

2012

**MBA 5932**

**Pre-employment screening practices to prevent the recruitment of psychopaths (antisocial personalities) into South African organisations.**

**Research report submitted to fulfill the requirements for obtaining the MBA degree.**

**UNISA Graduate School of Business Leadership. Midrand, South Africa.  
10 May 2012**

**Promoter: Ms Lorryne Duweke**

**Albert Alexander Marais  
Student Number: 72268573**



## Contents

<b>Declaration .....</b>	<b>5</b>
<b>Acknowledgements.....</b>	<b>6</b>
<b>Chapter 1.....</b>	<b>7</b>
Introduction .....	7
Topic: The Invisible Problem.....	7
The problem in context.....	11
Problem review.....	19
Problem statement .....	21
Research objectives .....	22
Importance of the study .....	22
Limitations and Delimitations of the study .....	23
Summary and Conclusion .....	26
<b>Chapter 2.....</b>	<b>27</b>
Introduction: .....	27
Problem analysis.....	27
Amos's model of strategic leadership .....	27
Ployhart's theoretical model of organizational staffing .....	31
Cameron's practical recruitment model .....	34
Discussion of Cameron's practical recruitment model .....	36
Summary and Conclusion .....	44
<b>Chapter 3.....</b>	<b>45</b>
Introduction .....	45
Literature Review .....	45
Contra viewpoints.....	53
Summary and Conclusion .....	57
<b>Chapter 4.....</b>	<b>58</b>
Introduction .....	58
Research design concepts.....	58
Summary and Conclusion .....	63

<b>Chapter 5</b> .....	<b>64</b>
Introduction .....	64
Descriptive statistics.....	65
First part (demograohical data) of the survey: Question 1 to Question 3 ....	69
Second part of the survey: Question 4 to Question 13 .....	75
Discussion of the results of the second (behavioural) part of the survey.....	95
Third part of the survey: Question 14 to Question 21 .....	97
Discussion of the results of the third (recruitment practises) part of the survey .....	114
Fourth part of the survey: Question 22.....	118
Discussion of the results of the fourth (qualitative) part of the survey:	
Question 22.....	120
Summary and Conclusion .....	121
<b>Chapter 6 Findings and Recommendations</b> .....	<b>122</b>
Introduction .....	122
Findings .....	122
Recommendations .....	125
Academic recommendations .....	125
Recommendations for practice .....	126
<i>Recommendation 1</i> .....	<i>126</i>
<i>Recommendation 2</i> .....	<i>129</i>
<i>Recommendation 3</i> .....	<i>135</i>
Summary and Conclusion .....	136
<b>References</b> .....	<b>138</b>
Non-scholarly sources .....	144
Secondary sources consulted but not quoted.....	146
<b>Appendix</b> .....	<b>147</b>

**Table of Figures:**

Figure 1: The author's view of the four generalised organisational situations of good and bad.....	14
Figure 2: The author's view of progress in organisational studies over time.....	16
Figure 3: Ployhart's (2004) Multilevel Model of Organisational. ....	33
Figure 4: Cameron's (2006:39-73) four recruitment steps represented graphically .....	35
Figure 5: Cameron's (2006:49) stages of job and person analysis.....	36
Figure 6: An enhancement of Cameron's (2006:39-73) four recruitment steps, presented graphically, with suggested additions by the author in red.....	135

## **Declaration**

10 May 2012

I, Albert Alexander Marais, ID number 6801095055088, with UNISA student number 72268573, hereby state that this research report is my own work, that individuals who assisted me are acknowledged, and that sources quoted are duly referenced.

## Acknowledgements

Expression of the author's gratitude goes to:

Ms Lorryne Duweke – SBL: promoter and patient, constructive critic.

Ms Lorraine Grobler – SBL: researcher at the speed of light.

Ms Marietjie Holzhausen – SBL: never-ending support.

Mr Arnold Wentzel – UJ: kick-starter of thought.

Dr Sandra Mollentze – SARB College: editor of thought.

SARB HR Dept: Mesdames Jenny Jeftha and Wisani Matsimbi, as well  
as Dr Marshall Mokoena – subject experts one and all.

Dr Adrienne Miles – psychiatrist at the speed of light.

Brig Leoni Ras – SAPS: forensics expert with a formidable intellect.

Participants in the brainstorming session at SARB: -

Dr Charlemagne Pooe, Mr Joel Poeng,

Mr Herman Eksteen, and Mr Edgar Mokgawa.

Mr David Andrews – stoic research assistant.

Mr Anton Verwey – statistician at the speed of light.

Talentline Consulting Pty Ltd – for hosting the online survey.

All participants in the online survey.

Dr Mairin Cason – subject expert.

Mr Lenard Wissink – subject expert.

Mr Lance Snyman – subject expert and trusted advisor.

Ms Vera Kriel - thought leader without equal (and my wife...).

## Chapter 1

### Introduction

In Chapter 1, a snapshot of the current state of the business world is given, followed by the proposition that people are the root cause of the problems therein. Mutual influence between individual and organisation is depicted. The corporate psychopath is identified as being especially problematic. Therefore measures to prevent the recruitment of psychopaths into organisations will be studied.

### Topic: The Invisible Problem

The \$ 20,000,000,000,000 economic meltdown in the United States of America during 2008, with global repercussions and no end in sight four years later, has forced a re-examination of our world. Universally, something is wrong below the surface.

The following few examples illustrate this:

In the purely criminal context, Robinson (2003), arguing that money laundering via offshore structures is impossible without the assistance of bankers, lawyers and accountants, proposed that, instead of 'blacklisting' non-compliant organisations, influential global structures, such as the United Nations, the World Bank and the International Monetary Fund, should give their business to organisations who conduct themselves ethically, thereby creating a so-called 'whitelist' of approved organisations. He argued that this 'stamp of approval' would also be of significant business benefit to those businesses that chose to conduct themselves ethically.

The Wolfsberg Principles to prevent money laundering and generally conduct business in an ethical fashion, agreed to by eleven prominent global banks, was a first step in the right direction according to Robinson (2003).

Under supervision of Transparency International and the Basel Governance group the signatories to the Wolfsberg Principles in 2000 were Banco Santander, Bank of Tokyo-Mitsubishi UFI, Barclays, Citigroup, Credit Suisse, Deutsche bank, Goldman Sachs, HSBC, J.P. Morgan Chase, Societe Generale, and UBS.

Ironically Ferguson (2010) alleges that a significant number of these prominent banks were at the heart of the 2008 global economic meltdown due to their unethical actions and lax compliance.

Smith (2012) publicly announced his resignation as Executive Director from the investment bank Goldman Sachs, where he had been Head of that firm's United States equity derivatives business in Europe, the Middle East and Africa, citing his reasons as:

*“After almost 12 years at the firm .... I can honestly say that the environment now is as toxic and destructive as I have ever seen it.*

*The interests of the client continue to be sidelined in the way the firm .... thinks about making money.*

*.... culture was always a vital part of Goldman Sachs's success. It revolved around teamwork, integrity, a spirit of humility, and always doing right by our clients. The culture was the secret*



*sauce that made this place great and allowed us to earn our clients, trust for 143 years. It wasn't just about making money; this alone will not sustain a firm for so long.*

*I look around today and see virtually no trace of the culture that made me love working for this firm for many years.*

*How did we get here? The firm changed the way it thought about leadership. Leadership used to be about ideas, setting an example and doing the right thing. Today, if you make enough money for the firm (and are not currently an axe murderer) you will be promoted into a position of influence.*

*It astounds me how little senior management gets a basic truth. If clients don't trust you they will eventually stop doing business with you."*

Although Goldman Sachs is not investigated in this research report, the comments made by Smith are in general relevant for a great number of organisations today.

Rohde (2012) further reports that JP Morgan posted a \$ 2 Billion trading loss but will probably not face a regulatory ban on risky trading. Rohde (2012) states that a Reuters investigation revealed that HSBC, the world's fifth-largest bank, failed to review thousands of internal anti-money laundering alerts and did not file legally required 'suspicious transaction' reports.

Rohde (2012) also states that recently US regulators accused Citigroup of major lapses in its anti-money-laundering systems but Citigroup did not pay a monetary penalty nor did it admit any

wrongdoing. Rohde (2012) further reports that in a recent case where a former Nigerian governor pleaded guilty to pilfering \$ 79 Million from state coffers and funnelling it foreshore he inter alia used HSBC, Citibank and Barclays.

The solution proposed by Rohde (2012) is for the US Government to break up the big American banks in order to inter alia limit systemic risk.

As stated above these examples are used to illustrate the problem.

This 'invisible problem' is global and contemporary. South Africa suffers the same fate. We see the symptoms. White-collar crime flourishes and there's a nagging suspicion that the problem might be far bigger than we think because much of it goes unreported anyway. Corruption is rife. So is exploitation.

In a policy document, the National Treasury (2011) states:

*"Finance is central to almost every economic activity. It also attracts criminal elements bent on securing ill-gotten gains. As the financial system has developed and technology has advanced, financial crimes have also become more sophisticated."*

But the problem goes further than only white-collar crime. Within organisational life, even when no actual laws are broken, organisations with access to talent still seem to make obviously detrimental decisions. Morale is generally low. Huge sums of money are wasted on unnecessary projects. Resources are squandered. Lip-service is paid

to environmental sustainability, yet we continue to pollute with scant regard for the future. Talented individuals leave the organisation. Staff turnover remains high. Choices in promotions are sometimes mind-bogglingly inappropriate. Employees are unproductive and absenteeism is a constant problem. Everyone is stressed. Something is clearly wrong.

### **The problem in context**

Boddy, Ladyschewsky and Galvin (2010: 2) found that:

*“Many corporations are bigger in financial terms than nation-states are, and for example of the 100 largest economies in 2002, 50% were corporations (Assadourian, 2005). Senior corporate managers thus have the financial power and resources to have a major influence on society on a global basis.”*

As a general rule, managers want organisations, both businesses and not-for-profit organisations, to be successful. Most management theory is aimed at improving the effectiveness, efficiency and economics of organisations. This is achieved through improving strategy and processes. But successful formulation and implementation of strategy and/or process is always dependent on the human factor, in leadership and in team functioning.

An organisation cannot function without financial resources. But *people* control the financial resources. *People* decide which projects and departments to fund, at what cost and how these financial resources are utilised. Assuming that ultimately *people* are also responsible for systems and controls; for making sure nothing goes

wrong, it seems logical that efforts to ensure the implementation of strategy and to minimise operational risk, would have to focus on *people*.

The volume of academic work produced on leadership and team functioning is considerable, yet despite this, organisations are still not performing, as they should. The question remains elusive as to what exactly it is that is wrong with people, which causes all other management efforts to improve organisations to be nullified. Who continuously manages to sabotage these initiatives without being exposed?

### **Good and bad**

On 29 March 2011 the author and four colleagues held an informal, but stimulating, brainstorming session to discuss the question:

*“What causes unlawful activities in organisations?”*

Reflection afterwards led to the conclusion that in order to progress towards the formulation of a problem statement, one assumption had to be made:

that there are individuals who generally do bad things and are therefore for the sake of argument labelled ‘bad’,

and likewise that there are individuals who generally do good things and are therefore for the sake of argument labelled ‘good’.

This assumption: of the existence of ‘bad’ and ‘good’ is the basis of this research report.

**The interaction between organisation and individual**

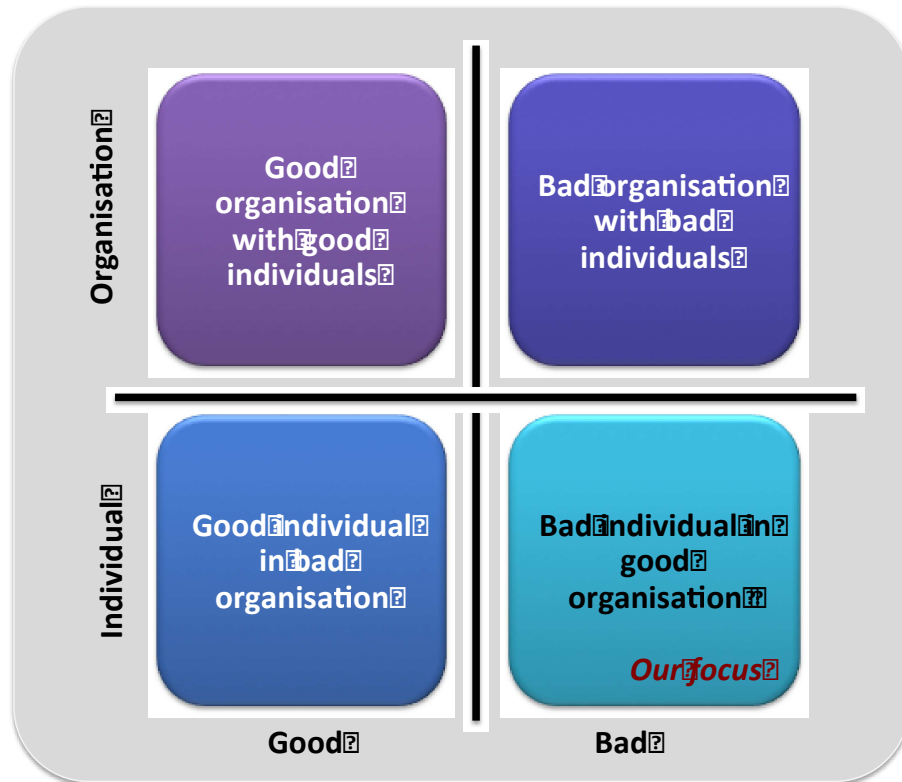
On a theoretical level, a 'system' is described, by Stapleton (2007: 38) as:

*“some sort of organised complexity, which can be defined as a functioning configuration of interrelated elements.”*

The concept of interrelatedness is key to the systems theory. It follows that on the external level the organisation and its environment mutually impact on one another.

On the internal level the individual and the organisation also mutually impact on one another. Thus our assumption of the existence of 'good' and 'bad', coupled to the mutual impact concept inherent in the systems theory leads to the author's four generalised organisational situations of impact between individual and organisation shown graphically below.

Figure 1.



**Figure 1: The author's view of the four generalised organisational situations of good and bad**

The author's view of the four generalised organisational situations of good versus bad are further explained by way of examples below:

- The good organisation employing good individuals would be the typical charity organisation or Non-Governmental Organisation ('NGO').
- The idea of the organisation as a whole being bad, but nevertheless employing a few good or ethical employees is envisaged by the 'whistle blowing' legislation, seen in many countries of the world including South Africa.

- The organisation being bad to the core and comprising solely of bad people would be the organised crime gang e.g. bank robbers.
- The generally good organisation employing a few bad individuals is probably where the majority of typical businesses find themselves.

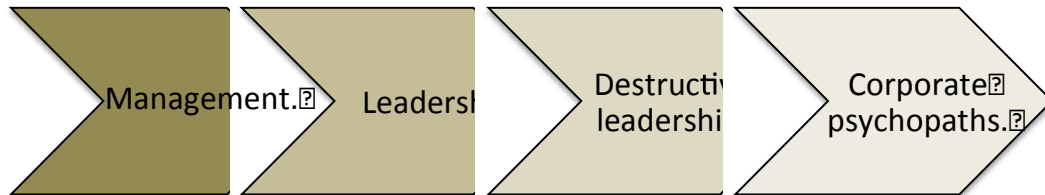
In this research report we will look at the simplified scenario of a generally good organisation and the few bad individuals recruited by that organisation.

Organisational studies have progressed over the years in attempting to find a solution to the invisible problem. Without exploring the specifics we can see the following general trend. At first the focus was on 'management', and this progressed to the study of 'leadership' when we found that not all managers have leadership qualities. When the answers were still not clear-cut 'destructive leadership' or 'toxic leadership' was identified, which in short described individuals in leadership positions whose actions, decisions and personal interactions were so detrimental, to the organisation and its inhabitants, that the labels 'destructive' and/or 'toxic' were ascribed to them.

But we still did not know what caused this 'toxicity' in an individual. Hence business management studies had to look to the fields of psychology and psychiatry for answers. This will be explored further in the Chapters to follow.

We now know that in an organisational context, this ‘destructive’ and ‘toxic’ trait is psychopathy. The progress is visually depicted in figure 2 below.

Figure 2.



**Figure 2: The author's view of progress in organisational studies over time**

Babiak and Hare (2007: Preface ix - x) broadly identify three types of individuals in the organisation:

*“Most workers are honest, loyal, law-abiding citizens, concerned with making a living, contributing to society, and raising a family in a fair and just world.*

*Others, though, are more selfish, concerned only about themselves with little regard for fairness and equity. .... embraced the self-serving mantras that “greed is good” and that success at any cost to others is justifiable and even desirable.*

*But another group exists, .... This group, .... displays a personality disorder rooted in lying, manipulation, deceit, egocentricity, callousness, and other potentially destructive*



*traits. This personality disorder, one of the first to be described in the psychiatric literature, is psychopathy.”*

The term ‘psychopathy’ is also referred to as ‘anti-social personality’ and sometimes as ‘sociopathy’. The definition of these terms will be dealt with in Chapter 3: the literature review. Merely for the sake of convenience the term ‘psychopathy’ will be used throughout this paper.

It is my submission that the issue is a pressing one, deserving of further investigation even before finality is reached on the semantics. Of importance is that one of the defining characteristics of a psychopath is the absence of conscience. Also of importance, in the context of business (or organisational) management, is the psychopath’s ability to lie convincingly and yet appear honest.

Pistorius (2005: 394) says:

*“It always amazes me how society condones the behaviour of psychopaths. Companies tend to be too flexible in their interpretation of their rules.... Society also condones their behaviour in its expectation that people of a particular status or profession will be trustworthy. .... A university degree or even a postgraduate degree is not a certificate of integrity.”*

Hearteningly, the problem has recently started to receive some attention in the popular press. GQ magazine quoted Hare in a short and humorous five point quiz titled: ‘Is your boss a psycho?’

In an article titled ‘Are you employing a psychopath?’ in Succeed magazine, Ebersohn (2012: 60 – 63) listed the main characteristics of psychopaths and pointed out that it is difficult to spot a psychopath before hiring, because psychopaths are so charming, so good at manipulating, and have no problem at all with lying. Tellingly Ebersohn (2012: 63) says:

*“The first and most obvious warning sign is if you really like someone after the interview. If this person was charming and left you feeling that they are exactly what you are looking for then perhaps it is time to re-evaluate very, very carefully. Obviously not everyone who makes a fantastic first impression is a psychopath. But psychopaths do make a fantastic first impression.”*

Of particular interest in the business / organisational management context is the distinction between the ‘successful’ and the ‘unsuccessful’ psychopath as explained by Mullins-Nelson, Salekin, and Leistico (2006). The ‘successful’ psychopath occupies the proverbial ‘corner office’ of a large corporation, as opposed to the ‘unsuccessful’ psychopath who occupies a prison cell.

Babiak and Hare (2007: 193) elaborate on the incidence of psychopathy in the corporate environment:

*“In our original research working with almost 200 high-potential executives, we found about 3.5 percent who fit the profile of the psychopath as measured on the PCL: SV .... While this may not seem like a large percentage, it is considerably higher than that found in the general population (1 percent), .... Of these individuals, we found that all had the traits of the manipulative psychopath: superficial, grandiose, deceitful, impulsive,*

*irresponsible, not taking responsibility for their own actions, and lacking goals, remorse, and empathy. .... The average PCL: SV score for the corporate psychopaths was 19 (out of a top score of 24), which is well within the research range for psychopathy. In evaluating these findings, it is important to note that scores at this level indicate the presence of enough psychopathic features to be problematic for the organisation.”*

## **Problem review**

The (mostly foreign) literature has shown that psychopaths are very detrimental to organisations. The obvious next question is what to do about the problem?

It would seem prudent that individuals on all leadership levels of an organisation should constantly, with an open mind and a lack of naivety, make his or her own enquiries about any set of facts presented to him/her.

Pistorius (2005: 394) says:

*“If controlling measures are not in place and applied daily, he [the psychopath] will abuse the system.”*

Pistorius (2005: 395) continues:

*“How does one survive psychopaths? First of all, prevention is better than cure. Learn to identify them and avoid them. Remember, if it seems too good to be true, it is too good to be true.”*

*Always check the credentials of people, regardless of whether they become romantic or business partners, and especially if you are considering employing them. Reasonable people will not object to this.”*

Therefore *not* recruiting psychopaths in the first instance should be an organisation’s first line of defence.

To do this one would need to find out whether a person is a psychopath or not. In South Africa the professional body in control of psychometric testing is the Health Professions Council of South Africa. It governs strictly what tests may be administered by type of mental health practitioner. Practitioners are regarded as professionals and any unethical behaviour would lead to sanction by the Council including inter alia revocation of licence to practise.

In the Appendix a comprehensive list of psychometric tests approved by the Health Professions Council of South Africa appears. Tests specifically used to identify psychopathic traits in an individual, are discussed in Chapter 6.

Firstly it is important to note that these tests are time-consuming and expensive, as only practising psychiatrists and psychologists are allowed to administer them as will be seen in Chapter 6.

Secondly there seems to be some debate in academic circles as to which tests are reliable, and to what extent, to establish the presence of psychopathy.

Thirdly in the business / organisational management field there is widespread ignorance about the existence of these tests.

It is assumed that presently very few South African organisations go to the length of employing clinical psychologists or psychiatrists to thoroughly scan potential recruits for levels of psychopathic traits. It will however be a recommendation of this research report that organisations nevertheless spend the time and money to make use of the tests that are available. This will be discussed in Chapter 6.

Further measures that can be taken by South African organisations to check the resume, history and credentials of the individuals they recruit, as well as the three month probation period allowed in South African labour law will also be discussed in Chapter 6.

## **Problem statement**

The current pre-employment screening practices of South African organisations do not prevent the recruitment of psychopaths.

## **Research objectives**

The objectives of this research report are:

- To establish whether South African organisations are aware of the problems caused by psychopaths.
- To establish what screening processes are in place in South African organisations to identify psychopaths.
- To suggest additional measures that would prevent the recruitment of psychopaths into organisations.

## **Importance of the study**

All management efforts to improve strategy, process, leadership and team functioning, are futile if an influential yet destructive individual inside the organisation sabotages these efforts. The damage to an organisation caused by a psychopath can undo all of the efforts and resources committed by experts, leaders and employees in all fields.

There appears to be somewhat of a gap between the fields of psychiatry and psychology on the one hand and business / organisational management studies on the other hand. The condition of psychopathy has been known in psychiatric fields for decades, if not longer, and a body of knowledge has been created.

But in business /organisational management studies, especially in South Africa, psychopathy and its implications for organisational

functioning is rarely studied. The relative absence of literature on this subject in South Africa is proof of this.

Moreover in practice the existence of psychopaths and their destructiveness is largely ignored by organisations in South Africa, either through ignorance or a ‘head in the sand’ mentality.

This research report is therefore an attempt, in some small way, to raise awareness of the issue and the possible solutions at hand, to address the issue.

By commenting specifically on the recruitment phase of an individual’s organisational life, this research report proposes a preventative solution to the problem, at source.

### **Limitations and Delimitations of the study**

Despite years of research in the Human Sciences we still do not fully understand what people think, how they think and why they think the way they do. Therefore we do not conclusively know the reasons why people do what they do.

The literature referred to in this research report is foreign, mainly American with some from Australia, yet the survey is conducted in South Africa and it is therefore unknown whether or not this has an impact on the outcome.

Most importantly judgment will not be passed on the relative merits of one clinical test over another, as this would venture away from the organisational/business management field, into the specialised fields of psychology and psychiatry. The competence of experts in these fields will be relied upon.

For the same reason, the causes of psychopathy or the “nature versus nature” debate will not be explored. Some pieces of literature also offer different perspectives on ‘sub-types’ of psychopaths, with some overlap and some disagreement. These will not be analysed or compared in this research report.

Nor does this study attempt to find a cure to heal psychopaths.

This study also does not attempt to quantify in precise financial terms the damage caused to organisations by psychopaths.

Although the human resources management process entails all the phases of an individual’s organisational life, from being identified and recruited right up to the termination of employment, by whatever means, this research report will only focus on recruitment and specifically on the background checking and testing done on individuals at the time of their recruitment.

This research report does not offer any advice on how to effectively deal with the psychopaths that are already employed in an organisation in whatever position.

---



It is expected that organisations will be less candid about internal problems they might have with psychopaths, due to the implied reputational risk. In this regard it is also foreseen that gaining access to decision-making individuals in organisations will not be easy.

Naturally, the survey is limited to those individuals that the researchers have access to, for whatever reason. It is therefore unclear whether different results would be obtained if a sample group of, for example, more senior people, or people from larger organisations or organisations in a sector that is not presently represented, were to be surveyed.

Obviously an online survey can only be completed by people who have internet access.

As in any human science research endeavour, the risk of personal bias on the side of the researcher is significant. The belief that humans are either good or bad, found in Chapter 2, is proof of this.

Especially when, as in this case, we are approaching the test subjects with a pre-conceived idea i.e. that organisations are not doing enough to prevent undesirable individuals from being recruited. In an attempt to gather unbiased data, participants in the survey are, in addition to the set questions posed to everyone, also given the opportunity to express any opinion they might have on current recruitment practices in South Africa.

## **Summary and Conclusion**

In Chapter 1 the problematic state that the world is currently in is broadly sketched.

The role of people in creating and perpetuating the problem is highlighted, based on the assumption of the existence of 'good' people and 'bad' people.

Psychopaths are specifically mentioned as being most problematic in organisations and it is premised that organisations would be better off without psychopaths.

The Problem statement made is therefore that: "The current pre-employment screening practices of South African organisations do not prevent the recruitment of psychopaths." Following this Problem statement the objectives of this research report are sketched and the parameters of the research to be conducted is outlined.

In Chapter 2 theoretical models focussing on the organisation internally will be used to perform further analysis.

## **Chapter 2**

### **Introduction:**

In Chapter 2 three models, each representative of its field of study, are discussed in the light of the characteristics of the psychopathic individual. Amos's (2006) model of strategic leadership is followed by Ployhart's (2004) theoretical model of organizational staffing. In conclusion, Cameron's (2006) more practical model of recruitment is discussed specifically in relation to the risk of recruiting psychopaths. Later, in Chapter 6 an enhancement of Cameron's (2006) model will be suggested.

### **Problem analysis**

#### **Amos's model of strategic leadership**

Amos (2006: 355) lists the capabilities that a strategic leader, that is someone who is able to lead entire organisations, needs to possess as:

1. Strategic thinking
2. Emotional intelligence and behavioural complexity
3. Transformational leadership
4. African leadership

Only the most important capability in Amos's (2006) model, that of emotional intelligence, and the most novel one, that of African leadership, will be discussed here.

Amos on emotional intelligence

Amos (2006:360) sees emotional intelligence as the most important capability a leader has to possess and in this vein quotes Goleman (1999: 36) that:

*“ .... effective leaders are alike in one crucial way: they all have a high degree of emotional intelligence. .... as the hidden ingredient, in star performance.”*

Emotional intelligence, is described by Amos (2006: 360) as the ability to manage ourselves as well as the ability to manage relationships. This consists of the following competencies:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

Amos's (2006: 360) competencies for emotional intelligence are contrasted to the typical characteristics of psychopaths cited by Clarke (2005: 55-56) in the table below.

<b>Emotional intelligence:</b>	<b>Psychopathic characteristics:</b>
1. Self-awareness.	<ul style="list-style-type: none"> <li>• Grandiose sense of self-worth.</li> <li>• Lack of realistic, long-term goals.</li> </ul>
2. Self-regulation.	<ul style="list-style-type: none"> <li>• Poor behavioural controls.</li> <li>• Impulsivity.</li> <li>• Promiscuous sexual behaviour.</li> </ul>
3. Motivation.	<ul style="list-style-type: none"> <li>• Parasitic lifestyle.</li> <li>• Irresponsibility.</li> <li>• Early behavioural problems.</li> </ul>
4. Empathy.	<ul style="list-style-type: none"> <li>• Callous/lack of empathy.</li> <li>• Lack of remorse or guilt.</li> <li>• Shallow affect (emotion).</li> </ul>
5. Social skills.	<ul style="list-style-type: none"> <li>• Conning/manipulative.</li> <li>• Glibness/superficial charm.</li> <li>• Pathological lying.</li> <li>• Failure to accept responsibility for actions.</li> </ul>

Amos on African leadership

Amos (2006: 366) says:

*“Business leaders need to consider that there is increasing criticism of the assumption that Western leadership theory and models are universal.”*

Amos (2006: 366 – 368) continues to explain that the African leadership model is rooted in the concept of uBuntu.

In deciding on whether to reinstate or abolishing the death penalty, in the 1995 case of The State versus T Makwanyane and M Mchunu, the South African Constitutional Court described uBuntu. The Honourable Justice Langa (1995: 142 – 143) said:

*“The concept is of some relevance to the values we need to uphold. It is a culture which places some emphasis on communality and on the interdependence of the members of a community. It recognises a person's status as a human being, entitled to unconditional respect, dignity, value and acceptance from the members of the community such person happens to be part of. An outstanding feature of ubuntu in a community sense is the value it puts on life and human dignity .... Treatment that is cruel, inhuman or degrading is bereft of ubuntu.”*

In the same matter, the Honourable Justice Mokgoro (1995: 171) adds by quoting Mbigi and Maree;

*“Generally, ubuntu translates as humaneness. In its most fundamental sense, it translates as personhood and morality.”*

*Metaphorically, it expresses itself in umuntu ngumuntu ngabantu, describing the significance of group solidarity on survival issues so central to the survival of communities. While it envelops the key values of group solidarity, compassion, respect, human dignity, conformity to basic norms and collective unity, in its fundamental sense it denotes humanity and morality. Its spirit emphasises respect for human dignity, marking a shift from confrontation to conciliation.”*

Given the typical characteristics of psychopaths as described by Clarke (2005: 55 – 56) and other authorities throughout this research report, it is therefore put forward that it is extremely unlikely that a psychopathic individual will truly possess the qualities associated with uBuntu.

## **Ployhart’s theoretical model of organizational staffing**

Note: Recruitment and staffing are treated as synonyms in this research report.

Ployhart (2004: 123) starts off describing the phases in Schneider’s (1987) integrative model of staffing an organisation, known as the Attraction-Selection-Attrition (ASA) model:

*“First, individuals are attracted to organizations that are perceived to possess similar personalities, values, and characteristics (e.g. Cable & Judge, 1997; Ryan, Sacco, MacFarland & Kriska, 2000). Second, organisations select*

*applicants based on their fit with the job's requirements (e.g. knowledge, skills, abilities, and other characteristics; KSAO), and individuals select job opportunities that most match their needs, interests, and values. Finally, attrition from organizations can work in two ways; one with the individual withdrawing from the organization and the other with the organization terminating the individual's employment (Schaubroeck, Ganster & Jones, 1998).*

Ployhart (2004: 133) then describes the three single levels at which the majority of staffing models research takes place:

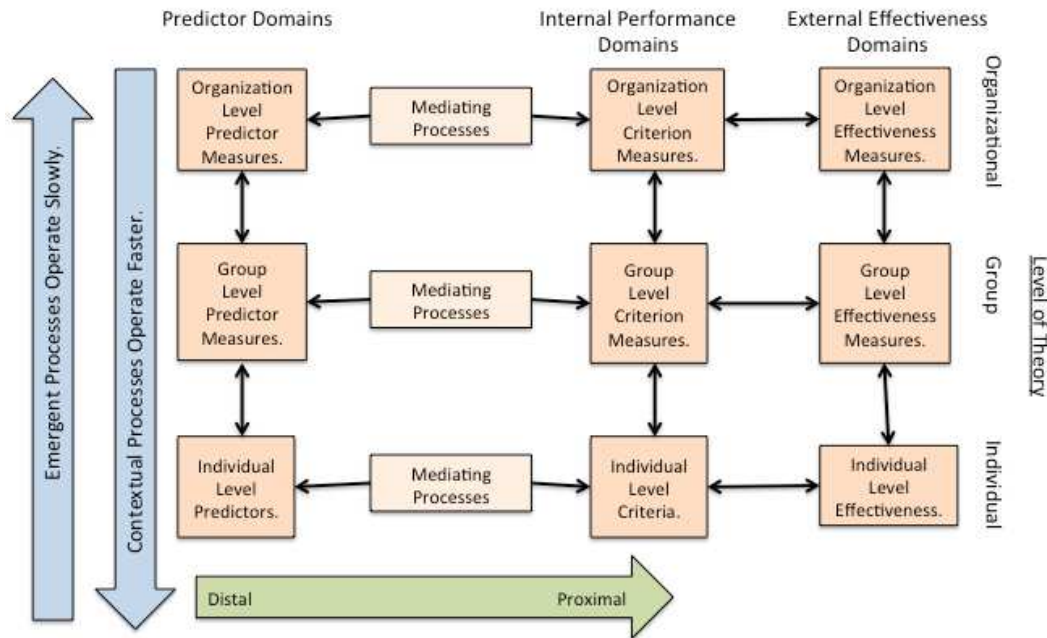
- Individual level (Micro Staffing) - This deals mostly with what Campbell (1990) describes as the 'performance prediction problem' when staffing individuals;
- Organizational Level (Macro Staffing) – This deals with how staffing (and HR practices in general) can contribute to organizational performance and effectiveness, and
- Cross-Level Research (Meso Staffing) – Examines predictive relationships between two or more levels of analysis as it researches teams/groups on the one hand and the individuals they are staffed with.

Ployhart (2004: 139 – 143) criticises single level staffing models for doing exactly that, i.e. only focusing on one level of staffing in the organisational set-up.

Therefore, a multilevel model of organizational staffing is proposed by Ployhart (2004: 144). It is illustrated in the figure below.



Figure 3.



**Figure 3: Ployhart's (2004) Multilevel Model of Organisational.**

Ployhart's proposed Multilevel Model of Organizational Staffing is consistent with the 'mutual impact' and 'inter-relatedness' features of the systems theory. If this principle is applied to the 'invisible problem' it would mean that a bad staffing/recruitment choice can negatively impact the group/team as well as the whole organisation.

In Ployhart's model, the impact of the individual on the organisation, described as 'emergent processes', would operate slowly, whereas the organization's impact on the individual, described as 'contextual processes', would occur faster.

But in practise this would not necessarily be valid in the case where a psychopath who has been recruited would be able to damage an organisation and/or a team severely before the organisation has a chance to detect and intervene. The organisation's reactive intervention would be far slower than the psychopath's pre-meditated action. Whether the organisation's reaction would have any impact at all remains an open question. This would hopefully be a rare and exceptional case, but that would depend on how many organisation recruit psychopaths into influential positions.

### **Cameron's practical recruitment model**

Because prevention is better than cure the emphasis in this research report is on the Recruitment phase; also known as the 'Selection' phase of Schneider's 'Attraction-Selection-Attrition (ASA) model (in Ployhart 2004: 123).

Babiak and Hare (2007: 209) also warn:

*"Among the most critical functions, relating to both the handling of psychopaths and the long-term viability of the business, are the hiring practices and succession planning systems."*

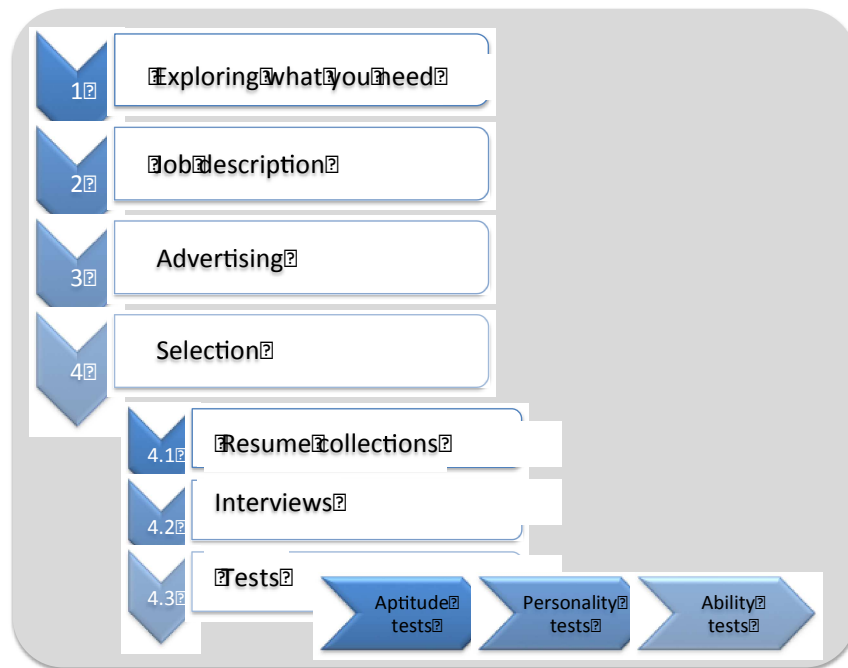
Although there are exceptions, the typical recruitment process in practice, as described by Cameron (2006: 41), consists of four steps:

- "1. Exploring what you need.*
- 2. Specifying job and person requirements.*
- 3. Attracting applicants.*

4. Selection.”

These four steps are depicted graphically below:

Figure 4.



**Figure 4: Cameron's (2006:39-73) four recruitment steps represented graphically**

In Chapter 6 suggested enhancements to Cameron's four recruitments will be made.

## Discussion of Cameron's practical recruitment model

In addressing the first step i.e. 'Exploring what you need', Cameron (2006) simply urges management to take the matter seriously:

*"The cost of a poor appointment can be enormous, both in terms of salary and other obvious costs and in terms of the damage that poor performance can do."*

'Job and person requirements', Cameron's (2006: 49) second step, are also relatively straightforward, provided there's no undue interference in the process. This second step is depicted in the figure below.

Figure 5.

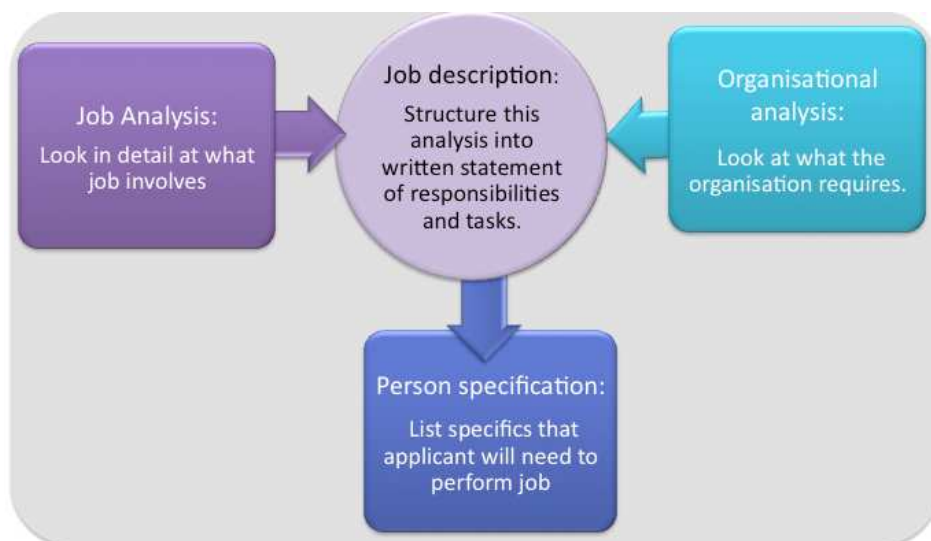


Figure 5: Cameron's (2006:49) stages of job and person analysis

The third step i.e. 'Attracting applicants' is where things potentially start going wrong for the organisation as far as the recruitment of psychopathic individuals is concerned. This is typically where advertisements are formulated to attract candidates.

Clarke (2005: 102 to 104) gives a few examples of job advertisements in Australia:

*“You will be innovative with something special to offer. No doubt you will have leadership and influencing skills, and be able to WOW a sceptical selection panel. We want someone who can see the biggest picture and have broad impact. Your background could be in ... whatever, you will be someone special.”*

*“You will have a strong desire to achieve, the capacity to persuade and influence others, excellent communication skills ... You want to work with the best. You enjoy competing as much as winning. You believe in high rewards for high levels of performance.”*

*“Area manager wanted for young, entrepreneurial company with big ambitions. Huge career opportunity for outstanding talent, make a real difference and accelerate your career. Get out of corporate bureaucracy and put your career on a fast track. The person we are looking for will be an entrepreneur at heart and want to shape the business, be a high achiever, thrive on achieving great results, and be prepared to challenge conventions.’*

Clarke (2005) then goes on to say that it is inevitable that psychopaths will be attracted to one's organisation, if one's job adverts are worded like these above. Clarke concedes that organisations may not consciously be looking to recruit psychopaths, but says that from the advertisements it is clear that these organisations are looking for qualities such as:

*"... glib and superficial charm, lack of remorse or guilt, proneness to boredom ..."*

which are traits that psychopaths possess, as seen elsewhere in this paper. And one tends to get what one asks for in these matters.

Clarke (2005: 103) then expands his point further by stating that researchers in the United States of America who wanted to study psychopaths advertised for:

*"'adventurous people who have led exciting lives ... charming people who are irresponsible but good at handling people'.*

and explains what happened;

*"They had a number of sub-criminal psychopaths reply to their advertisements."*

Cameron's (2006: 41) fourth, and most crucial; step in the typical recruitment process is 'Selection'. This is where things seriously go wrong, as far as the inadvertent recruitment of psychopaths by organisations is concerned.

The norm is that potential candidates submit qualifications and employment history in the form of their resumes or C.V.'s to potential

employers and the shortlisted candidates are interviewed. Sometimes candidates are also subjected to psychometric or trade tests.

The three components which comprise 'Selection' (the fourth of Cameron's four Recruitment steps) namely (1) resumes, (2) interviews and (3) tests, will now be discussed.

Recommended additional components will be introduced in Chapter 6.

One has to constantly bear in mind that a psychopath is a remorseless liar with the ability to appear honest. It follows that a liar can make a fraudulent misrepresentation and therefore that a psychopath can make a misrepresentation on his/her resume/CV.

Babiak and Hare (2007: 211) confirm a widely held belief about C.V.'s/resumes, which is:

*"It is common knowledge among executive recruiters that many of all executive resumes contain some form of distortion or outright lies – and these are the norm. .... Surveys by those in the recruitment business indicate that about one third of resumes for managerial positions contained lies, that 15 percent of top executives lied about their education (degrees, dates), that friends often were passed off as former 'bosses', and that education, responsibilities, and compensation were exaggerated. No surprises here, but a few simple checks and verifications would have caught most of these fabrications."*

Babiak and Hare (2007: 212) concede that it is reasonable for an individual to emphasise what is important in his/her resume in order to attract the potential employer's attention and make one stand out as candidate. Yet, in their own words:

*“However, doing this assumes that one truly has the qualifications and experience cited. Psychopaths, notorious liars, often will cross the line between good marketing and outright lying. In our work with psychopaths, we have seen resumes that contain jobs the applicant never held, companies that never existed, promotions that never happened, professional memberships that do not exist, awards and commendations never received, letters of recommendation written by applicants themselves, even fake education, degrees, and professional credentials (for example, a fake licence to practice medicine), among others.”*

In South African law this type of deception constitutes the Common Law (as opposed to Statutory Law) crime of attempted fraud and one can be criminally prosecuted for making such a misrepresentation. If found guilty by a Court, the result is a sanction, as well as a criminal record. Examples of such sanction could be imprisonment, a suspended sentence, community service or a fine.

Although others share the following viewpoint, Babiak and Hare (2007: 213) state it in short as:

*“To uncover psychopathic deceit, it is essential that every piece of information contained on the resume be verified. This is time intensive but worth the effort.”*



If this is not done the psychopath's misrepresentation is not detected and the organisation moves to the next step in the recruitment process.

The second component of 'Selection' {the fourth of Cameron's (2006: 39 – 73) recruitment steps} is the interview. The interview will now be discussed.

The authors all agree that the psychopath thrives on the interview. Readers are reminded that the psychopath is a remorseless liar with the ability to appear honest. Clarke (2005: 106) says:

*“After the resume screening process comes the interview phase. The organisational psychopath excels at this stage of the recruitment process. They use their charm and excellent verbal skills with tremendous effect, presenting a picture of the perfect candidate for the position.”*

Boddy, Ladyshevsky and Galvin (2010: 123) remind us just how the psychopath enters the organisation:

*“Corporations are reported to want to recruit employees who are energetic, charming and fast-moving. Psychopaths can appear to be like this and can present themselves in a good light because of their ability to tell interesting stories about themselves. Corporate Psychopaths are thus recruited into organizations because they make a distinctly positive impression when first met (Cleckley, 1988). They appear to be alert, friendly and easy to get along with and talk to. They look like they are of good ability, emotionally well-adjusted and reasonable, and these traits make them attractive to those in charge of hiring staff within organizations. Other researchers confirm that*

*psychopaths can present themselves as likeable and personally attractive (Mahaffey and Marcus, 2006)."*

Most interviewers, especially experienced ones, would naturally be inclined to believe that they are very good at picking up on tell-tale signs of deception in candidates. For example, a common myth, among lay people and experts alike, is that one can establish truthfulness by 'looking someone in the eye' or that a person who is lying will be nervous.

Babiak and Hare (2007) remind us that sometimes even professionals are conned by psychopaths. Boddy (2011: 100) also makes the following observations about psychopaths being interviewed:

*"They appear to be free from neuroses and to be well adjusted, with an admirable set of personal values. They present themselves as calm and poised, and they appear totally reliable, which makes their promises for the future seem credible, trustworthy and candid. Corporate Psychopaths also present the traits of intelligence and success to which many people aspire, and they thus come across as accomplished and desirable employees (Ray & Ray 1982)."*

Boddy (2011: 100) continues:

*"Researchers have also found that the psychopathic traits of manipulateness and cold-heartedness are the least discernible to others, ..."*

which reminds us, once again, that the psychopath is a remorseless liar with the ability to appear honest.

Boddy (2011: 101) concludes:

*“Being accomplished liars helps them obtain the jobs they want (Kirkman 2005).”*

The third component of ‘Selection’ {the fourth of Cameron’s (2006: 39 -73) four Recruitment steps} namely ‘tests’ will now be discussed.

Cameron (2006: 62) sees tests as merely supplementing interviews. In the light of the psychopath’s ability to excel in interviews this view, although widely held, is dangerous. Cameron (2006: 62) quotes Taylor’s ranking of the most frequently used selection methods as follows:

- *“graphology and astrology – least useful, with zero or even negative predictive power*
- *typical interviews and references – only a little better than nothing*
- *structured interviews and bio-data – better, though of limited use*
- *combination of psychometric tests or assessment centres – better*
- *ability tests and work sampling – most useful.”*

It is safe to say that not all organisations do testing on job candidates, leaving the resume/cv and the interview as the most prominent components of recruitment.

In Chapter 6 suggested enhancements to Cameron's four recruitments will be made.

### **Summary and Conclusion**

It was shown in Chapter 2, using Amos's (2006) model of strategic leadership that psychopaths have none of the characteristics required of strategic leaders. Ployhart's (2004) multilevel model also did not have a solution to the problem of a psychopath causing damage to the organisation and the organisation then having to react to this. Cameron's (2006) practical model was used to see whether the recruitment of psychopaths could be prevented by its use. It was found that current recruitment processes, consisting of interviewing, resumes/cv, and in some cases even advertising, are to the advantage of psychopaths. Recommendations for enhancing the recruitment process of Cameron (2006) in order to prevent the hiring of psychopaths will be made in Chapter 6.

## Chapter 3

### Introduction

In this literature review the various definitions of psychopathy by the authors are looked at, as well as the characteristics of psychopaths identified by them. Contra opinions are also cited and discussed.

### Literature Review

Note: It is necessary to point out that both in the literature and in popular media the terms ‘psychopath’, ‘sociopath’ and ‘antisocial personality disorder’ are interchangeably used, though all three terms by and large refer to the same condition.

Fowles (2011) names the two current major schools of thought on psychopathy as firstly, Cleckleyan and secondly, those advocating the PCL-R test to screen for psychopathy. Cleckley studied psychopathy for a number of decades, having first published in 1941 and with the fifth edition of his book appearing in 1976 (and published again in 1988 after his death). The PCL-R test to screen for psychopathy was developed by Hare. Both Cleckley and Hare are quoted in this paper.

#### Definition of Psychopath:

There is some disagreement over whether the terms ‘psychopathy’, ‘sociopathy’ and ‘antisocial personality disorder’ refer to:

- (1) the same condition,
- (2) three completely different conditions, or
- (3) the same broad condition, with distinguishable sub-variants.

Kaplan and Sadock (1991: 532) use the term ‘antisocial personality disorder’ and define this as:

*“Antisocial personality disorder is characterized by continual antisocial or criminal acts, but it is not synonymous with criminality.”*

This in itself does not say much, but the picture becomes clearer when the authors cite the characteristics of people with this disorder, as will be seen below.

It is prudent at this stage to digress somewhat in order to clarify, for the sake of completeness, that the colloquial meaning of the term ‘antisocial’ i.e. someone who merely refuses an invitation to a social gathering for insignificant reasons, differs considerably from the scientific definition as described by Kaplan and Sadock.

The first set of ‘clinical features’ of the person with antisocial personality disorder are, according to Kaplan and Sadock (1991: 532):

*“Antisocial personality disorder patients do not tell the truth and cannot be trusted to carry out any task or adhere to any conventional standard of morality.”*

*“In prison populations the prevalence of antisocial personality disorder may be as high as 75 percent.”*

*“Antisocial personality disorder patients are highly represented by so-called con-men.”*

*“A notable finding is a lack of remorse for those actions; that is, these patients appear to lack a conscience.”*

*“Once an antisocial personality disorder develops, it runs an unremitting course, ....”*

The second set of characteristics of people with antisocial personality disorder, described by Kaplan and Sadock (1991: 532) is as important as the first:

*“Patients with antisocial personality disorder often present a normal and even a charming and ingratiating exterior.”*

*“They are highly manipulative...”*

*“As mentioned, the patients may appear composed and credible in the interview.”*

Thus to sum up Kaplan and Sadock’s explanation: a remorseless liar that appears honest.

Cleckley (1988: 10 to 12), whose work on the subject spanned four decades, traces the origins of the term; from ‘constitutional psychopathic inferiority’, then ‘psychopathic personality’, followed by ‘sociopathic personality’ on to ‘personality disorder, antisocial type’ and then states:

*“In referring to these people now formally classified by the term antisocial personality, I shall continue to use also the more familiar and apparently more durable term, psychopath.”*

Clarke (2005: 23) believes that the term ‘sociopath’ is preferred by those who believe that social or societal factors are the sole cause of the condition. Clarke states that as the causes of psychopathy are of multiple origin the term ‘psychopath’ is more appropriate:

*‘Psychopath, on the other hand, refers to a syndrome of personality and behavioural characteristics. The term psychopath also suggests that the syndrome is caused by psychological, biological, genetic and social factors rather than social factors alone.’*

But Clarke acknowledges that:

*“Antisocial personality disorder is a term used in the Diagnostic and Statistical Manual of Mental Disorders, 4<sup>th</sup> edition (Revised), used by mental health professionals to describe a persistent, maladaptive behavioural pattern that occurs across the life span*

It is my submission that the issue is a pressing one, deserving of further investigation even before finality is reached on the semantics. Of importance is that the defining characteristic of a psychopath is the absence of conscience. But of more importance in the context of business (or organisational) management is the psychopath’s ability to lie *convincingly*. The psychopath is, in short, a remorseless liar that appears honest.

Of particular importance in the business / organisational context is the distinction between the ‘successful’ and the ‘unsuccessful’ psychopath as explained by Mullins-Nelson, Salekin, and Leistico (2006). The ‘successful’ psychopath occupies the proverbial ‘corner office’ of a large corporation, as opposed to the ‘unsuccessful’ psychopath who occupies a prison cell. Mullins-Nelson, Salekin, and Leistico (2006: 13) said that:



*“... the current findings suggest that there may be a group of individuals in the community who score high on psychopathy scales and also cause problems (antisocial behavior) in the community, but perhaps to a lesser extent than those who end up in contact with the law and in jails and prisons (Hall & Benning, 2006). It is also possible that these individuals last longer in the community and take longer to end up in incarcerated and/or forensic hospital settings.”*

Boddy, Ladyshevsky and Galvin (2010: p. 123) remind us how the psychopath enters the organisation:

*“Corporations are reported to want to recruit employees who are energetic, charming and fast-moving. Psychopaths can appear to be like this and can present themselves in a good light because of their ability to tell interesting stories about themselves. Corporate Psychopaths are thus recruited into organizations because they make a distinctly positive impression when first met (Cleckley, 1988). They appear to be alert, friendly and easy to get along with and talk to. They look like they are of good ability, emotionally well-adjusted and reasonable, and these traits make them attractive to those in charge of hiring staff within organizations. Other researchers confirm that psychopaths can present themselves as likeable and personally attractive (Mahaffey and Marcus, 2006).”*

Alarming, but not surprising, Boddy, Ladyshevsky and Galvin (2010: 2) found:

*“... greater levels of psychopathy at more senior levels of corporations...”*

Babiak, Neumann and Hare (2010: 192) found the same:

*“Most of the participants with high psychopathy scores held high-ranking executive positions, and their companies had invited them to participate in management development programs. This was in spite of negative performance reviews and other 360 degree data that were in the hands of corporate decision makers.”*

Bullying is one of the tactics psychopaths use to get what they want. Branch, Ramsay and Barker (2007) point out that although bullying has traditionally been thought of as only happening top-down i.e. the situation of a manager bullying subordinates, their study showed that there are several instances where ‘upward’ bullying take place. Branch, Ramsay and Barker (2007) did not study the causes of bullying and hence did not link this phenomenon to psychopaths.

On the other hand, Babiak and Hare (2007: 188) definitely see bullying as part of the psychopathic repertoire:

*“Another group of psychopaths is much more aggressive. This group, the corporate bullies, seem to reflect many of the traits of the macho psychopath: they are primarily abusive rather than charming. Bullies are not as sophisticated or as smooth as the manipulative type, as they rely on coercion, abuse, humiliation, harassment, aggression, and fear to get their way. They are callous to almost everyone, intentionally finding reasons to engage in conflict, to blame others for things that go wrong, to attack others unfairly (in private and in public) and to be generally antagonistic. ... If they do not get their way, they become vindictive, maintaining a grudge for a considerable*

*amount of time, and take every opportunity to 'get even'. They frequently select and relentlessly attack targets who are relatively powerless. Bullies react aggressively in response to provocation or perceived insults or slights. It is unclear whether their acts of bullying give them pleasure or are just the most effective way they have learned to get what they want from others."*

Mullins-Nelson, Salekin and Leistico (2006: 12) tested university students as potential sources of corporate psychopaths later in life. They found inter alia that although psychopaths are unable to feel empathy for others they are capable of keenly recognising signs of emotion in other people. This gives them an added advantage when manipulating other people:

*"Here however with psychopathy being investigated in the community, it might very well be that these individuals have requisite cognitive skills but do not possess some affective components of empathy to the same extent of that of low scorers on the PPI-SF. This may suggest that those individuals scoring high on PPI-SF-I may have emotional capabilities that allow them to function more effectively in society. This may have implications for the types of crimes that they commit, including crimes that require social skills and premeditation (Cornell et al., 1996)."*

Babiak and Hare (2007: 57) describe the psychopath's intimate relationship pattern as:

*" .... Many short-term relationships over the course of their lives, a direct result of the Assessment-manipulation-Abandonment process. .... They often leave behind a trail of*

*jilted lovers, possibly abused ex-spouses, and unsupported children. Occasionally, this pattern of behaviour leads to a reputation as a 'player', and some psychopaths will even promote these reputations themselves to build up their status and mystique."*

The explanation for the psychopath's pattern of sexual behaviour offered by Babiak and Hare (2006: 47) is:

*"Frequent liaisons, the use of sex as a weapon, and the callous treatment of intimates are common features of psychopathic individuals, both male and female. Recent theory and research in evolutionary psychology suggests that there are genetic reasons for such attitudes and behaviors. In this model, psychopathy is a heritable, adaptive life strategy in which the goal – reflected in the early emergence of aggressive sexuality – is to provide genetic continuity. As indicated in 'Without Conscience', passing on one's gene pool can be accomplished in a number of ways, including the careful nurturance of a small number of offspring. The psychopathic pattern appears to be quite different, but equally (or even more) successful: the production of a large number of children, with little or no emotional and physical investment in their well-being. This pattern involves the use of a persistent and callous pattern of deception and manipulation to attract potential mates, a readiness to abandon them and their offspring, and the need to move on to fresh mating grounds..*

The research of Mullins-Nelson, Salekin and Leistico (2006: 12) also provides a possible explanation:

*"Affective empathy is also important for prosocial behaviors and interactions and related to intimate relationships. The findings from this study may shed light on why psychopaths (perhaps especially factor one psychopaths) are able to get*

*themselves into many relationships, but may also show why the relationships tend to be shallow and impersonal (either a lack of empathic concern or a lack of shame).”*

King, Schroeder, Manning, Retzlaff, and Williams (2008) recommended to the Federal Aviation Administration in the United States that all air traffic control specialists be screened for psychopathy by using the Minnesota Multiphasic Personality Inventory-2.

### **Contra viewpoints**

Glannon (2008: p. 2) feels the psychopath should *not* be held fully responsible for his actions.

*“The control necessary for moral responsibility consists in the relevant sort of responsiveness to moral reasons. On both empirical and philosophical grounds, I will argue that, although psychopaths are impaired in their capacity to respond to moral reasons and conform to social norms, there is no decisive evidence that they lack this capacity altogether. They should not be held fully responsible for their actions; but they should not be exonerated either. The cognitive and affective impairment in psychopaths is enough to justify mitigated responsibility, but not excuse.”*

But individuals with psychopathic tendencies have such a destructive impact on everyone in an organisation: superiors, peers, those who report to them, clients and service providers, irrespective of which position the psychopath occupies in the organisation that they should be held accountable for their actions.

It is also important to note the findings of Cima, Tonnaer and Hauser (2010: 66) in reply to Glannon (2008);

*“We conclude that psychopaths make the same kind of moral distinctions as healthy individuals when it comes to evaluating the permissibility of an action embedded in a moral dilemma. .... Psychopaths know what is right or wrong, but simply don’t care.”*

Then Gallo (2012) discusses “*working with someone you hate*” and is of the opinion that in order to cope with an ‘annoying colleague’ one has to do the following:

- *“Manage your reaction*
- *Keep your distaste to yourself*
- *Consider whether it’s you, not them*
- *Spend more time with them*
- *Consider providing feedback*
- *Adopt a don’t care attitude.”*

Most likely Gallo probably did not take the existence of psychopathy into consideration. I submit that in a psychopath-free organisation, Gallo’s recommendations would be valid as self-control, introspection, feedback and a modicum of emotional detachment are positive qualities to bring to any situation.

But, when dealing with a psychopath, Gallo’s (2012) advice is most definitely counter-productive, especially the advice to “*spend more*

*time with them*". There is absolutely nothing to be gained by the victim spending more time with the psychopath. This would only allow the psychopath to obtain more private information from the victim to be used against the victim later. It would also open the victim up to more abuse and exploitation.

Gallo's (2012) advice to "*consider whether it's you, not them*" is of little help to the victims of organisational psychopaths. Such victims of psychopaths in the organisational setting, have all reported that they started to doubt their own actions, values, abilities and indeed their self-worth. As a result of this, the stress levels and fear of the victims increase even further. Psychopaths, being masters at shifting blame away from themselves, will use this to their advantage and hence the blame for the situation will fall on the victim and not on the perpetrator. The problem will not be solved.

Pistorius (2005: 395) says:

*"If one becomes aware that one is already in the clutches of a psychopath, it is time for damage-control. I would suggest professional help from a therapist to restore one's self-worth. Blaming oneself for falling prey to a psychopath is useless – even experts are fooled by them."*

Counselling treatment of such victims mostly concerns validating the victim's self-worth and attempting to remove the self-blame and self-doubt elements. In most instances victims are advised for their own good, to leave the organisation and seek opportunities elsewhere. Which means that the organisation now has one less person who is critical of the psychopath. Which strengthens the position of the

psychopath further. The psychopath then makes sure that the person leaving the organisation is described as having been weak, or incapable of 'standing the heat in the kitchen' i.e. not being capable enough to cope with the stresses of the job. Blame is successfully shifted, by the psychopath, once again.

Kelley, Jacobs and Farr (1994) point to an inherent risk when testing for psychopathy. They studied nuclear power plant contract workers in the United States of America who were all regularly screened for psychopathy over a number of years, using the MMPI. Although the changes were generally small, they found that over the years the test subjects tended to 'normalise'. Their interpretation was that with repeated testing the candidates became 'test-wise' thus making it increasingly difficult to identify unfit employees.

Mention has been made of the psychopath's ability to manipulate people and rise to positions of power. Lipman-Blumen (2005) looks at his phenomenon from the perspective of:

*" .... how and why followers get caught in the thrall of toxic leaders, who first charm, then manipulate, and ultimately leave their followers worse off than they found them."*

Her explanation is that a combination of six aspects of the human condition makes people susceptible to toxic leaders. These are:

- Existential anxiety
- Psychological needs
- Situational fears
- Living in a particular era marked by special terrors and challenges



- Our awareness of the infinite possibilities that lie before us, and
- Living in an unfinished and unfinishable world.

Against this background of followers *wanting to believe* toxic leaders weave an image of grand illusions and false certainties. In addition, the toxic leader creates an image of himself being omnipotent and able to ensure certainty. This lulls the anxieties of the followers.

Due to impossibility of the grand illusions, that are promised, coming to being in reality, the followers are obviously bound to be greatly disappointed. Lipmen-Blumen (2005) therefore blames followers for allowing bad leaders to lead instead of confronting their own fears.

## **Summary and Conclusion**

Although there is some inconsistency in the use of the terms ‘psychopath’, ‘sociopath’ and ‘anti-social personality disorder’ the experts all seem to agree on the characteristics of such an individual the most important of which is the fact that this person is a remorseless liar with the ability to appear absolutely honest. There is some disagreement over how others should interact with this personality type.

## Chapter 4

### Introduction

The research methodology employed i.e. sampling by way of an online survey is described in this Chapter. The survey attempted to establish firstly, to what extent the sample group had come into contact with individuals who displayed typical psychopathic traits in their organisations and secondly, the recruitment processes prevalent in these organisations.

### Research design concepts

The research method chosen is Sampling by way of an online survey conducted in five steps.

Population and a Sample thereof, is described by Wackerly, Mendenhall and Scheaffer (2008: 2) as:

*“The large body of data that is the target of our interest is called a population, and the subset selected from it is a sample.”*

Janse van Rensburg (2012) explains the concept of sampling:

*“Statistics revolves around the idea that when it is impractical or impossible to obtain data on an entire population, we can make judgements based on a smaller subset of the data which is the sample. The population does not need to be people... My own example, I'd recently worked with a ichthyologist. They were interested in the movement of a specific species of fish. Netting the entire population of that particular species of fish would be problematic, so you only take a sample.”*

**Step 1 Compiling a survey and a list of potential survey participants**

As a first step, the author and research assistant compiled a list of individuals they had become acquainted with over a career life spanning roughly a decade and a half.

The list therefore contains a great number of individuals in the banking and related fields. Due to the serious size discrepancies in South African banks, the smaller banks can possibly be over-represented in the sample group. The major South African banks, who employ a greater number of individuals, are consequently under-represented.

Since this study is aimed at organisations currently active in South Africa full-time students, retirees, emigrants and South African individuals working abroad as well as foreigners working abroad and locally were deleted from the list.

Due to demographics, the participants were predominantly white and it is unknown whether this influenced the survey results and if so in what way.

Secondly, being peers and acquaintances of the author and research assistant, the participants are not in senior positions in their organisations.

In an attempt to avoid possible bias, academic and teaching staff of the UNISA School for Business Leadership was deliberately excluded. For the same reason, potential survey participants of the author's employer were deliberately restricted to the Head of the Human Resources Department.

The list of names can be made available for verification of the validity of the academic research process.

A copy of the survey questions is attached hereto in the Appendix. It consists of multiple-choice questions and consists of four parts. The first part, being Questions 1, 2 and 3 ask demographical questions. The second part of the survey seeks to establish the frequency of the participants having come into contact with individuals displaying the outward signs of psychopathy.

The third part of the survey questions participants on recruitment processes in their organisations in order to establish what measures if any are employed by South African organisations to prevent the recruitment of undesirable individuals and specifically the prevention of the recruitment of psychopathic individuals.

In order to give participants an opportunity to give input on any element not covered in the rest of the survey the final part i.e. Question 22 of the survey, asks participants to name any single most problematic aspect of recruitment in their organisations.

The list so compiled, comprised of 225 names.

**Step 2 Contacting potential survey participants**

Email account holders receive a high number of unwanted and unsolicited emails daily. In order to avoid potential participants mistaking the online survey for malicious spam the second step comprised of contacting the potential participants. This was done by way of a two-pronged approach more or less simultaneously.

The research assistant would telephone every potential participant to obtain consent and alert them to the fact that an online survey was on its way to their inboxes. The individuals who indicated that they would not want to participate in the online survey would simply be deleted from the list without argument, question or coercion in any form at this point.

At more or less the same time an email to confirm the telephone conversation and broadly introduce the study and alert recipients to expect the survey would be sent to potential participants. Individuals who indicated that they do not desire to participate were deleted from the list.

The research assistant was paid a small sum for his efforts and to cover his expenses.

Due to the email & online nature of the survey it is also possible for participants to forward uncompleted surveys to their acquaintances and friends although this is not expected to happen.

Despite the pre-warning it is still a very real possibility that system firewalls will block the online surveys. Participants would only rarely be aware of this happening due to the separation of functions in larger organisations. It is also extremely unlikely that a potential participant would make enquiries as to why he/she has not received his/her online survey yet!

### **Step 3 Participants complete the survey**

The list of participants and the survey questions were handed to a professional consulting firm to host the survey on their system server and send the survey out to the participants online. A copy of the survey questions is attached hereto in the Appendix. The consulting firm was paid for server hosting.

Participants were not paid. All participants received the same questions. Participants answered survey questions anonymously.

To ensure the anonymity of the participants the consulting firm did not inform the author or the research assistant of the names of individuals who had or had not completed the online survey. It was therefore not possible to follow up the individuals who had initially indicated consent but had not completed the survey.

At the end of the set of multiple-choice questions in the survey, participants are invited to “*Kindly make any comment on recruitment practices in South Africa that seem problematic to you.*” The intention

with this was to counter the possibility that due to ignorance on the part of the author an important aspect of the issue had been omitted.

The online survey was kept open for two weeks.

#### **Step 4 Statistical analysis is done**

A senior member of the consulting firm graciously offered to do the statistical interpretation of the results at no cost because the research is for academic purposes.

#### **Step 5 Discussion of the survey results**

The survey findings are discussed in full in Chapter 5.

### **Summary and Conclusion**

Chapter 4 described the steps taken in the survey as research method, to establish the frequency of individuals in a sample group of South African organisations who had come into contact with individuals displaying psychopathic tendencies in their organisations as well as the recruitment practises in place in these organisations.

## Chapter 5

### Introduction

The results of the survey described in Chapter 4 are represented graphically and are discussed.

The general descriptive statistics for the behavioural aspects Question 4 to Question 13 of the survey are provided first.

Thereafter the specific results, in the form of both a frequency table and a bar chart thereof, are presented for each of the twenty-two questions, which were put to the participants in the online survey.

This is followed by a discussion of the results and of the flaws in the survey that were revealed.

Note: 1. In some of the tables N that is the number of participants, is indicated as “54” and in other tables N is “53”. This is explained by the online survey not having any compulsory questions. Thus in the tables where N = 53 one of the participants did not answer that specific question.

2. Missing values in the tables are indicated by the code “99”

3. Frequency tables are followed by bar charts in all questions.



## Descriptive statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
4. Have you encountered an individual, in your organisation, who seems to be able to lie without being caught out?	53	1	4	2.62	.127	.925
5. Have you encountered an individual, in your organisation, whose behaviour towards superiors differs significantly from his/her behaviour towards people junior to him/her?	53	1	4	2.96	.123	.898
6. Have you encountered an individual, in your organisation that you are afraid of?	53	1	4	1.85	.125	.907
7. Have you encountered an individual, in your organisation who has no conscience?	53	1	4	2.36	.145	1.058
8. Have you encountered an individual, in your organisation who takes credit for work done by other people?	53	1	4	2.79	.130	.948

9. Have you encountered an individual, in your organisation who is superficially charming, yet emotionally shallow?	53	1	4	2.83	.110	.802
10. Have you encountered an individual, in your organisation who fails to take responsibility for mistakes made by him/her?	53	1	4	2.83	.113	.826

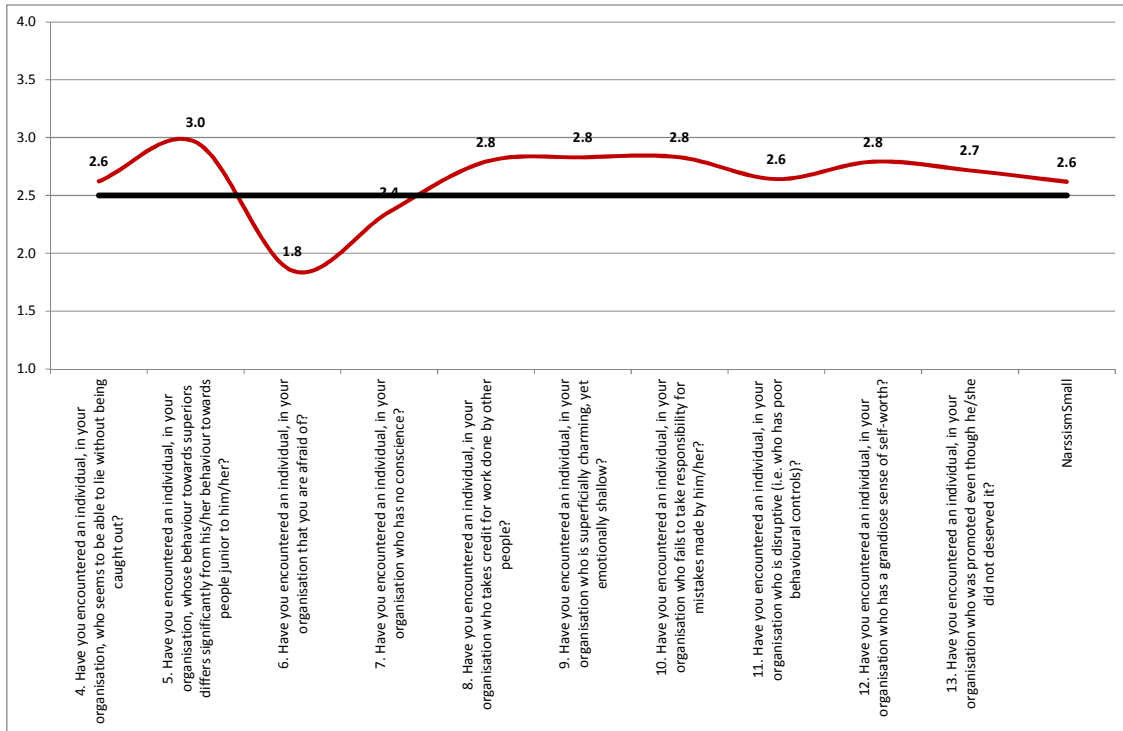
## Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
11. Have you encountered an individual, in your organisation who is disruptive (i.e. who has poor behavioural controls)?	53	1	4	2.64	.124	.901
12. Have you encountered an individual, in your organisation who has a grandiose sense of self-worth?	53	1	4	2.79	.127	.927
13. Have you encountered an individual, in your organisation who was promoted even though he/she did not deserved it?	53	1	4	2.72	.148	1.081
NarssismSmall	53	1.00	4.00	2.6184	.09729	.70828
Valid N (listwise)	53					

**Scale Reliability****Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>.917</b>	<b>.919</b>	<b>10</b>

No items needed to be removed for the purposes of further analysis. Principal component analysis demonstrated that there is only one dimension to these items, and items were therefore combined into a singular scale called NarcissismSmall.



Discriminant analysis using Gender as the grouping variable and the singular scale NarcissismSmall as the independent variable indicated no significant difference between genders.

**Wilks' Lambda**

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	1.000	.009	1	.923

Discriminant analysis using Manage People as the grouping variable and the singular scale NarcissismSmall as the independent variable also indicated no significant difference between these two groups.

**Manage People**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	19	35.2	35.2	35.2
Yes	35	64.8	64.8	100.0
Total	54	100.0	100.0	

**Wilks' Lambda**

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.945	2.860	1	.091

**First part (demograohical data) of the survey:**

**Question 1 to Question 3**

**Question 1 Frequency table**

1. In what industry or field is your organization active?

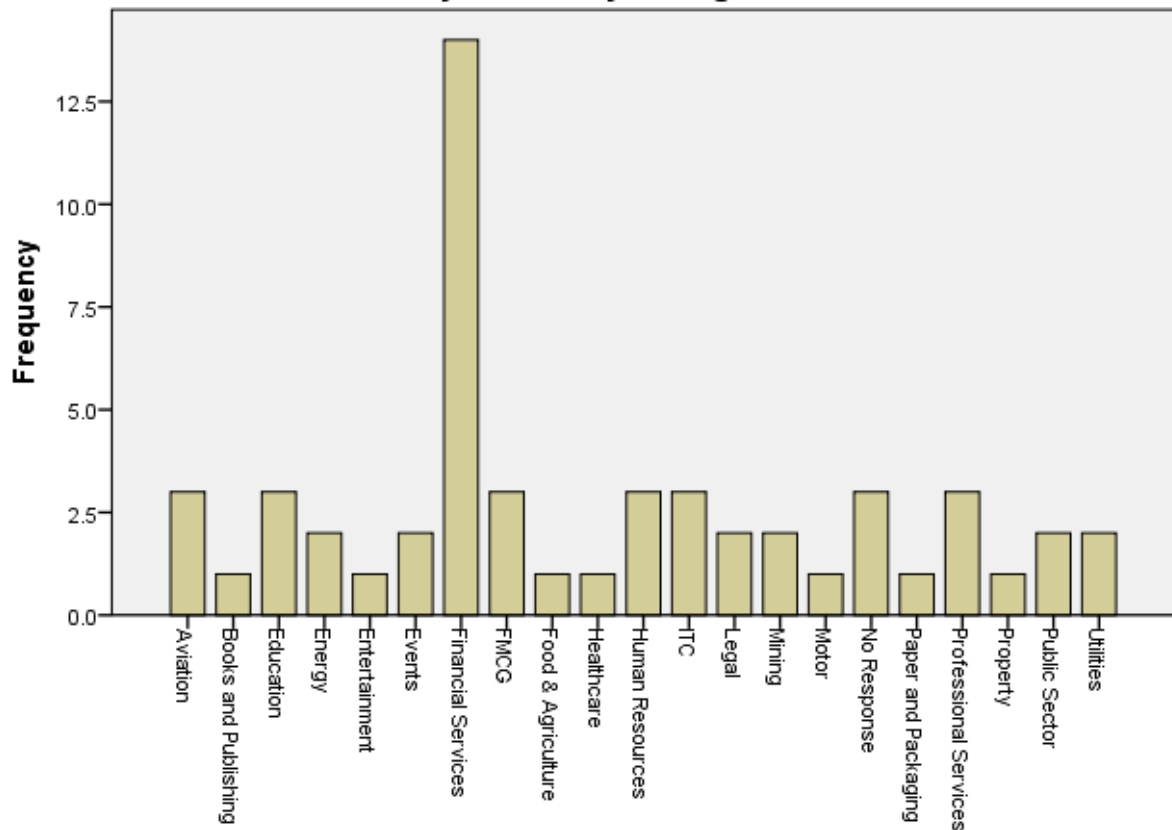
	Frequency	Percent	Valid Percent	Cumulative Percent
Aviation.	3	5.6	5.6	5.6
Books and Publishing.	1	1.9	1.9	7.4

Education.	3	5.6	5.6	13.0
Energy.	2	3.7	3.7	16.7
Entertainment.	1	1.9	1.9	18.5
Events.	2	3.7	3.7	22.2
Financial Services.	14	25.9	25.9	48.1
FMCG	3	5.6	5.6	53.7
Food and Agriculture.	1	1.9	1.9	55.6
Healthcare.	1	1.9	1.9	57.4
Human Resources.	3	5.6	5.6	63.0
ITC	3	5.6	5.6	68.5
Legal.	2	3.7	3.7	72.2
Mining.	2	3.7	3.7	75.9
Motor.	1	1.9	1.9	77.8
No Response.	3	5.6	5.6	83.3
Paper and Packaging.	1	1.9	1.9	85.2
Professional Services.	3	5.6	5.6	90.7
Property.	1	1.9	1.9	92.6
Public Sector.	2	3.7	3.7	96.3
Utilities.	2	3.7	3.7	100.0

Total	54	100.0	100.0	
-------	----	-------	-------	--

**Question 1 Bar chart**

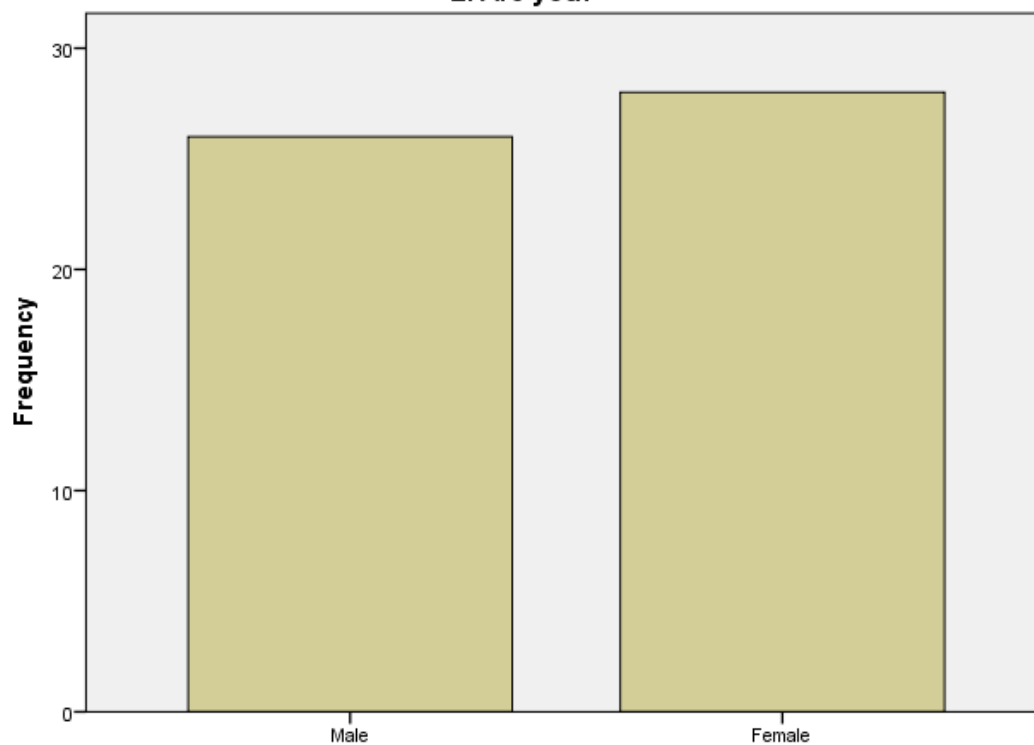
**1. In what industry or field is your organization active?**



**1. In what industry or field is your organization active?**

**Question 2 Frequency table****2. Are you:**

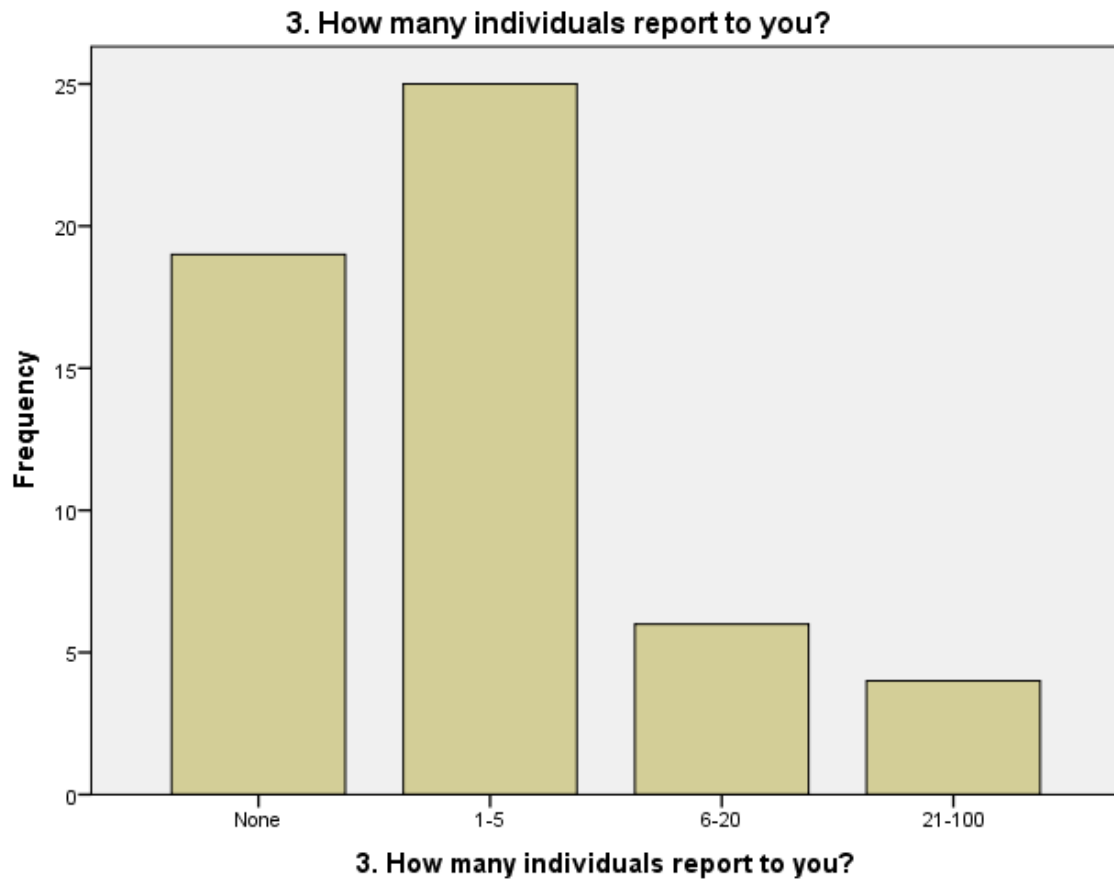
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	26	48.1	48.1	48.1
Female	28	51.9	51.9	100.0
Total	54	100.0	100.0	

**Question 2 Bar chart****2. Are you:****2. Are you:**



**Question 3 Frequency table****3. How many individuals report to you?**

	Frequency	Percent	Valid Percent	Cumulative Percent
None	19	35.2	35.2	35.2
1-5.	25	46.3	46.3	81.5
6-20.	6	11.1	11.1	92.6
21-10.	4	7.4	7.4	100.0
Total	54	100.0	100.0	

**Question 3 Bar chart**

## Second part of the survey: Question 4 to Question 13

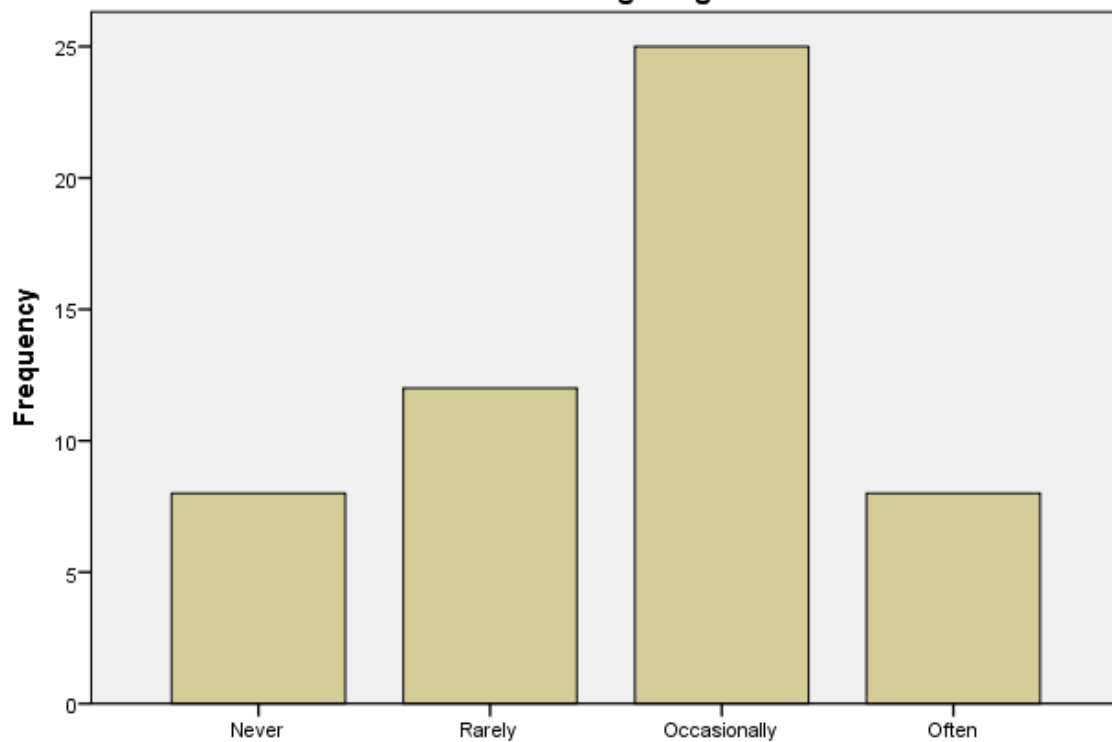
### Question 4 Frequency table

4. Have you encountered an individual, in your organisation, who seems to be able to lie without being caught out?

	Frequency	Percent	Valid Percent	Cumulative Percent
Never.	8	14.8	15.1	15.1
Rarely.	12	22.2	22.6	37.7
Occasionally	25	46.3	47.2	84.9
Often.	8	14.8	15.1	100.0
Total	53	98.1	100.0	
99	1	54	100.0	
Total				

**Question 4 Bar chart**

**4. Have you encountered an individual, in your organisation, who seems to be able to lie without being caught out?**



**4. Have you encountered an individual, in your organisation, who seems to be able to lie without being caught out?**

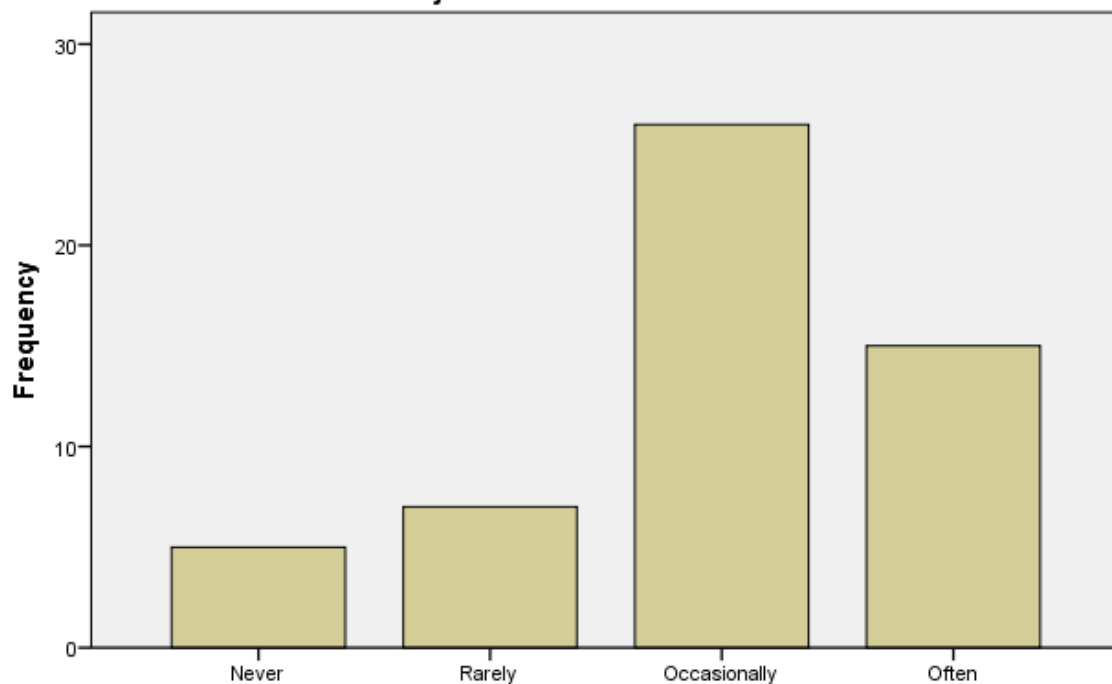
**Question 5 Frequency table**

**5. Have you encountered an individual, in your organisation, whose behaviour towards superiors differs significantly from his/her behaviour towards people junior to him/her?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Never.	5	9.3	9.4	9.4
Rarely.	7	13.0	13.2	22.6
Valid Occasionally	26	48.1	49.1	71.7
Often.	15	27.8	28.3	100.0
Total	53	98.1	100.0	
Missing 99	1	1.9		
Total	54	100.0		

**Question 5 Bar chart**

**5. Have you encountered an individual, in your organisation, whose behaviour towards superiors differs significantly from his/her behaviour towards people junior to him/her?**



**5. Have you encountered an individual, in your organisation, whose behaviour towards superiors differs significantly from his/her behaviour towards people junior to him/her?**

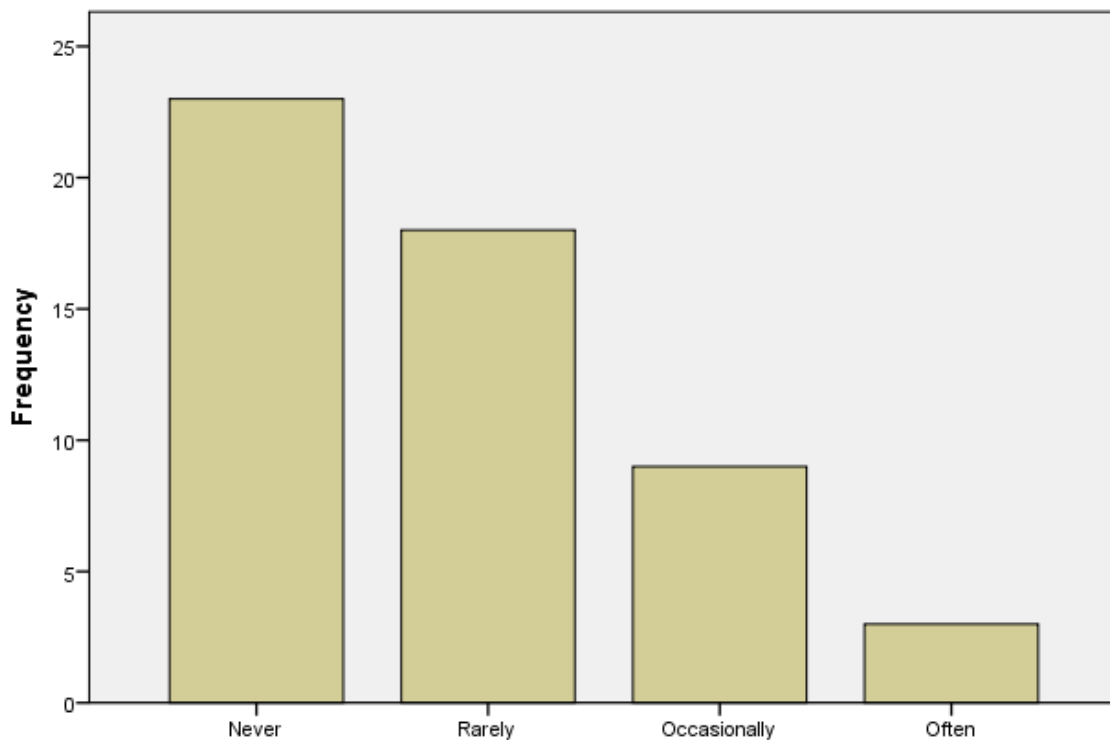
**Question 6 Frequency table**

6. Have you encountered an individual, in your organisation that you are afraid of?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never.	23	42.6	43.4	43.4
	Rarely.	18	33.3	34.0	77.4
	Occasionally	9	16.7	17.0	94.3
	Often.	3	5.6	5.7	100.0
Total		53	98.1	100.0	
Missing	99	1	1.9		
Total		54	100.0		

**Question 6 Bar chart**

6. Have you encountered an individual, in your organisation that you are afraid of?



6. Have you encountered an individual, in your organisation that you are afraid of?

Compared to the replies received for the rest of the behavioural questions, the replies to Question 6 are an exception. For the other behavioural questions the majority of replies received were 'Occasionally' or 'Often'.



But for Question 6: *'Have you encountered an individual in your organisation that you are afraid of?'* the majority of replies were *'Never'* or *'Rarely'*.

This could mean a number of possibilities; Possibly that the psychopaths who are present in these organisations do not overtly resort to intimidation or bullying tactics. Or it could be that the participants have a prevailing 'macho' culture and would not admit fear even if asked anonymously. There can also, of course, be different explanations that have not been considered here.

### Question 7 Frequency table

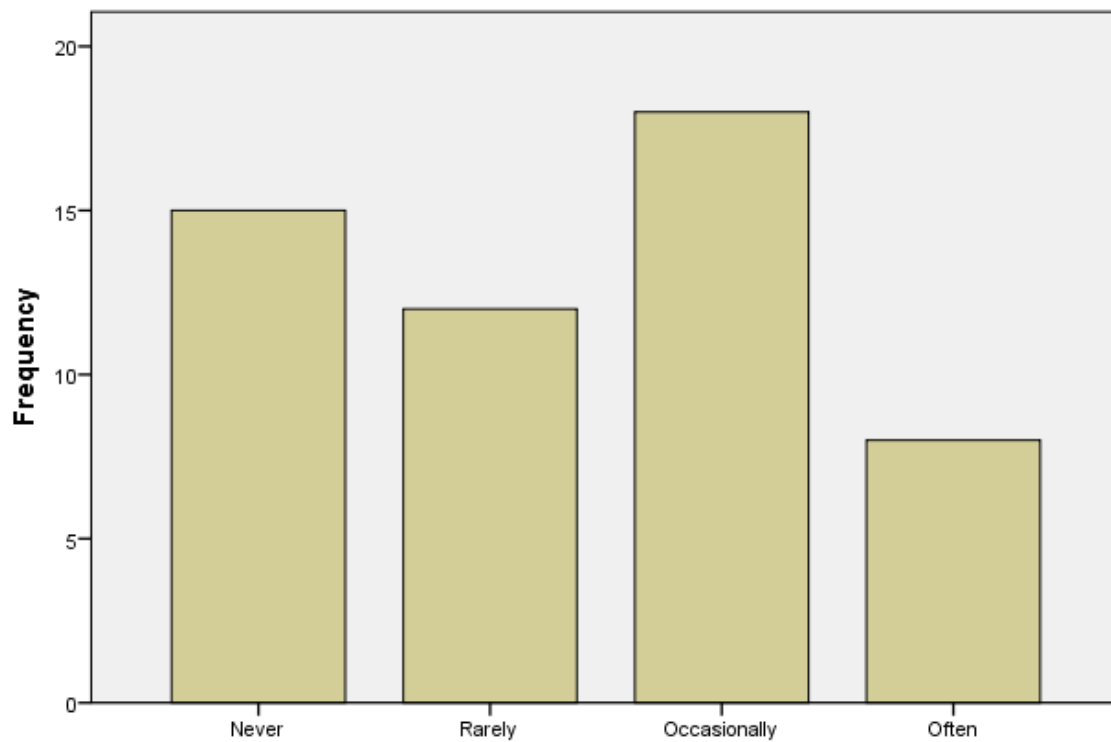
#### 7. Have you encountered an individual, in your organisation

who has no conscience?

	Frequency	Percent	Valid Percent	Cumulative Percent
Never.	15	27.8	28.3	28.3
Rarely.	12	22.2	22.6	50.9
Valid Occasionally	18	33.3	34.0	84.9
Often.	8	14.8	15.1	100.0
Total	53	98.1	100.0	
Missing 99	1	1.9		
Total	54	100.0		

**Question 7 Bar chart**

7. Have you encountered an individual, in your organisation who has no conscience?



7. Have you encountered an individual, in your organisation who has no conscience?

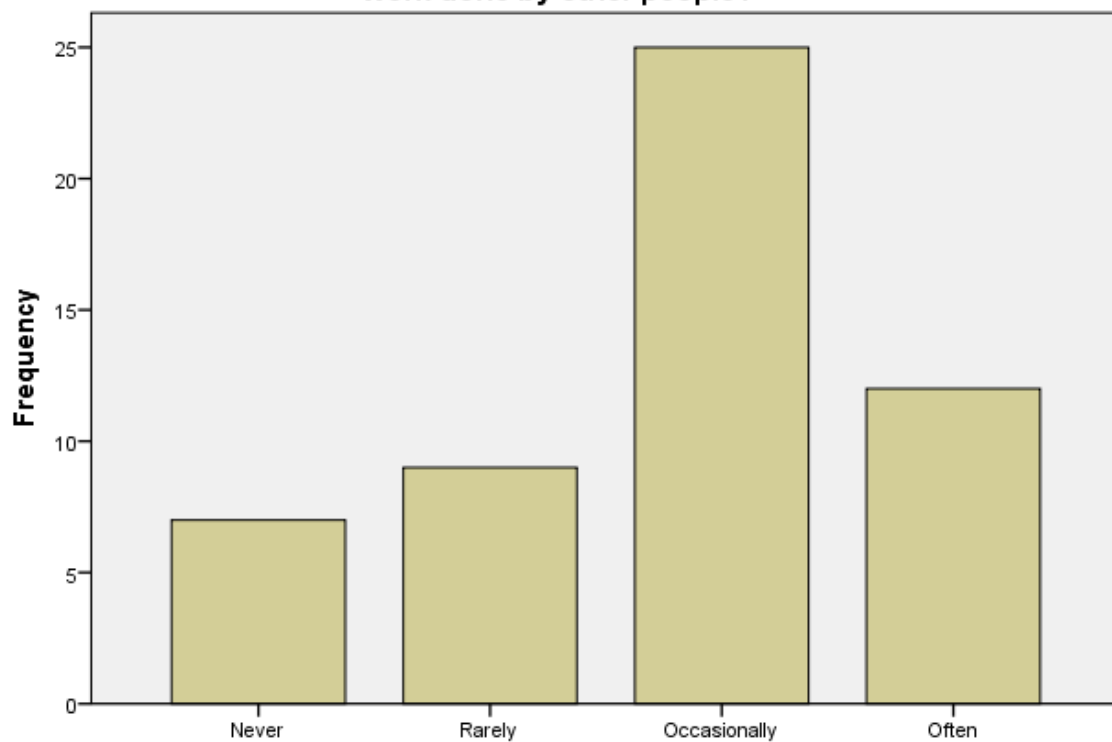
**Question 8 Frequency table**

**8. Have you encountered an individual, in your organisation,  
who takes credit for work done by other people?**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Never.	7	13.0	13.2	13.2
	Rarely.	9	16.7	17.0	30.2
Valid	Occasionally	25	46.3	47.2	77.4
	Often.	12	22.2	22.6	100.0
	Total	53	98.1	100.0	
Missing	99	1	1.9		
Total		54	100.0		

**Question 8 Bar chart**

8. Have you encountered an individual, in your organisation who takes credit for work done by other people?



8. Have you encountered an individual, in your organisation who takes credit for work done by other people?

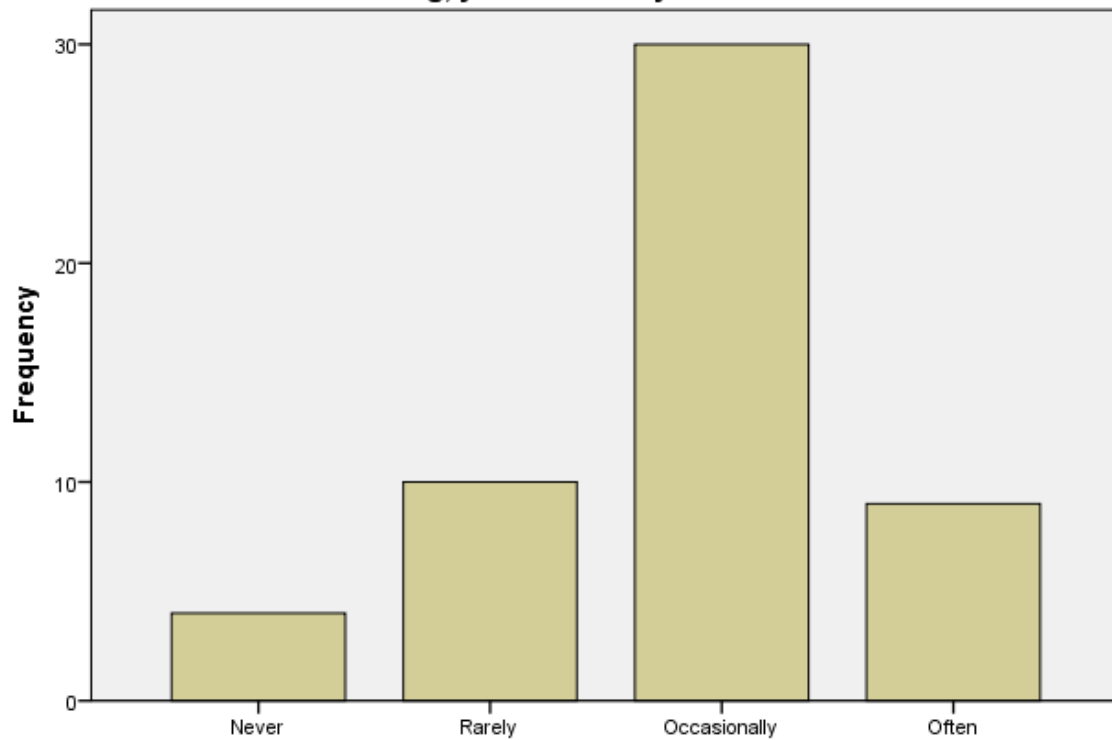
**Question 9 Frequency table**

**9. Have you encountered an individual, in your organisation who is superficially charming, yet emotionally shallow?**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Never.	4	7.4	7.5	7.5
	Rarely.	10	18.5	18.9	26.4
Valid	Occasionally	30	55.6	56.6	83.0
	Often.	9	16.7	17.0	100.0
	Total	53	98.1	100.0	
Missing	99	1	1.9		
Total		54	100.0		

**Question 9 Bar chart**

9. Have you encountered an individual, in your organisation who is superficially charming, yet emotionally shallow?



9. Have you encountered an individual, in your organisation who is superficially charming, yet emotionally shallow?

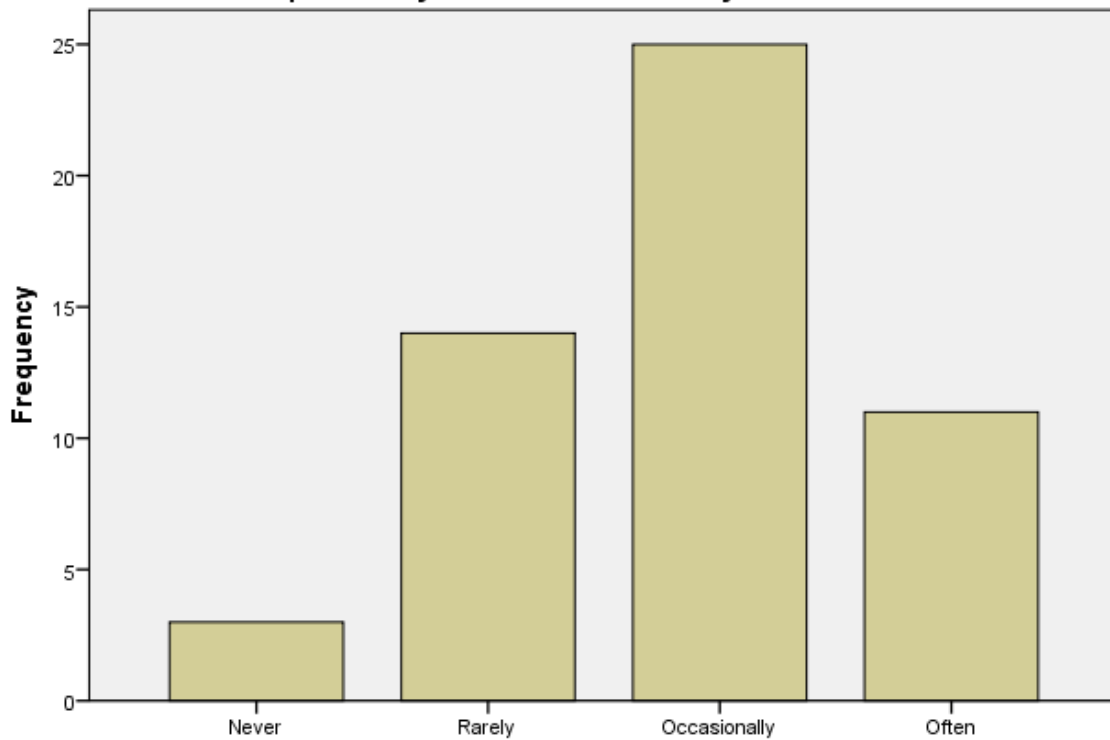
**Question 10**                      **Frequency table**

**10. Have you encountered an individual, in your organisation who fails to take responsibility for mistakes made by him/her?**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Never.	3	5.6	5.7	5.7
	Rarely.	14	25.9	26.4	32.1
Valid	Occasionally	25	46.3	47.2	79.2
	Often.	11	20.4	20.8	100.0
	Total	53	98.1	100.0	
Missing	99	1	1.9		
Total		54	100.0		

**Question 10**      **Bar chart**

10. Have you encountered an individual, in your organisation who fails to take responsibility for mistakes made by him/her?



10. Have you encountered an individual, in your organisation who fails to take responsibility for mistakes made by him/her?



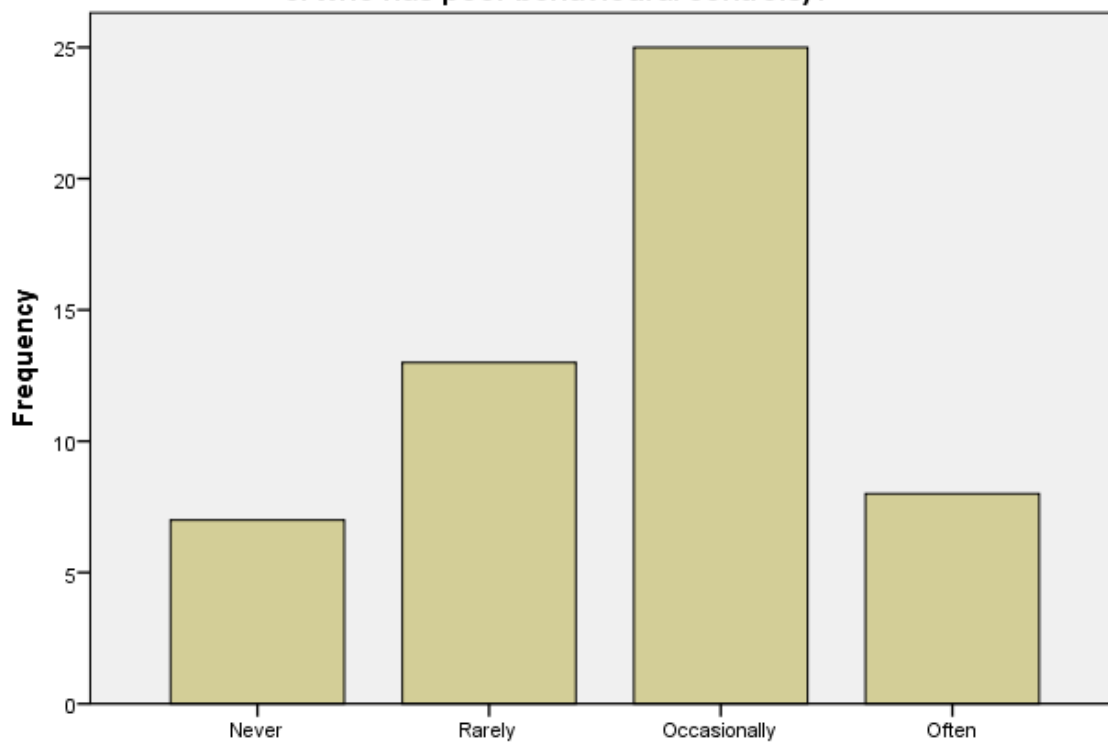
### Question 11      Frequency table

11. Have you encountered an individual, in your organisation who is disruptive (i.e. who has poor behavioural controls)?

	Frequency	Percent	Valid Percent	Cumulative Percent
Never.	7	13.0	13.2	13.2
Rarely.	13	24.1	24.5	37.7
Valid Occasionally	25	46.3	47.2	84.9
Often.	8	14.8	15.1	100.0
Total	53	98.1	100.0	
Missing 99	1	1.9		
Total	54	100.0		

**Question 11**      **Bar chart**

11. Have you encountered an individual, in your organisation who is disruptive (i.e. who has poor behavioural controls)?



11. Have you encountered an individual, in your organisation who is disruptive (i.e. who has poor behavioural controls)?

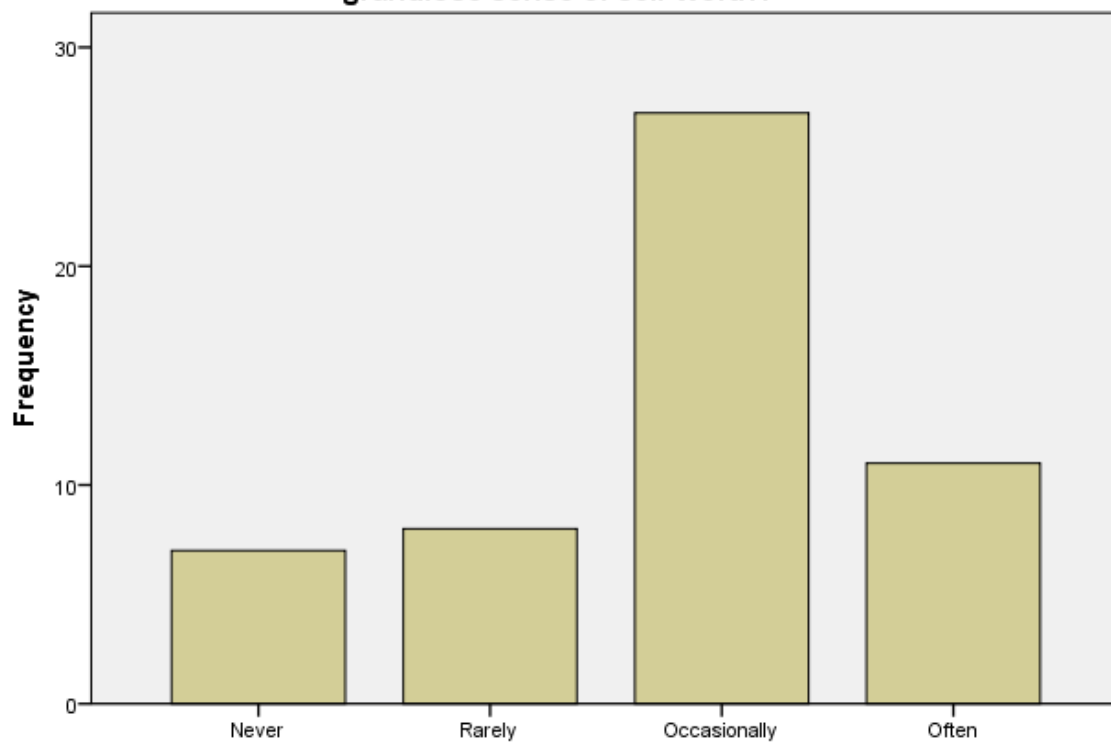
### Question 12      Frequency table

12. Have you encountered an individual, in your organisation who has a grandiose sense of self-worth?

	Frequency	Percent	Valid Percent	Cumulative Percent
Never.	7	13.0	13.2	13.2
Rarely.	8	14.8	15.1	28.3
Valid    Occasionally	27	50.0	50.9	79.2
Often.	11	20.4	20.8	100.0
Total	53	98.1	100.0	
Missing 99	1	1.9		
Total	54	100.0		

**Question 12**      **Bar chart**

**12. Have you encountered an individual, in your organisation who has a grandiose sense of self-worth?**



**12. Have you encountered an individual, in your organisation who has a grandiose sense of self-worth?**

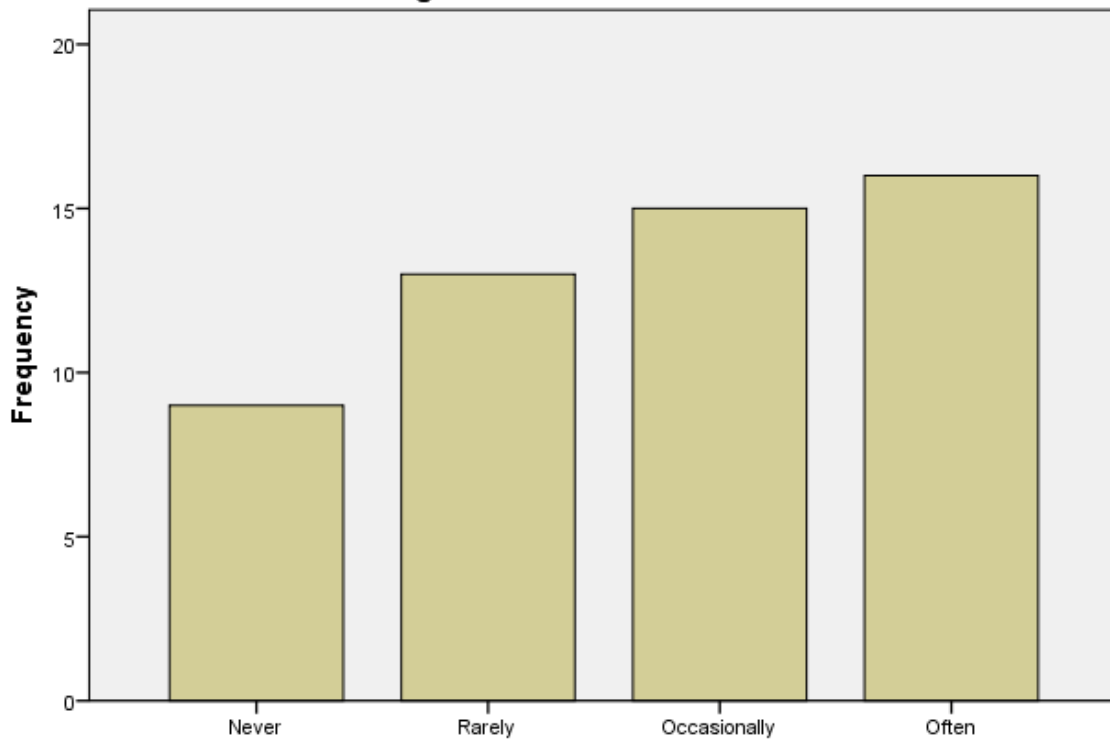
### Question 13      Frequency table

13. Have you encountered an individual, in your organisation who was promoted even though he/she did not deserved it?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid    Never.	9	16.7	17.0	17.0
Rarely.	13	24.1	24.5	41.5
Occasionally.	15	27.8	28.3	69.8
Often.	16	29.6	30.2	100.0
Total	53	98.1	100.0	
Missing 99	1	1.9		
Total	54	100.0		

**Question 13**      **Bar chart**

13. Have you encountered an individual, in your organisation who was promoted even though he/she did not deserved it?



13. Have you encountered an individual, in your organisation who was promoted even though he/she did not deserved it?

## Discussion of the results of the second (behavioural) part of the survey

Firstly, the composition of the sample group has to be taken into consideration. Most, with a few notable exceptions, are employees of medium to large organisations with the majority having no one reporting to them and a slightly smaller group having between 1 and 5 people reporting to them. The sample group is not at the executive leadership level of their organisations.

Promotion is therefore of vital importance to this group. Possibly the most important finding then in this part of the survey is Question 13 where the vast majority indicated that they had ‘Often’ or ‘Occasionally’ witnessed the promotion of a person who did not deserve promotion. This might be explained by Boddy (2011: 101) who quoted Kirkman’s view of psychopaths:

*“Being accomplished liars helps them obtain the jobs they want (Kirkman 2005).”*

To this Babiak, Neumann and Hare (2010: p.192) add:

*“Most of the participants with high psychopathy scores held high-ranking executive positions, and their companies had invited them to participate in management development programs. **This was in spite of negative performance reviews and other 360 degree data that were in the hands of corporate decision makers.**”* [Author added emphasis.]

Secondly it must be borne in mind that ten simple behavioural questions will not conclusively prove that someone is a psychopath. Specialist testing as discussed in Chapter 2 is required for that.

It is significant that the second part of the survey did however show that the participants had encountered some of the typical behavioural characteristics of psychopaths in their organisations.

The exception is Question 6: *'Have you encountered an individual in your organisation that you are afraid of?'* where the majority of replies were *'Never'* or *'Rarely'*. This could mean a number of possibilities; Possibly that the psychopaths who are present in these organisations do not overtly resort to intimidation or bullying tactics. Or it could be that the participants have a prevailing 'macho' culture and would not admit fear even if asked anonymously. There can also of course be different explanations that have not been considered.

Also of significance is that the questions posed to the participants measured frequency and not intensity. Thus it is possible that a participant could truthfully answer *'Rarely'* to a question about an encounter with an individual displaying a typical psychopathic trait and thereby creating the impression that the particular characteristic is not prevalent in the particular organisation.

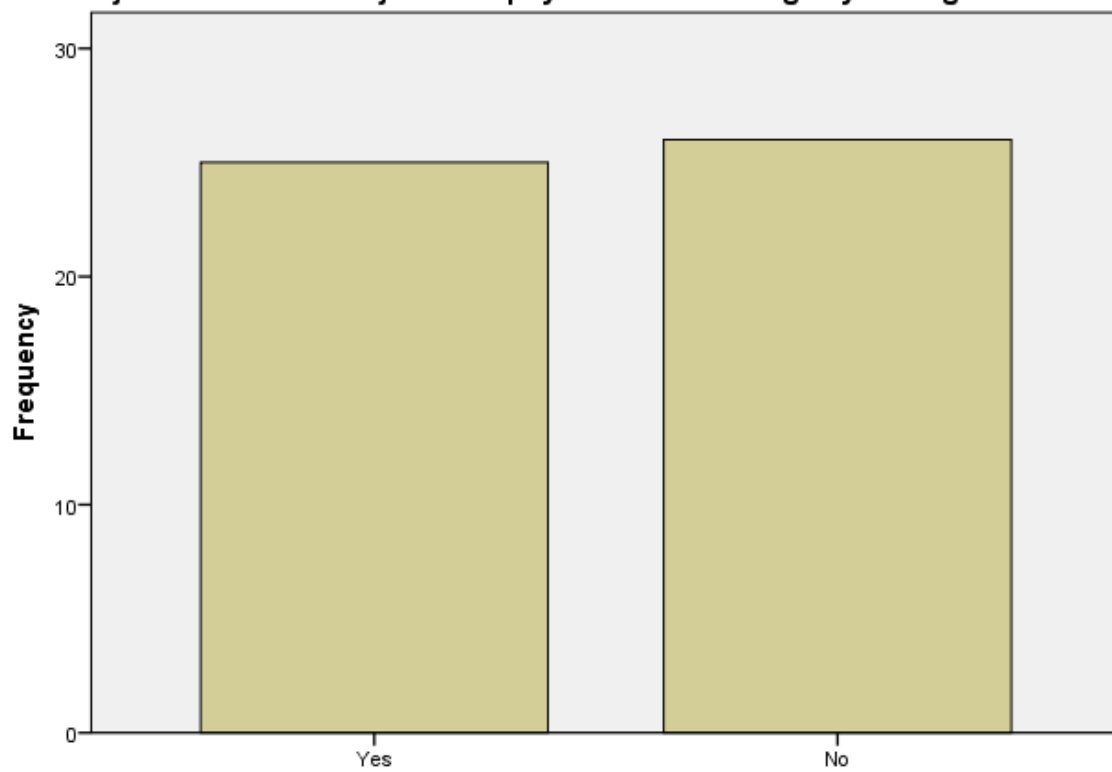
But what will not be shown is that the single particular encounter had been very destructive and had possibly had serious consequences for the individual and/or the organisation. It serves to be reiterated that the vast majority of individuals are not psychopaths. But a small number of psychopaths can have a severely destructive effect.



**Third part of the survey: Question 14 to Question 21****Question 14            Frequency table**

**14. Are job candidates subjected to psychometric testing in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes.	25	46.3	49.0	49.0
	No.	26	48.1	51.0	100.0
	Total	51	94.4	100.0	
Missing	99	3	5.6		
Total		54	100.0		

**Question 14**      **Bar chart****14. Are job candidates subjected to psychometric testing in your organization?****14. Are job candidates subjected to psychometric testing in your organization?**

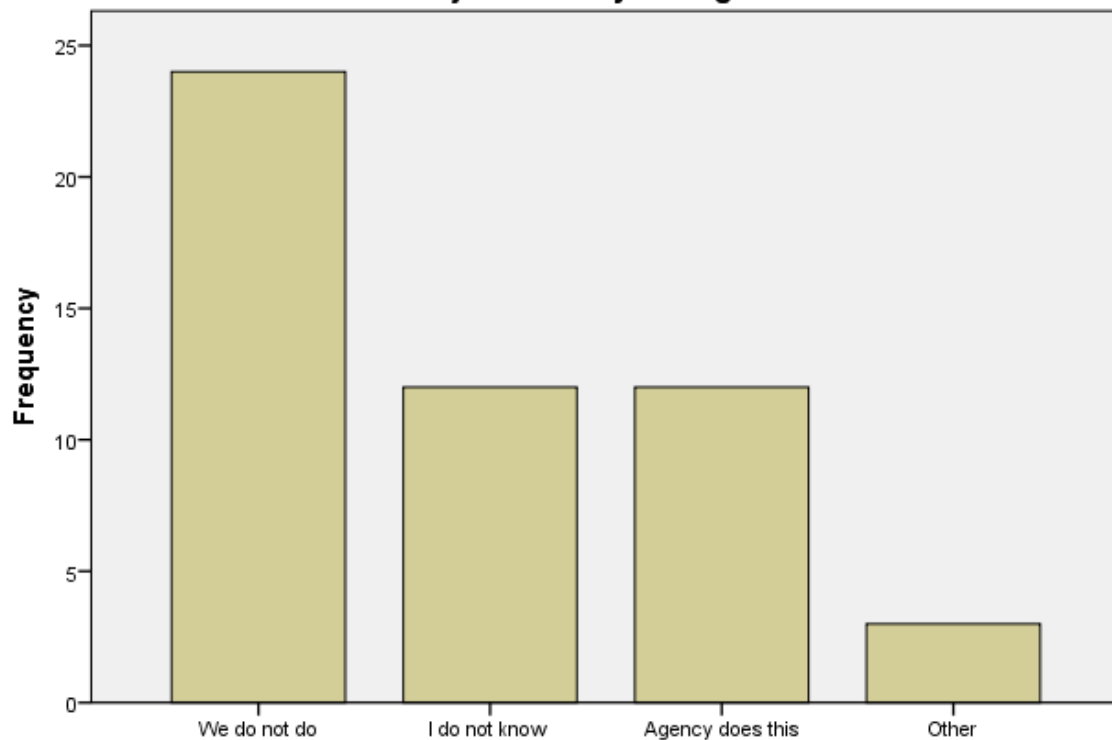
### Question 15      Frequency table

15. If you answered "Yes" to Question 14, what type of psychometric tests are job candidates subjected to in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	We do not do.	24	44.4	47.1	47.1
	I do not know.	12	22.2	23.5	70.6
	Agency does this.	12	22.2	23.5	94.1
	Other.	3	5.6	5.9	100.0
	Total	51	94.4	100.0	
Missing	99	3	5.6		
Total		54	100.0		

**Question 15**      **Bar chart**

15. If you answered "Yes" to Question 14, what type of psychometric tests are job candidates subjected to in your organization?



15. If you answered "Yes" to Question 14, what type of psychometric tests are job candidates subjected to in your organization?

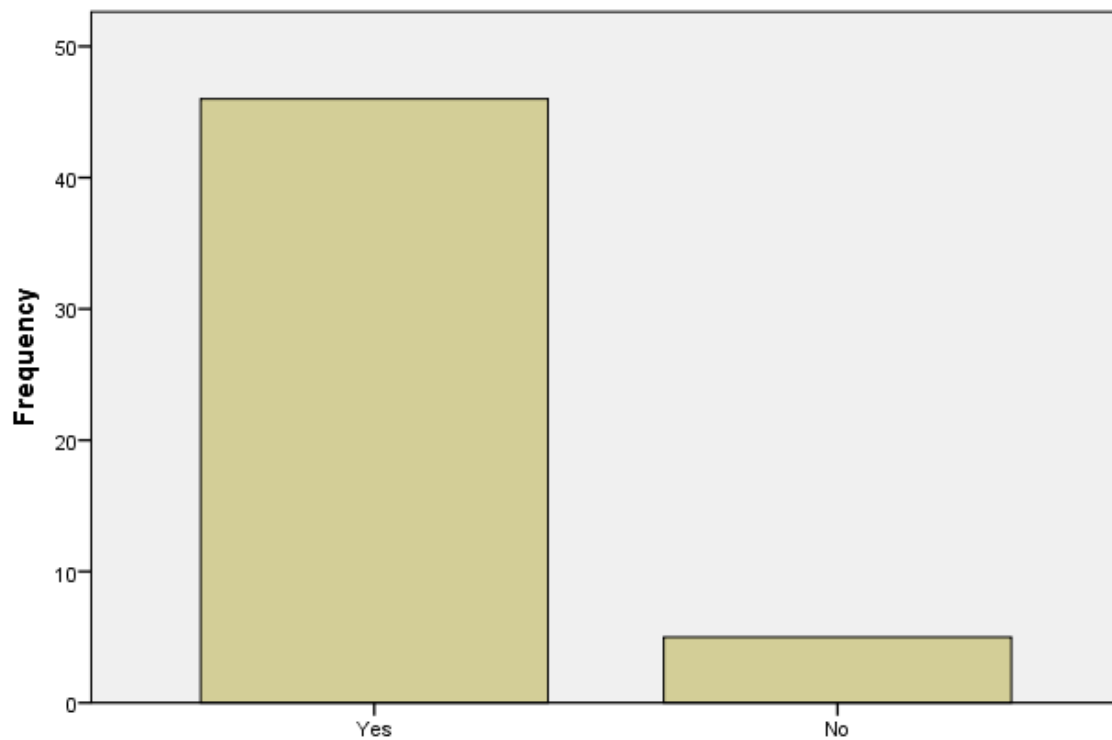
**Question 16**      **Frequency table**

**16. Does your organization verify a job candidate's previous employment record?**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes.	46	85.2	90.2	90.2
Valid	No.	5	9.3	9.8	100.0
	Total	51	94.4	100.0	
Missing	99	3	5.6		
Total		54	100.0		

**Question 16**      **Bar chart**

**16. Does your organization verify a job candidate's previous employment record?**



**16. Does your organization verify a job candidate's previous employment record?**

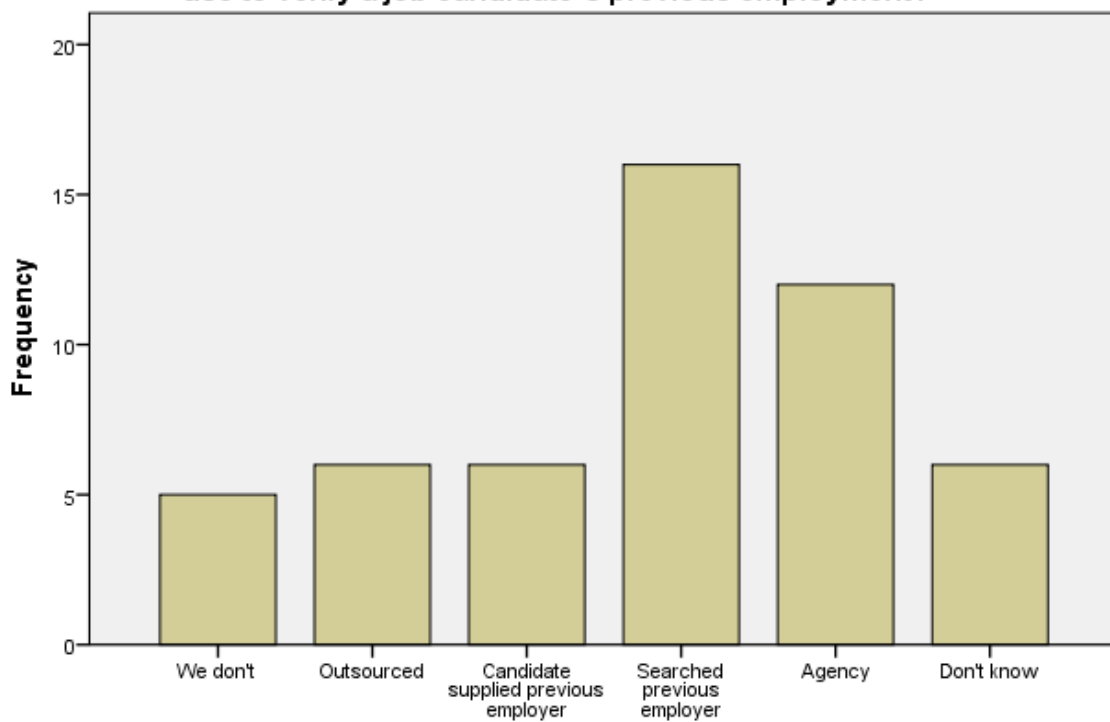
### Question 17      Frequency table

17. If you answered "Yes" to Question 16, what method does your organization use to verify a job candidate's previous employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	We don't.	5	9.3	9.8	9.8
	Outsourced.	6	11.1	11.8	21.6
	Candidate supplied previous employer.	6	11.1	11.8	33.3
	Search previous employer.	16	29.6	31.4	64.7
	Agency.	12	22.2	23.5	88.2
	Don't know.	6	11.1	11.8	100.0
	Total	51	94.4	100.0	
Missing	99	3	5.6		
Total		54	100.0		

**Question 17**      **Bar chart**

17. If you answered "Yes" to Question 16, what method does your organization use to verify a job candidate's previous employment?



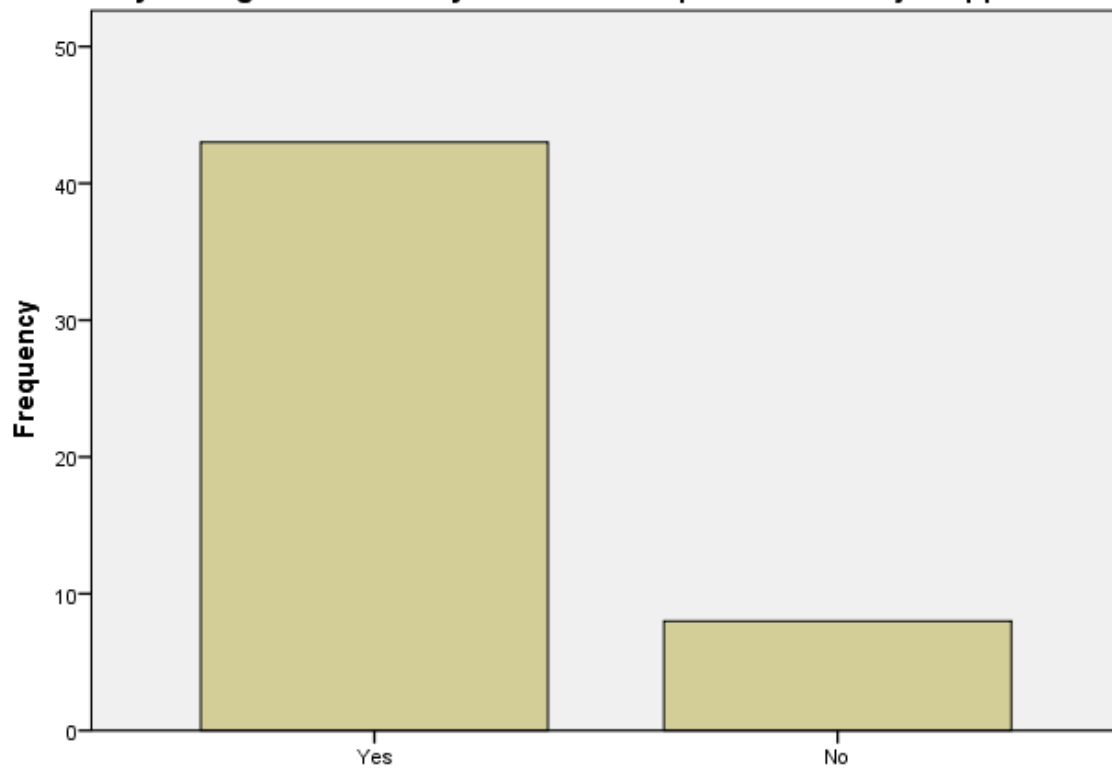
17. If you answered "Yes" to Question 16, what method does your organization use to verify a job candidate's previous employment?



**Question 18**      **Frequency table**

18. Does your organization verify the academic qualifications of job applicants?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes.	43	79.6	84.3	84.3
	No.	8	14.8	15.7	100.0
	Total	51	94.4	100.0	
Missing	99	3	5.6		
Total		54	100.0		

**Question 18**      **Bar chart****18. Does your organization verify the academic qualifications of job applicants?****18. Does your organization verify the academic qualifications of job applicants?**

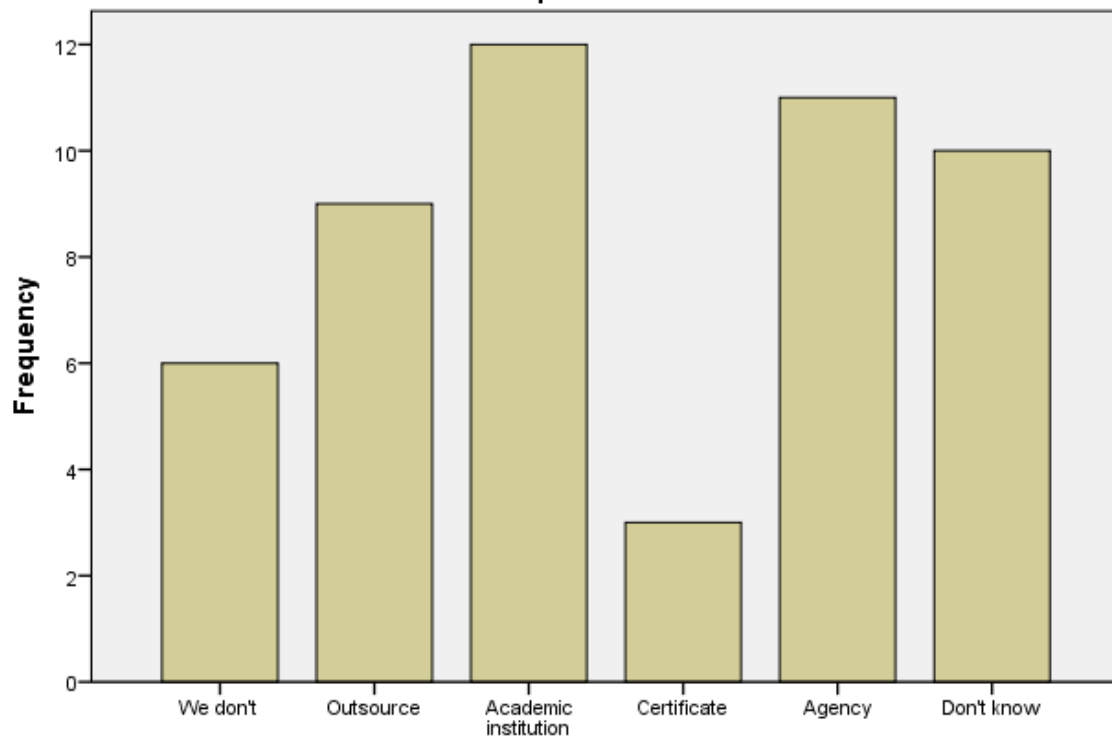
**Question 19**                      **Frequency table**

19. If you answered "Yes" to Question 18, how does your organization verify academic qualifications?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	We don't.	6	11.1	11.8	11.8
	Outsource.	9	16.7	17.6	29.4
	Academic institution.	12	22.2	23.5	52.9
	Certificate.	3	5.6	5.9	58.8
	Agency.	11	20.4	21.6	80.4
	Don't know.	10	18.5	19.6	100.0
	Total	51	94.4	100.0	
Missing	99	3	5.6		
Total		54	100.0		

**Question 19**      **Bar chart**

19. If you answered "Yes" to Question 18, how does your organization verify academic qualifications?



19. If you answered "Yes" to Question 18, how does your organization verify academic qualifications?

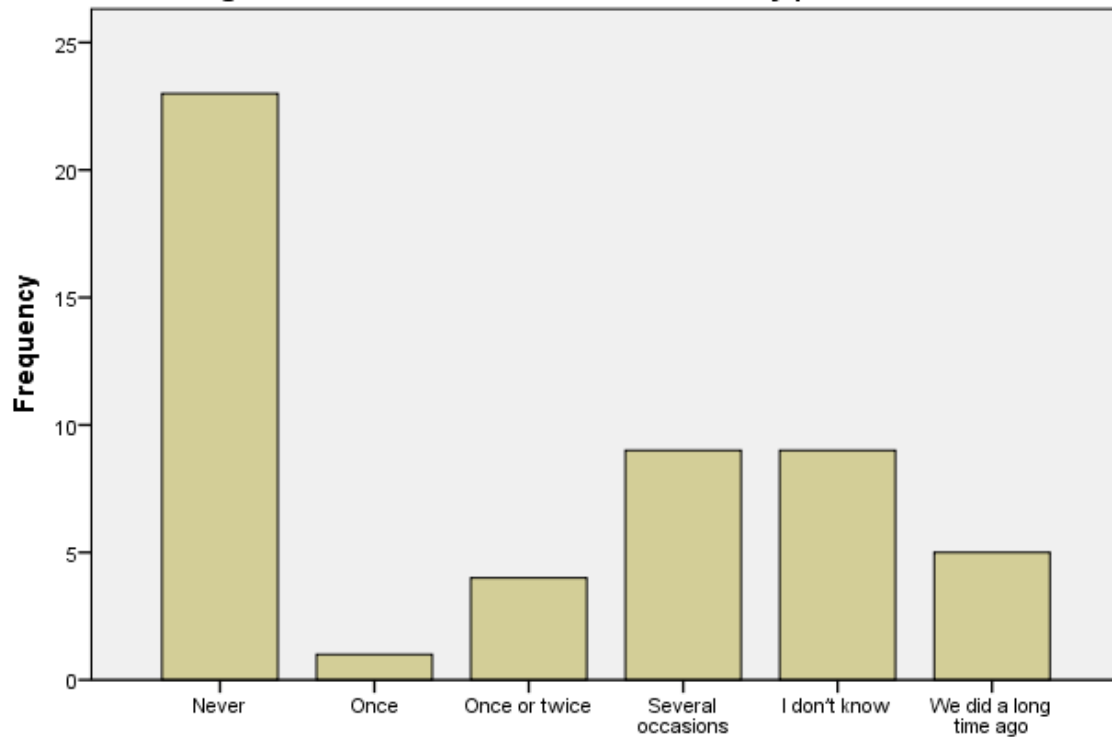
### Question 20      Frequency table

20. Has your organization recruited individuals but not subjected them to your organization's normal recruitment scrutiny process?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never.	23	42.6	45.1	45.1
	Once.	1	1.9	2.0	47.1
	Once or twice.	4	7.4	7.8	54.9
	Several occasions.	9	16.7	17.6	72.5
	I don't know.	9	16.7	17.6	90.2
	We did a long time ago.	5	9.3	9.8	100.0
	Total	51	94.4	100.0	
Missing	99	3	5.6		
Total		54	100.0		

**Question 20**      **Bar chart**

20. Has your organization recruited individuals but not subjected them to your organization's normal recruitment scrutiny process?



20. Has your organization recruited individuals but not subjected them to your organization's normal recruitment scrutiny process?

### Question 21      Frequency table

21. If your organization has bypassed its normal recruitment scrutiny process to recruit an individual, why do you think this was done?

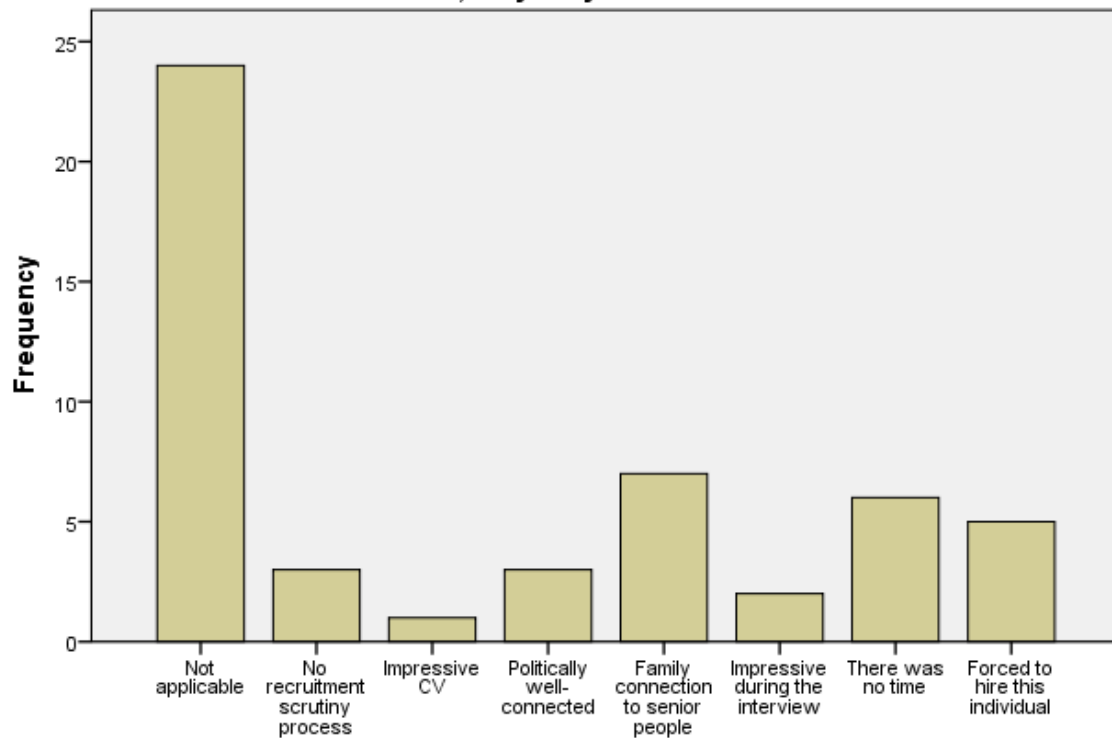
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Not applicable.	24	44.4	47.1	47.1
No recruitment screening process.	3	5.6	5.9	52.9
Impressive CV.	1	1.9	2.0	54.9
Politically connected.	3	5.6	5.9	60.8
Family connection to senior people.	7	13.0	13.7	74.5
Impressive during the interview.	2	3.7	3.9	78.4
There was no time.	6	11.1	11.8	90.2

We were forced to hire this individual.	5	9.3	9.8	100.0
Total	51	94.4	100.0	
Missing 99	3	5.6		
Total	54	100.0		



**Question 21**      **Bar chart**

21. If your organization has bypassed its normal recruitment scrutiny process to recruit an individual, why do you think this was done?



21. If your organization has bypassed its normal recruitment scrutiny process to recruit an individual, why do you think this was done?

## **Discussion of the results of the third (recruitment practises) part of the survey**

A serious flaw in the survey was discovered after the fact. It became clear that the third part of the survey, which deals with recruitment practises, was directed to the wrong audience. The survey was, with a few exceptions, sent to employees in the operational streams of their organisations.

Of the 54 replies received only three were from individuals who work in the Human Resources field. It cannot be expected that the majority of the participants would reliably know exactly what their organisations' recruitment practices involve. It is therefore highly likely that answers received had been cast in the mould of "*I presume this is what we do*" or "*Well, we should be doing this.*"

It is further believed that most respondents are biased in favour of the organisations that employ them; hence the high number of participants who indicated that their organisations does verify a job candidate's previous employers, references and academic qualifications. It gives meaning to the value of their own qualifications; that their qualifications were examined and found to be satisfactory.

A significant number of survey participants also indicated that their organisation relies on recruitment agencies to perform the verification process. Only by involving Human Resources practitioners and the recruitment agencies would it be able to conclusively pronounce on this aspect.

If, however it is true that a great number of the South African organisations represented by the sample group do perform verification of resumes this would be good news indeed.

The answer to Question 20: *‘Has your organization recruited individuals but **not** subjected them to your organization’s normal recruitment scrutiny process?’* is important here.

The fact that any exception, for whatever reason, to the normal scrutiny process was made raises a red flag. It means that someone was able to convince a decision maker to override the organisation’s process in favour of an individual. And once again we are reminded of Boddy (2011: 101) who quoted Kirkman’s view of psychopaths:

*“Being accomplished liars helps them obtain the jobs they want (Kirkman 2005).”*

The question that follows is related: *“21. If your organization has bypassed its normal recruitment scrutiny process to recruit an individual, why do you think this was done?”* Due to the positions the survey participants occupy in their organisations it is probable that they do not know the real reasons why the normal process was bypassed in favour of an individual. The answers most frequently chosen by survey participants were:

- *“The individual has a family connection to senior people in the organization.”*
- *“We were forced to hire this individual by a higher authority such as, for example, the board of directors / majority shareholders / holding company / foreign head office.”*

- *“There was no time. We needed to fill the position urgently.”*

It is submitted that possibly the first two answers simply mean that someone other than the usual decision maker had been influenced to bypass the normal recruitment scrutiny process in favour of an individual.

The third answer chosen by survey participants i.e. that time was limited, is of some concern. Once a psychopath has entered an organisation it is extraordinarily difficult to get rid of him.

The concept of limited time also needs to be analysed somewhat. It is debatable whether not doing anything about filling a vacant necessary position for a significant period of time, and then making a time-forced snap decision, really qualifies as having limited time.

There is also another angle to this problem. For bigger organisations the question raised is whether sufficient business continuity/contingency measures are in place. Ideally every member of an organisation has to play a significant role, in other words, if there are individuals whose departure has no effect on the organisation's functioning, it means that the organisation employs a number of unnecessary or useless individuals. This would necessitate a complete strategic re-think and falls outside of the ambit of this research report.

It is therefore suggested throughout this research report that an organisation should in all cases ensure that all job candidates are submitted to the organisation's scrutiny process.

The most serious flaw in the survey is that the pertinent question i.e. “*Does your organisation screen potential job candidates for psychopathy?*” is never asked.

It was reasoned that the questions in the online survey on behavioural characteristics i.e. Question 4 to Question 13, would possibly have been skewed if the emotion-laden word “psychopath” was used anywhere in the survey. With the wisdom of hindsight this should not have caused a problem as by the time the participant reached the part where this specific question on psychopathy is asked the behavioural questions would already have been completed.

Furthermore it had (very wrongly) been assumed that all participants would know the type of tests their organisations perform on job candidates and would readily be able to supply this as an answer to Question 15. This did not happen and the author bears full responsibility for this omission. Whether members of the sample group are aware of the various clinical screening tests for psychopathy that are available, is also not known.

## Fourth part of the survey: Question 22

### Question 22      Frequency table

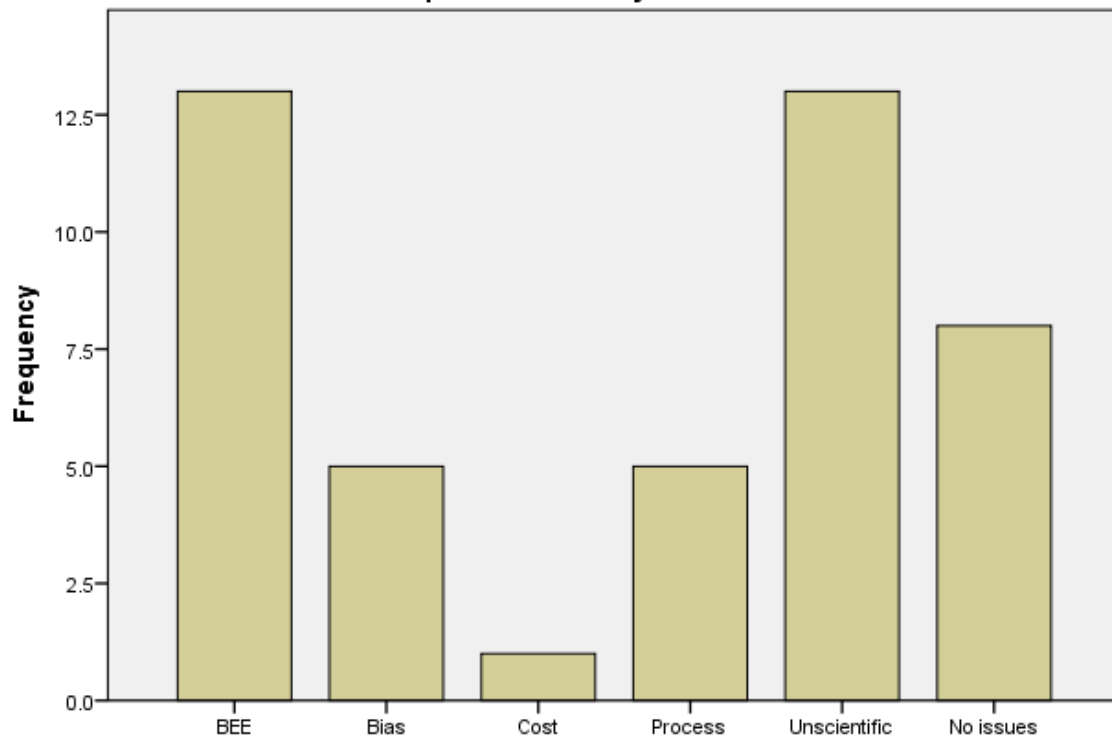
22. Kindly make any comment on recruitment practices in

South Africa that seem problematic to you.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BEE.	13	24.1	28.9	28.9
Bias.	5	9.3	11.1	40.0
Cost.	1	1.9	2.2	42.2
Process.	5	9.3	11.1	53.3
Not scientific.	13	24.1	28.9	82.2
No issues.	8	14.8	17.8	100.0
Total	45	83.3	100.0	
Missing 99	9	16.7		
Total	54	100.0		

**Question 22**      **Bar chart**

22. Kindly make any comment on recruitment practices in South Africa that seem problematic to you.



22. Kindly make any comment on recruitment practices in South Africa that seem problematic to you.

## **Discussion of the results of the fourth (qualitative) part of the survey: Question 22**

An unexpected response from of survey participants was that a significant number of them cited BEE (Black Economic Empowerment) policies as the main issue that is problematic in recruitment practices in South Africa.

Other than indicating that the vast majority of participants in the survey are white, not much more can be said that is helpful; especially from the perspective of psychopath-identification. In any event the subject of Black Economic Empowerment receives considerable research attention, especially in the context of change management and it is not the focus of this research report.

Of more importance when writing on the subject of psychopaths is that a significant number of survey participants indicated that the fact that recruitment is not being conducted in a scientific manner is most problematic to them. In this context the recommendations made in Chapters 2 and 6 might possibly help to make the recruitment process more scientific and thus more beneficial to organisations and the individuals that are active in them.



## **Summary and Conclusion**

In Chapter 5 we discussed the findings of the survey that was described in Chapter 4. The findings were discussed as well as the shortcomings of the sample survey. Recommendations flowing from the findings will be discussed in Chapter 6.

## **Chapter 6 Findings and Recommendations**

### **Introduction**

In the final chapter the objectives of this research report are revisited and academic as well as practical recommendations are made.

The objectives of this research report stated in Chapter 1 are:

- To establish whether South African organisations are aware of the problems caused by psychopaths.
- To establish what screening processes are in place in South African organisations to identify psychopaths.
- To suggest additional measures that would prevent the recruitment of psychopaths into organisations.

### **Findings**

#### **Findings on Objective 1**

The results of the survey show that participants in the sample group did come into contact with individuals who exhibit psychopathic characteristics in their organisations.

What the survey could not show, due to its quantitative rather than qualitative character, is the severity of the impact that contact with a possibly psychopathic individual had on the participants.

Without conducting clinical screening tests for psychopathy as described in Chapter 2 on every individual it would not be possible to make any conclusive pronouncements on the prevalence of psychopathy.

The general ignorance of the existence of the condition of psychopathy, is to the psychopath's advantage. The distinction between the 'successful' and the 'unsuccessful' psychopath as explained by Mullins-Nelson, Salekin, and Leistico (2006) is helpful. The 'successful' psychopath occupies the proverbial 'corner office' of a large corporation, as opposed to the 'unsuccessful' psychopath who occupies a prison cell.

The Hollywood horror movie image of the raving mad, 'dirty' axe-murdering serial killer as the *only* type of psychopath in existence enables the successful corporate psychopath to hide in plain sight by crafting an image of reasonableness and intelligence, by dressing sharply and coming across as civilised and 'clean' in contrast to the "dirty" axe-murderer stereotype. Remember Smith's (2012) comments published in the New York Times, quoted in Chapter 1.

The problem is compounded by the fact that currently, in many organisations, psychopaths have entrenched themselves in positions of power.

Ultimately it is not possible to clearly state whether or not South African organisations are aware of the problems caused by psychopaths. Problems in

organisations are recognised but because the psychopath is so adept at shifting blame the wrong individuals are often labelled as the source of problems.

### **Findings on Objective 2**

If the general results of the survey are indicative, South African organisations have improved their verification of job applicants' resumes, somewhat.

No survey participant made mention of any clinical screening test for psychopathy being used in their organisations.

It is significant that a large number of survey participants indicated that the most problematic aspect of recruitment in South African organisations is that it is 'unscientific'. To this end the recommendations made as a conclusion of Objective 3 below, and especially the recommendations for practice, are relevant.

### **Findings on Objective 3**

Researching all of the objectives led to a number of academic recommendations which follow below.

Thereafter additional measures to prevent the recruitment of psychopaths in pursuit of specifically Objective 3 are found below in the recommendations for practice.

## **Recommendations**

### **Academic recommendations**

Clearly the need for further research is always imperative.

Further research into psychopathy is required, especially in South Africa and specifically in the South African business / organisational sphere. Studies of senior executives would be especially relevant.

Internationally, research into the apparent link between psychopathic individuals and the causes of the 2008 economic meltdown would be especially useful.

Further developing and enhancing the screening tests used to detect psychopathy would also be beneficial.

In this research report the focus is on the recruitment phase of an individual's organisational life, but further research into how to deal with psychopaths who were recruited earlier and are now entrenched in the organisation is clearly needed.

Developing procedures for organisations to deal with psychopaths in their midst would be highly beneficial for organisational functioning. Likewise, developing coping mechanisms for the victims of corporate psychopaths would also be beneficial.

Ultimately finding a cure for psychopathy would be highly desirable.

---

## **Recommendations for practice**

The three practical solutions proposed in this research report are firstly, to in all instances launch an investigation to verify the job candidate's resume, secondly, to in all instances clinically test for psychopathy and thirdly to make use of the three months probation period allowed in South African labour law to terminate bad recruitment decisions.

### **Recommendation 1**

It cannot be over-emphasised that an organisation has to, in all instances, launch an investigation to verify the authenticity of resumes. Babiak and Hare (2007: 213) state it in short as:

*“To uncover psychopathic deceit, it is essential that every piece of information contained on the resume be verified. This is time intensive but worth the effort.”*

It is recommended that this be done in conjunction with testing for psychopathy. The investigation should also include checking whether job candidates have criminal records, and if so, for what offence(s). The verification of information in resumes is reiterated, as this seems to be the best guard against all undesirables, including psychopaths, entering an organisation. It is also a relatively cost effective way of preventing problems.

This issue is so fundamentally and critically important that the first of the recommendations made in this research report is that this suggestion of Babiak and Hare (2007: 213) cited above, be

incorporated in the adaptation of Cameron's (2006: 39 – 73)

Recruitment steps shown further below. This should take the form of a thorough investigation into the job applicant's background to verify the authenticity of purported academic qualifications, professional admissions and job experience.

Criminal records should also be checked. This entails simply visiting the website of the South African Police Service at  
<<http://www.saps.gov.za>>

and entering the individual's identity number to get a 'Yes'/'No' reply. Details are obtained via the form SAPS365 currently issued to a member of the public at a fee of Rand 59-00. This exact form is used when a South African citizen seeks to apply for a job overseas and needs to prove 'good behaviour' for visa purposes. It is recommended that South African organisations utilise it locally as part of the screening process of job applicants.

With two of the most prominent traits of a psychopath, other than the absence of conscience, being untruthfulness, coupled to delusions of grandeur, it is reasonably safe to assume that a psychopathic job candidate has embellished his or her resume.

It is my submission that this background investigation to verify resumes is one of the most important tools in the attempt to prevent psychopaths from being recruited and that the time and resources spent on resume verification pales into insignificance when compared to the financial loss, time wasted, disruption and emotional anguish and spoiled effort caused by psychopaths being hired and promoted in your organisation.

No opinion is expressed in this research report on whether an organisation should first do background checking or first do interviews, as long as neither are neglected.

The crucial point in the recruitment process for the organisation is when fraud is uncovered in a job candidate's resume, by whatever means. A choice has to be made between three alternatives;

1. Report the fraudulent misrepresentation to the authorities for prosecution,
2. Ignore the fraudulent misrepresentation but eliminate the candidate from the organisation's recruitment process
3. Ignore the fraudulent misrepresentation made in the resume and go ahead with the recruitment of the possibly psychopathic candidate.

The first choice would be the colloquial 'good corporate citizen' approach but unfortunately seldom happens in practice, as it takes time and courage to testify in Court.

The second choice protects one's own organisation and makes it someone else's problem. This seems to be the easy option but it needs to be borne in mind that the determined psychopath can always make an attempt to enter the organisation later. Few organisations bother to keep the records of unsuccessful candidates for any significant period of time. An organisation's hiring staff at the time also move on to fulfil other roles and it would not be reasonable to expect of newcomers to be aware of all candidates that have submitted



fraudulent resumes previously. Obviously maintaining such a database is a sensible precaution.

At first glance making the third choice seems to be absurd. But one must emphasise that by *not* doing verification of resumes, this is in fact the choice that the organisation makes.

Also to be borne in mind that resume verification is relatively simple and can be performed by employees or outsiders that are relatively paid less compared to a highly paid person who is hired and later uncovered to be psychopathic by the trail of destruction left in your organisation. Or worse the wrong people get blamed and persecuted in your organisation for the destruction caused by a psychopathic recruit.

But if the organisation does *not* perform verification of these qualifications, work history and awards received chances are great that the psychopathic fraudster's fake or heavily padded resume will be one of those selected during the recruitment process. And the organisation would metaphorically have handed the keys to the emperor's treasure room to a criminal.

### **Recommendation 2**

The second recommendation made in this research report is that specialised clinical tests conducted by qualified professionals are used to screen potential job candidates for psychopathic traits. This has to be the organisation's policy and applied without exception.

It is submitted that the price of screening tests is far outweighed by the potential damage done to the organisation by a psychopath.

According to Miles (2012) psychiatrists would use the criteria in the DSM IV R (Diagnostic and Statistical Manual of Mental Disorders, Fourth Edition Revised) to test for a personality disorder. The American Psychiatric Association (2012), which publishes the DSM IV R, describes it as:

*“The Diagnostic and Statistical Manual of Mental Disorders (DSM) is the standard classification of mental disorders used by mental health professionals in the United States. It is intended to be applicable in a wide array of contexts and used by clinicians and researchers of many different orientations (e.g., biological, psychodynamic, cognitive, behavioral, interpersonal, family/systems). The Diagnostic and Statistical Manual of Mental Disorders, Fourth Edition (DSM-IV) has been designed for use across clinical settings (inpatient, outpatient, partial hospital, consultation-liaison, clinic, private practice, and primary care), with community populations. It can be used by a wide range of health and mental health professionals, including psychiatrists and other physicians, psychologists, social workers, nurses, occupational and rehabilitation therapists, and counselors. It is also a necessary tool for collecting and communicating accurate public health statistics.”*

In addition Miles (2012) recommends that a clinical psychologist also have the individual complete a MMPI questionnaire. Depending on the assessment thereof a diagnosis of Anti-social personality traits/disorder can be made.

Framingham (2012) describes the MMPI in broad outlines:

*“The Minnesota Multiphasic Personality Inventory (MMPI) is a psychological test that assesses personality traits and psychopathology. It is primarily intended to test people who are suspected of having mental health or other clinical issues. ....*

Testing, for example a job candidate, for antisocial personality disorder or psychopathy, is by no means quick, nor easy. Framingham (2012) explains the process:

*The MMPI is currently commonly administered in one of two forms — the MMPI-2, which has 567 true/false questions, and the newer MMPI-2-RF, published in 2008 and containing only 338 true/false items. While it’s commonly administered by computer nowadays (and requires no direct professional involvement during its administration), psychological testing is nearly always preceded by a clinical interview by the psychologist who is doing the testing. After the computer scores the test results, the psychologist writes up a report interpreting the test results in the context of the person’s history and current psychological concerns.*

It is emphasized that only a suitably qualified professional can assess whether an individual has psychopathic traits or not and no layperson should attempt this. Framingham (2012), for example says:

*“The Minnesota Multiphasic Personality Inventory is considered a protected psychological instrument, meaning it can only be given and interpreted by a psychologist trained to do so.”*

Over a period of some 35 years, Hare (2012) and his colleagues developed a number of psychopathy rating scales. These are the:

- PCL-R
- PCL-SV
- P-SCAN
- PCL-YV, and
- APSD.

Hare (2012) also warns that the potential for harm is considerable if the rating scales are used incorrectly or if the user is not familiar with the clinical and empirical literature pertaining to psychopathy. In order to use the rating scales Hare (2012) requires that clinicians should:

- *“Possess an advanced degree in the social, medical, or behavioral sciences, such as a Ph.D., D.Ed. or M.D.*
- *Be registered with the local state or provincial registration body that regulates the assessment and diagnosis of mental disorder (e.g., psychological or psychiatric association);*
- *Have experience with forensic populations (as demonstrated by registration as a diploma in forensic psychology or psychiatry, completion of a practicum or internship in a clinical-forensic setting, or at least two years of relevant work-related experience)*
- *Limit their use of the **PCL-R** to those populations in which it has been fully validated. The manual, published in 1991, stated that this meant only adult male forensic populations (e.g., institutional or community correctional facilities, forensic psychiatric hospitals, and pre trial evaluation or detention facilities.) However, there now is enough*

*empirical evidence to support its use with female and adolescent offenders, as well as with sex offenders.*

- *Insure that they have adequate training and experience in the use of the **PCL-R**. We further recommend that, wherever possible, the **PCL-R** scores of two independent raters should be averaged so as to increase the reliability of the assessment.”*

South African law echoes this sentiment that whoever has to pronounce on whether an individual is psychopathic or not be a suitably qualified and experienced professional. Section 37 of the Health Professions Act, Number 56 of 1974, allows only registered psychologists to perform ‘psychological acts’ which in relation to evaluation, testing and assessment inter alia includes testing for psychopathy.

This matter is considered serious enough that in South Africa the Psychometrics Committee of the Professional Board for Psychology, which functions under the authority of the Health Professions Council of South Africa, states in its ‘Form 207 Lists of tests classified as being psychological tests’, as supplied to the author by Matsimbi (2011), that not even psychometrists will be permitted to use:

*“ .... measures that are used for the diagnosis of psychopathology (e.g., MMPI-2).”*

Of vital importance is that the integrity of the professional doing the testing and interpreting the results should be above reproach. A psychopath in a leadership position will have a field day getting rid of potential opponents if he/she has a corrupt psychologist or psychiatrist in his pocket.

Important here is also that the organisation's decision makers should *not* disregard the results of the ability tests or the clinical tests used to identify psychopathy just because the candidate made a favourable impression at the interview, as described earlier.

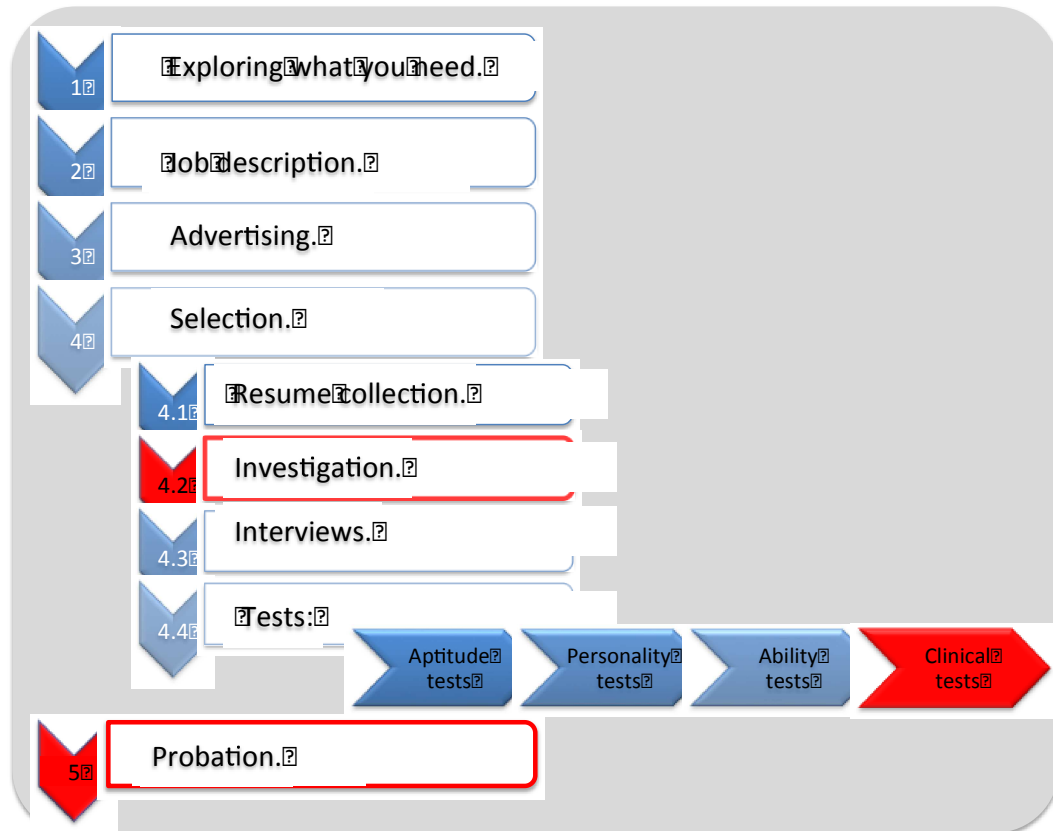
It is of the utmost importance that organisations that decide to implement clinical screening tests for psychopathy implement these tests universally and not selectively. It is of absolutely no use having screening in place but then allowing some individuals to bypass the screening. Especially at the most senior level in the organisation.

Despite the claim that clinical screen tests done by qualified professionals is prohibitively expensive it is nevertheless strongly recommended that these tests be performed on all job applicants, but especially those for senior positions.

Even if an organisation wishes to save money on testing broadly, which is strongly advised against, it is recommended that testing for psychopathy be especially done on *all* those in senior positions as well as all those aspiring to senior positions.

Recommendations 1 and 2 lead to a proposed enhancement of the recruitment process described by Cameron (2006: 39 – 73) that was discussed in Chapter 2. The enhanced process is shown graphically in Figure 6 below.

Figure 6.



**Figure 6: An enhancement of Cameron's (2006:39-73) four recruitment steps, presented graphically, with suggested additions by the author in red.**

### Recommendation 3

A simple fact, often ignored in practice to the detriment of the organisation, is that South African labour law allows organisations a three months probation period. One gets the impression however that once candidates have been appointed they are 'forgotten' and this crucial tool in the employer's toolbox is not readily made use of.

Therefore the third recommendation made in this research report is that organisations monitor the new recruit carefully during the probation period and if any signs of a bad recruitment decision are present to terminate the employment contract during the probation period when one can easily and legally do so. This is the organisation's last chance to terminate bad recruitment decisions without difficulty and it is suggested that organisations more readily make use of this facility.

## **Summary and Conclusion**

In the final instance, based on the literature perused and the results of the online survey, the answer to the Problem statement of Chapter 1 to whit:

“The current pre-employment screening practices of South African organisations do not prevent the recruitment of psychopaths.”

is affirmative.

As was mentioned earlier in this research report, it would seem advisable that individuals on all leadership levels of an organisation, but especially at the very top, should constantly, with an open mind and a lack of naivety, make his or her own enquiries about *any* set of facts presented to him/her.



Therefore a great responsibility lies on all in leadership positions and in the professions to adhere to ethical standards.

It should always be borne in mind that; in the psychopath, we are dealing with a remorseless liar, who appears absolutely honest.

The enemy is not at the gates. The enemy is standing right behind you, smiling.

The end.

## References

- Amos, T. (2006) "Strategic leadership: key driver of strategy implementation" in Louw and Venter (eds). 2006. *Strategic Management: Winning in the Southern African Workplace*. Cape Town, Oxford University Press p. 351 – 391 Available from: <<http://www.sbleds.ac.za>> [Date accessed: 11 October 2010]
- Babiak, P. and Hare, R.D. 2007 *Snakes in Suits: When psychopaths go to work*. (paperback edition) New York, HarperCollins.
- Babiak, P. Neumann, C.S. and Hare, R.D. 2010, "Talking the walk" *Behavioral Sciences and the Law* [online] 28: 174-193 [www.interscience.wiley.com](http://www.interscience.wiley.com) Available from: <<http://onlinelibrary.wiley.com/oasis.unisa.ac.za/doi/10.1002/bsl.925/pdf>> [Accessed 7 April 2011].
- Boddy, C.R. 2011 *Corporate Psychopaths: Organisational Destroyers* Basingstoke, Palgrave MacMillan
- Boddy, C.R.P., Ladyshevsky, R. and Galvin, P. 2010 "Leaders without ethics in global business: corporate psychopaths" *Journal of Public Affairs* [online]. 10, pp 121-138 [www.interscience.wiley.com](http://www.interscience.wiley.com) Available from: <<http://onlinelibrary.wiley.com/oasis.unisa.ac.za/doi/10.1002/pa.352/pdf>>

[Accessed 7 April 2011].

Branch, S., Ramsay, S., and Barker, M. 2007 “Managers in the firing line: Contributing factors to workplace bullying by staff - an interview study.’ *Journal of Management and Organization*, [online] 13(3), 264-281.

Available from:

<<http://search.proquest.com/docview/233255065?accountid=14648>>

[Accessed 10 March 2012]

Cameron, S. 2006 “Recruitment and Selection” in *Block 2 The Practice of Management*. Study guide for the MBA course B713 Fundamentals of Senior Management. Milton Keynes, Open University.

Cima, M., Tonnaer, F., and Hauser, M.D. 2010 “Psychopaths know right from wrong but don’t care” *Social Cognitive and Affective Neuroscience* [online] 5(1) pp 59-67 [scan.oxfordjournals.org](http://scan.oxfordjournals.org)

Available from:

<<http://scan.oxfordjournals.org/content/5/1/59.full.pdf+html>>

[Accessed 18 April 2011].

Clarke, J. 2005 *Working with Monsters: How to identify and protect yourself from the workplace psychopath*. Sydney, Random House.

Cleckley, H. 1988 *The Mask of Sanity: An attempt to clarify some issues about the so-called psychopathic personality*. Augusta. Emily S. Cleckley (previous editions published by the C.V. Mosby Co.).

Constitutional Court of the Republic of South Africa 1995 *The matter of the State versus T Makwanyane and M Mchunu*, Case number CCT/3/94 Braamfontein. Constitutional Court of the Republic of South Africa

Fowles, D.C. 2011 “Current Scientific views of Psychopathy” in *Psychological Science in the Public Interest: A Journal of the Association for Psychological Science*. [online] Vol 12,3 : pp 93 – 94 Iowa

Available from:

<http://0-psi.sagepub.com.oasis.unisa.ac.za/content/12/3/93.1.full>

[Accessed 18 Feb 2012]

Gallo, A. 2012 “How to work with someone you hate.” *Harvard Business Review* [online] Boston. Harvard Business Publishing

Available from:

<<http://blogs.hbr.org/hmu/2012/01/how-to-work-with-someone-you-h.html>>

[Accessed 13 February 2012]

Glannon, W. 2008 “Moral Responsibility and the Psychopath”

*Neuroethics* [online] 1, pp 158-166 Springer Science & Business Media.

Available from:

<<http://0->

[www.springerlink.com.oasis.unisa.ac.za/content/a11417667w6333g1](http://www.springerlink.com/oasis.unisa.ac.za/content/a11417667w6333g1)

[/fulltext.pdf](http://www.springerlink.com/oasis.unisa.ac.za/content/a11417667w6333g1/fulltext.pdf)>

[Accessed 17 April 2011].

Hare, R.D. 2012 Without Conscience: Robert Hare’s Web Site dedicated to the study of Psychopathy[online].

Available from:

<<http://www.hare.org/>>

[Accessed 21 April 2012].

Janse van Rensburg, S. [lecturer at Rhodes University, Grahams Town] (sjansevanrensburg@gmail.com) 26 April 2012

Re: *Basic statistical terms*. Email to author

(albert.marais@resbank.co.za)

Kaplan, H.I. and Sadock, B.J. 1991 *Synopsis of Psychiatry: Behavioral Sciences: Clinical Psychiatry*. Sixth edition. Philadelphia. Lippincott Williams & Wilkins.

Kelley, P.L., Jacobs, R.R. and Farr, J.L 1994 “Effects of Multiple Administrations of the MMPI for Employee Screening” *Personnel Psychology 1994*, 47, University Park, The Pennsylvania State University

King, R.E., Schroeder, D.J., Manning, C.A., Retzlaff, P.D. and Williams, C.A. 2008 *Screening Air Traffic Control Specialists for Psychopathology Using the Minnesota Multiphasic Personality Inventory-2* Oklahoma City. Civil Aerospace Medical Institute

Available from:

<<http://www.faa.gov/library/reports/medical/oamtechreports/index.cfm>>

[Accessed: March 2012]

Lipman-Blumen, J. 2005 “Toxic Leadership: When Grand Illusions Masquerade as Noble Visions” *Leader to Leader* Vol. 2005 Issue 36 p.29 - 36 [online] EBSCOhost: Business Source Complete

Available from:

< <http://0-web.ebscohost.com.oasis.unisa.ac.za/ehost/pdfviewer/pdfviewer?sid=b1dde5fe-b34d-45f7-913b-73f2af99228f%40sessionmgr112&vid=5&hid=106>>

Mbigi, L. and Maree, J. 1995 *UBUNTU - The Spirit of African Transformation Management*, Knowledge Resources

Miles, A. [psychiatrist in private practice] (dramiles@wol.co.za)

20 March 2012 *Re I need your expert opinion on psychopaths*

E-mail to author (albert.marais@resbank.co.za)

Mullins-Nelson, J.L., Salekin, R.T., and Leistico, A.R. 2006

“Psychopathy, Empathy, and Perspective -Taking Ability in a Community Sample: Implications for the Successful Psychopathy Concept” *International Journal of Forensic Mental Health* [online] Volume 5, Number 2 Vancouver. International Association of Forensic Medical Health Services

Available from:

<<http://www.iafmhs.org/iafmhs.asp?pg=jrnl06eng2>>

[Accessed 13 April 2011].

National Treasury, Republic of South Africa 2011 *A Safer Financial*

*Sector to Serve South Africa Better* policy document, Pretoria.

National Treasury, Republic of South Africa. Quoted from hardcopy. Electronic copy Available from:

<<http://www.treasury.gov.za>>

Pistorius, M. 2005 *Profiling serial killers and other crimes in South Africa*. Johannesburg. Penguin

Ployhart, R.E. 2004 “Organizational staffing: a multilevel review, synthesis, and model” *Research in Personnel and Human Resources Management* [online] Volume 23 pp 121 – 176  
Emerald Group Publishing Limited

Available from:

<[http://dx.doi.org/10.1016/S0742-7301\(04\)23003-1](http://dx.doi.org/10.1016/S0742-7301(04)23003-1)>

[Accessed 24 April 2012].

Robinson, J. 2003 *The Sink: Crime, Terror, and Dirty Money in the Offshore World* Toronto. McClelland & Stewart

Stapleton, T. 2007 *Perspectives on the Context of Management*. Study guide for the MBA course B713 Fundamentals of Senior Management. Milton Keynes, Open University.

Wackerly, D.D., Mendenhall, W., and Scheaffer, R.L. 2008  
*Mathematical Statistics with Applications* Pacific Grove.  
Duxbury Press.

### **Non-scholarly sources**

Bans, L. (2012 March) “Is your boss a psycho?” *GQ: Gentleman’s Quarterly Magazine*, Cape Town, Conde Nast Independent Magazines Pty Ltd



Ebersohn, T. (2012 February) “Are you employing a psychopath?”  
*Succeed: All South African Entrepreneurship Magazine*,  
Johannesburg, Succeed SA Magazine (Pty) Ltd

Ferguson, C. (director) 2010 *Inside job* motion picture, [2011 Academy  
Award winner for Best Documentary] Sony Pictures Classics.  
Available commercially in South Africa from:  
<<http://www.kalahari.com>>

Rohde, D. 11 May 2012 *The Lesson of JP Morgan’s \$2 Billion Loss:  
Break Up the Big Banks* in *The Atlantic* [online] Available from:  
  
[http://www.theatlantic.com/business/archive/2012/05/the-lesson-  
of-jp-morgans-2-billion-loss-break-up-the-big-banks/257050/](http://www.theatlantic.com/business/archive/2012/05/the-lesson-of-jp-morgans-2-billion-loss-break-up-the-big-banks/257050/)  
  
[Accessed 13 May 2012]

Smith, G. 14 March 2012 *Why I Am Leaving Goldman Sachs* The  
Opinion Pages in *The New York Times* [online] Available from:  
  
<[http://www.nytimes.com/2012/03/14/opinion/why-i-am-leaving-  
goldman-sachs.html?](http://www.nytimes.com/2012/03/14/opinion/why-i-am-leaving-goldman-sachs.html?)>  
  
[Accessed 28 March 2012]

**Secondary sources consulted but not quoted.**

Hofstee, E. 2011 *Constructing a Good Dissertation: A Practical Guide to Finishing a Masters, MBA or PhD on Schedule*. Johannesburg, EPE.

Open University Business School. 2010. *Credit, Liquidity and Operational Risk: Study guide for MBA B821*. Milton-Keynes: Open University.

Taylor, P. 2001 "Sampling" in Charlesworth, J., Lawton, A., Lewis, J., Martin, V. and Taylor, P. (eds.) *Toolkit 1 Investigating Performance and Change: Study guide for MBA B736*. Milton-Keynes: Open University.

Transparency International

Available from:

<http://www.transparency.org/>

Wolfsberg Principles

Available from:

<<http://www.wolfsberg-principles.com/privat-banking.html>>

## Appendix

### Survey

Thank you for your time.

The 20 questions survey you are about to participate in, has never been done in South Africa.

The results of the survey will be used for a final year MBA dissertation.

You are welcome to discuss any aspect with me; my details are at the end of the survey. If you wish to remain anonymous, that is perfectly in order as well.

1. In what industry or field is your organization active?

.....

2. Are you:

- Male
- Female

3. How many individuals report to you?

- None
- None, because I am employed in a specialist function
- between 1 and 5 people
- between 6 and 20 people
- between 21 and 100 people
- between 101 and 1000 people

- between 1001 and 20 000
- more than 20 000

4. Have you encountered an individual, in your organisation, who seems to be able to lie without being caught out?

- Never
- Rarely
- Occasionally
- Often

5. Have you encountered an individual, in your organisation, whose behaviour towards superiors differs significantly from his/her behaviour towards people junior to him/her?

- Never
- Rarely
- Occasionally
- Often

6. Have you encountered an individual, in your organisation who has a grandiose sense of self-worth?

- Never
- Rarely
- Occasionally
- Often

7. Have you encountered an individual, in your organisation who appears to have no conscience?

- Never
- Rarely
- Occasionally
- Often

8. Have you encountered an individual, in your organisation who takes credit for work done by other people?

- Never
- Rarely
- Occasionally
- Often

9. Have you encountered an individual, in your organisation who is superficially charming, yet emotionally shallow?

- Never
- Rarely
- Occasionally
- Often

10. Have you encountered an individual, in your organisation who fails to take responsibility for mistakes made by him/her?

- Never
- Rarely
- Occasionally
- Often

11. Have you encountered an individual, in your organisation who is disruptive (i.e. who has poor behavioural controls)?

- Never
- Rarely
- Occasionally
- Often

12. Have you encountered an individual, in your organisation that you are afraid of?

- Never
- Rarely
- Occasionally
- Often

13. Have you encountered an individual, in your organisation who was promoted even though he/she did not deserved it?

- Never
- Rarely
- Occasionally
- Often

14. Are job candidates subjected to psychometric testing in your organization?

- Yes
- No

15. If you answered “Yes” to Question 14, what type of psychometric tests are job candidates subjected to in your organization?

- I said we don't do psychometric testing.

- I don't know what the tests are called, but we do use them.
- We rely on the recruitment/staffing agency to do psychometric testing on job candidates.
- We use .....

16. Does your organization verify a job candidate's previous employment record?

- Yes
- No

17. If you answered "Yes" to Question 16, what method does your organization use to verify a job candidate's previous employment?

- I said we don't verify a job candidate's previous employment.
- We outsource this function.
- We contact the job candidate's previous employers using the telephone numbers supplied by the candidate.
- We contact the job candidate's previous employers by looking for such employers by using a telephone directory, phoning 1023 directory enquiries or by using the internet.
- We contact the people that the job candidate put up as references.
- We rely on the recruitment/staffing agency to verify a candidate's previous employment.
- I don't know what method is used to verify a candidate's previous employment.

18. Does your organization verify the academic qualifications of job applicants?

- Yes
- No

19. If you answered “Yes” to Question 18, *how* does your organization verify academic qualifications?

- I said we don’t verify qualifications.
- We outsource this function.
- We contact the academic institution.
- We scrutinize the candidate’s certificates.
- We rely on the recruitment/staffing agency to verify qualifications.
- I don’t know how we verify academic qualifications.

20. Has your organization recruited individuals but **not** subjected them to your organization’s normal recruitment scrutiny process?

- Never. Everyone recruited in the past three years was subjected to the same recruitment scrutiny process.
- Once.
- Once or twice.
- On several occasions.
- We have no recruitment scrutiny process.
- I don’t know, but I suspect that our organization did bypass the normal recruitment scrutiny process in the past three years.
- We did a long time ago, but now everyone is subjected to the same recruitment screening process.

21. If your organization has bypassed its normal recruitment scrutiny process to recruit an individual, why do you think this was done?



- Not applicable. Everyone recruited was subjected to the same recruitment scrutiny process.
- We have no recruitment scrutiny process.
- The individual had a very impressive CV / resume.
- The individual is politically well-connected.
- The individual has a family connection to senior people in the organization.
- The individual was most impressive during the interview.
- There was no time. We needed to fill the position urgently.
- The individual refused to be subjected to our normal recruitment scrutiny process.
- We were forced to hire this individual by a higher authority such as, for example, the board of directors / majority shareholders / holding company / foreign head office.

22. Kindly make any comment on recruitment practices in South Africa that seem problematic to you.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

10 May 2012

Student number 72268573 MBA 5932

---

.....  
.....

Thank you again for completing the survey!

Kind regards and the best of luck,

Albert Marais

Cel 083 984 2049

Tel 012 313 4566

72268573@mylife.unisa.ac.za

THE PROFESSIONAL BOARD FOR PSYCHOLOGY



**FORM 207**

**THE PROFESSIONAL BOARD FOR  
PSYCHOLOGY**

**HEALTH PROFESSIONS COUNCIL  
OF SOUTH AFRICA**

**LIST OF TESTS CLASSIFIED AS  
BEING PSYCHOLOGICAL TESTS**

**Compiled by the Psychometrics Committee of the  
Professional Board for Psychology**

**WHY DO WE CLASSIFY TESTS**

The use of a psychometric measuring device, test, questionnaire, technique or instrument that assesses intellectual/cognitive ability/functioning, aptitude, interest, personality make-up or personality functioning and which may, in terms of its content or responses required, result in either embarrassment or anxiety to the test-taker, is constituted as being a psychological act. According to the Health Professions Act, Act 56 of 1974, only registered psychologists are permitted to perform psychological acts which, in relation to evaluation, testing and assessment, are defined in Section 37 (2) (a), (b), (c), (d), and (e) as being:

- "(a) *the evaluation of behaviour or mental processes or personality adjustments or adjustments of individuals or groups of persons, through the interpretation of tests for the determination of intellectual abilities, aptitude, interests, personality make-up or personality functioning, and the diagnosis of personality and emotional functions and mental functioning deficiencies according to a recognised scientific system for the classification of mental deficiencies;*
- (b) *the use of any method or practice aimed at aiding persons or groups of persons in the adjustment of personality, emotional or behavioural problems or at the promotion of positive personality change, growth and development, and the identification and evaluation of personality dynamics and personality functioning according to psychological scientific methods;*
- (c) *the evaluation of emotional, behavioural and cognitive processes or adjustment of personality of individuals or groups of persons by the usage and interpretation of questionnaires, tests, projections or other techniques or any apparatus, whether of South African origin or imported, for the determination of intellectual abilities aptitude, personality make-up, personality functioning, psychophysiological functioning or psychopathology;*
- (d) *the exercising of control over prescribed questionnaires or tests or prescribed techniques, apparatus or instruments for the determination*

*of intellectual abilities, aptitude, personality make-up, personality functioning, psychophysiological functioning or psychopathology;*

- (e) *the development of and control over the development of questionnaires, tests, techniques, apparatus or instruments for the determination of intellectual abilities, aptitude, personality make-up, personality functioning, psychophysiological functioning or psychopathology"*

Thus, according to the Health Professions Act, Act 56 of 1974, tests, measures, questionnaires, instruments, etc. that tap psychological constructs must be used, interpreted, and controlled by psychologists. Certain psychological tests can, however, be used by psychometrists, psychotechnicians, and other professionals (e.g., speech and occupational therapists) provided that:

1. the use of the test has been certified for that category of tester by the Psychometrics Committee of the Professional Board for Psychology;
2. the tester complies with whatever restrictions may be placed on the test's use relevant to the category of test user that he/she is registered as. For example, a psychometrist may administer, score and preliminary interpret all psychological tests except [projective personality techniques;]

***A psychometrist will not be permitted to use:***

- \* ***certain personality measures (e.g., TAT, CAT, Rorschach);***
  - \* ***specialist neuropsychological measures; [and]***
  - \* ***measures that are used for the diagnosis of psychopathology (e.g., MMPI-2).***
3. the tester seeks mentoring from a psychologist where specialist input would enhance the testing process and the understanding of the test results; and
  4. the tester has been appropriately trained and has achieved the minimum competencies required to use the test.

In view of the specific conditions under which psychological tests may be used by people other than registered psychologists, it is necessary to classify tests to facilitate the determination of the category of tester who may use them. The Psychometrics Committee of the Professional Board for Psychology has been mandated by the Board to, among other things:

*"classify and advise on regular revision of any device, instrument, method, technique or test aimed at aiding persons or groups of persons in the adjustment of personality, emotional or behavioural problems or at the promotion of positive personality change, growth and development or for the determination of intellectual abilities, personality make-up, personality functioning, aptitude or interests."*

Classification of a test by the Psychometrics Committee of the Professional Board for Psychology does not impose any new

restrictions on a psychological test (the Health Professions Act, Act 56 of 1974, imposes such restrictions). Instead, classification allows for the relaxing of conditions under which a test can be used, which makes the test more freely available.

### **BACKGROUND TO THE LIST OF PSYCHOLOGICAL TESTS**

The tests indicated below represent a summative list of tests that:

- \* have been classified by the Psychometrics Committee (from 1996 onwards) as psychological tests (*tests with reference numbers listed*) or
- \* were classified as such by the Test Commission of the Republic of South Africa (up until 1996) or the Human Sciences Research Council, with these classifications being condoned by the Psychometrics Committee in 1998 (*tests with no listed reference number*).

Some important issues need to be pointed out to the users of psychological tests, measures, and instruments:

1. test users may find that many tests that are currently in use are not on the list. In such an instance it means that they have either currently be under classification consideration or they might not have been submitted for classification purposes to the Psychometrics Committee. The onus rests on test users to refer such tests to the Psychometrics Committee, even if they were developed overseas; and
  
2. it needs to be noted that even although a test may be classified as a psychological test, the onus rests on the test user to ensure that:
  - \* the test is valid for the purposes for which it is being used;
  - \* appropriate norms are consulted; and
  - \* where tests that have been developed in other countries are concerned, appropriate research studies need to be undertaken to investigate whether the test is culturally biased and special care should be taken when interpreting the results of such tests.



ALPHABETICAL LIST OF TESTS CLASSIFIED AS BEING  
PSYCHOLOGICAL TESTS

Name of Test	Ref *
Academic Aptitude Test (AAT)(Standard 10)	
Academic Aptitude Test (AAT)(University)	
Academic-Technical Aptitude Tests (ATA)	
Adjective Checklist (EWL) - Part of Vienna Test System	
Adjective Checklist (EWL) - Part of Vienna Test System	
Adolescent Self Concept Scale	
Anxiety Questionnaire for Pupils (AFS) - Vienna Test System	
APIL	18/11/1
Aptitude Test Battery for Pupils in Standards 6 and 7 (ATB Standards 6/7)	
Aptitude Tests for School Beginners (ASB)	18/11/16
Aptitude Dimension Test	
Aptitude Profile Test	
Aptitude Test Battery for Adults (AA)	

BarOn Emotional Quotient Inventory (BarON EQ-I <sup>TM</sup> )	18/11/45
Bayley Scales II	
Beck Tensor (TENSOR) - Vienna Test Catalogue	
Bender Visual Motor Gestalt Test	

Benton Visual Retention Test	
Blox Test (A/80)	
Business Comprehension Test	18/11/116

California Psychological Inventory (CPI)	18/11/45
Campbell Interest And Skill Survey <sup>tm</sup> (CISS)	18/11/45
Career Development Questionnaire (CDQ)	18/11/25
Cattell Culture Fair Intelligence Tests	18/11/7
Children's Apperception Test - Human Figures (CAT-H)	
Children's Apperception Test - Supplement (CAT-S)	
Children's Apperception Test (CAT)	
Children's Personality Questionnaire (CPQ)	
Clerical Test Battery (CTB2)	18/11/66
Clinical Analysis Questionnaire (CAQ)	
Cognitive Process Profile (CPP)	18/11/59
Cognitrone (COG) - Vienna Test Catalogue	
Columbus Picture Analyses of Growth towards Maturity	
Communication and Insights Analysis Questionnaire (CIAQ)	
Complexity Navigation Test (CNT)	18/11/92
Computerised Adaptive Test of General Reasoning Ability (GSAT Senior)	18/11/19
Concentration under Monotony Test (Q1) - Austrian Road Safety Board	

Conceptual Reasoning Test (A/138)	
Continuous Attention Test (DAUF) - Vienna Test Catalogue	
Continuous Symbol Checking Test (CSC)(A/84)	
Critical Reasoning Test Battery (CRTB)	18/11/69
Customer Contact Styles Questionnaire (CCSQ)	18/11/44

Decision Reaction Test (DR2) - Austrian Road Safety Board	
Decision Preference Analysis	
Deductive Reasoning Test (B/112)	
Developmental Test of Visual Perception (Frostig)	
Developmental Test of Visual-Motor Integration (Beery)	
Differential Aptitude Tests: Forms R, S, K & L (HSRC)	18/11/54
Differential Interest Test (DIT) - Part of Vienna Test System	
Discus Behavioural Profile System	18/11/21

Electronic Diagnostic Systems (SADF)	
ESSI Reading and Spelling Tests	18/11/36
Experience of Work and Life Circumstances Questionnaire (WLQ)	
Eysenck Personality Inventory	
Eysenck Personality Profiler (EPP)	

Factors of Aggressiveness Questionnaire (FAF) - Part of Vienna Test System	
--	--

Family Functioning in Adolescence Questionnaire (FFAQ)	
Family Assessment Device	
Fifteen Factor Questionnaire (15FQ)	18/11/60
Fifteen Factor Questionnaire Plus (15FQPlus)	
Figure Classification Test (A/121)	
Fundamental Interpersonal Relations Orientation-Behaviour TM (FIRO-B) TM	18/11/45
Form Series Test (Industrial Version)(A/79)	

General and Graduate Test Batteries	18/11/67
General Scholastic Aptitude Test (GSAT)	18/11/18
Gesell Developmental Test	
Giessen Test (GIESS) - Part of Vienna Test System	
Giotto Integrity Questionnaire	18/11/43
Goodenough-Harris Drawing Test	
Graz Assertiveness Test (GAT) - Part of Vienna Test System	
Group Test for 5/6 and 7/8 year-olds	
Grover-Counter Scale of Cognitive Development	
Guidance Test Battery for Secondary Pupils (GBS)	

Hamburg Neuroticism and Extroversion Scale (HANES) - Vienna Test System	
Herbst Test	18/11/99

High School Personality Questionnaire (HSPQ)	
High Level Battery (B/75)	
High Level Figure Classification Test (A/129)	
High School Interest Questionnaire (HSIQ)	
Hypothesis Formation Test (HYPO) - Vienna Test Catalogue	

Impact 3.0	18/11/102
Individual Scale for Southern Sotho-speaking pupils	
Individual Scale for General Scholastic Aptitude (ISGSA)	
Individual Scale for Northern Sotho-speaking pupils	
Individual Scale for Tswana-speaking pupils	
Individual Scale for Xhosa-speaking pupils	
Individual Scale for Zulu-speaking pupils	
Industrial Test Battery (ITB) includes  Anomalous Concept Test (ACTA)(A/133),  Anomalous Figure Test (AFTA)(A/134), and  Series Induction Test (SIT)(A/135).	
Integrity Profiles (IP-200)	18/11/79
Intelligence Structure Test (IST 70) - Vienna Test System	
Intermediate Battery (B/77)	
Interpersonal Relations Questionnaire (IRQ)	
Intra- and Interpersonal Relations Scale (IIRS)	

IPAT Anxiety Scale	
--------------------	--

Jackson Personality Inventory – Revised (JPI-R)	18/11/45
Jung Personality Questionnaire (JPQ)	
Jung Type Indicator	18/11/62
Junior South African Individual Scales (JSAIS)	
Junior Aptitude Test (JAT)	
Junior Eysenck Personality Inventory	

Kolbe Conative Index (KCIA)	18/11/41
-----------------------------	----------

Learning Potential Computerised Adaptive Test (LPCAT)	18/11/49
Life Role Inventory (LRI)	18/11/27
Line Labyrinth Test (LL5) – Austrian Road Safety Board	
London House Personnel Selection Inventory (PSI-3)	
Luso Zakheni Attitude Tests (none preessurerised) IBM Test (pressurerised)	18/11/37

McCarthy Scales of Children Abilities	
Meyer Interest Questionnaire (MB-10)	18/11/30
Miller Assessment for Pre-Schoolers (MAP)	
Minnesota Multiphasic Personality Inventory – Short Form (MMPIK)	
Minnesota Multiphasic Personality Inventory (MMPI)	

Movement Assessment Battery for Children	
Myers-Briggs Type Indicator (MBTI)	

Neo Personality Inventory-Revised (NEO-PI-R) (Pam Morris and Collin Wilford)	18/11/76
Neo Professional Development Report (NEO-PD-R)	
Neo Five Factor Inventory (NEO-FF-I)	
Neo Personality Inventory-Revised (NEO-PI-R)	18/11/75
Nineteen Field Interest Inventory (19FII)	
Non Verbal Matrices Intelligence Test (M30) – Austrian Road Safety Board	
Normal Battery (A/76)	
Number Combination Test (ZVT) – Vienna Test Catalogue	

Occupational Interest Profile (OIP)	18/11/61
Occupational Personality Profile (OPP)	18/11/63
Occupational Personality Questionnaire (OPQ)	18/11/44
Organisational Personality Construct Scale (previously Managerial construct scale and work orientation scale)	18/11/52
Orpheus Personality Questionnaire	18/11/43

Paper and Pencil Games (PPG)	18/11/14
Paranoid Depressiveness Scale (PDS) – Vienna Test System	
Pattern Relations Test (B15/1)	

Perceptual Motor Survey (Kephardt)	
Personal, Home, Social and Formal Relations Questionnaire (PHSF)	
Picture Vocational Interest Questionnaire for Adults (PVI)	
Picture Motivation Tests (PMT)	
Porteus Mazes	
Potential Index Batteries (PIB) (previously Pro-Index)	18/11/23
Predictive Index (PI)	
Programmer Aptitude Battery (PAB)(A/137) – includes  Procedures Test,  Matrices Test I, and  Matrices Test II.	
Profile XT	18/11/85
Psychological Map	

Questionnaire to Assess the Risks of Suicide (FBS) – Part of Vienna Test System	
Questionnaire: Assessing Willingness to take Risks (FRF) – Austrian Road Safety Board	

Raven's Progressive Matrices (RPM)	
Rorschach cards	
Rotate and Flip Test (RAFT)(A/136)	
Rothwell-Miller Interest Blank (RMIB)(C/134)	



Scholastic Aptitude Test Battery for Pupils in Standards 2 and 3 (SATB Standards 2/3)	
Scholastic Aptitude Test Battery for Pupils in Standards 4 and 5 (SATB Standards 4/5)	
School-readiness Evaluation by Trained Testers (SETT)	18/11/17
Self-Concept Scale	
Self-Directed Search Questionnaire (SDS)	
Self Scoring Interest Blank	18/11/72
Senior Aanlegtoets vir Swaksiendes (SAT-S)	
Senior Academic-Technical Aptitude Test (SATA)	
Senior Aptitude Tests (SAT)	
Senior South African Individual Scale – Revised (SSAIS-R)	18/11/15
Sexual Adaptation Functioning Test (SAFT)	
Short Questionnaire for Problem Detection (KFP30) – Part of Vienna Test System	
Siegmund System for Computerized Testing (pending final classification)	
Signal Detection (SIGNAL) – Vienna Test Catalogue	
Situation-Specific Evaluation Expert Batteries (SpEEX Batteries)	18/11/34
Sixteen Personality Factor Questionnaire (16PF)	18/11/64
South African Vocational Interest Inventory (SAVII)	18/11/28
South African Individual Scale for the Blind (SAISB)	
South African Wechsler Adult Intelligence Scale (SAWAIS)(C/35)	
Spielberger Trait/State Anxiety Scale	

Strong Interest Inventory (SII)	18/11/45
Structure of Intellect (SOI Tests)	18/11/58
Structured-Objective Rorschach Test (SORT)	
Suid-Afrikaanse Groeptoets vir Swaksiendes: Intermediêr (SAGS:I)	
Survey of Study Habits and Attitudes (SSHA)	

TAT cards (Murray)	
Technical Aptitude Test Battery for Low Literates (TAB)	
Test for Selection and Training (TST)	18/11/55
Test to Examine Reactive Stress Tolerance (RSTS) – Austrian Road Safety Board	
Test to Examine Peripheral Perception (PVT) – Austrian Road Safety Board	
Thomas International Personal Profile	18/11/5
Three-dimensional Point Tracking (3PTR) - Vienna Test Catalogue	
Three-dimensional Contour Tracking (3KTR) - Vienna Test Catalogue	
Toets vir Bestuurskennis	
Trade Aptitude Test Battery (TRAT)	
TRAM-1	18/11/2
TRAM-2	18/11/3
Two-dimensional Contour Tracking (2KTR) - Vienna Test Catalogue	
Two-dimensional Labyrinth Tracking (2PTR) - Vienna Test Catalogue	
Two-dimensional Point Tracking (2LTR) - Vienna Test Catalogue	

Two-hand Co-ordination (2HAND) - Vienna Test Catalogue	
--	--

Values and Motives Inventory	18/11/65
Values Scale (VS)	
Vienna Matrices Test (VMT) - Vienna Test Catalogue	
Vigilance (VIGIL) - Vienna Test Catalogue	
Vocational Interest Questionnaire for Pupils in Standards 6 to 10 (VIQ)	

Wechsler Pre-School and Primary Scale of Intelligence-Revised (WPPSI-R)	
Wechsler Intelligence Scale for Children (WISC-III)	
Wechsler Adult Intelligence Scale-Revised (WAIS-R)	
Wechsler Memory Scale-Revised (WMS-R)	
Work Orientation Scale	18/11/52
Work Performance Test Series (ALS) - Vienna Test Catalogue	
Cognitive and Potential Assessment (COPAS) version I & II	18/11/40
<b>Emotional Intelligence questionnaire (EIQ) Thomas international</b>	18/11/129
General Reasoning Test Battery (GRT2)	1/11/67
Graduate Reasoning Test Battery (GRT1)	
Technical Test Battery (TTB2)	18/11/68
Critical Reasoning Test Battery (CRTB1)(CRTB2)	18/11/69
Insights Learning and Development	18/11/97


**TESTS CURRENTLY BEING DEVELOPED/ADAPTED**

African Profile Technique (APT test)	18/11/98
Assessment Procedures Conducted by Speech-Language Pathologists and Audiologists	18/11/93

Brain Resources Company Web Neuro	18/11/117
Brain Resources Company Integ Neuro	18/11/118
Broad Band Competency Assessment Battery (BB CAB)	18/11/70

Career Path Appreciation (CPA) and Initial Recruitment Interview Schedule (IRIS)	18/11/110
Cogstate Sport	18/11/119
Contact Success Profile (CSP)	18/11/112
Contextual Performance Scale (CPS)	18/11/107
Culture-fair Abilities and Motivation Test (C-FAM)	

Dover System/Vienna Test	18/11/101
Drake Picasso	18/11/108

First View Assessment	18/11/78
-----------------------	----------

Genos Emotional Intelligence	18/11/122
------------------------------	-----------

HR Chally Assessment	18/11/103
----------------------	-----------

Integrity Profiles (IP-200) Comprehensive Test: Version I (	18/11/79
Integrity Profiles (IP-200) Simplistic Test: Version II	18/11/79
Integrity Measuring Instrument (IMI)	18/11/14

LENS	18/11/115
Linked Psychometric Assessment (LPA)	18/11/112
Locus of Control Questionnaire	18/11/81

Motivational Appraisal of Personal Potential	18/11/88
Motivational profile (MP)	18/11/121

Notification of Development of New Personality Instrument	18/11/95
Notification of Development of New Work Stress Instrument	18/11/94

Personality and Preference Indicator	18/11/104
Personality and Preference Inventory (PAPI)	18/11/106
Personality At Work (PAW)	18/11/107

Prevue Assessment	18/11/80
Profiles Step One Survey	18/11/85
Psychological Risk Inventory (PRI)	18/11/105

Sales Preference Indicator	
Sales Preference Questionnaire (SPQ Gold)	18/11/71
Saville Consulting Wave™ Styles questionnaires	18/11/113
Saville Consulting Aptitude Assessment Series	18/11/114
Sixteen Personality Factor Questionnaire Fifth Edition(16PF5)	18/11/64
Sixteen Personality Factor Questionnaire Select (16PF Select)	18/11/64
South African Wellness Questionnaire (SAWQ)	18/11/84

Test of Encounter Stress (TESS)	18/11/77
Total View Assessment	18/11/78

Values and Motives Inventory	18/11/65
Value orientation (VO)	18/11/120
Personality at Work (PAW)	18/11/123
PAPI –N (Cubiks)	18/11/124

<b>INTEGNEURO</b>	18/11/125
<b>selection instrument rationale</b>	18/11/126
<b>Work dynamics</b>	18/11/127
<b>career and study interest questionnaire (CSIQ)</b>	18/11/128
<b>FAMILY RELATION TEST (FRT)</b>	18/11/130
<b>Leader development assessment (lda)</b>	18/11/131
<b>Savvy Recruiter Employee Assessment System (HRVISION)</b>	18/11/132
<b>1. OMNI AA,</b> <b>2. OMNI –PR</b> <b>3. OMNI –RO</b> <b>4. EFFECTIVE LEADER INDEX</b>	18/11/134
<b>PerformancEQ, measuring Emotional questionnaire (peq)</b>	18/11/135
<b>TMA Methods: SOBETHU</b>	18/11/136
<b>The Leadership Circle</b>	18/11/133
<b>Adolescent Psychological Well-being Index Questionnaire (Ad-PWIQ)</b>	18/11/137
<b>LIMRA – Selling Style Questionnaire</b>	18/11/138
<b>Prism Brain Mapping</b>	18/11/139
<b>Wellness Questionnaire for Higher Education (WQHE)</b>	18/11/140
<b>(Cobra) Console Operator basic requirement Assessments</b>	18/11/141

Connector Ability 1.1. Version 2.1.	18/11/142
Workplace Big Five Personality 2.0.	18/11/143
Learning Orientation Index ( LOI)	18/11/144
Work Ethics Scale	18/11/145
Hogan Personality Inventory	18/11/146
1. The Self-Inventory (SI1) 2. The Self-Inventory (SI2) 3. The Self-Inventory Education	18/11/147
Biological Adaptation to Night and Days Situation ( BANDS )	18/11/148
The Censeo System Series (MindMill Cognitive Ability Assessments)	18/11/149
The Jobs and Occupations Inventory (JOIN)	18/11/150

\* Tests with a reference number were submitted for evaluation, tests without a number were condoned without being evaluated – see Background To The List Of Tests p. 2.

Updated: June 2007  
Updated: June 2009  
Updated: June 2010  
Updated: June 2011