apathetic and indifferent attitude about the mass exposure of personal information on public display. Some may view this as a shameful erosion of privacy that will eventually be society's debt to pay (Nissenbaum, 2010). But it is society's freedom of choice, all the same. And to the screening entity tasked with harvesting tell-tale information on pseudopaths, society's debt is the background investigator's good fortune.

Amongst the wealth of personal information suddenly made public by technology, the Internet is its largest bank, and social networking is its largest depositor. Levmore & Nussbaum (2010) take a jaundiced view of the social worth of custom forums like MySpace, Facebook, and Twitter, noting that "Never before has so much information, traditionally private by nature, been so widely shared" (p. 237). Other public-exposure savings plans of popular use on the Internet include LinkedIn, Flickr, YouTube, and Friendster, to name but a miniscule few. And then, this does not even include non-Internet public exposure tools like smart phones – equipped with cameras (replete with video and audio) forever documenting the antics, dalliances and missteps of the bold, ignorant, detached, and oblivious. Another form of Internet technology that promotes public exposure is that of data mining or data aggregation – online processes that optimize the data collection and analysis power of information technology. Data aggregators utilize sophisticated engines that "scrape" data (i.e., collect an individual's interactions with a

website) or conduct "deep-packet" inspections (i.e., collect all communication packets associated with a target individual), then quickly analyze the data to draw conclusions or create a profile of the individual's online behaviors and interests (Andrews, 2011). Nissenbaum (2010) marvels at "the extraordinary surge in power to communicate, disseminate, distribute, disclose, and publish – generally, spread – information" that today's technology brings, but then, retorts that this "socio-technical" phenomena also brings a significant threat to privacy (p. 51). The irony behind this dichotomy of social value is that the lion's share of private information posted on social-networking forums is self-publicized (Hadnagy & Wilson, 2011).

A fair question to ponder is – what exactly is the allure of social networking that would bring normally-private folk (like us) to publicly air their dirty laundry? Andrews (2011) offers a reasonable answer, postulating that social networking brings an addictive sense of contribution and importance by harnessing the "power of many" through a process of shared interests, and, by providing "new ways for people to interact with each other, with strangers, and with government" (p. 3). Whatever psycho-social factors of fascination or dependency may be at play – this intoxicating penchant to "open our kimonos" for public viewing is truly an investigative gift to the pseudopathic screener. Notwithstanding, pseudopathic data sleuthers that capitalize on this social networking phenomena would be wise to remember that there *are* laws and statutes at work in social networking space (Andrews, 2011). As previously cautioned, electronic communication is regulated by the likes of the Stored Communications Act. Online data access and retrieval is regulated by the likes of the Wire Tap Act and the Computer Fraud & Abuse Act. The Federal Trade Commission (FTC) has unwittingly become the alpha watchdog in social network space. Andrews (2011) warns "If the FTC believes an organization is engaged in an 'unfair or deceptive act of practice' or is violating a consumer protection statute, it can issue a

complaint setting forth the charges" (p. 46). Pseudopathic data analyzers would also be so wise to remember that there are privacy protection laws and statutes in play (Nissenbaum, 2010). In spaces where an individual's personal information is analyzed and applied toward some manner of decision that affects that individual – such as with an entity conducting a background investigation and screen – some of the more efficacious regulations around privacy protection include the Family Education Rights and Privacy Act of 1974 (FERPA), the Right to Financial Privacy Act of 1978, the Video Privacy Protection Act of 1988, and the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Nissenbaum (2010) notes the challenge posed by so many regulations that bob and weave across social networking lanes, lamenting that they "are so disorienting as they reveal the inconstancy of boundaries and fuzziness of definitions" (p. 101). All the same, these social networking factors – along with the unique investigative, information technology, and privacy factors of previous discussion – *must* be synthesized as part of any effort to formulate an investigation-based model that can be used to augment self-report pseudopathic tests.

Summary

The general thought that some seemingly-normal individuals are prone to aberrant and nefarious behaviors when presented with opportunities lacking oversight and consequence – is not new. However, formal recognition of the pseudopath as a distinct category of behavioral pathology – is. Recent literature and the author's experiential observations lend themselves to a postulate that this ilk of individual runs amok across the executive ranks of corporate America. Executive leadership plays an important role in the financial stability and health of an organization or enterprise. The executive-level pseudopath, as such, is perfectly positioned to exact great harm. Prudence would suggest that pseudopaths be screened during the vetting and

selection process. The problem is, conventional hiring practices are ill-designed to deal with the pseudopathic forager that uses the executive ranks of corporate America as its feeding grounds. Millon's MIPS Revised personality-profiling test, however, may be up for this task. Its unique interpretive design lends itself to ferreting-out subtle psychopathological issues in individuals whom otherwise present themselves as normal. All the same, it is a self-report test – like the other commonly-applied personality profiling tests. Any corporation would be so wise to augment a self-report test of this ilk with investigation-based pseudopathic analysis. Unlike self-report personality tests, investigative research won't play into the executive pseudopath's strength – rather, it will capitalize on an inherent weakness. Well-seasoned pseudopaths afford an investigative-friendly history of behavioral misdeeds and wrongdoings.

To the parent company, an arranged marriage of a personality-profiling test with investigation-based evaluation will increase the odds of recognizing pathic subtleties. This diagnostic advantage, in large part, results from the scientifically-stagnant nature of DSM-based personality evaluation. Millon et al. (2008) urges his fellow clinicians to think outside the DSM box and apply *adjacent* sciences to the practice of personology and psychopathology, stressing that:

> Psychology has become a patchwork quilt of dissonant concepts and diverse data domains. Preoccupied with but our own small portion of the quilt, or fearing accusations of reductionism, we psychologists have failed in both historical and adjacent realms of scholarly pursuit. (p. 50)

Although formal concepts around a distinct category of pseudopathic behavior are yet in their infancy, interest in this area is rapidly growing in both business and scholastic circles. If ever a time was more convenient and appropriate for this nature of study, and, for the development of a screening methodology uniquely designed with the pseudopath in mind – *that* time is now. The near absence of studies around pseudopathic behavior, effect, and avoidance

affords a good opportunity for further research, study, and application. To the entrepreneurial spirit or aspiring consultant, it presents an outstanding opportunity. Where there is little competition, there is a license to print money (Bygrave & Zacharakis, 2010). But for the Public Utility of focus to this study, more weighty advice is afforded. Effective leaders affirm their stated beliefs through their recurrent actions – building admiration, respect, and betterment. Pseudopathic leaders betray their stated beliefs through their eventual actions – creating disregard, distrust, and harm. The Public Utility would be so wise to screen executive-level job candidates for pseudopathic tendencies. It is simply not enough to know that pseudopaths exist and are harmful. Any enterprise that holds their employees as their most valuable asset must also apply this knowledge with insight and wisdom.

Such is the difference between knowledge, insight, and wisdom. Knowledge is knowing that a tomato is a fruit – not a vegetable. Insight is knowing that a tomato should never be used in a fruit salad. Wisdom is knowing that tomatoes for any purpose must be selected with utmost care – because some are rotten beneath their perfect skin.

Chapter 3. Methodology

At the end of the day, *you are what you do – not what you say.*

-Anonymous

Overview

This research study was formulated around the author's general postulate that pseudopaths (i.e., near-pathics or sub-clinical narcipaths, sociopaths, and psychopaths) commonly exist amongst corporate America's population of executive job-seekers. For the Public Utility of focus to the study, inquiry and analysis ascribes to an additional postulate that pseudopaths in positions of power or dominance negatively affect both corporate productivity and profitability. Given the nascence of the pseudopathic concept within the behavioral sciences, this study's principle methods are explanatory in purpose yet expository in essence. The personality dimensions foundational to Dr. Theodore Millon's MIPS (Millon Index of Personality Styles) Revised test provide a relational backdrop for this study's descriptive analysis. A practical purpose for this study is to assist the Public Utility in the pre-employment recognition (and hence avoidance) of leadership candidates harboring pseudopathic tendencies.

Research Design

This research study has been designed with specific purpose to explore the prevalence of pseudopaths hired for executive leadership within the Public Utility, the risks posed to the Public Utility by their employment, and the efficacy of the Public Utility's pre-employment screening process relative to the pseudopath. Data collection, inquiry, and analysis have been approached around the individual perspectives of three research questions, hereinafter referred to as RQ1 through RQ3:

The following inferential question explores the incidence and prevalence of pseudopaths amongst the executive ranks of the large corporation.

RQ1   Are Pseudopaths common in the leadership ranks of the Public

Utility?

The following inferential question explores the risks posed by pseudopathic leaders

to the large corporation.

RQ2   As previously experienced by the Public Utility, does the harm

caused by pseudopathic leaders warrant additional measures to

preclude their employment?

The following descriptive question explores how effective (or ineffective) the

screening elements traditional to the large corporation's hiring processes are at

identifying pseudopaths.

RQ3   How effective is the Public Utility's pre-employment screening

process at recognizing pathic subtleties in leadership candidates?

A mixed-method (quantitative and qualitative) design for data collection and inquiry using

sequential explanative dimensions involving both inferential and descriptive analysis has been

applied towards the study of RQ1 through RQ3. McMillan & Schumacher (2010) categorize

mixed-method designs as "explanatory" when "quantitative data are gathered first and, depending

on the results, qualitative data are gathered second to elucidate, elaborate on, or explain the

quantitative findings" (p. 25). RQ1 and RQ2 analysis is inferential in nature (Creswell, 2009).

RQ3 analysis is descriptive in nature (Creswell, 2009).

Although this study touches on a psycho-social postulate, its analytical elements lean

heavily towards Organizational Leadership – not to Psychology. Accordingly, its design for data

collection, inquiry, and analysis is of a non-clinical nature. This study's application of

psychological principles is limited to Dr. Theodore Millon's (2013) MIPS Revised personality-

profiling test. The MIPS Revised will be referenced, not applied. Because this study was formed, in part, against a general postulate that conventional hiring practices are ill-designed to recognize the pseudopathic predators that use corporate America as their hunting grounds, the value that MIPS Revised brings to this study lies with its clinically-tested capabilities to identify subtle psychopathological traits in individuals whom otherwise present themselves as normal. Along with the survey results, the MIPS Revised personality categories will be referenced within the interview model – serving as a relational backdrop for discussion, and, as prime examples of relevant traits.

Sampling and Participants

This study, pre-approved by Pepperdine's Graduate and Professional Schools Independent Review Board (IRB), approached all manner of data collection, inquiry, and evaluation involving human participants in compliance with applicable legal provisions, and, in conformance with the professional and ethical standards assigned to applied research (McMillan & Schumacher, 2010). The rights, welfare and dignity of human subjects participating in, exposed to, or affected by this study have and will be maintained.

The organization of focus to this study's analytical research is the Southern California Edison company. This Public Utility has long been considered a benchmark leader in power generation, transmission, distribution, and renewable energy. It is the primary supplier for electrical power in Southern California, boasts more than a century of experience, and regularly employs over 15,000 people.

Data collection for RQ1 and RQ2 was conducted via a web-hosted (www.Survey Monkey.com) questionnaire. Appendix A details the survey construct. The population targeted for participation in the survey was former non-management employees within the Public Utility's

electricity generating organization. A single-stage sampling procedure was used (Creswell, 2009).

Over the duration of its 30+ years of operational service, this organization's nominal contingent of

non-management employees ran, on average, at about 600 employees. For phenomenological

research, Creswell (2007) advises the use of "criterion sampling" to hone-in on research

participants "who have experienced the phenomenon" (p. 128). Limiting single-stage participants

to a contingent of non-management employees that meet this criteria results in an adjusted research

population (*N*) of about 400 employees. Applying the 5% social-sciences research standard of

acceptable error (i.e., *E* margin of error) at a 95% level of confidence and a 50% response

distribution yields a preliminary sample size (*n*) of 197 respondents. Exercising nonprobability-

sampling considerations relating to convenience and purpose (McMillan & Schumaker, 2010),

further adjustment of *n* to a value of 100 still provides for an acceptable margin of statistical

accuracy. For educational research, McMillan & Schumaker (2010) state that "Correlational

studies should have a minimum of 30 subjects" (p. 142). A sample size of 100 corresponds with a

minimum error term of 8.5% at the 95th confidence interval.

     The survey (see Appendix A) consisted of 17 questions. The initial question screened the

respondent against conditions for validity. A mix of dichotomous, multiple-response, and rating

scale questions were then employed. The final two questions capture demographic data

meaningful to the study. Administration of the survey was preceded with an e-mail distributed to

the target population that outlined the purpose of the research, described the source and nature of

the problem being studied, and advised the potential respondent that a web link to the survey

questionnaire would be provided via e-mail within the following week. A survey follow-up e-mail

was also distributed to the target population as a subtle reminder to non-respondents.

Data collection for RQ3 was conducted via interviews. A set of structured and semi-structured questions were verbalized during each interview session. Appendix B details the interview construct. The structured questions are limited by a set of response choices. The semi-structured questions are articulated in a manner that allows for individual responses. Semi-structured questions are open-ended yet are specific in their intent (McMillan & Schumaker, 2010).

The population targeted for interviews were former Human Resource (HR) professionals at the Public Utility. Sufficient to a participant population viable to sample validity in phenomenological research, structured interviews were conducted with 3 individuals (Creswell, 2007). Prior to conducting the interviews, the interview question-set was pilot tested with an HR professional not associated with the Public Utility to check for bias in the procedure, the interviewer, and the questions – and then, was subsequently adjusted (McMillan & Schumaker, 2010).

Full disclosure and informed consent was pre-conditional to the survey and interviews designated for research. Within the quantitative element of research, disclosure was provided and informed consent was explained in the introductory text of the survey. Survey Monkey's native consent capability was presented to each participant at the close of introductory text, and, consent was electronically acquired before access to the survey questionnaire was granted. Appendix C details the survey consent display. Within the qualitative element of research, verbal disclosure and consent was included within the interviewer's introductory dialogue. Appendix D details the interview consent form.

As an exhaustive measure of privacy and confidentiality, all investigative and analytical records associated with this study are retained in repositories secured with access control, and,

will be retained as such for a minimum of five years, at which time these records will be subject to destruction. No human-subject lists were formulated. Signed interview consent forms are maintained in an access-controlled repository separate from survey and interview records, and, will be retained as such until physically destroyed.

Data Collection and Analysis

Data collection involved both quantitative and qualitative research instruments. Quantitative research conducted for RQ1 and RQ2 was of nonexperimental design (Creswell, 2009). Statistical analysis of quantitative data was conducted to affirm or nullify relational hypotheses assigned to RQ1 and RQ2 (Creswell, 2009). Qualitative research conducted for RQ3 followed a phenomenological approach (Creswell, 2007). Analysis of phenomenological data involved interpretive coding and categorization.

Conceptual alignment of research questions RQ1 through RQ3 to their corresponding mode of data collection and analysis is provided in Table 4.

Table 4

Research Instrument Alignment

Research Question (RQ)	Research Mode	Research Instrument	Research Analysis
1. Are Pseudopaths common in the Public Utility?	Mixed method (non-experimental)	Survey questionnaire	Quantitative > Frequency Pearson Product-Moment Correlation
2. As previously experienced by the Public Utility, does the harm caused by pseudopathic leaders warrant additional measures to preclude their employment?	Mixed method (non-experimental)	Survey questionnaire	Quantitative > Frequency Pearson Product-Moment Correlation
3. How effective is the Public Utility's pre-employment screening process at recognizing pathic subtleties in leadership candidates?	Mixed method (exploratory)	Interviews, structured and semi-structured inquiry	Qualitative > Interpretive Coding

Assumptions, Limitations, and Definitions

This research study is not one of psychology. It is one of leadership. Although it touches

on a psycho-social malady that plagues the business world, its underlying purpose is for

organizational betterment – drawing on learning elements derived from the study of bad

leadership, leadership selection error, and error prevention.

The validity of data collected and analyzed relative to research questions RQ1 through

RQ3 mandates a basic assumption that all limiting factors assigned to the study (i.e., psycho-

social, organizational, and sampling) are well understood by the human participants – fulfillment

of which was the researcher's sole responsibility. Survey data was inferentially applied to the

resolution of RQ1 and RQ2, then descriptively applied to RQ3 research.   Data collection and

analysis for RQ1 and RQ2 was quantitative in design. Data collection and analysis for RQ3 was

qualitative in design.

The RQ1 and RQ2 questionnaire (see Appendix A) was developed with the

understanding that the targeted respondents are not qualified to make diagnoses around

personality disorders that may (or may not) have afflicted the senior leadership ranks at the

Public Utility. Accordingly, survey questions attempted to determine how respondents perceived

their former senior leadership, and, how former senior leadership made respondents feel. The

initial survey question was meant to determine whether the respondent was valid to the

conditional limitations of the study. If validated, the participant was allowed to respond to

additional survey questions. The last two questions provided for relevant demographics.

Within its quantitative approach to research, the sample envelope conditional to the study's

statistical validity was scientifically derived as a probability sample (McMillan & Schumacher,

2010). Sampling technique(s) gave consideration to size, homogeneity, psychometric relevance,

margin-of-error thresholds, and bias factors (Madjidi, 2011). Sampling content was scientifically

disciplined and all participation modes were scientifically controlled (McMillan & Schumacher,

2010). Quantitative data examination involved both descriptive and inferential statistical analysis.

Correlation analysis supportive to hypothetical queries employed levels of significance no greater

than 0.05 for Type I errors, and, were validated mathematically via Pearson Product-Moment

Correlation analysis. Definitions for characteristics inherent to the quantitative dimensions of this

study's data analyses are as follows:

Demographics: The physical characteristics of a population, such as age, gender, education, etc.

(McMillan & Schumacher, 2010).

Mode: The value or score of a numerical distribution that occurs most frequently (McMillan & Schumacher, 2010). One measure of central tendency.

Pearson product-moment correlation: A parametric statistical procedure used to measure the linear relationship between two variables (McMillan & Schumacher, 2010). Also known as Pearson *r*, the calculated result is expressed as a coefficient.

Along with the MIPS Revised personality categories, RQ1 and RQ2 data analysis was used in the final development of the RQ3 interview instrument (see Appendix B). RQ3 data examination involved the qualitative synthesis of all exploratory elements of research. Definitions for characteristics applicable to the qualitative dimensions of this study's research and analysis are as follows:

Coding: Defined by Creswell (2009) as "the process of organizing the material into chunks or segments of text before bringing meaning to information (p. 186).

Organizational culture: Characterized by Schein (2004) as "the accumulated shared learning of a given group, covering behavioral, emotional, and cognitive elements of the group member's total psychological functioning" (p. 17).

Phenomenological relationship: A cause-and effect relationship formed against phenomena derived from personal experiences (McMillan & Schumacher, 2010).

Summary

This study addressed three research questions formulated with purpose to explore the prevalence of pseudopaths hired for executive leadership, the risks posed by their employment, and the efficacy of the large corporation's pre-employment screening processes relative to pseudopathic recognition.

RQ1   Are Pseudopaths common in the leadership ranks of the Public Utility?

RQ2   As previously experienced by the Public Utility, does the harm caused

by pseudopathic leaders warrant additional measures to preclude their

employment?

RQ3   How effective is the Public Utility's pre-employment screening process

at recognizing pathic subtleties in leadership candidates?

This study's design applied mixed methods for research and analysis using explanatory

dimensions involving both quantitative and qualitative instruments. Quantitative research

applied non-experimental methods of data collection and inquiry. Data collection was conducted

via a web-hosted (www.Survey Monkey.com) questionnaire. Appendix A details the survey

construct. The target population for the survey was a representative sample of former non-

management employees within the Public Utility's electricity generating organization.

Quantitative data analysis was approached with both descriptive and inferential purpose.

Qualitative research was phenomenological in its approach for data inquiry. Qualitative data

collection was conducted via structured/semi-structured interviews. Millon's (2013) MIPS

Revised personality categories were used as a relational backdrop during the interviews.

Appendix B details the interview construct. The target population for the interviews was a

representative sample of former HR professionals for the Public Utility.

Chapter 4. Results and Discussion

Overview

This research study was conducted with general purpose to better understand pseudopathic leaders and their impact at a Public Utility, and as substantiated, to recommend practical screening enhancements for the Public Utility's hiring process. The study was approached with initial focus to confirm and quantify the historical existence of pseudopaths amongst the Public Utility's senior leaders. Inquiry and analysis then re-focused against a postulate that pseudopaths in positions of power or dominance negatively affect both corporate productivity and profitability. Given the nascence of the pseudopathic concept within the behavioral sciences, this study's principle methods were explanatory in purpose yet expository in essence. The personality dimensions foundational to Dr. Theodore Millon's MIPS (Millon Index of Personality Styles) Revised test provided a relational backdrop for this study's descriptive analysis.

RQ1 asked, "Are pseudopaths common in the leadership ranks of the Public Utility?" This research question was collectively answered with the data presented in Tables 5 through 15. RQ2 asked, "As previously experienced by the Public Utility, does the harm caused by pseudopathic leaders warrant additional measures to preclude their employment?" This research question was collectively answered with the data presented in Tables 16 through 20. Additional observations from survey data are presented in Tables 21 through 23. RQ3 asked, "How effective is the Public Utility's pre-employment screening process at recognizing pathic subtleties in leadership candidates?" This research question was collectively answered with the data presented in Tables 24 and 25.

The vehicles for data collection were an online survey and a series of interviews. The survey was launched in mid February 2014 and closed in early March 2014. The interviews were conducted over a period of mid-March 2014 through mid-April 2014.

Study Results

This study applied mixed methods for research and analysis using explanatory dimensions involving both quantitative and qualitative instruments. Research for RQ1 and RQ2 was quantitative in nature and applied non-experimental methods of data collection and inquiry. Research for RQ3 was qualitative in nature and applied a phenomenological approach for data inquiry.

Data collection for RQ1 and RQ2 was conducted via a web-hosted (www.Survey Monkey.com) questionnaire. Appendix A details the survey construct. The initial question screened the respondent against a critical condition for validity – that is, previous employment for or with a corporation of 500 or more employees. The collective results for the survey's initial validating question (variable 1) are presented in Table 5. A mix of dichotomous, multiple-response, and rating scale questions followed. The final two questions captured demographic data meaningful to the study.

Table 5

Frequency Counts for Validity Variable 1

Have you ever worked for or with a corporation of 500 or more employees (i.e., a large business)?		
Response Options (Answered Question = 111, Skipped Question = 0)	%	*n*
Yes	100.0	111
No	0.0	0

The target population for the survey was a representative sample of former non-management employees within the Public Utility's electricity generating organization. Given a prerequisite condition for a minimum error term of 8.5% at the 95th confidence interval, the resulting sample size (n) of 111 valid respondents amongst the adjusted research population (N) of 400 provides for an acceptable margin of statistical accuracy. Quantitative data analysis was approached with both descriptive and inferential purpose.

Data collection for RQ3 was conducted via structured/semi-structured interviews. Millon's (2013) MIPS Revised personality categories were used as a relational backdrop during the interviews. Appendix B details the interview construct. The target population for the interviews was a representative sample of former HR professionals for the Public Utility. Sufficient to a participant population viable to sample validity in phenomenological research, 3 interviews were conducted.

Research question one. RQ1 asked, "Are pseudopaths common in the leadership ranks of the Public Utility?" Data collection and analysis for RQ1 involved survey variables 2 through 10. Collective results for RQ1 variables 2 through 10 are presented, respectively, in Tables 6 through 14.

Table 6

Frequency Counts for RQ1 Variable 2

Have you ever experienced or suspected irresponsible, wrongful, unethical, or aberrant behavior on the part of one or more senior leaders in your workplace?		
Response Options (Answered Question = 111, Skipped Question = 0)	%	n
Yes	89.2	99
No	10.8	12

Of the 111 variable 2 respondents, 89.2% expressed having experienced a senior leader

of pseudopathic ilk. 10.8% of respondents reported otherwise. A positive response to survey

variable 2, "Have you ever experienced or suspected irresponsible, wrongful, unethical, or

aberrant behavior on the part of one or more senior leaders in your workplace?," was prerequisite

to further progression within the survey. A negative response to survey variable 2 ended the

survey. The premise for this end-logic is that a negative response is a valid indicator that the

respondent did not experience a pseudopathic leader in their previous employment with a large

corporation. Accordingly, all remaining questions would be rendered inconsequential or non-

applicable.

Table 7

Frequency Counts for RQ1 Variable 3

From the following list of "gut reactions," SELECT ALL that you can relate to the senior leader(s) identifiable to irresponsible, wrongful, unethical, or aberrant behavior.		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
I feel deceived. He was sold to the workforce as such an extraordinary leader with star qualities.	71.7	71
I'm baffled. Why would someone so highly paid jeopardize their job?	63.6	63
I feel helpless. I can't speak out because I know there'll be retaliation. It may not be immediate, but it will come.	64.6	64
I feel used. I get this uncomfortable feeling that I'm being manipulated for his self-serving interests.	64.6	64
I feel like I have to be on guard. He hides and distorts the truth so easily.	66.7	66
I feel disoriented. He seems to operate behind smokescreens and mirrors.	55.6	55
I feel un-appreciated. My efforts seem to be critiqued against his personal status, gain, or reward.	68.7	68
I feel insignificant. He professes care and concern, but his actions suggest indifference and disregard.	70.7	70
I feel duped. I followed his directions with diligence and faith, only to realize that it was only ever meant for his gratification and enrichment.	57.6	57
None of the above.	4.0	4

Variable 3 data (Table 7) evidences 40.4% of respondents identifying with all 9 gut reactions, 55.6% of respondents identifying with some of the 9 gut reactions, and 4.0% of respondents unable to identify with any of the 9 gut reactions. A fundamental assumption assigned to targeted participants is that they possessed no qualification to make a diagnosis around personality disorders that may (or may not) have afflicted the leadership ranks at the Public Utility. The underlying concept is so new that even a mental-health professional may be challenged to make a summary diagnosis for pseudopathy. It is not simple enough to inquire whether a leader identifiable to bad behavior was a Pseudopath – rather, inquiry must be made that exposes how the respondents perceived this individual, and, how this individual made them feel. The survey questions behind variables 3 through 9 were derived with purpose to gather this nature of supporting data.

Table 8

Frequency Counts for RQ1 Variable 4

From the following list of "gut perceptions," SELECT ALL that you can relate to the senior leader(s) identifiable to improper, irresponsible, wrongful, or aberrant behavior.		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
He doesn't practice what he preaches.	73.7	73
He summarily abuses power and authority.	77.8	77
He really doesn't care what anyone thinks.	71.7	71
He is above his own policies and rules.	73.7	73
His behaviors and actions betray his words.	75.8	75
He is more interested in looking good (i.e., image) than he is for the better good.	72.7	72
He will sacrifice his subordinates for his advancement, reward, and survival without guilt or regret.	77.8	77

Response Options	%	*n*
He only pretends to have integrity, ethics, and morals.	78.8	78
He knows how to twist, exaggerate, and embellish anything to his advantage.	72.7	72
He is more interested in fighting for turf and recognition than he is for strategic direction or real improvement.	75.8	75
He maintains a false appearance of care and concern.	72.7	72
None of the above.	0.0	0

Variable 4 data (Table 8) evidences 46.5% of respondents identifying with all 11 gut

perceptions, and 53.5% of respondents identifying with some of the 11 gut perceptions.

Collectively, variable 4 data evidences a predominant recollection of the pseudopathic experience.

Table 9

Frequency Counts for RQ1 Variable 5

From the following list of "gut characterizations," SELECT ALL that you can assign to the senior leader(s) identifiable to improper, irresponsible, wrongful, or aberrant behavior.		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
He is a skilled liar.	69.7	69
He has a broken ethical or moral compass.	74.7	74
He has no capacity for concern over the well-being of others.	68.7	68
His demands are often impractical, if not bizarre.	68.7	68
He is verbally or emotionally abusive.	71.7	71
He is distrustful or deceitful.	73.7	73
He is an articulate manipulator.	76.8	76
He lacks any measure of conscience.	64.6	64
He is cold and calculating.	57.6	57

Response Options	%	*n*
He is vindictive.	68.7	68
He is shameless.	62.6	62
He is remorseless.	63.6	63
None of the above.	1.0	1

Variable 5 data (Table 9) evidences 45.4% of respondents identifying with all 12 gut

characterizations, 55.6% of respondents identifying with some of the 12 gut characterizations, and

1.0% of respondents unable to identify with any of the 12 gut characterizations. Collectively,

variable 5 data evidences a predominant recollection of the pseudopathic experience.

Table 10

Frequency Counts for RQ1 Variable 6

Were any of the senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior forced to vacate their position (i.e., "escorted out") shortly after a misbehavior, or, eventually after a series of misbehaviors?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
Yes	62.6	62
No	37.4	37

Variable 6 data (Table 10) evidences 62.6% of respondents identifying with this nature of

termination, and 37.4% of respondents unable to identify with this nature of termination. A positive

response to survey variable 6 was required to access variable 7. As such, 37 respondents skipped the

survey question associated with variable 7. The logic behind this supporting variable is that the recurring

and nefarious nature of harm suffered at the hands of the pseudopath sometimes results in sudden and

forcible termination "for cause." Collectively, variable 6 data evidences a majority recollection of this

termination experience.

Table 11

Frequency Counts for RQ1 Variable 7

What is your recollection as to how often this nature of exit occurred amongst the senior leaders that left your previous place of employment?		
Response Options (Answered Question = 62, Skipped Question = 37)	%	*n*
Forced removal rarely occurred.	22.6	14
Forced removal occurred occasionally.	29.0	18
Forced removal occurred about half the time.	12.9	8
Forced removal occurred a lot.	12.9	8
Forced removal occurred more often than not.	21.0	13
I don't recall or really can't guess.	1.6	1

Variable 7 data (Table 11) evidences additional recollection from 51.6% of the

respondents that forcible termination occurred less than half the time and additional recollection

from 48.6% of the respondents that forcible termination occurred at least half the time. Variable

7 nominally quantifies variable 6 data. Its purpose as a data-set for study, however, is less

important from a standpoint of numeric value or ordinal position than it is from a standpoint of

relational support for the respondents' positive response to variable 6.

Table 12

Frequency Counts for RQ1 Variable 8

Did any of the senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior suddenly and unceremoniously vacate their position with curious silence?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
Yes	75.8	75
No	24.2	24

Variable 8 data (Table 12) evidences 75.8% of respondents identifying with this nature of termination, and 24.2% of respondents unable to identify with this nature of termination. A positive response to survey variable 8 was required to access variable 9. As such, 24 respondents skipped the survey question associated with variable 9. The logic behind this supporting variable is that senior levels of leadership are usually bound to a code of dignified termination. Collectively, the data 8 termination experience was more prevalent than the data 6 termination experience.

Table 13

Frequency Counts for RQ1 Variable 9

What is your recollection as to how often this nature of exit occurred amongst the senior leader(s) that left your previous place of employment?		
Response Options (Answered Question = 75, Skipped Question = 24)	%	*n*
Discreet departure rarely occurred.	12.0	9
Discreet departure occurred occasionally.	41.3	31
Discreet departure occurred about half the time.	13.3	10
Discreet removal occurred a lot.	14.7	11
Discreet removal occurred more often than not.	18.7	14
I don't recall or really can't guess.	0.0	0

Variable 9 data (Table 13) evidences additional recollection from 53.3% of the respondents that discreet termination occurred less than half the time and additional recollection from 46.7% of the respondents that discreet termination occurred at least half the time. Variable 9 nominally quantifies variable 8 data. Much like variable 7, its purpose as a data-set for study is less important from a standpoint of numeric value or ordinal position than it is from a standpoint of relational support for the respondents' positive response to variable 8.

Table 14

Frequency Counts for RQ1 Variable 10

What does your workplace experience suggest how common an individual of this behavioral type (i.e., eventually improper, irresponsible, wrongful, or aberrant) exists amongst the senior leadership ranks?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
It is not at all common.	5.1	5
They make-up a small portion of the senior leadership ranks.	41.4	41
They make-up about half of the senior leadership ranks.	31.3	31
They make-up a sizeable portion of the senior leadership ranks.	13.1	13
They make-up most of the senior leadership ranks.	7.1	7
I don't recall or really can't guess.	2.0	2

Variable 10 data (Table 14) is key to RQ1, serving as a corollary focus for analysis and discovery. The survey question behind variable 10 is, in essence, a re-phrase of RQ1. In analytical concert with variables 2 through 9, a statistically valid answer for RQ1 can be formulated. The variable 10 data set evidences that 51.5% of respondents would place pseudopathic prevalence at more than half of the senior leadership ranks. Conversely, 46.5% of respondents would place pseudopathic prevalence at less than half of the senior leadership ranks. When combined with the negative responses from variable 2, a postulate to RQ1 is revealed in that 82.9% of total respondents (92 of 111) felt that pseudopathy was moderately-to-very common amongst the senior leadership ranks of the Public Utility's electricity generating organization. Only 17.1% of total respondents (19 of 111) felt that pseudopathy was marginally-to-not common amongst the senior leadership ranks of the Public Utility's electricity generating organization.

Null hypothesis one. Designed from the researcher's synthesis of personal experience and literature review, supporting variables 2-9 were meant to emote feelings from survey participants that are indicative of pseudopathic origins. Key variable 10, on the other hand, asks survey participants to summarily assign an ordinal value to pseudopathic prevalence. Null hypothesis one ($H1_0$) predicted that "each of the supporting variables (2-9) would be inversely related to the key variable (10)." This null hypothesis would suggest, then, that supporting variables 2-9 are poorly associated with key variable 10.

To test $H1_0$, sequential Pearson Product-Moment Correlations were used to measure the strength of linear associations between key variable 10 and each of the supporting variables 2 through 9. The correlation test for variable 2 involved a population (N_1) of 111 subjects, The correlation tests for variables 3-6 and 8 involved a population (N_2) of 99. The correlation test for variable 7 involved a population (N_3) of 62. The correlation test for variable 9 involved a population (N_4) of 75. All tests employed levels of significance no greater than 0.05 for Type I errors. Table 15 displays the resultant Pearson Product-Moment Correlation coefficients for variables 2 through 9 in linear relation to variable 10.

Table 15

Pearson r Coefficients for Variables 2-9 As They Relate to Variable 10

Supporting Variable[a] (Correlated to Key Variable[b])	Pearson r	Critical Value[c]
2 Has suffered or witnessed a pseudopathic boss.	$r(109) = 0.68$	0.16
3 Number of "gut reactions"experienced.	$r(97) = 0.28$	0.17
4 Number of "gut perceptions" felt.	$r(97) = 0.26$	0.17
5 Number of "gut characterizations" assigned.	$r(97) = 0.34$	0.17
6 Has observed forcible termination of a pseudopathic boss.	$r(97) = 0.41$	0.17
7 Perceived prevalence of forcible termination.	$r(59) = 0.44$	0.23

Supporting Variable[a] (Correlated to Key Variable[b])	Pearson r	Critical Value[c]
8 Has observed discreet termination of a pseudopathic boss.	$r(97) = 0.44$	0.17
9 Perceived prevalence of discreet termination.	$r(73) = 0.34$	0.19

[a] 2: *No* = 1, *Yes* = 2   3: *None* = 1, or +1 for each of 9 selections
4: *None* = 1, or +1 for each of 11 selections   5: *None* = 1, or +1 for each of 12 selections
6: *No* = 1, *Yes* = 2   7: *None* = 1, *Rare* = 2, *Few* = 3, *Equal* = 4, *Many* = 5, *Most* = 6
8: *No* = 1, *Yes* = 2   9: *None* = 1, *Rare* = 2, *Few* = 3, *Equal* = 4, *Many* = 5, *Most* = 6
[b] 10: *None* = 1, *Rare* = 2, *Few* = 3, *Equal* = 4, *Many* = 5, *Most* = 6
[c] McMillan & Schumacher (2010), Table D2

All of the Pearson Product-Moment Correlation coefficients for supporting variables 2 through 9, as each relates to key variable 10, exceeded their critical values for a level of significance no greater than 0.05. Given these findings, $H1_0$ is rejected. A positive linear relationship exists between each of the supporting variables (2-9) and the key variable (10).

Research question two. RQ2 asked, "As previously experienced by the Public Utility, does the harm caused by pseudopathic leaders warrant additional measures to preclude their employment?" Data collection and analysis for RQ2 involved survey variables 11 through 14. Collective results for RQ2 variables 11 through 14 are presented, respectively, in Tables 16 through 19.

Table 16

Frequency Counts for RQ2 Variable 11

In your opinion, what is your level of agreement or disagreement with the removal or departure of the senior leader(s) you associate with improper, irresponsible, wrongful, or aberrant behavior?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	n
In most cases, it was an over-reaction to an incidental misstep or to a forgivable error in judgment.	0.0	0
In some cases, their value to the organization may have outweighed the little harm they did.	6.1	6

Response Options	%	*n*
These individuals should not be in a position of leadership but may bring value in non-leadership capacities.	28.3	28
These individuals should not be in a position of leadership, and, in any capacity pose risk to the workforce culture and to business health.	60.6	60
I really can't formulate a general opinion in this regard.	5.1	5

Variable 11 data (Table 16) evidences 88.9% of respondents in agreement with the removal of pseudopaths from leadership roles, and only 11.2% offering little or no agreement with their removal. The supporting variables applied to RQ1 were designed against a reasonable assumption that targeted participants possessed no qualification to make a diagnosis around personality disorders that may (or may not) have afflicted the leadership ranks at the Public Utility. The survey questions behind RQ2 variables 11 through 13 were derived against a similar postulate. The inquiries for variables 11 through 13 served to expose the respondent's perceptions and feelings, and accordingly, responses were meant to gather supporting data for key variable 14.

Table 17

Frequency Counts for RQ2 Variable 12

In your opinion, what was the overall extent of harm (to the workforce and to the business) brought about by the senior leader(s) you associate with improper, irresponsible, wrongful, or aberrant behavior?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
The harm was inconsequential.	1.0	1
The harm was minor or recoverable.	2.0	2
The harm was significant enough to take remedial action.	10.1	10
The harm was substantial and warranted sensible measure to minimize its recurrence.	24.2	24
The harm was extreme and warranted any and all measure to prevent its recurrence.	57.6	57
I really can't formulate an opinion in this regard.	5.1	5

In similar proportion to variable 11, variable 12 data (Table 17) evidences 91.9% of respondents indicating that pseudopaths exact major harm to the workforce and to the business, and only 8.1% of respondents indicating otherwise. Collectively, variable 12 data evidences a predominant recollection of business-related harm being exacted during the pseudopathic experience.

Table 18

Frequency Counts for RQ2 Variable 13

In your opinion, did one or more of the senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior cause or substantially contribute to past organizational or operational problems and failures?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
Yes	81.8	81
No	3.0	3
I don't recall any problems and failures that occurred at the organizational or operational level.	7.1	7
I really can't formulate an opinion in this regard.	8.1	8

The inquiry behind variable 13 expands on variable 12, adding a systemic variant to the level of harm attributable to pseudopathic leaders. Variable 13 data (Table 18) evidences 81.8% of respondents assigning systemic harm, and 18.2% indicating otherwise. Collectively, variable 13 data evidences a major recollection of organizational or operational-level harm being exacted during the pseudopathic experience.

Data collected from variables 11 through 13 are meant to support variable 14. Variable 14 data (Table 19) is key to RQ2, serving as a corollary focus for analysis and discovery. The survey question behind variable 14 is, in essence, a re-phrase of RQ2.   In analytical concert with variables 11 through 13, a statistically valid answer for RQ2 can be formulated.

Table 19

Frequency Counts for RQ2 Variable 14

Based on your observations and experience with senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior, do you feel that it would be worthwhile for the company to check for this nature of bad boss during the pre-employment screening process?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
Absolutely not.	0.0	0
Probably not.	1.0	1
It's a toss-up.	4.0	4
Probably so.	17.2	17
Absolutely so.	76.8	76
I'm uncertain or don't know.	1.0	1

The variable 14 data set evidences that 94.0% of respondents placed measurable importance towards the proposal of screening for pseudopaths during the leadership hiring process. Conversely, only 6.0% of respondents placed little to no importance towards this proposal. When combined with the negative responses from variable 2, these postulates adjust to 83.8% (93 of 111) and 16.2% (18 of 111), accordingly. As a collective observation, the vast majority of respondents felt that pre-employment screening for pseudopaths would be worthwhile to the business.

Null hypothesis two. Designed from the researcher's synthesis of personal experience and literature review, supporting variables 11-13 were meant to emote thoughts from survey participants about the nature and extent of harm attributable to bad leaders. Key variable 14, on the other hand, asks survey participants to summarily assign an ordinal value that describes the need for pre-employment screening based on the nature and extent of harm a pseudopathic leader can exact. Null hypothesis two ($H2_0$) predicted that "each of the supporting variables (11-13)

would be inversely related to the key variable (14)." This null hypothesis would suggest, then, that supporting variables 11-13 are poorly associated with key variable 14.

To test $H2_0$, sequential Pearson Product-Moment Correlations were used to measure the strength of linear associations between key variable 14 and each of the supporting variables 11 through 13. The correlation tests for variables 11-13 involved a population (N) of 99. All tests employed levels of significance no greater than 0.05 for Type I errors. Table 20 displays the resultant Pearson Product-Moment Correlation coefficients for variables 11 through 13 in linear relation to variable 14.

Table 20

Pearson r Coefficients for Variables 11-13 As They Relate to Variable 14

Supporting Variable[a] (Correlated to Key Variable[b])	Pearson r	Critical Value[c]
11 Appropriateness of decision to remove bad leader.	$r(97) = 0.33$	0.17
12 Extent of harm caused by bad leader.	$r(97) = 0.23$	0.17
13 Organizational failures contributable to bad leader.	$r(97) = 0.39$	0.17

[a]
  11: *No Opinion* = 1, *Not* = 2, *Maybe* = 3, *Probably* = 4, *Definitely* = 5
  12: *No Opinion* = 1, *None* = 2, *Minor* = 3, *Fixable* = 4, *Major* = 5, *Extreme* = 6
  13: *No Opinion* = 1, *No* = 2, *Unsure* = 3, *Yes* = 4
[b]
  14: *Unsure* = 1, *Absolutely Not* = 2, *Probably Not* = 3, *Even* = 4, *Probably So* = 5, *Absolutely So* = 6
[c]
  McMillan & Schumacher (2010), Table D2

All of the Pearson Product-Moment Correlation coefficients for supporting variables 11 through 13, as each relates to key variable 14, exceeded their critical values for a level of significance no greater than 0.05. Given these findings, $H2_0$ is rejected. A positive linear relationship exists between each of the supporting variables (11-13) and the key variable (14).

Additional survey findings. Survey variables 15 through 17 provide for additional findings meaningful to the study. A determinate response to survey variable 14 was

required to access variable 15. As such, one respondent skipped the survey question

associated with variable 15.

Table 21

Frequency Counts for Variable 15

Based on your observations and experience with senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior, do you feel that a self-report behavior profiling test would be good enough to expose a bad boss of this nature – or, should the self-report test be supplemented with some manner of historical investigation that digs for past misbehaviors?		
Response Options (Answered Question = 98, Skipped Question = 1)	%	*n*
The self-report behavior profiling test is good enough on its own.	4.1	4
Some manner of historical investigation should be conducted in tandem with the self-report test.	90.8	89
I'm uncertain or don't know.	5.1	5

Behavioral and personality profiling tests are not commonly found in a company's hiring

chest of tools, and when they are, they are usually of a self-reporting nature. For the leadership-

level Pseudopath, a self-report profiling test draws nary a notice – because seasoned Pseudopaths

have many years of deception and misrepresentation under their belt. The most commonly-

applied tests of this ilk include Hare's revised Psychopathy Checklist (PCL-R), the Minnesota

Multiphasic Personality Inventory (MMPI) scales, the Myers-Briggs Type Indicator (MBTI), and

Geier's DiSC assessment. Babiak & Hare (2006) caution that these types of tests were not

designed with the pathic in mind, and as a result, can be artfully "gamed" (p. 103). Even the

MIPS (Millon Index of Personality Styles) Revised test, though marketed as a highly unique pre-

offer screening tool, is entirely self-reporting. In augmentation of such a test, the researcher

suggests that some manner of pseudopathic investigation be applied. This leadership-level

screen would be conducted with purpose to flush-out the occupational misbehaviors and

misdeeds of the seasoned Pseudopath. The researcher further suggests that an investigative-based pseudopathic test would be as wise as it would be worthwhile to both employees and business alike. The variable 15 data set (Table 21) suggests that no less than 90.8% of respondents would agree.

Table 22 exhibits survey data for demographic variable 16, evidencing 17.2% more male respondents than female respondents. A gender disparity of any magnitude, in any case, is of no consequence to the veracity of this study. RQ1 and RQ2 data analysis incorporates no supposition to gender, and, demands no prerequisite mix of males and females.

Table 22

Frequency Counts for Demographic Variable 16

What is your gender?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
Male	58.6	58
Female	41.4	41

Table 23 exhibits survey data for demographic variable 17, including one measure of central tendency.

Table 23

Frequency Counts for Demographic Variable 17

What is your age?		
Response Options (Answered Question = 99, Skipped Question = 0)	%	*n*
18 to 24	1.0	1
25 to 34	6.1	6

Response Options	%	n
35 to 44	19.2	19
45 to 54	30.3	30
55 to 64	33.3	33
65 to 74	8.1	8
75 or older	1.0	1

The mode for respondents' age is 55 to 64.

The researcher's personal experience at the Public Utility's electric generating station would suggest that the respondent mix of age groups is accurately generalized to the sample population. Age group disparities of any magnitude, in any case, are of no consequence to the veracity of this study. RQ1 and RQ2 data analysis incorporates no supposition to age, and, demands no prerequisite mix of age groups.

Research question three. RQ3 asked, "How effective is the Public Utility's pre-employment screening process at recognizing pathic subtleties in leadership candidates?" Data collection for RQ3 was conducted via interviews. Sufficient to a participant population viable to sample validity in phenomenological research, structured interviews were completed with 3 individuals (Creswell, 2007). The interviewees were former Human Resource (HR) professionals at the Public Utility. A set of structured and semi-structured questions were verbalized during each interview session. Appendix B details the interview construct. RQ3 data examination applied interpretive coding and categorization to synthesize the phenomenological elements of research.

Collective results for RQ3 variables 1 through 20 are summarized in Table 24. In that RQ3 interviews were not anonymous, the interview responses in Table 24 have been both

summarized and generalized. Data has been de-identified in a manner that preserves the

confidentiality of interview participants. Interview question 1 served to validate the respondents

against this study's qualitative requirement for occupational experience in the Public Utility's

Human Resources (HR) organization. A positive response to interview question 1, "Have you

ever been employed as a Human Resources (HR) professional?," was prerequisite to further

progression with the interview. A negative response to interview question 1 would have ended

the interview.

Table 24

Summary Data Set for RQ3 Variables 1-20

Interview Questions[a]	Interviewee Responses[b]
1 Do you have occupational experience as an HR professional?	All indicated Yes.
2 How many years of HR experience do you have?	The respondents averaged 12 years of HR experience.
3 How many of these HR years directly involved hiring?	The respondents averaged 4 years of hiring experience.
4 Are you familiar with the hiring process used at the Public Utility? If so, how familiar?	The majority indicated Yes. The majority were very familiar with the hiring process.
5 Are there differences between the pre-employment screens and checks applied across applicant levels? If so, to what extent?	The majority indicated No, based on policy. In practice, however, there were major differences. Higher levels were screened less often and with less rigor.
6 Are pre-employment screens always used? If there are exceptions, where and how often?	The majority indicated No, but by policy, they are always supposed to be applied.
7 Are upper-level jobs ever filled by edict? If so, how often?	The majority indicated Yes. The majority indicated that this occurred often.

Interview Questions[a]	Interviewee Responses[b]
8 Are background checks conducted on upper-level job candidates? If so, are they always applied? When applied, how rigorous is the check?	The majority indicated that this was a rare occurrence. When applied, it was not rigorous.
9 Are reference checks conducted on upper-level job candidates? If so, are they always applied? When applied, how rigorous is the check?	The majority indicated that this was a rare occurrence. When applied, it was not rigorous.
10 Do pre-employment screens include verification of work history and education? If so, is verification always done?	The majority indicated Yes. Of all the screens, this was the most commonly applied. But it was not always applied.
11 Do pre-employment screens check for criminal or unlawful activity? If so, are these always checked?	The majority indicated Yes, but its application was dependent on the nature of the job.
12 Do pre-employment screens involve work-history verification with personal or professional references? If so, are these checks always done?	The majority indicated Yes, but its application was dependent on the nature of the job. Even then, this was somewhat discretionary.
13 Do pre-employment screens review credit or finances? If so, are these checks always done?	The majority indicated Yes, but its application was dependent on the nature of the job. Even then, this was somewhat discretionary.
14 Are you familiar with personality or behavior profiling tests? If so, how familiar?	The majority indicated Yes. The majority were very familiar with this type of test.
15 Are upper-level job applicants given these profiling tests? If so, are these tests always given?	The majority indicated No.
16 Are pre-employment checks and tests ever outsourced? If so, how often and to what extent?	The majority indicated Yes. The majority indicated that pre-employment checks and tests were usually outsourced.
17 What are your thoughts and opinions around the survey findings?	The majority agreed and personally identified with the survey findings.
18 Based on survey findings, do you feel that a Pseudopathic job candidate can make it through the Public Utility's pre-employment checks un-noticed?	The majority indicated Yes.

Interview Questions[a]	Interviewee Responses[b]
19 In your opinion, would a MIPS-based test add value as a pre-employment check? If so, do you think that the Public Utility needs a test like MIPS ?	The majority indicated Yes.
20 Personality and behavior profiling tests, including MIPS, are self-reporting. Do you think that a trait-based historical investigation would add value as a pre-employment check? If so, do you think that the Public Utility needs this nature of pre-employment check?	The majority indicated Yes.

[a] Refer to Appendix B for full text.

[b] The interview responses are both summarized and generalized. Data has been de-identified in a manner that preserves the confidentiality of interview participants.

Table 24 interview responses provided the qualitative platform for RQ3 data analysis.

Interview transcriptions were reviewed in-depth, issues were clustered into common themes, and

then succinct descriptions of central phenomena were constructed. Table 25 identifies the

themes generated from the interview responses, frequency counts relating to each theme, and

coding points between the respondents.

Table 25

Themes, Frequency Counts, and Coding Points for RQ3 Interview Responses

Theme	Respondent Coding Points[a]			
	n	1	2	3
Pre-employment screens and checks are neither consistently nor rigorously applied on senior and executive job candidates at the Public Utility.	3	1	3	3
Personality and behavioral profiling tests are not applied on senior and executive job candidates at the Public Utility.	3	3	3	3

		Respondent Coding Points[a]		
Theme	*n*	1	2	3
Pseudopathic job candidates at the senior and executive levels are not at risk of being discovered by the Public Utility as a result of pre-employment screens and checks.	3	2	3	3
Trait-based historical investigation of senior and executive level job applicants at the Public Utility would be more effective at discovering Pseudopaths than a self-report test would be.	3	2	3	3

. [a] *Somewhat Sure = 1, Sure = 2, Very Sure = 3*

In interpretive analysis for RQ3, the accumulation of 36 coding points would be sufficient to a response with absolute (100%) certainty of the respondents' experiences, opinions, or perceptions formative to the assigned themes. Given a coding point total of 32 points for the interview responses, RQ3 can be answered with good (88%) certainty in their collective regard.

Summary

The subject study was approached with initial purpose to confirm and quantify the historical existence of pseudopaths amongst the Public Utility's senior leaders. Inquiry and analysis then re-focused against a postulate that pseudopaths in positions of power or dominance negatively affect both corporate productivity and profitability. The personality dimensions foundational to Dr. Theodore Millon's MIPS (Millon Index of Personality Styles) Revised test provided a relational backdrop for this study's descriptive analysis.

RQ1 asked, "Are pseudopaths common in the leadership ranks of the Public Utility?" RQ2 asked, "As previously experienced by the Public Utility, does the harm caused by pseudopathic leaders warrant additional measures to preclude their employment?" Research for RQ1 and RQ2 was quantitative in nature and applied non-experimental methods of data

collection and inquiry. RQ3 asked, "How effective is the Public Utility's pre-employment screening process at recognizing pathic subtleties in leadership candidates?" Research for RQ3 was qualitative in nature and applied a phenomenological approach for data inquiry. RQ1 through RQ3 were collectively answered with the data presented in Tables 5 through 25.

The vehicles for data collection were an online survey and a series of interviews. The survey vehicle and questionnaire can be found in Appendix A. The survey was launched in mid February 2014 and closed in early March 2014. The interview procedures and question set can be found in Appendix B. The interviews were conducted over a period of mid-March 2014 through mid-April 2014. Chapter 5 presents the researcher's findings and conclusions, and, offers recommendations for further research.

Chapter 5. Conclusions and Recommendations

Overview

This study was conceived from recent research and real-world observations that suggest a high incidence of pseudopaths (i.e., near-pathics or sub-clinical narcipaths, sociopaths, and psychopaths) in corporate America's executive job-seeking marketplace. Recent literature in the fields of business and psychology suggest that pseudopaths in positions of power or dominance can cause significant harm to both personnel and business alike. A large southern California Public Utility's pre-employment screening methodology was examined with purpose to determine its capability to flush-out pseudopaths before they're hired. Of interesting note to the selection of this Public Utility as the focus for research and study is that its electricity generating organization recently experienced marked decline in power production capability, regulatory standing, and public trust that is starkly coincident with repetitive purge-outs to its executive management structure over that same period of steady decline. One practical purpose for this study would be to assist the large corporation in its pre-employment recognition (and hence avoidance) of leadership candidates harboring pseudopathic tendencies.

The importance of this study stems from recent scientific research suggesting that some 20% of ordinary Americans are pathic or borderline pathic. In other words – 1 in 5 ordinary Americans is likely to be a Pseudopath or a clinical pathic. Because these nature of pathics instinctively seek power and dominance, they roam through corporate America seeking self-gratification and self-enrichment at the expense of the business and its employees. The research questions formulated for this study were:

1. Are Pseudopaths common in the leadership ranks of the large corporation?

2. As previously experienced by the large corporation, does the harm caused by pseudopathic leaders warrant additional measures to preclude their employment?

3. How effective is the large corporation's pre-employment screening process at recognizing pathic subtleties in leadership candidates?

This study was not approached from a psychological point of view, rather, it was undertaken with an educational sense that included psycho-social elements. Notwithstanding, the literary research for this study ventured into the mental and psychological workings of the pathic mind. The personality dimensions foundational to Dr. Theodore Millon's MIPS (Millon Index of Personality Styles) Revised test provided a relational backdrop for this study's descriptive analysis.

A quantitative approach to analysis and study was applied to Research Questions 1 and 2. A phenomenological and qualitative approach to analysis was applied to Research Question 3. The vehicle for quantitative data collection was an online survey. The vehicle for qualitative data collection was a series of interviews.

This chapter discusses the analytical findings for the study, draws conclusion for the three research questions from those findings, and presents recommendations derived from the study's research and analysis.

Findings

Research question one. RQ1 asked, "Are pseudopaths common in the leadership ranks of the Public Utility?" The quantitative analysis of data assimilated from the study's survey affirms that *Pseudopaths are common in the leadership ranks of the Public Utility.* Within the survey, seven RQ1 variables served in a support role for a key RQ1 varaiable. An overwhelming number of key-variable respondents felt that Pseudopaths served in the leadership ranks of the

Public Utility, and, that their existence was a common occurrence at the Public Utility. Data

from the seven support variables confirmed that the respondents collectively understood the

Pseudopathic concept by way of trait, character, and behavior, and, soundly related this

understanding to the recognition of Pseudopaths in leadership roles. Correlation testing of RQ1

survey data validated the generalization of an RQ1 solution to the larger population studied at the

Public Utility.

      Research question two. RQ2 asked, "As previously experienced by the Public Utility,

does the harm caused by pseudopathic leaders warrant additional measures to preclude their

employment?" The quantitative analysis of data assimilated from the study's survey affirms that

the harm caused by pseudopathic leaders (at the Public Utility) warrant additional measures to

preclude their employment. Within the survey, three RQ2 variables served in a support role for a

key RQ2 varaiable. An overwhelming number of key-variable respondents felt that the harm

caused by leadership-level Pseudopaths to both personnel and business at the Public Utility

demanded preventative measures that would keep the pseudopathic type out of leadership

positions. Data from the three support variables confirmed that the respondents collectively

understood the nature and extent of harm attributable to pseudopathic leaders, and, soundly

related this understanding to the assignment of pseudopathic harm suffered at the Public Utility.

Correlation testing of RQ2 survey data validated the generalization of an RQ2 solution to the

larger population studied at the Public Utility.

      Research question three. RQ3 asked, "How effective is the Public Utility's pre-

employment screening process at recognizing pathic subtleties in leadership candidates?"   The

qualitative analysis of data assimilated from the study's interviews affirms that *the Public*

Utility's pre-employment screening process is ineffective at recognizing pathic subtleties in

leadership candidates. Interpretive coding of interview responses yielded four thematic observations for RQ3. The first theme evidenced moderate certainty that the Public Utility's pre-employment screens and checks are neither consistently nor rigorously applied on senior and executive job candidates. The second theme evidenced high certainty that personality and behavioral profiling tests are not applied on senior and executive job candidates at the Public Utility. The third theme evidenced high certainty that pseudopathic job candidates at the senior and executive levels are not at risk of being discovered by the Public Utility as a result of pre-employment screens and checks. The fourth and final theme evidenced high certainty that trait-based historical investigation of senior and executive level job applicants would be more effective at discovering Pseudopaths than a self-report test would be at the Public Utility.

Conclusions

The researcher will initially advise that recurrent bad behavior does not necessarily a Pseudopath make. An individual with selective ethics or with situational bad tendencies that border clinical diagnosis as a pathic (i.e., narcipathic, sociopathic, psychopathic) is not a Pseudopath unless the individual serves or attempts to serve in a leadership capacity. The protologism "Pseudopath" is distinct to bad *leaders* that are sub-clinical.

The researcher will next conclude that the Public Utility's pre-employment screening practices are poorly equipped to tackle the likes of the Pseudopath. This is not meant to direct criticism at the Public Utility's hiring methodology, nor does it suggest that the Public Utility is blind to its deficient pre-employment screening processes. In educational terms, the Pseudopath is a new kid on the leadership block. New considerations must be given and new meausres must be invoked to keep this kid in line.

Additional conclusion can be drawn by the researcher that the Public Utility stands to benefit greatly – in terms of a healthy workforce culture, optimized productivity, and increased profits – from the inclusion of a screening methodology sufficient to the pre-employment recognition of Pseudopaths.

Lastly, the author can conclude that we are all pathic in some manner and to some degree. Such is the primal make-up of the human genome. Because pathic tendencies and aversions are measured on a behavioral continuum, the Pseudopath is difficult to detect. The practical challenge to corporate America becomes, how can Pseudopaths be accurately identified prior to their employment? For the Public Utility of focus to this study, practical recommendations in this regard follow.

Recommendations

Recommendations for the public utility. From the conclusions presented herein, a critical recommendation takes form. The Public Utility would be so wise to apply some manner of pseudopathic screen to all leadership-level job applicants.

A simple yet valid approach to accomplishing this would be to add a continuum-based diagnostic weapon like the MIPS (Millon Index of Personality Styles) Revised test to the Public Utility's pre-employment arsenal. Like other common behavioral profiling tests, this self-report test measures the personality styles of adults. MIPS, however, is purportedly capable of identifying mental disorders in persons whom can successfully "game" other tests to appear normal. A more robust and accurate approach for screening Pseudopaths would be to augment the MIPS test with an historical investigation designed specifically with the experienced Pseudopath in mind.

The Public Utility's pre-employment screens, when applied, review work experience, education, criminal and substance abuse history, both personal and work-related references, and in some cases, financial history (such as credit status). These pre-employment screening factors are largely insufficient to the task of identifying leadership-level Pseudopaths. Constructed from research associated with this study, Table 26 offers practical methods for conducting a historically-based pseudopathic screen. As discussed in this study's literature review, the investigation necessary to exposing pseudopathic behavior can be aggressive. Accordingly, the investigating entity must give extensive consideration to the legalities around personal privacy and property.

Table 26

Recommendations for Investigation-Based Pseudopathic Screening

Investigation Type	Screening Factors	Means and Methods	Results and Analysis
Public Utility Standard A conventional background check that profiles the candidate against the job function	• Work experience • Education • Criminal history • References • Financial history	• Resume or CV review • Verification of work experience • Verification of education or transcript review • Public records check of criminal activity • Validation of personal references • Validation of work-related references • Credit check	The results from standard screening elements are objectively assessed against the minimum qualification requirements or needs specific to the job. Some elements are subjectively assessed against organizational expectations and desires.
Pseudopathic Investigation An additional background check that profiles the candidate against general tendencies for pseudopathic behavior.	• Social profile • Psychological profile • Emotional profile • Character profile • Life profile	• Extensive public records review • Extensive published info. review • Extensive review of legal claims, charges, and litigation • Public activity review • Extra-curricular activity review • Social networking review • Domain activity review • Internet router log review • Abandoned article assessment • Discarded document assessment • Historical review of physiological, psychological, and emotional health • Genealogical review • Doctrine affiliation review • Personal affiliation review • Professional affiliation review • Intelligence profile testing • Emotional profile testing • Behavioral profile testing • Private or forensic comparative review of workplace, public, and domestic behaviors • Workplace performance validation • Ethical standards validation • Workplace subordinate consultation • Neighbor consultation • 3rd-party (servicer or associate) consultation	The investigative mechanisms necessary to pseudopathic screening may seem to be more along the lines of surreptitious sleuthing than they are a formal investigation. And indeed, many of these practices are typical to the private investigator, forensic pathologist, investigative reporter, historian, nosey neighbor, et al. For this ilk of investigation, caution is advised to remain within the boundaries of civil rights and privacy laws. Related caution is advised that these rights and laws vary (sometimes significantly) between states and municipalities. The mathematical corollaries for accepting (or rejecting) the existence of pseudopathic tendencies based on investigative results is beyond the scope of this recommendation. These elements of pseudopathic profiling offer an excellent area for additional study.

Understandably, the Public Utility may second-guess the necessity of a pseudopathic screen. An additional measure of screening doesn't come free – and with pseudopathic notions yet in their infancy – the value and risk of an extra screen may be shrouded in uncertainty. Can the Pseudopath really breeze through the Public Utility's traditional pre-employment screens? What are the real odds of the Public Utility spotting a pseudopathic candidate without a screen designed with the pseudopath in mind? These are valid questions, but they are being driven from an invalid perspective. In the Public Utility's unforgiving business and regulatory environments, the question should be – can the Public Utility afford the harm and damage the next pseudopathic leader *will* bring? In the absence of a pseudopathic screen, it is not a matter of "if" the Public Utility hires a pseudopath into a leadership position – it is a matter of "when" this happens.

Notwithstanding, the researcher offers a decision-support tool (Figure 2) to reduce the uncertainty around the necessity or value of a pseudopathic screen for a specific leadership-level job opening. The Public Utility can use this tool to formulate an informed decision around the inclusion or exclusion of a pseudopathic screen. The screening decision is holistically derived from job-specific factors that gauge the hiring organization's exposure to pseudopathic harm.

Opportunity (O) for pseudopathic misconduct	Likelihood (L) that the opportunity will exist or occur	Consequence (C) of pseudopathic misconduct	Pseudopathic basis for concern	Exposure (E) Level
	For a specific executive position, rank the *Likelihood* of the opportunity existing or occurring and the relative *Consequence* of misconduct on a scale of 1 (lowest) to 5 (highest) in each *Opportunity* (row).		In a position of power, control, or dominance, *and*, given sufficient opportunity, the Pseudopath will …	Multiply rankings for each Opportunity row
A. The position affords or is assigned significant organizational power and influence			• set a poor example • fight for turf and recognition • be vindictive if challenged	
B. The capitalistic importance of the position lends rationalization to zealous control			• distort the truth • seek gratification thru manipulation and exploitation • demand unconditional allegiance • be vengeful if opposed	
C. The position affords or is assigned militaristic-levels of dominance			• vernally abuse others • physically abuse others • exercise predatory control	
D. The position traditionally demands respect for its power or authority, it is not typically earned			• seek personal favors • mistreat staff and subordinates • freely blame, criticize, and belittle • seek personal favors	
E. The position oversees operations that are highly regulated or are otherwise subject to significant public and legal purview			• maintain a disingenuous appearance of cohesiveness and purpose • push delusional charters under a pretext of compliance • overreact to events and disguise it as proactiveness • fixate on short-term events	
F. The position wields unchallenged spend authority			• misappropriate funds • ignore fiduciary norms • seek personal enrichment	
G. The position wields unrestricted hiring and firing authority			• purge the previous regime • hire family and friends • hire "yes" associates (cronyism) • mistreat staff	
H. The position wields unencumbered powers to make and enforce strategic decisions			• make reactive decisions • ignore expert and informed advice • issue self-gratifying edicts • deceive the organization in pursuit of personal gain	
I. (add position-specific opportunities)				

Within the matrix below, plot each *Opportunity* by its *Likelihood* and *Consequence* value.
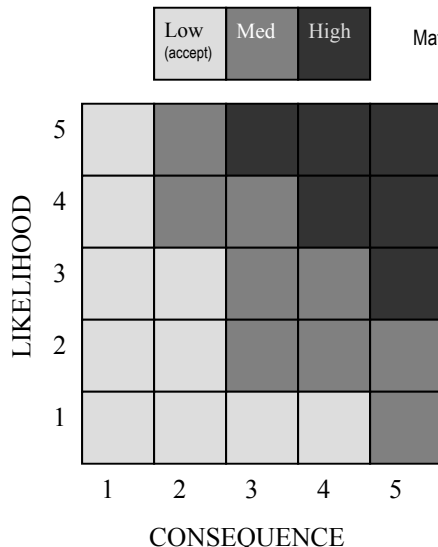
Matrix shading can be adjusted, relative to the decision-makers view of exposure acceptance, mitigation, or aversion.

Decide whether the nature and extent of exposure warrants a Pseudopathic screen
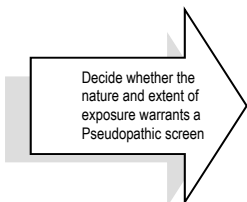
☐ The matrix can be visually applied to make a qualitative decision based on densities or dispersions of *O* plots, graphically positioned by their *L* and *C* values.

☐ A quantitative element can be included in the decision process by pre-assigning a threshold value of acquiescence for individual *E* levels, or, for a summation of *E* levels.

☐ If a pseudopathic screen is not conducted despite an impelling qualitative or quantitative decision, measures for avoiding, transferring, or mitigating the *O* factor should be pursued.

Figure 2. Decision-Support Tool for Pseudopathic Screen

This study's research-based recommendations for pseudopathic screening, along with its decision-support tool and investigation-based screening model, will be formally submitted to the public utility. Future consideration will be given to the extension of these recommendations to the larger business community that is the Pseudopath's preferred playground.

Recommendations for further study. If any discovery from this study is worthy of recognition, it is that Pseudopaths are difficult to identify – because everyone harbors pathic tendencies to some degree and in varying form. The perplexing question is, just how pathic is too pathic for a position of leadership? The author can only offer that, "It depends." Amongst the many continuums that define our presence in life, those that would measure acceptable behavior versus unacceptable behavior, good versus bad, or wrong versus right are the most unforgiving in their design – and the most contentious in their real-world application. This question, at the least, brings an excellent opportunity for additional study.

To label a job applicant as a Pseudopath is to boldly accuse one of being a very, very bad person – or at the least, of having a grossly deficient ethical or moral compass. This lends a second, more introspective, question. Whom amongst us is righteous enough to make such a disparaging call? One might weigh in that it's not all about righteousness. It's mostly about wisdom and understanding. Then both the offended and the disparaged would retort that "it takes one to know one." And so the arguments will wage – and so these very issues bring excellent opportunities for additional study.

Until such time as the many postulates around the pseudopathic sort, around pseudopathic leaders, and around pseudopathic screening can be studied further and better understood, the author will plead ignorance and refrain from casting too many aspersions – lest

the author be judged in return. If continuum theory is to be accepted, then everyone is a bit bad. Even the author.

But *not* the reader!

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Footnotes

[1] Much of the literary research for this study was conducted over a period when the fourth (text revision) edition of the DSM served as the diagnostic standard for mental health professionals. Prior to study completion, the fifth edition of the DSM was released for occupational use. The quoted references from page xxiv (re. little agreement on disorders) and page 2 (re. Severity of Course Specifiers) of the DSM-IV-TR do not exist in the DSM-5.

[2] The quoted reference from page 685 of the DSM-IV-TR can be found on page 645 of the DSM-5.

[3] The quoted reference from page 729 (re. Personality Disorder Not Otherwise Specified) of the DSM-IV-TR does not exist in the DSM-5.

[4] All referenced works and quotes of Dr. Millon relate to the DSM-IV-TR. The DSM-5 brings significant change to many facets of diagnostic measure and analysis – including that of continuum concepts and "more informative diagnosis for individuals who are not optimally described as having a specific personality disorder" (p. 816). A new clinical category of disorder, titled the Alternative DSM-5 Model for Personality Disorders, is provided to cover patients that "do not tend to present with patterns of symptoms that correspond with one and only one personality disorder" (p. 761).

APPENDIX A

Survey Vehicle and Questionnaire

Survey Vehicle and Questionnaire

Bad Boss Survey

Survey Monkey, a web hosted survey vehicle, was applied to distribute the following questionnaire to the target population and to collect responses and descriptive data.

INTRODUCTION

My name is Robert Allen, and I am a doctoral student at Pepperdine University's Graduate School of Education and Psychology. This survey is part of a study I am conducting in partial fulfillment of the requirements for the degree of Doctor of Education in Organizational Leadership. The survey consists of 17 questions. If you choose to participate, it should only take you about 15 minutes to complete. Along with other research, the survey results will be used to examine a large corporation's capabilities to recognize undesirable qualities in leadership candidates during the pre-employment screening process.

Your participation in this survey is voluntary. You may choose not to participate. If you decide to participate, you may withdraw at any time. Your participation is anonymous, and all of your responses will be confidential. No identifying information (such as your name, e-mail address, or IP address) will be collected. Additionally, all data will be stored in a password protected electronic format.

BACKGROUND

The results of this survey will be used with scholarly purpose to examine a poorly-understood and rarely-recognized type of bad boss – that is, the Pseudopath. Well-seasoned Pseudopaths easily fly under the personality-screening radar and use corporate America as their playground for self-gratification and self-enrichment. On paper and in the interview room, this nature of bad boss shines brightly – exuding qualities often sought after in a senior leader. Once in a position of authority or dominance, however, Pseudopaths venture into self-serving behavior and harmful actions.

Along a pathological continuum, Pseudopaths convey normalcy yet toe the line into pathic space – where clinical narcissism, sociopathy, and psychopathy reside. Leadership-level Pseudopaths

have honed their skills of deception over a lifetime of
practice, so they are difficult to spot using traditional
screening processes.

Pseudopathic leaders are perfectly positioned to harm both
business and personnel alike. If unchecked, pseudopathic
leaders can cripple an organization.

CONSENT

Your participation is requested because of your recent
employment in a corporate environment. It is strictly
voluntary. Your consent will be requested prior to beginning
the survey.

ADDITIONAL INFORMATION

At the end of this survey, additional perspective around
Pseudopaths and their clinically-pathic cousins are offered by
way of terms and definitions. You are likely to find the twisted
workings of the pathic mind intriguing – if not surprisingly
recognizable in many aspects of your work and life.

As you take the survey, you will note that the gender pronouns
do not include females. This was done only to simplify the
reading.

<u>SURVEY QUESTIONS</u>

(A consent form native to Survey Monkey was initially presented. The survey began only after electronic consent was acquired.)

1.   Do you currently work for or with, or have you recently worked for or with, a corporation of 500 or more employees (i.e., a large business)?

     - Yes

     - No

     (If No, terminate. Indicate that the study requires respondents with a different employment history.)

2.   Have you ever experienced or suspected irresponsible, wrongful, unethical, or aberrant behavior on the part of one or more senior leaders in your recent workplace?

     - Yes

     - No

     (If No, terminate.)

3.   From the following list of "gut reactions," SELECT ALL that you can relate to the senior leader(s) identifiable to irresponsible, wrongful, unethical, or aberrant behavior.

     - I feel deceived. He was sold to the workforce as such an extraordinary leader with star qualities.

     - I'm baffled. Why would someone so highly paid jeopardize their job?

     - I feel helpless. I can't speak out because I know there'll be retaliation. It may not be immediate, but it will come.

     - I feel used. I get this uncomfortable feeling that I'm being manipulated for his self-serving interests.

- I feel like I have to be on guard. He hides and distorts
  the truth so easily.

- I feel disoriented. He seems to operate behind
  smokescreens and mirrors.

- I feel un-appreciated. My efforts seem to be critiqued
  against his personal status, gain, or reward.

- I feel insignificant. He professes care and concern, but
  his actions suggest indifference and disregard.

- I feel duped. I followed his directions with diligence
  and faith, only to realize that it was only ever meant
  for his gratification and enrichment.

- All of the above.

- None of the above.

4.   From the following list of "gut perceptions," SELECT ALL
     that you can relate to the senior leader(s) identifiable to
     improper, irresponsible, wrongful, or aberrant behavior.

- He doesn't practice what he preaches.

- He summarily abuses power and authority.

- He really doesn't care what anyone thinks.

- He is above his own policies and rules.

- His behaviors and actions betray his words.

- He is more interested in looking good (i.e., image) than
  he is for the better good.

- He will sacrifice his subordinates for his advancement,
  reward, and survival without guilt or regret.

- He only pretends to have integrity, ethics, and morals.

- He knows how to twist, exaggerate, and embellish anything
  to his advantage.

- He is more interested in fighting for turf and recognition than he is for strategic direction or real improvement.

- He maintains a false appearance of care and concern.

- All of the above.

- None of the above.

5.   From the following list of "gut characterizations," SELECT ALL that you can assign to the senior leader(s) identifiable to improper, irresponsible, wrongful, or aberrant behavior.

  - He is a skilled liar.

  - He has a broken ethical or moral compass.

  - He has no capacity for concern over the well-being of others.

  - His demands are often impractical, if not bizarre.

  - He is verbally or emotionally abusive.

  - He is distrustful or deceitful.

  - He is an articulate manipulator.

  - He lacks any measure of conscience.

  - He is cold and calculating.

  - He is vindictive.

  - He is shameless.

  - He is remorseless.

  - All of the above.

  - None of the above.

6.   Were any of the senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior forced to vacate their position (i.e., "escorted out") shortly after

a misbehavior, or, eventually after a series of misbehaviors?

- Yes

- No

(If NO, skip to Question 8. If YES, proceed with Question 7.)

7.   What is your recollection as to how often this nature of exit occurred amongst the senior leaders that left your current or previous place of employment?

- Forced removal rarely occurred.

- Forced removal occurred occasionally.

- Forced removal occurred about half the time.

- Forced removal occurred a lot.

- Forced removal occurred more often than not.

- I don't recall or really can't guess.

8.   Did any of the senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior suddenly and unceremoniously vacate their position with curious silence?

- Yes

- No

(If NO, skip to Question 10. If YES, proceed with Question 9.)

9.   What is your recollection as to how often this nature of exit occurred amongst the senior leader(s) that left your current or previous place of employment?

- Discreet departure rarely occurred.

- Discreet departure occurred occasionally.

- Discreet departure occurred about half the time.

- Discreet departure occurred a lot.

- Discreet departure occurred more often than not.

- I don't recall or really can't guess.

10. What does your workplace experience suggest how common an individual of this behavioral type (i.e., eventually improper, irresponsible, wrongful, or aberrant) exists amongst the senior leadership ranks?

- It is not at all common.

- They make-up a small portion of the senior leadership ranks.

- They make-up about half of the senior leadership ranks.

- They make-up a sizeable portion of the senior leadership ranks.

- They make-up most of the senior leadership ranks.

- I don't recall or really can't guess.

11. In your opinion, what is your level of agreement or disagreement with the removal or departure of the senior leader(s) you associate with improper, irresponsible, wrongful, or aberrant behavior?

- In most cases, it was an over-reaction to an incidental misstep or to a forgivable error in judgment.

- In some cases, their value to the organization may have outweighed the little harm they did.

- These individuals should not be in a position of leadership but may bring value in non-leadership capacities.

- These individuals should not be in a position of leadership, and, in any capacity pose risk to the workforce culture and to business health.

- I really can't formulate a general opinion in this regard.

12. In your opinion, what was the overall extent of harm (to the workforce and to the business) brought about by the

senior leader(s) you associate with improper, irresponsible, wrongful, or aberrant behavior?

- The harm was inconsequential.

- The harm was minor or recoverable.

- The harm was significant enough to take remedial action.

- The harm was substantial and warranted sensible measure to minimize its recurrence.

- The harm was extreme and warranted any and all measure to prevent its recurrence.

- I really can't formulate an opinion in this regard.

13. In your opinion, did one or more of the senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior cause or substantially contribute to past organizational or operational problems and failures?

- Yes

- No

- I don't recall any problems and failures that occurred at the organizational or operational level.

- I really can't formulate an opinion in this regard.

14. Based on your observations and experience with senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior, do you feel that it would be worthwhile for the company to check for this nature of bad boss during the pre-employment screening process?

- Absolutely not.

- Probably not.

- It's a toss-up.

- Probably so.

- Absolutely so.

- I'm uncertain or don't know.

(If respondent is uncertain or doesn't know, skip to Question 16. Otherwise, proceed with Question 15.)

15. Based on your observations and experience with senior leaders you associate with improper, irresponsible, wrongful, or aberrant behavior, do you feel that a self-report behavior profiling test would be good enough to expose a bad boss of this nature – or, should the self-report test be supplemented with some manner of historical investigation that digs for past misbehaviors?

   - The self-report behavior profiling test is good enough on its own.

   - Some manner of historical investigation should be conducted in tandem with the self-report test.

   - I'm uncertain or don't know.

16. What is your gender?

   - Male

   - Female

17. What is your age?   _____

                                            (End survey.)
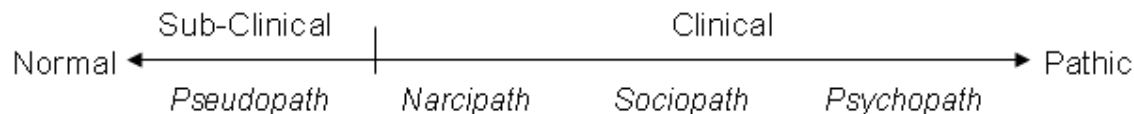
Related Terms and Definitions

Clinical
Describes a level of disorder that can be readily classified
using professionally-recognized mental health standards.

Pathic
Describes a category of individual whose personality and
behavioral traits are Narcipathic, Sociopathic, or Psychopathic.

Continuum
A pathological measuring stick used by sociologists,
psychologists, and psychiatrists (alike) that describe some
manner of human nature, response, or behavior.

Narcissist or Narcipath
Describes an individual afflicted with narcissism. A narcissist
is overly self-admiring and self-centered. A clinical narcipath
is consumed with self-admiration and self-centeredness, often
satisfying needs of this sort at the expense of others.
Narcipathic behavior manifests with constant selfishness, lack
of empathy, hypersensitivity to criticism, targeted flattery,
boastfulness, shamelessness, arrogance, envy, entitlement, and
exploitation. The executive narcipath harms for the sake of
self-exaltation.

Sociopath
Describes an individual possessing a character disorder
manifested by a general sense of entitlement, manipulation,
occasional deception, situational lying, little or no conscience
and empathy, an unwillingness to conform to social norms, living
on the edge, a selective ethical compass, and little interest in
emotional connections or bonds. Sociopaths and psychopaths bear
many behavioral similarities. The sociopath, however, applies
them less often and with less intensity than the psychopath. A
Sociopath's demeanor is frenetic, disorganized and rash, and
often lacks in impulse control. The executive sociopath harms
for the sake of manipulation or dominance.

Psychopath
Describes an individual possessing a character disorder
manifested by extreme self-centeredness and exclusive devotion

to self-interest, luring manipulation and exploitation, a predatory need for gratification, opportunistic lying and deception, no conscience, no empathy, no sense of guilt or remorse, no ethical or moral compass, irresponsible impulsiveness, and an inability to connect or bond emotionally. Psychopaths and sociopaths bear many behavioral similarities. The psychopath, however, applies them more often and with greater intensity than the sociopath – in many cases, to the point of being calculating and predatory. A Psychopath's demeanor is calm, collected, well organized, and charming. The executive psychopath harms for the sake of harm.

Pseudopath
Describes an individual who is near-pathic. In layman's terms, this nature of individual is a latent pathic. In mental-health terms, this nature of individual is a sub-clinical pathic. The pseudopath falls just short of being a Narcipath, Sociopath, or Psychopath.

APPENDIX B

Interview Procedure and Question Set

Interview Procedure and Question Set

Screening for Pseudopaths

The following procedure and question set was used to individually interview a select quantity of former Human Resource professionals at the Public Utility.

INTRODUCTION

(Start with name introductions and casual pleasantries. Place the participant at ease. Present the informed consent form and proceed with the following dialogue.)

Thank you for taking the time to participate in my doctoral research. My name is Robert Allen, and I am a doctoral student at Pepperdine University's Graduate School of Education and Psychology. This session is part of a study I am conducting in partial fulfillment of the requirements for the degree of Doctor of Education in Organizational Leadership. The interview should take about 1 hour to move through, but we can take as much time as you need to understand its purpose and to answer any questions you may have. Answers to interview questions will be assessed and used in a doctoral study that will examine (the Public Utility's) capabilities to recognize undesirable qualities in leadership candidates during the pre-employment screening process.

Be assured that your responses will be confidential and will only be applied to this scholarly study. As an exhaustive measure to protect your privacy and confidentiality, all records relating to this interview will be retained in a central repository secured with access control until such time as these records can be destroyed. No human-subject lists will be formulated, and, no records identifiable to human subjects or origins will be formulated.

I will not be recording any part of the interview.

Before I ask for your formal consent to proceed with the interview, I would like to share some background information and expand on some of the terms that are used within the interview.

BACKGROUND

The study associated with this survey will focus on a peculiar and poorly-understood type of bad boss – that is, the Pseudopath. Seasoned Pseudopaths easily fly under the

personality-screening radar and use corporate America as their playground for self-gratification and self-enrichment. On paper and in the interview room, this nature of bad boss shines brightly – exuding qualities often sought after in a senior leader. Once in a position of authority or dominance, however, Pseudopaths venture into harmful behavior and actions.

Along a pathological continuum, Pseudopaths convey normalcy yet toe the line into pathic space – where clinical narcissism, sociopathy, and psychopathy reside. Leadership-level Pseudopaths have honed their skills of deception over a lifetime of practice, so they are difficult to spot using traditional screening processes.

Pseudopathic leaders are perfectly positioned to harm both business and personnel alike. If unchecked, a pseudopathic leader's harm can cripple an organization.

<u>INTERVIEW DEFINITIONS</u>

(Touch on each term before beginning the interview. During the interview, expound on definitions as requested by the participant or as otherwise warranted. The terms and definitions are listed in hierarchical order of subject matter, not alphabetically.)
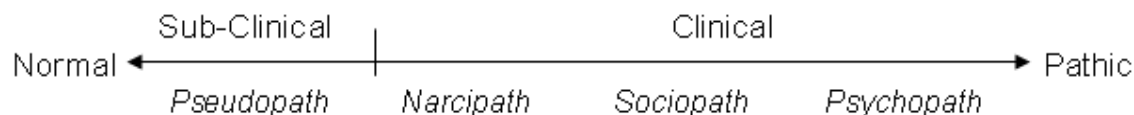
Clinical
Describes a level of disorder that can be readily classified using standards set forth by the Diagnostic and Statistical Manual of Mental Disorders (DSM), a professional reference published by the American Psychiatric Association.

Pathic
Describes a category of individual whose personality and behavioral traits are Narcipathic, Sociopathic, or Psychopathic.

Continuum
A pathological measuring stick used by sociologists, psychologists, and psychiatrists (alike) that describe some manner of human nature, response, or behavior.

Narcissist or Narcipath
Describes an individual afflicted with narcissism. A narcissist is overly self-admiring and self-centered. A clinical narcipath

is consumed with self-admiration and self-centeredness, often satisfying needs of this sort at the expense of others. Narcipathic behavior manifests with constant selfishness, lack of empathy, hypersensitivity to criticism, targeted flattery, boastfulness, shamelessness, arrogance, envy, entitlement, and exploitation. The executive narcipath harms for the sake of self-exaltation.

Sociopath
Describes an individual possessing a character disorder manifested by a general sense of entitlement, manipulation, occasional deception, situational lying, little or no conscience and empathy, an unwillingness to conform to social norms, living on the edge, a selective ethical compass, and little interest in emotional connections or bonds. Sociopaths and psychopaths bear many behavioral similarities. The sociopath, however, applies them less often and with less intensity than the psychopath. A Sociopath's demeanor is frenetic, disorganized and rash, and often lacks in impulse control. The executive sociopath harms for the sake of manipulation or dominance.

Psychopath
Describes an individual possessing a character disorder manifested by extreme self-centeredness and exclusive devotion to self-interest, luring manipulation and exploitation, a predatory need for gratification, opportunistic lying and deception, no conscience, no empathy, no sense of guilt or remorse, no ethical or moral compass, irresponsible impulsiveness, and an inability to connect or bond emotionally. Psychopaths and sociopaths bear many behavioral similarities. The psychopath, however, applies them more often and with greater intensity than the sociopath – in many cases, to the point of being calculating and predatory. A Psychopath's demeanor is calm, collected, well organized, and charming. The executive psychopath harms for the sake of harm.

Pseudopath
Describes an individual who is near-pathic. In layman's terms, this nature of individual is a latent pathic. In mental-health terms, this nature of individual is a sub-clinical pathic. The pseudopath falls just short of being a Narcipath, Sociopath, or Psychopath.

Screen
The process of utilizing background checks, reference checks, and other investigative means to establish the qualification and suitability of applicants for a position of employment.

Background Check
That part of the pre-employment screening process that is conducted with purpose to confirm information provided by an applicant or to expose information omitted by the applicant.

Reference Check
That part of the pre-employment screening process that is conducted with purpose to objectively evaluate an applicant's past job conduct and performance.

Investigation
The inquiry, examination, or observation conducted as part of the pre-employment screening process with express purpose to verify, ascertain, or uncover facts.

MIPS Revised
Dr. Theadore Millon's MIPS (Millon Index of Personality Styles) Revised test has 180 true/false questions that are appropriate to individuals 18 years and older with reading comprehension at or above the 8th grade level. On average, it takes approximately 30 minutes to complete. The MIPS Revised applies 24 personality scales juxtaposed into 12 pairs. These scales are organized with purpose to address three key dimensions of normal personalities: Motivating Styles, Thinking Styles, and Behaving Styles. The interpretive engine for the MIPS Revised test also reports a composite of overall adjustment called the Clinical Index, as well as, three Validity Indices: Positive Impression, Negative Impression, and Consistency.

DISCLOSURE AND CONSENT QUESTIONS

1. You have no obligation to participate in this study. This interview is strictly voluntary. Do you understand the purpose of this study, and if so, do you wish to continue with the interview?

   (If YES, then obtain written consent and proceed with 2. If NO, then end session.)

2.   Do you have any questions before we start?

(If YES, then answer all questions to the satisfaction of the participant before proceeding with interview. If NO, then begin interview.)

INTERVIEW QUESTIONS

-    Have you ever been employed as an HR professional?

     (If YES, then continue interview and guide the participant through meaningful elaboration, expansion, explanation, or refinement of each and every interview question that follows. If NO, then end interview.)

-    How many years of HR experience do you have?

-    How many of these years included your involvement with job applicant screening and selection, or, with some other facet of the hiring process?

-    Are you familiar with the hiring processes used by *(the Public Utility)*?   If so, what is your level of familiarity?

-    Were there differences with the processes applied to screen ground-floor and middle-management job applicants versus senior and executive-level job applicants? *(If so)* What was the extent of these differences?

-    Were these screening processes always used, or, were there exceptions? *(If so)* Where and how-often were these exceptions invoked?

-    Were senior or executive-level jobs ever filled by command or edict – that is, without open recruitment or competitive selection? *(If so)* How often were senior and executive-level jobs filled in this manner?

-    Were background checks conducted on senior and executive-level candidates to confirm information provided by the candidate or to expose information omitted by the candidate? *(If so)* Were they always applied or selectively applied? *(When applied)* How rigorous is the background check?

-    Were reference checks conducted on senior and executive-level candidates to objectively evaluate the candidate's past job conduct and performance? (*If so*) Were they always

applied or selectively applied? *(When applied)* How rigorous is the reference check?

- Did the screening processes verify work history and education? *(If so)* Were these checks always applied or selectively applied?

- Did the screening processes check for a criminal record or for past illicit and unlawful activity? *(If so)* AWee these checks always applied or selectively applied?

- Did the screening processes mandate some manner of historical verification with personal or professional references? *(If so)* Were these checks always applied or selectively applied?

- Did the screening processes review credit history or current financial standing? *(If so)* Were these reviews always conducted or selectively conducted?

- Are you familiar with commonly-employed personality, character, or behavior profiling tests? *(If so)* What is your level of familiarity with this nature of test?

- Were senior and executive-level candidates given personality, character, or behavior profiling tests as part of the pre-employment screening process? *(If so)* Were they always applied or selectively applied. And if so, to what extent did test results influence the hiring decision?

- For any nature of background checks, reference checks, or personality-profiling tests used to effect a hiring decision at the senior and executive-level, were outside sources ever used?
  (If so) How often and to what extent were outside sources used?

- This study recently conducted a survey of ground-floor and non-managerial employees and former employees of *(the Public Utility)*. The survey results find that:

  The workforce overwhelmingly feels that leaders of the pseudopathic sort, that is, leaders with hidden pathic tendencies, are common at *(the Public Utility)*. What are your thoughts and opinions around this finding?

The workforce overwhelmingly feels that leaders of the pseudopathic sort at *(the Public Utility)* exact a substantial amount of harm to personnel and to the business. What are your thoughts and opinions around this finding?

The workforce overwhelmingly feels that *(the Public Utility's)* hiring practices and pre-employment screens are incapable of recognizing individuals of the pseudopathic sort before they are placed into leadership positions. What are your thoughts and opinions around this finding?

- Given the seasoned pseudopath's well-tuned skills at lying and deception, do you feel that an individual of this sort can make it through *(the Public Utility's)* upper-level hiring practices and pre-employment screens un-noticed?

  (If YES, then proceed with the final two questions. If NO, then end interview.)

- The MIPS test applies a unique continuum-based design meant to screen for character disorders in individuals whom otherwise present themselves are normal. Amongst its many practical uses, it has been shown to be an effective pre-offer screening tool. With MIPS, a pseudopath would render a clinical profile that exposes one or more of the following problematic traits:

  a. The job candidate has innate tendencies for self-pleasure and self-enhancement of an unhealthy sort or level, and underreports past problems or difficulties in these areas.

  b. The job candidate is egocentric, has innate tendencies for self-indulgement and self-fulfillment, and underreports past problems or difficulties in these areas.

  c. The job candidate is selfish and lacks empathy, and underreports past problems or difficulties in these areas.

  d. The job candidate is overly-confident in his/her intellect and abilities to the point of being indifferent to other's knowledge and opinions, and, underreports past problems or difficulties in these areas.

e. The job candidate is overly dominant and controlling, feels entitled to this behavior, and underreports past problems or difficulties in these areas.

In your opinion, would a MIPS-based screen add value to *(the Public Utility's)* hiring practices at the senior and executive management levels? *(If so)* Do you feel that the application of a MIPS-like screen is warranted at *(the Public Utility's)* senior and executive management hiring levels?

- Personality and character tests rely on individuals to self-report. Some may view this as an inherent weakness because it allows participants to "game" the test. Seasoned pseudopaths have had a lifetime of opportunity to do wrong and to harm others. Hiding the truth and deception come second-nature to Pseudopaths. Although the passage of time can be used to hide wrongdoing and harmful actions, it can't hide everything.

In your opinion, would the addition of a trait-based historical investigation add value to *(the Public Utility's)* hiring practices at the senior and executive management levels? *(If so)* Do you feel that the application of a trait-based historical investigation is needed at the senior and executive management hiring levels?

(End interview.)

APPENDIX C

Informed Consent (Display) for Survey

Informed Consent (Display) for Survey

The results of this survey will be used in a doctoral study to examine a poorly-understood and rarely-recognized type of bad boss, and then, to examine a large corporation's capabilities to recognize that type of leadership candidate during its pre-employment screening process.

Your participation in this survey is voluntary. You may choose not to participate. If you decide to participate, you may withdraw at any time. Your participation is anonymous, and all of your responses will be confidential. No identifying information (such as your name, e-mail address, or IP address) will be collected. Additionally, all data will be stored in a password protected electronic format.

If you have any questions about the research study, please e-mail Bob Allen at *Robert.Allen@Pepperdine.edu*.

This study has been reviewed according to Pepperdine University's IRB procedures for research involving human subjects.

ELECTRONIC CONSENT: Please select your choice below.

Clicking on the "agree" button below indicates that:

- **You have read the above information**
- **You voluntarily agree to participate**
- **You are at least 18 years of age**

If you do not wish to participate in this research study, please decline participation by clicking on the "disagree" button.

☐ Agree
☐ Disagree

APPENDIX D

Informed Consent (Form) for Interview

Informed Consent (Form) for Interview

Study Title

An Examination of Corporate Capabilities to Recognize Pathic
Subtleties in Leadership Candidates During the Pre-Employment
Screening Process

Participants

Your personal consent is required to participate in a study
being conducted by Robert Allen, a doctoral student in the
Graduate School of Education and Psychology at Peperdine
University. This study is being conducted in partial
fulfillment of the requirements for the degree of Doctor of
Education in Organizational Leadership. Your identification as
a possible participant was based on research criteria developed
for the study.

Purpose of the Study

The purpose of this scholarly study is to examine (the Public
Utility's) capabilities to recognize pathic subtleties in
leadership candidates during the pre-employment screening
process. The focus of this study is the pseudopathic leader – a
peculiar and poorly-understood type of bad boss. Seasoned
Pseudopaths easily fly under the personality-screening radar and
use corporate America as their playground for self-gratification
and self-enrichment. On paper and in the interview room, this
nature of bad boss shines brightly – exuding qualities often
sought after in a senior leader. Once in a position of
authority or dominance, however, Pseudopaths venture into
harmful behavior and actions.

Procedures

As an interview participant in this research, the following
procedural expectations apply:

1. The interview should take about 1 hour to complete.
2. The interview will involve about 20 questions.
3. No part of the interview will be recorded.
4. Before starting the interview, your selection as a
   possible participant will be validated against the
   research criteria.

5. All interview participants will be designated individual interview numbers, and accordingly, all responses will be anonymous.
6. There will be an opportunity for you to review a transcript of your responses before they are applied to the study.
7. A summary of the findings can be made available to you at your request.

Potential Risks and Discomforts

Your participation in this interview will pose minimum risk to you from a standpoint of personal safety, health, and welfare (i.e., risk to reputation, employment, or employability). Any risk will be no greater than what you experience in daily life.

Potential benefits to Subjects and/or to Society

Your participation in this interview may afford you the opportunity to contribute with corporate America's efforts to better recognize bad leaders before they're hired. A related benefit to society would be the minimization of harm exacted on people and business (alike) that often results from the errant hiring of bad leaders.

Payment for Participation

No payment is offered for your participation in this interview.

Confidentiality

Your responses will remain anonymous and will only be applied to this scholarly study. Any reference to your participation will be by interview number only. As an exhaustive measure to protect your privacy and confidentiality, all records relating to your interview will be retained in a central repository secured with access control until such time as these records can be destroyed. No human-subject lists will be formulated, and, no records identifiable to human subjects or origins will be formulated.

Participation and Withdrawal

Your participation in this interview is voluntary. You may choose to withdraw from the interview or its associated study at any point with no consequence.

Identification of Researchers

If you have any questions regarding the interview or its associated study, please e-mail Robert Allen, researcher, at *Robert.Allen@Pepperdine.edu* or Dr. Ronald Stephens, Pepperdine faculty advisor, at *RonaldStephens@SchoolSafety.us*.

Rights of Research Subject

You do not have to participate in this interview or to be part of its associated study. If you have questions regarding the rights of research subjects, please e-mail Dr. Thema Bryant-Davis, Institutional Review Board Chairperson, at Thema.Bryant-Davis@Pepperdine.edu.

Acknowledgment and Consent of Research Subject

I have received a copy of this informed consent form. I
understand the purpose of the subject study and the interview
procedures related thereto. My questions in their regard have
been answered to my satisfaction, and I agree to participate in
the interview on a voluntary basis.

_____

Name of Interview Subject

_____   _____

Signature of Interview Subject   Date

Affirmation and Witness by Researcher

I have explained the subject study and, detailed the interview
procedure with which the interview candidate has consented to
participate. In witness thereof, I accept informed consent of
the interview subject identified above.

_____   _____

Signature of Researcher   Date