

# Have You Hired Any Psychopaths Lately? The Science of CWBs

Welcome – the presentation will commence at 2.05

**Andrew Marty**

MANAGING DIRECTOR

SACS CONSULTING



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PSYCHOLOGICAL APPRAISAL • HR CONSULTING • RECRUITMENT OPTIMISATION

# What is SACS?

- Organisational psychology business
  - Psychological testing, Wellbeing surveys, 360° feedback
  - Organisational and individual development – coaching, career transition management, workforce planning, change management
  - Recruitment process design and delivery
- Scientist practitioner model – Mainly Deakin Uni  
<https://www.researchgate.net/profile/Andrew-Marty>
- Evidence based approach to people management.

# Objectives

1. What are counterproductive work behaviours (CWBs)?
2. Nature/Nurture and bad behaviours
3. The “dark triad” – psychopathy, narcissism, machiavellianism
4. Cognitive ability and bad behaviours
5. Personality and bad behaviours
6. Values and bad behaviours
7. SACS research into CWBs, personality and values
8. How not to hire psychopaths!

# Your Objectives\*

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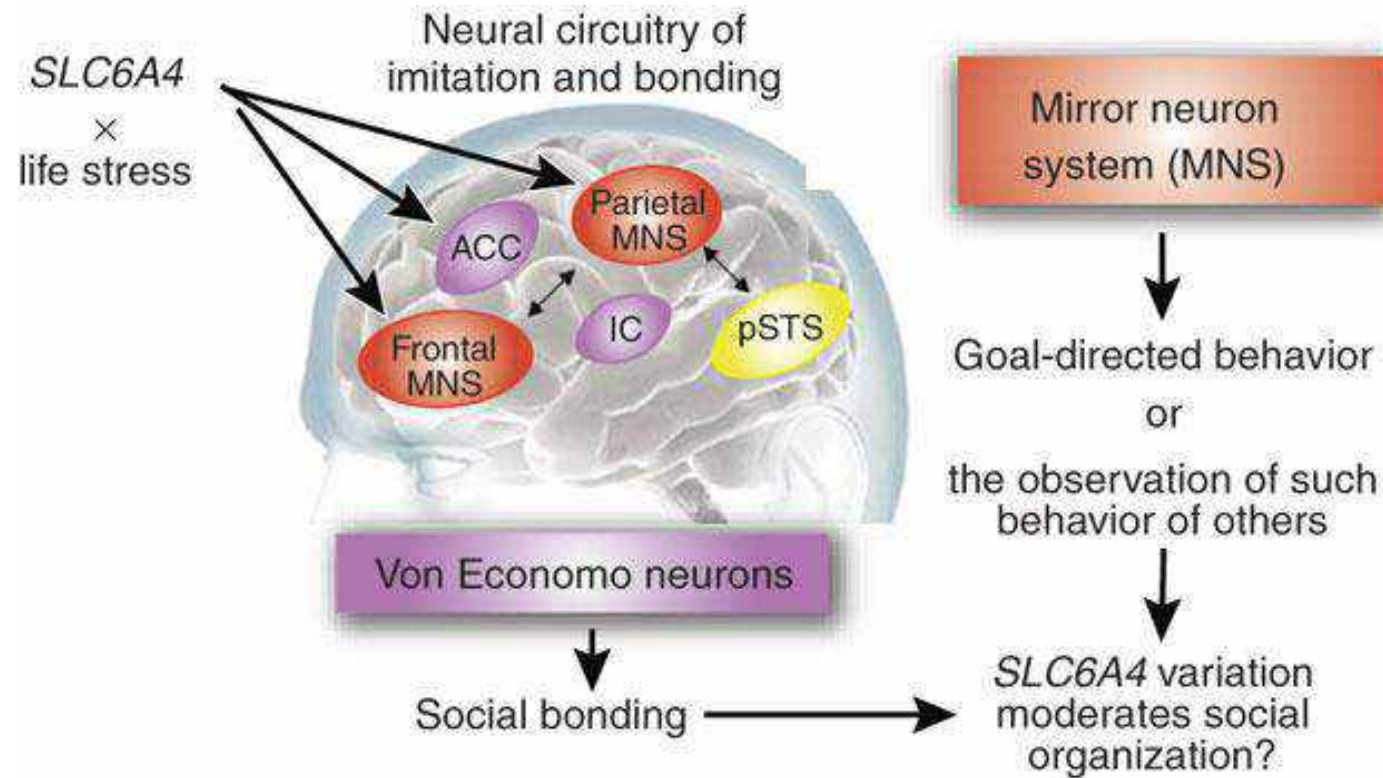
# CWBs

- Overt integrity tests – (0.45) Just ask them...
- 10 areas of CWBs turn out to be very common:
  1. Lateness – unpunctuality
  2. Not attending work when not too sick to do so
  3. Inability to get on with others
  4. Being distracted from core work tasks
  5. Incivility – intentional impoliteness or disrespect to others
  6. Theft of organisation property
  7. Ignoring OHS policies and practices
  8. Being openly critical of the employer
  9. Ignoring broader work policies or practices
  10. Incivility - ignoring or snubbing other employees

# Employees behaving badly – CWBs

- CWBs matter!
  - Bullying, harassment, theft, dodging work, etc.
- Links between minor CWBs:
  - Incivility and major CWBs – sexual harassment
- Badly behaving employees affect the behaviours of other employees
- Psychosocial risk management says you have to do something about this
- The best and easiest approach is to avoid importing the bad behaviours in the first place.

# Mirror neurons, yawning & emotional contagion



Jessica Iannuzzi

*Icare4autism (2008) 'Broken Mirror Neurons Linked to Autism?' Retrieved May, 16, 2011, from <http://icare4autism.wordpress.com/2008/11/05/broken-mirror-neurons-linked-to-autism/>*



# CWBs

- More CWBs mean less OCBs...

# Integrity tests

- Surprisingly predictive of job success
  - .41 by themselves and when coupled with cognitive ability tests .65.  
They add together well because they are assessing such different things.
  - They get more predictive over the years. Bizarre but true!
- Aim to eliminate candidates with negative characteristics – up to 90% in some studies
- Targeting candidates with positive attitudes
  - i.e. organisational citizenship behaviours.

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# Nature and Nurture

NATURE	NURTURE
<p><b>Intelligence</b></p> <ul style="list-style-type: none"><li>• Verbal</li><li>• Numerical</li><li>• Abstract</li></ul> <p><b>Integrity</b></p> <p><b>Personality e.g.</b></p> <ul style="list-style-type: none"><li>• Integrity-Modesty</li><li>• Emotionality</li><li>• Extraversion</li><li>• Absence of Anger</li><li>• Conscientiousness</li><li>• Openness to Experience</li></ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"><li>• Abilities</li></ul> <p><b>Experience</b></p> <ul style="list-style-type: none"><li>• Knowledge</li><li>• Qualifications</li></ul> <p><b>Attributes</b></p> <ul style="list-style-type: none"><li>• Style</li><li>• Attitudes</li><li>• Values</li></ul>

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# “Non Standard” Personality characteristics

## The “Dark Triad”

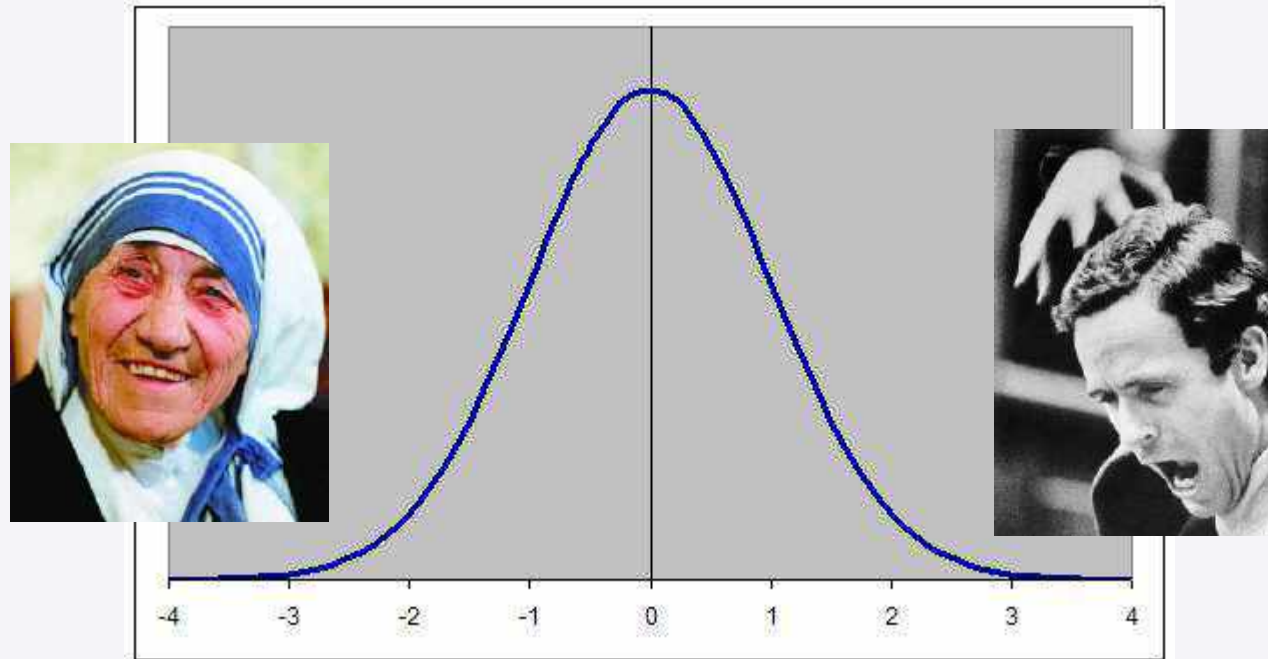
- Psychopathy
- Narcissism
- Machiavellianism.

# Psychopathy

- Arrogant and deceitful interpersonal style
  - Often disguised by superficial concern and charm
- Deficient affective experience
  - A lack of understanding of feelings of others – depersonalisation
- An impulsive and irresponsible behavioural style
  - A lack of foresight

...sound familiar?

# How many psychopaths are there?



- 4% of the population are deemed to be in the truly antisocial category
- Eating disorder rates are about 3.6% of Western populations



# Machiavellianism

- Self interest, deception, manipulation, emotional detachment
- High Machs are perceived to be more attractive, successful and intelligent by colleagues  
...but they are not
- They often seek leadership roles and get them.

# Narcissism

- Self love, absorption, admiration
- Given to grand gestures
- A sense of arrogance and superiority
- A sense of entitlement
- Exploitativeness.

# HEXACO

<b>1. Honesty-Humility</b>	<b>3. Extraversion</b>	<b>5. Conscientiousness</b>
Sincerity	Social Self-Esteem	Organization
Fairness	Social Boldness	Diligence
Greed Avoidance	Sociability	Perfectionism
Modesty	Liveliness	Prudence
<b>2. Emotionality</b>	<b>4. Agreeableness</b>	<b>6. Openness to Experience</b>
Fearfulness	Forgiveness	Aesthetic Appreciation
Anxiety	Gentleness	Inquisitiveness
Dependence	Flexibility	Creativity
Sentimentality	Patience	Unconventionality
		<b>7. (Interstitial scale)</b>
		Altruism

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# Cognitive ability

- IQ. Prisoners with lower IQ perpetrate markedly more violence than those with higher IQ. Groups with higher IQ had markedly less violence as a group than groups with lower IQ.
- In general work populations counterproductive work behaviours correlate with IQ – 0.35
- Verbal, numerical, abstract. The “Flynn Effect” and violence rates
- Reverse?

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# Psychopathy defined by HEXACO

Four related aspects of psychopathy:

- a manipulative, “conning” style of interaction with others
- an erratic, uncontrolled, impulsive lifestyle
- a callous insensitivity to others’ concerns
- a pattern of chronic and varied negative activity

The HEXACO identifies psychopathy as a combination of the follow:

- Low Honesty-Humility  Manipulation
- Low Conscientiousness  “Erratic” impulsivity
- Low Extraversion  Callousness
- Anti-social behaviour

# SACS 6 Personality

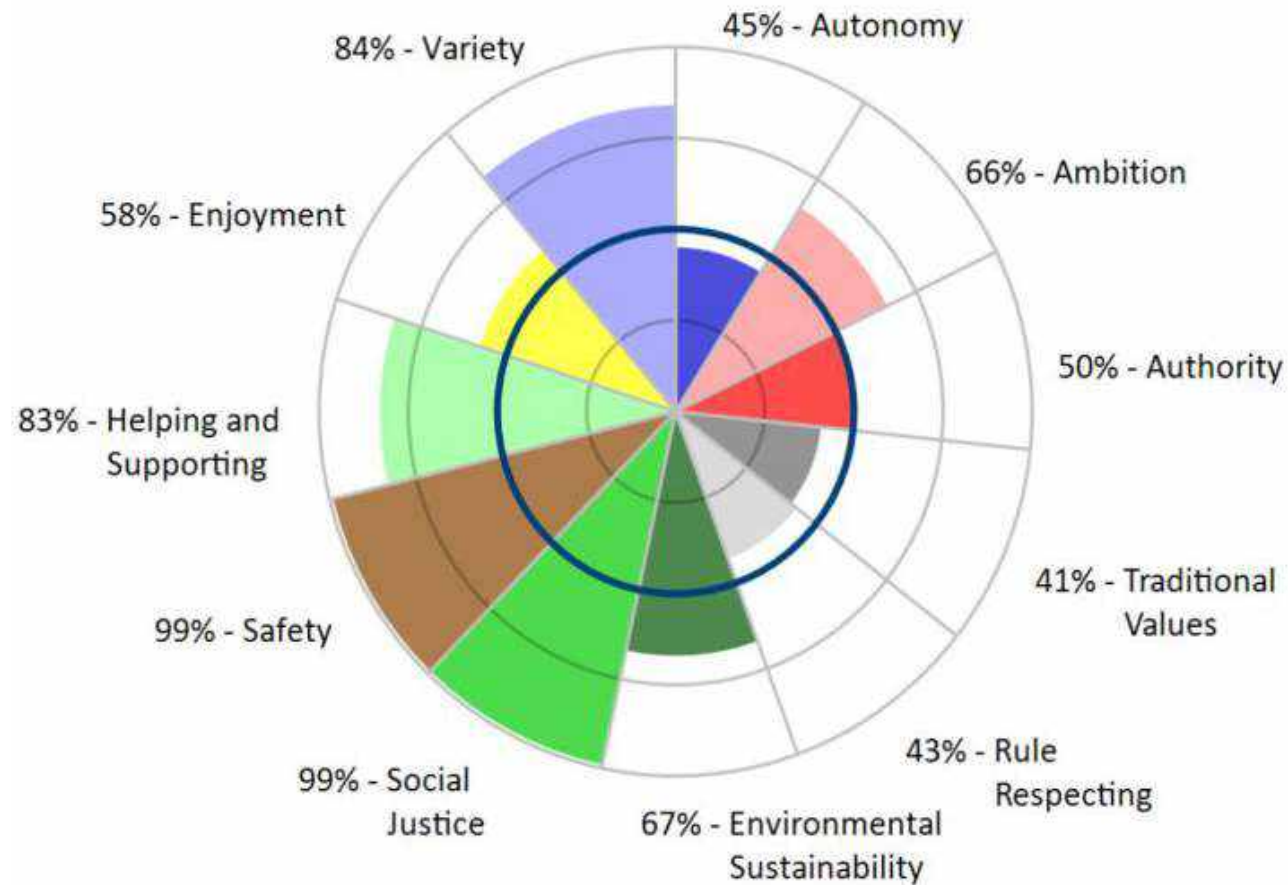
<b>1. Integrity-Modesty</b>	<b>3. Extraversion</b>	<b>5. Conscientiousness</b>
Genuineness	Social Confidence	Likes to be Organised
Rule Favouring	Happy to be Center of Attention	Committed to Hard Work
Absence of Greed	Likes to be in Company	Detail Minded
Absence of Arrogance	Cheerfulness and Optimism	Makes Decisions Carefully
<b>2. Emotionality</b>	<b>4. Absence of Anger</b>	<b>6. Openness to Experience</b>
Threat Sensitivity	Unlikely to Carry a Grudge	Cares About Appearances of their Work
Anxiety	Unlikely to be Harsh	Curious About the World
Lack of Independence	Doesn't Have to Have Things Their Own Way	Likes to be Creative
Overly Empathic	Slow to Anger	Comfortable with the Unfamiliar
		<b>7. (Interstitial scale)</b>
		Soft Heartedness



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# SACS Work Values Scale



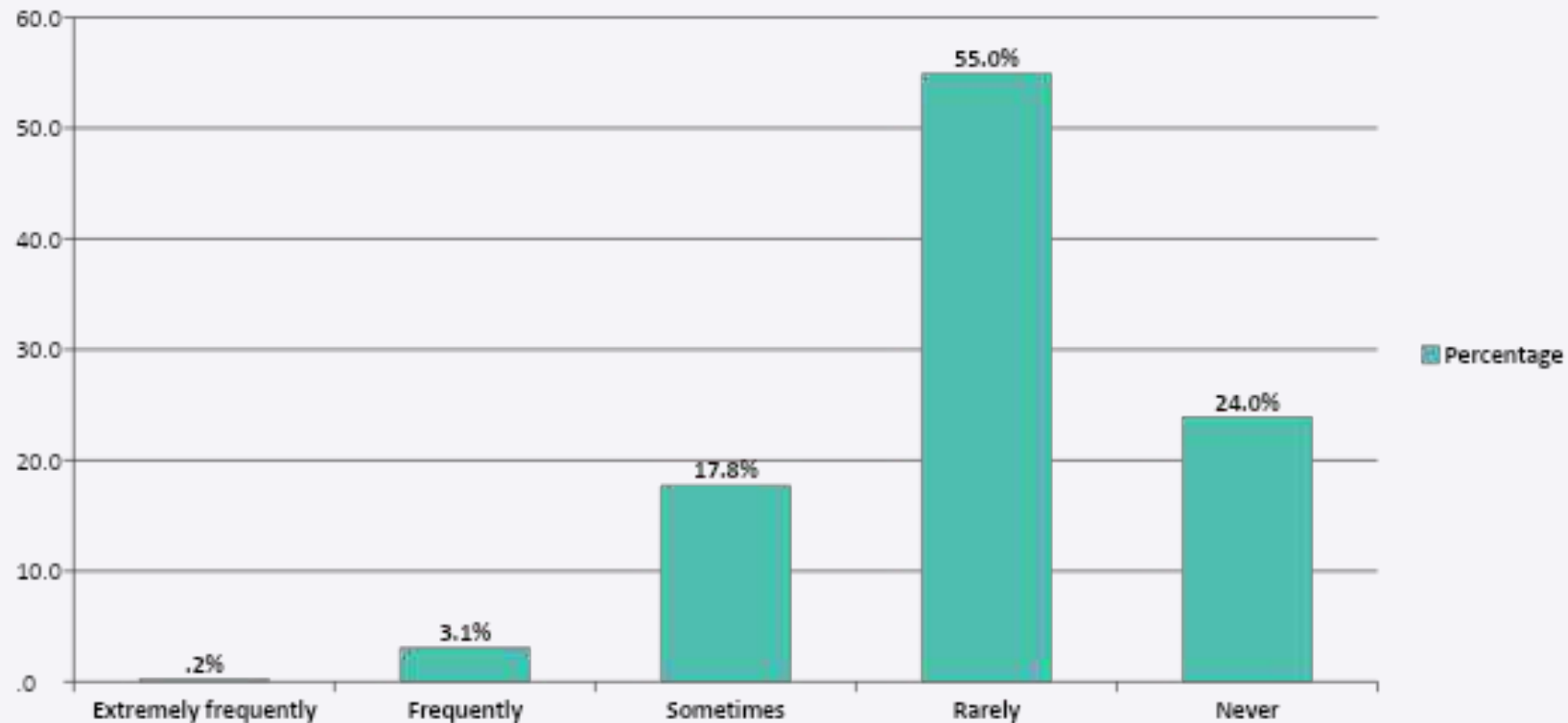
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# Key Points

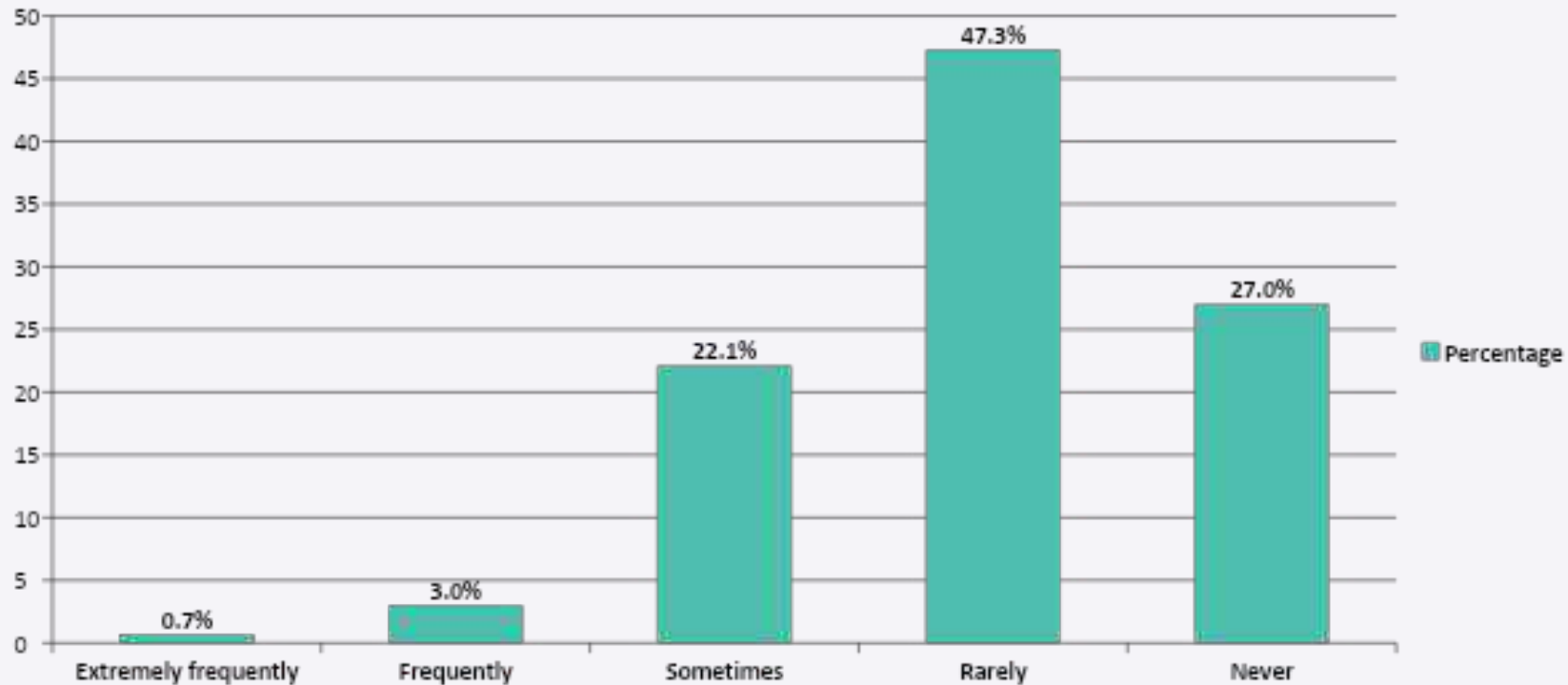
- N = 1248 – big enough to form a normative sample
- 661 male participants
- 587 female participants
- Average age of participants = 45 years
- Average salary of participants = \$125,200 p.a.
- Candidates on our employee database
- Questions relating to the 10 areas of CWB and the personality dimensions as assessed by HEXACO personality inventory.

# 1. I am late for appointments



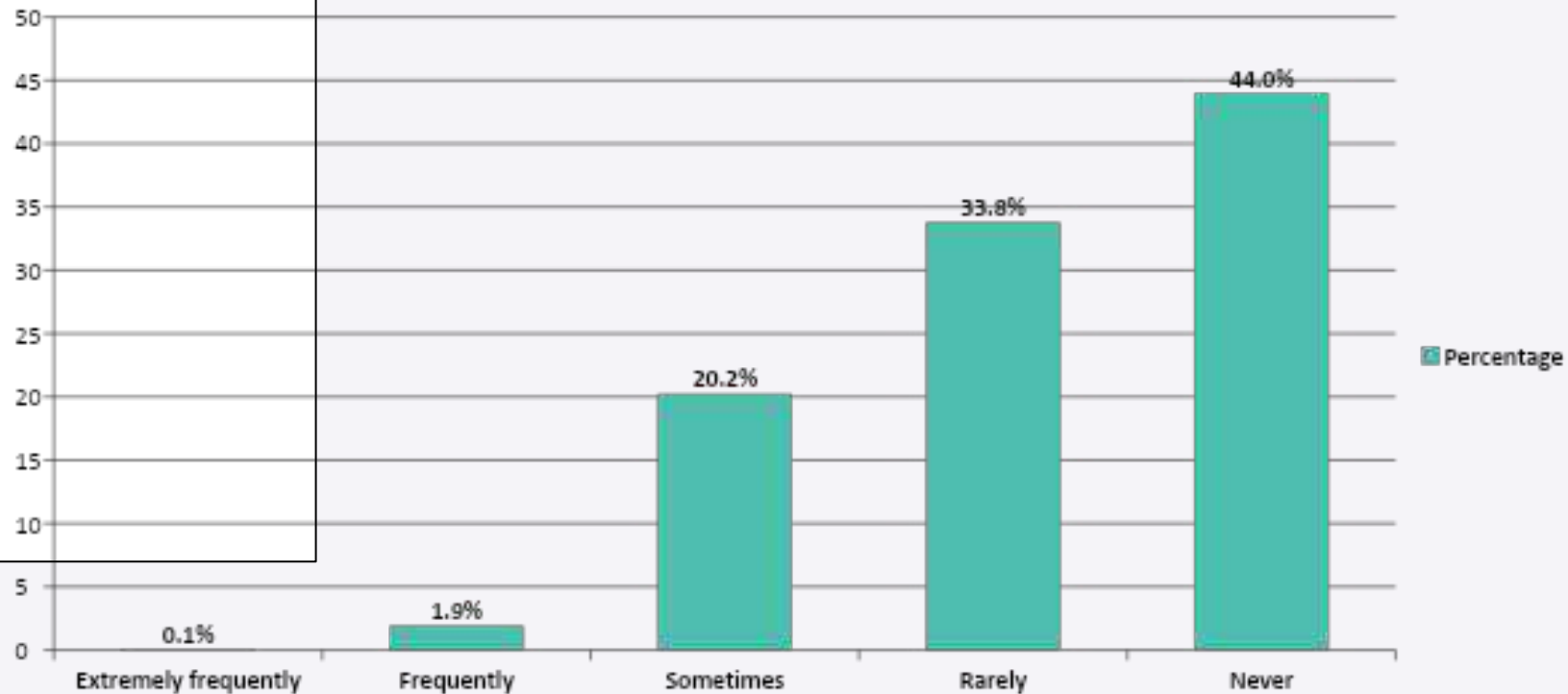
Percentage	0.2%	3.1%	17.8%	55%	24%
Cumulative percentage	0.2%	3.3%	21.1%	76%	100%

## 2. When I have been ill but not so ill that I could not attend work, I have taken a sick day



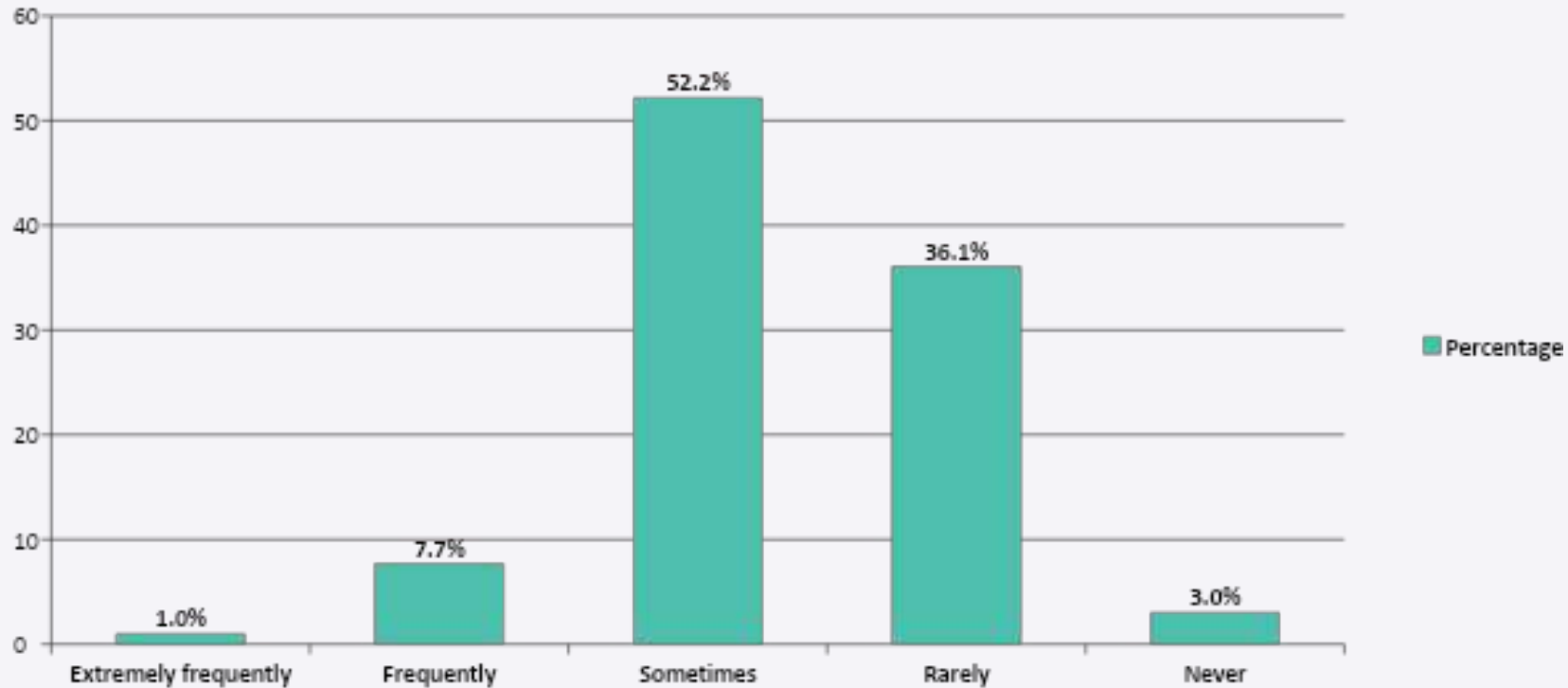
Percentage	.7%	3%	22.1%	47.3%	27%
Cumulative percentage	.7%	3.7%	25.7%	73%	100%

# 3. I have left jobs in the past because I could not get on with someone I worked with



Percentage	.1%	1.9%	20.2%	33.8%	44%
Cumulative percentage	.1%	2%	22.2%	56.0%	100%

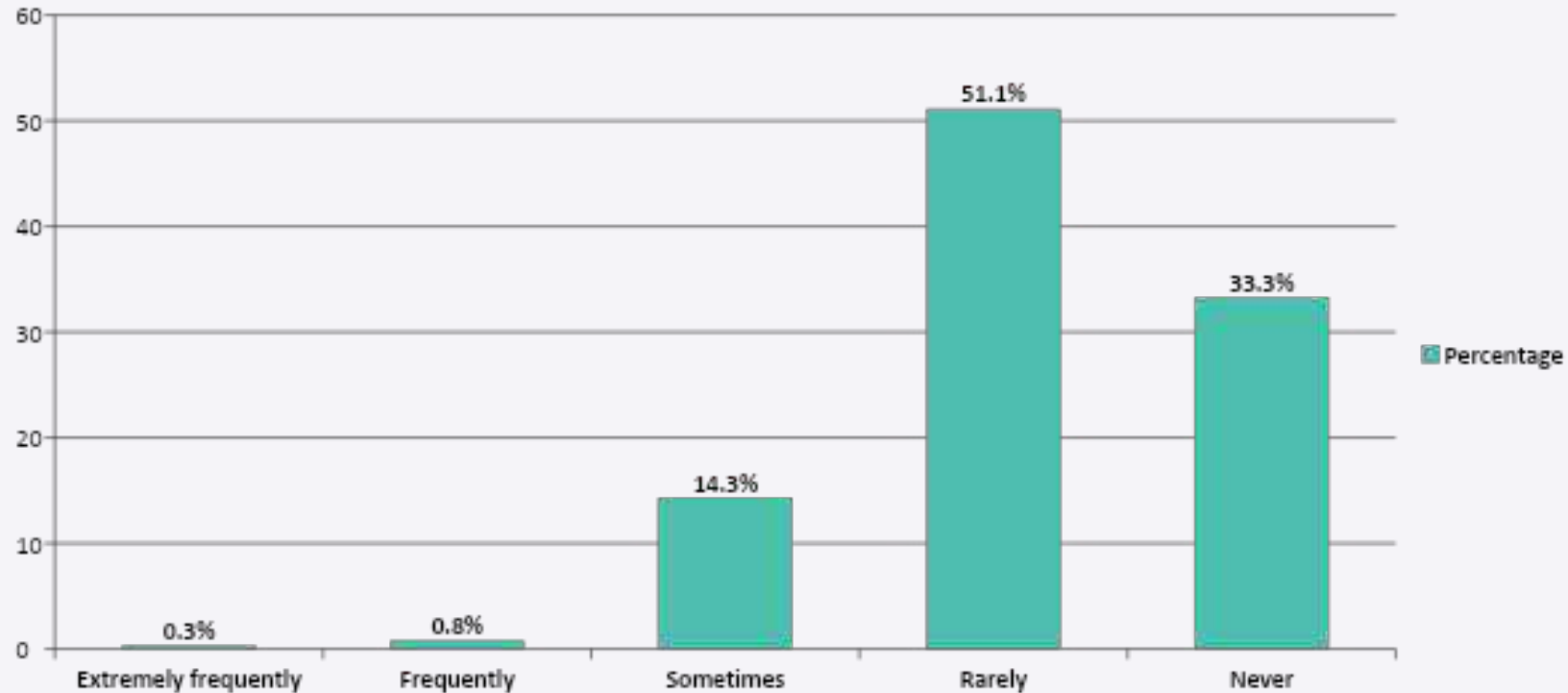
## 4. When I am at work I have found myself distracted by activities such as conversing with colleagues on non-work related matters



Percentage	1%	7.7%	52.2%	36.1%	3%
Cumulative percentage	1%	8.7%	60.9%	97.0%	100%

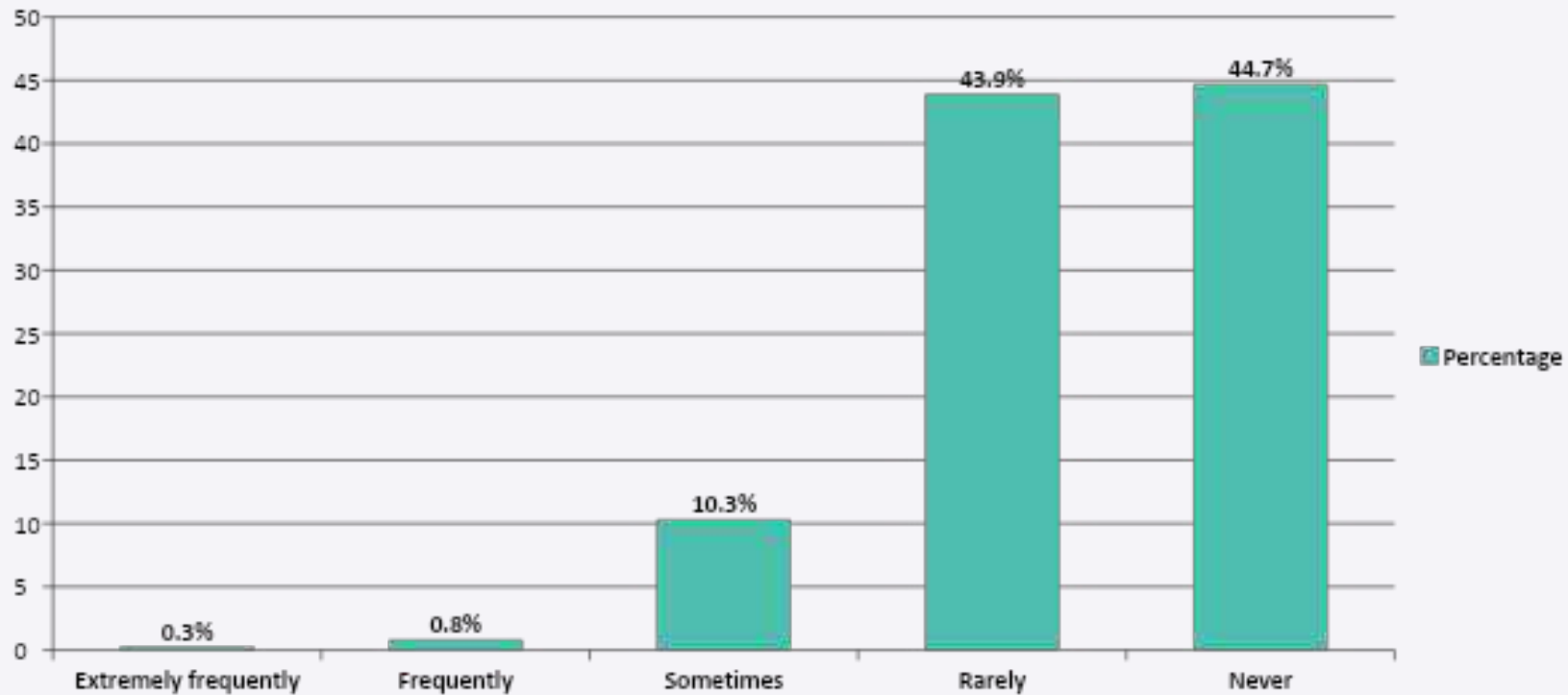


# 5. I have found it necessary to be impolite to others at work



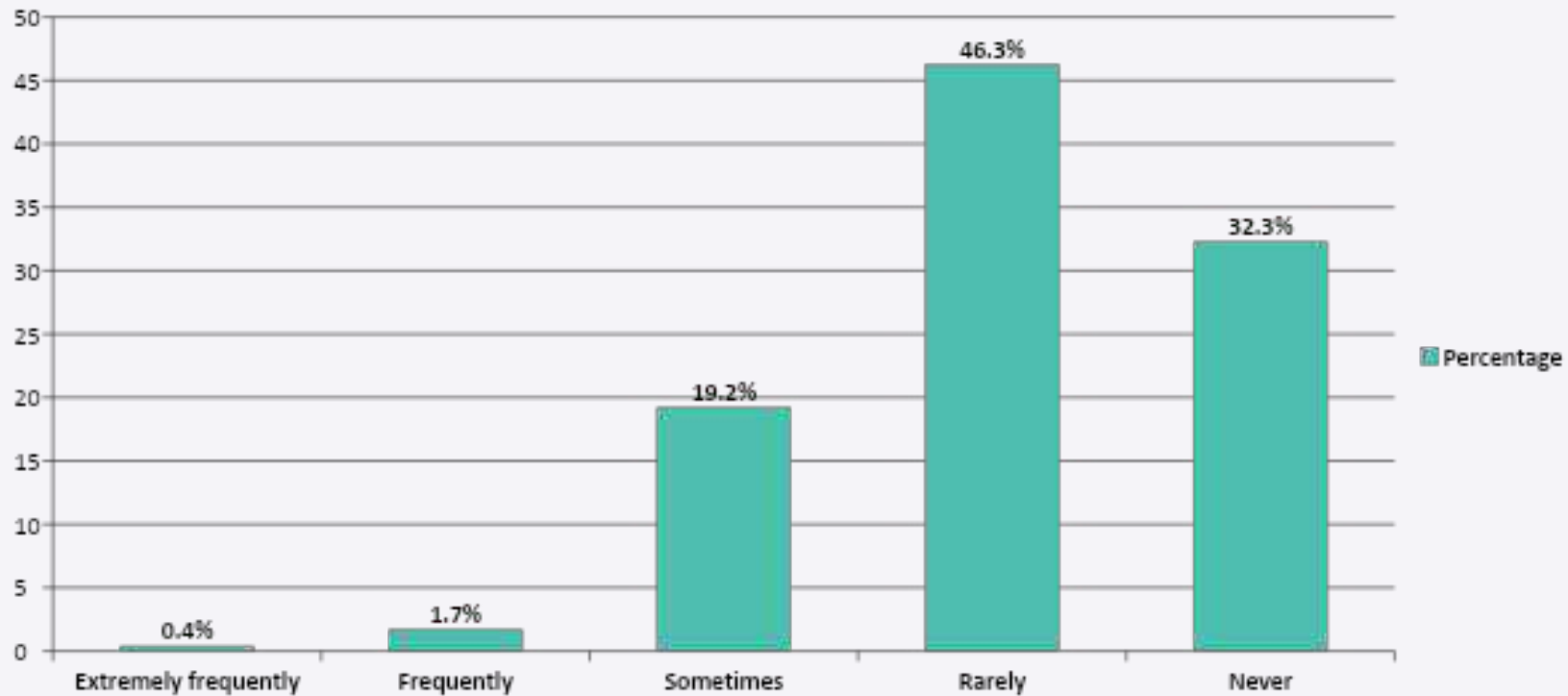
Percentage	.3%	0.8%	14.3%	51.1%	33.3%
Cumulative percentage	.3%	1.2%	15.5%	66.7%	100%

# 6. I have taken the property of organisations I have worked for



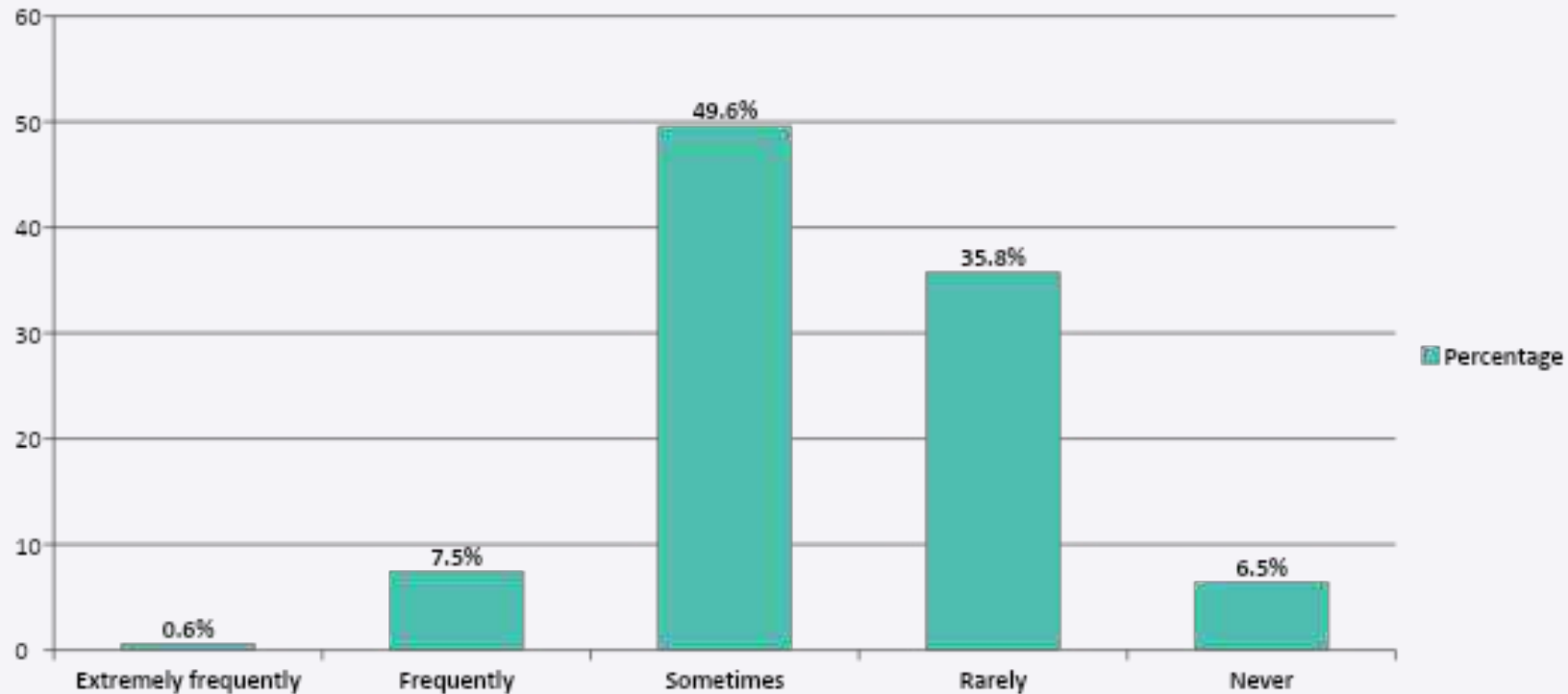
Percentage	.3%	0.8%	10.3%	43.9%	44.7%
Cumulative percentage	.3%	1.1%	11.4%	55.3%	100%

# 7. I have ignored or not followed safety or Occupational Health and Safety rules at work



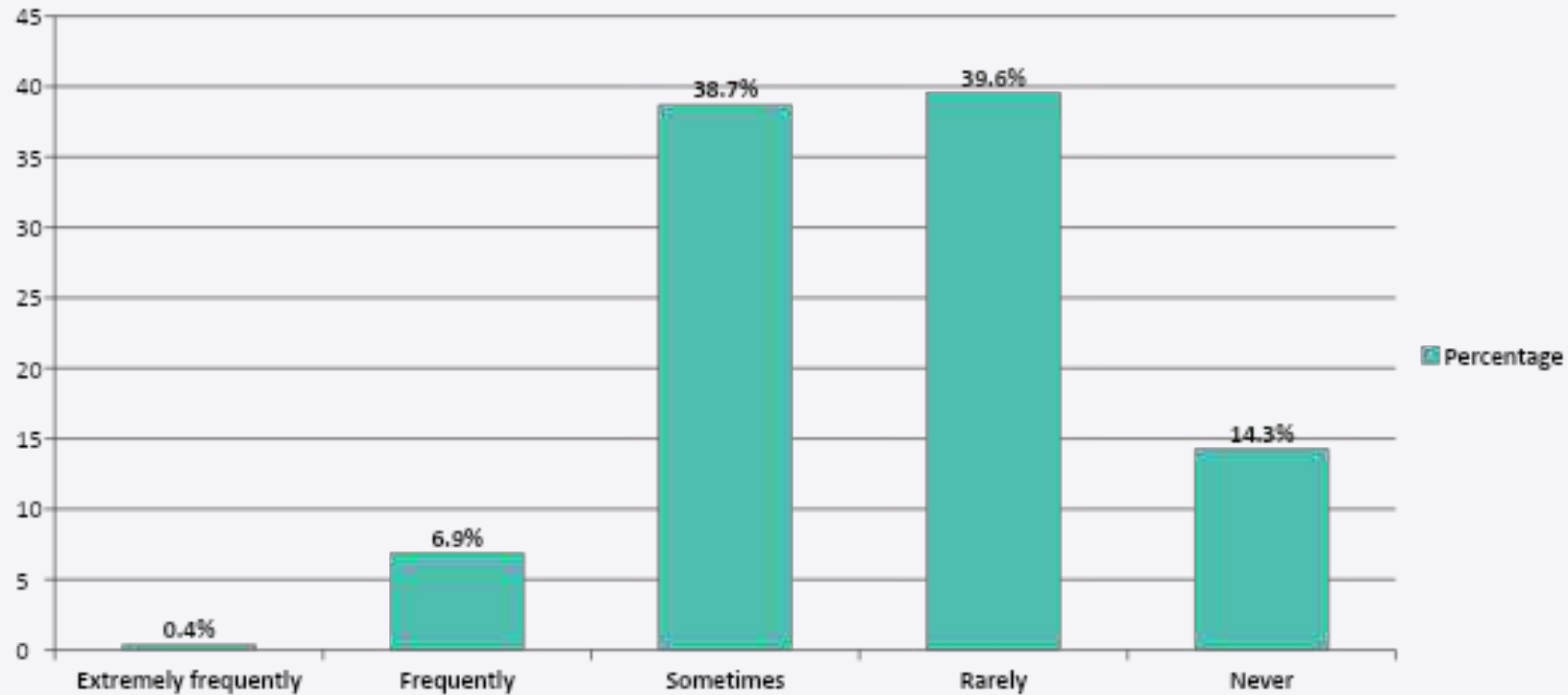
Percentage	0.4%	1.7%	19.2%	46.3%	32.3%
Cumulative percentage	0.4%	2.1%	21.4%	67.7%	100%

# 8. I have been critical of organisations I have worked for to others



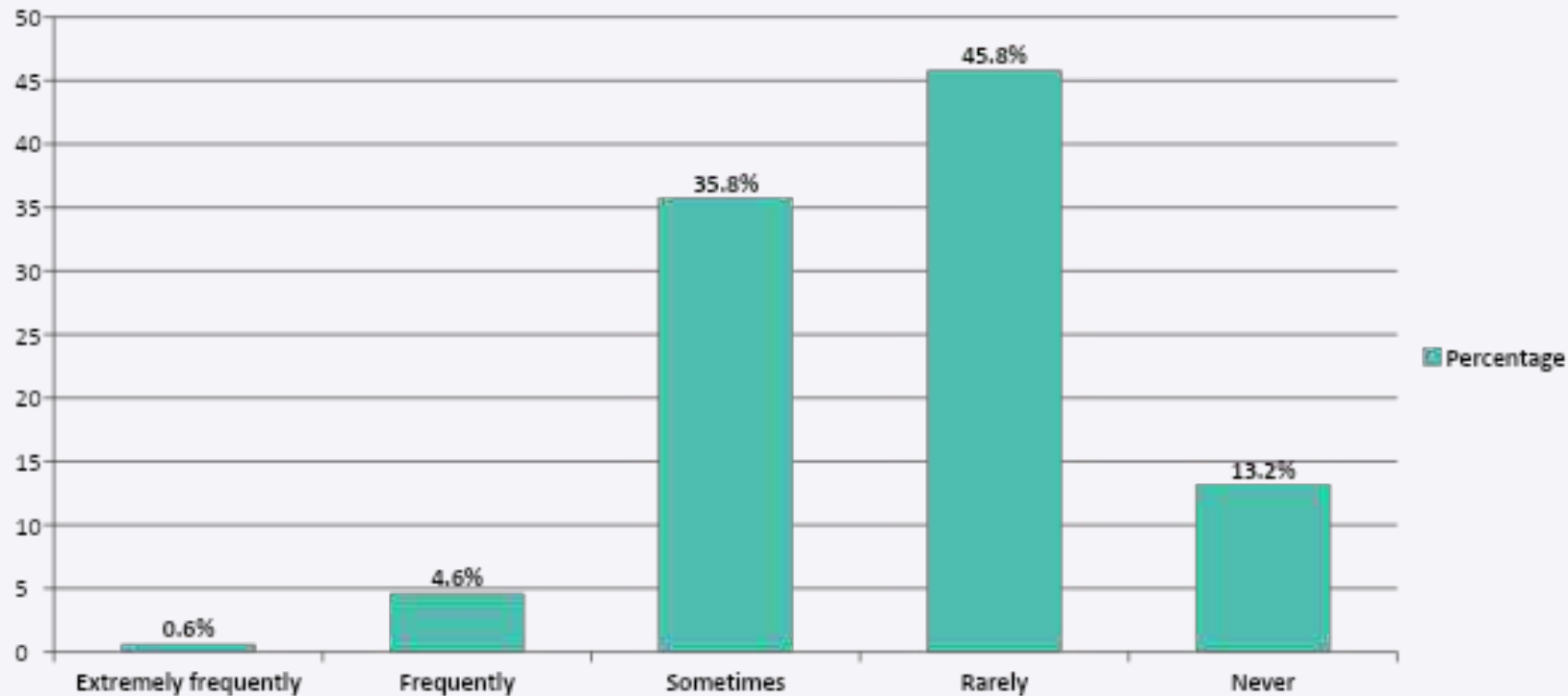
Percentage	0.6%	7.5%	49.6%	35.8%	6.5%
Cumulative percentage	0.6%	8.1%	57.7%	93.5%	100%

# 9. I have ignored or got around policies at work which I did not respect



Percentage	0.4%	6.9%	38.7%	39.6%	14.3%
Cumulative percentage	0.4%	7.4%	46.1%	85.7%	100%

# 10. If I don't like someone at work I have ignored or snubbed them

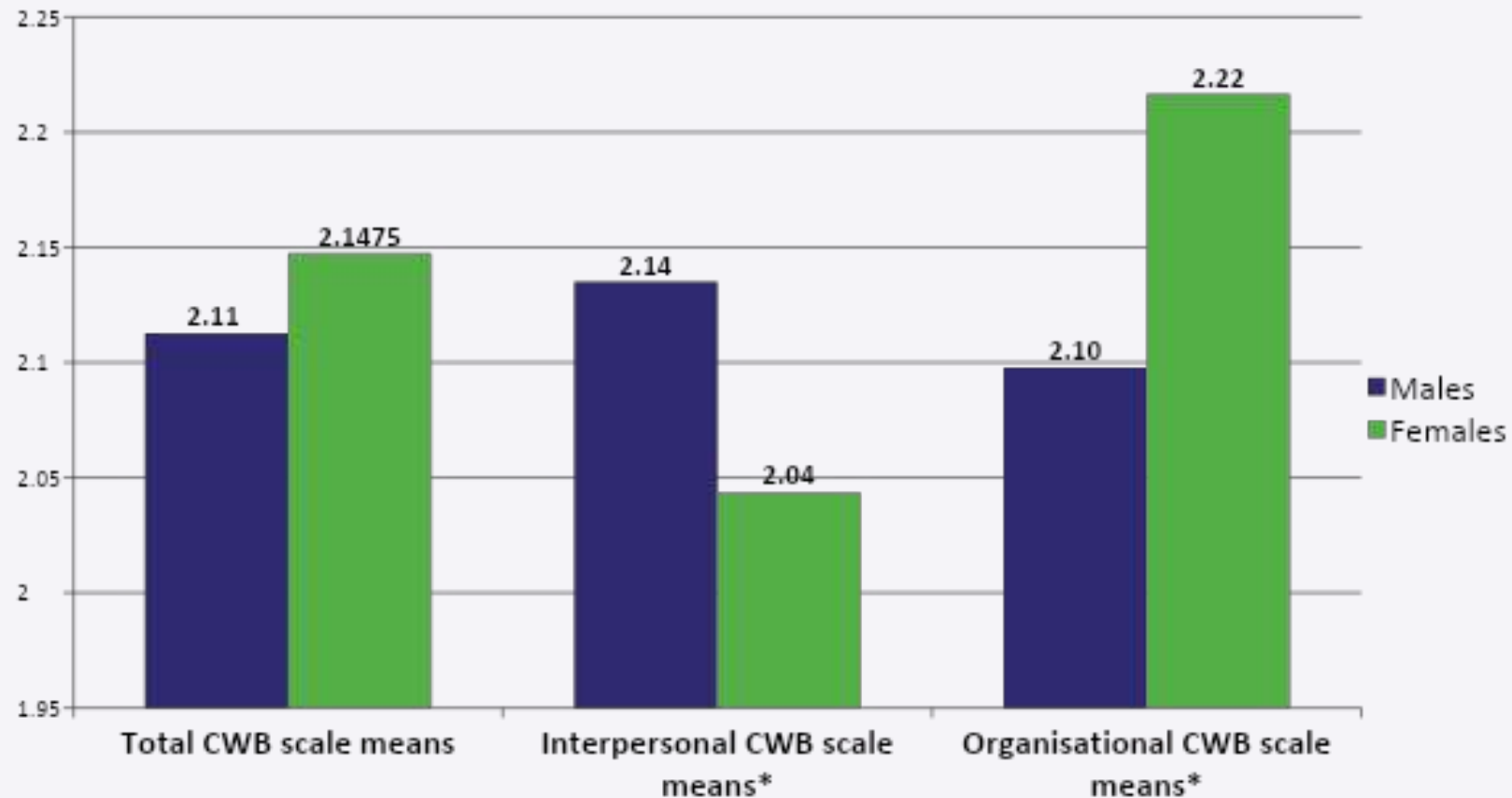


Percentage	0.6%	4.6%	35.8%	45.8%	13.2%
Cumulative percentage	0.6%	5.3%	41%	86.6%	100%

**Gender differences?**  
**Age differences?**



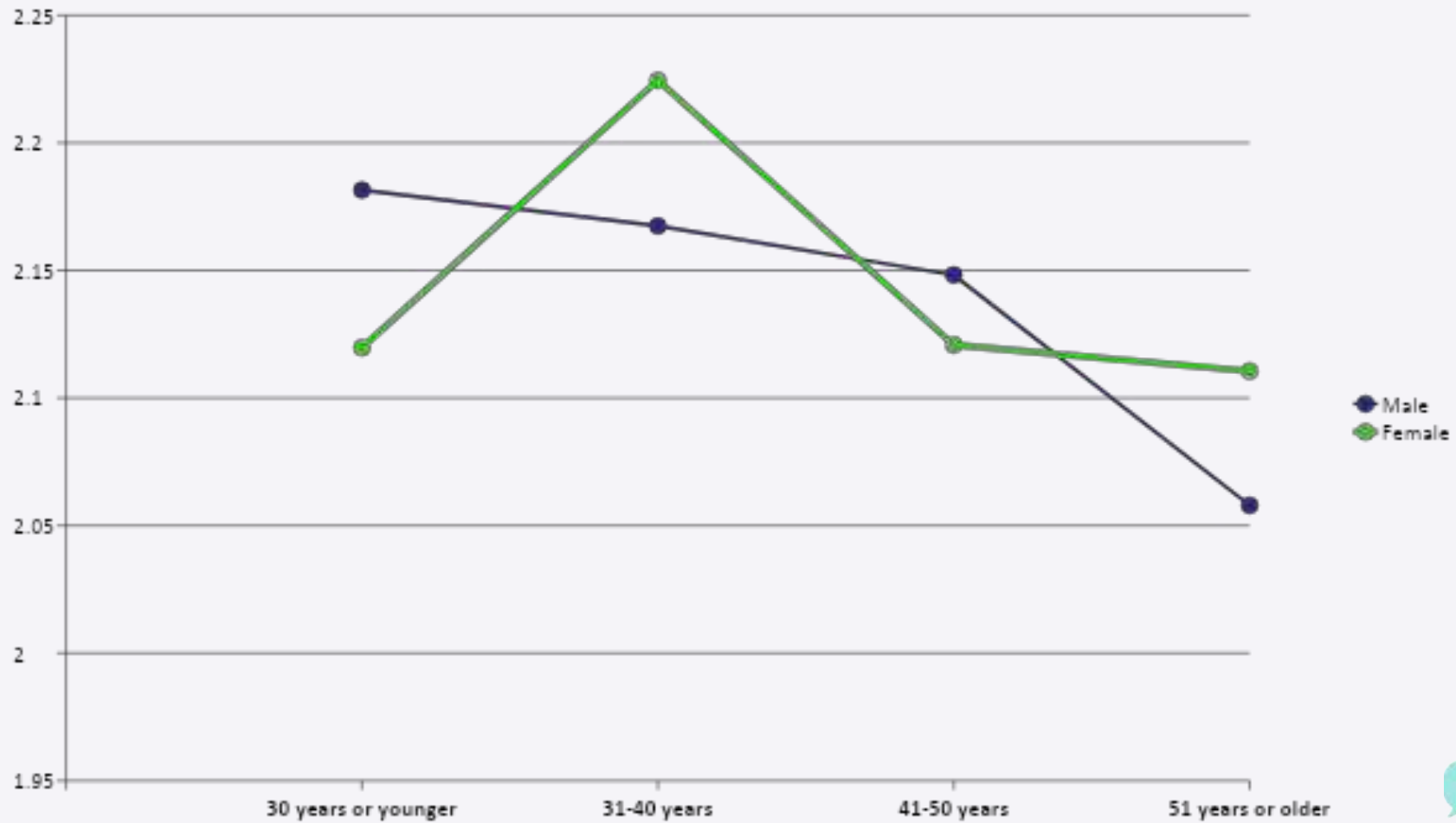
# Counterproductive work behaviours: The differences between males and females



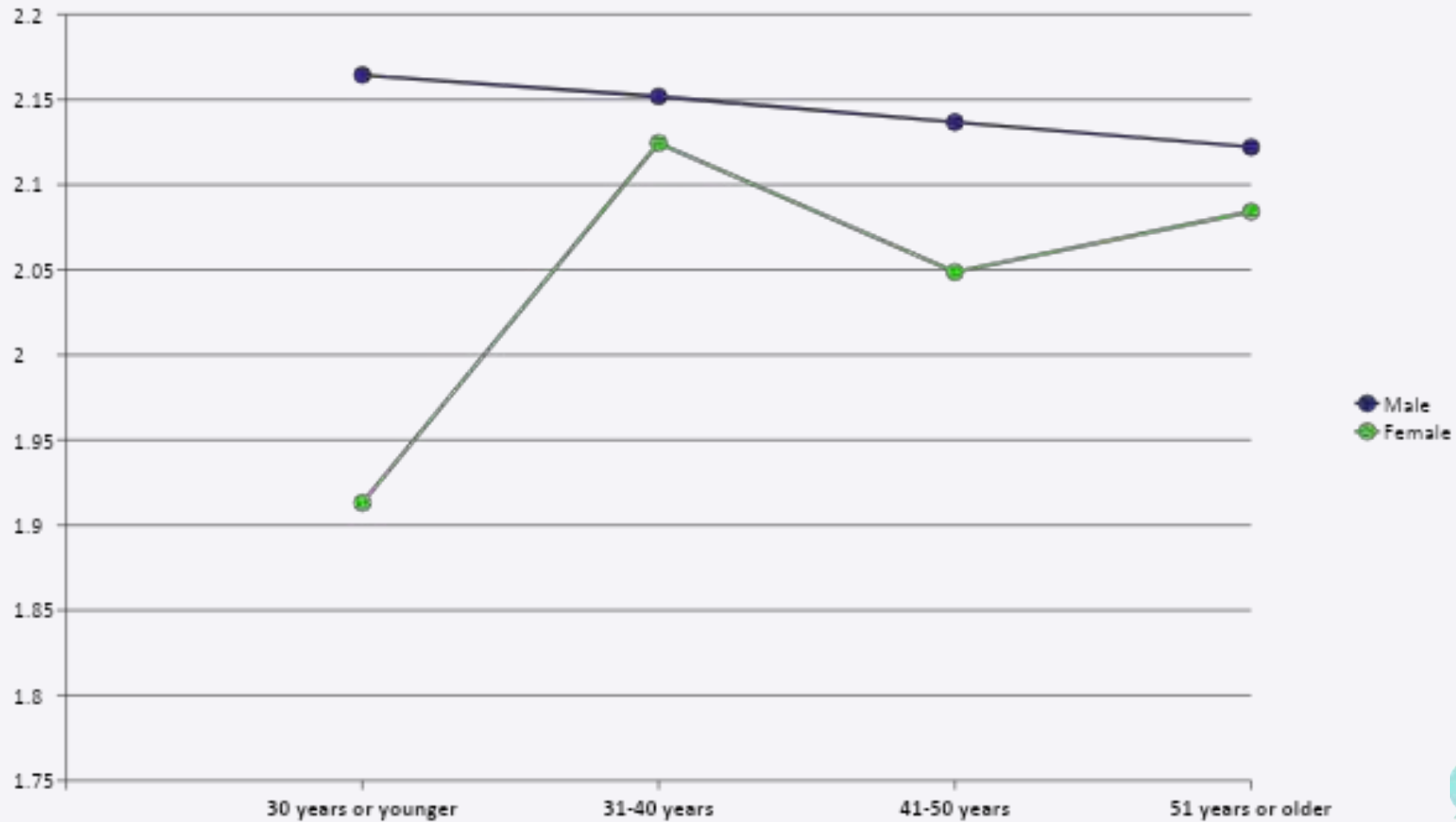
\* Statistically significant difference  $p < .000$



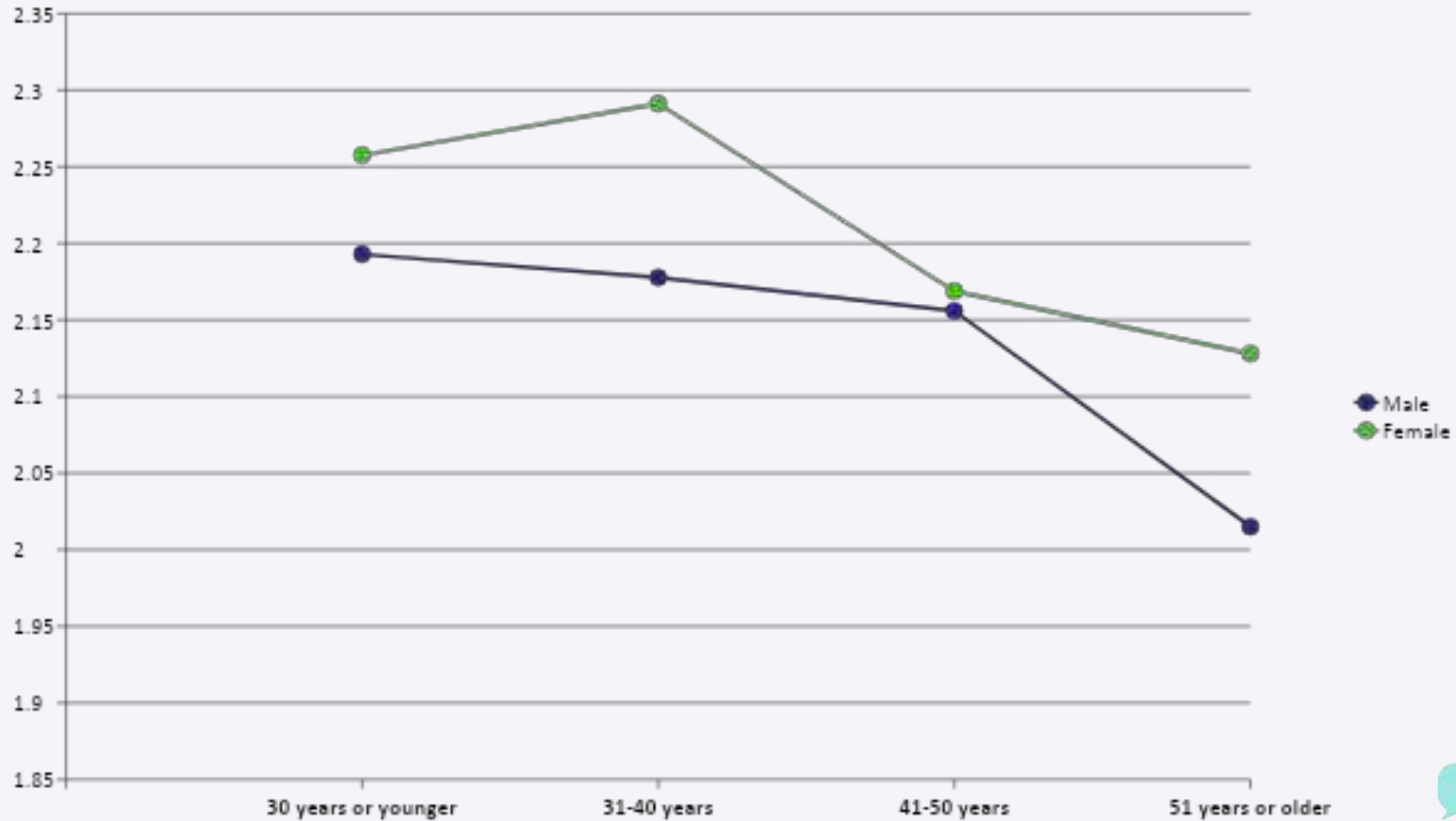
# Total CWB Scale- Gender and age differences



# Interpersonal CWB Scale- Gender and age differences



# Organisational CWB Scale- Gender and age differences



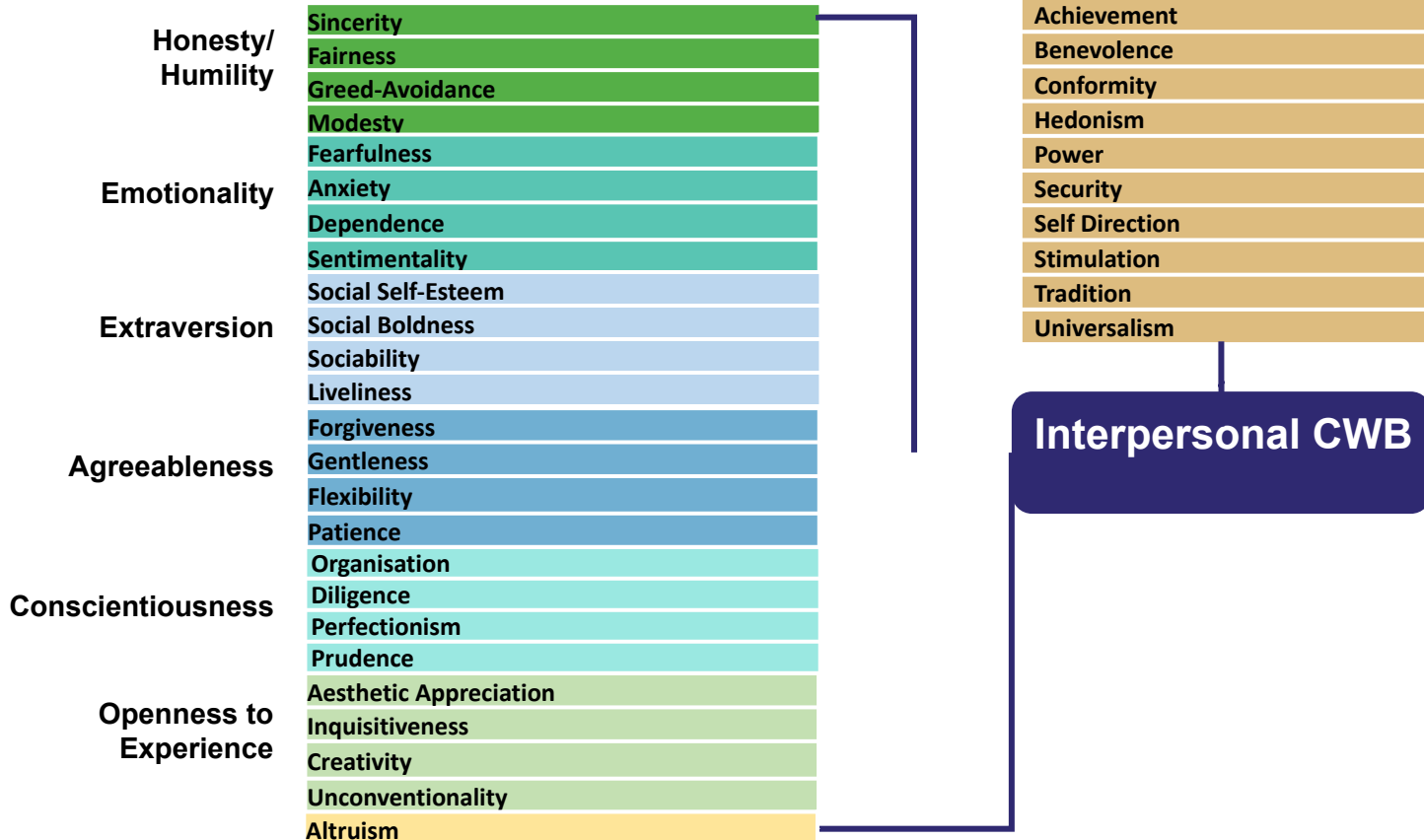
# Can personality and values predict counterproductive work behaviours?



# Interpersonal CWBs

## Personality

## Values



## Model Summary

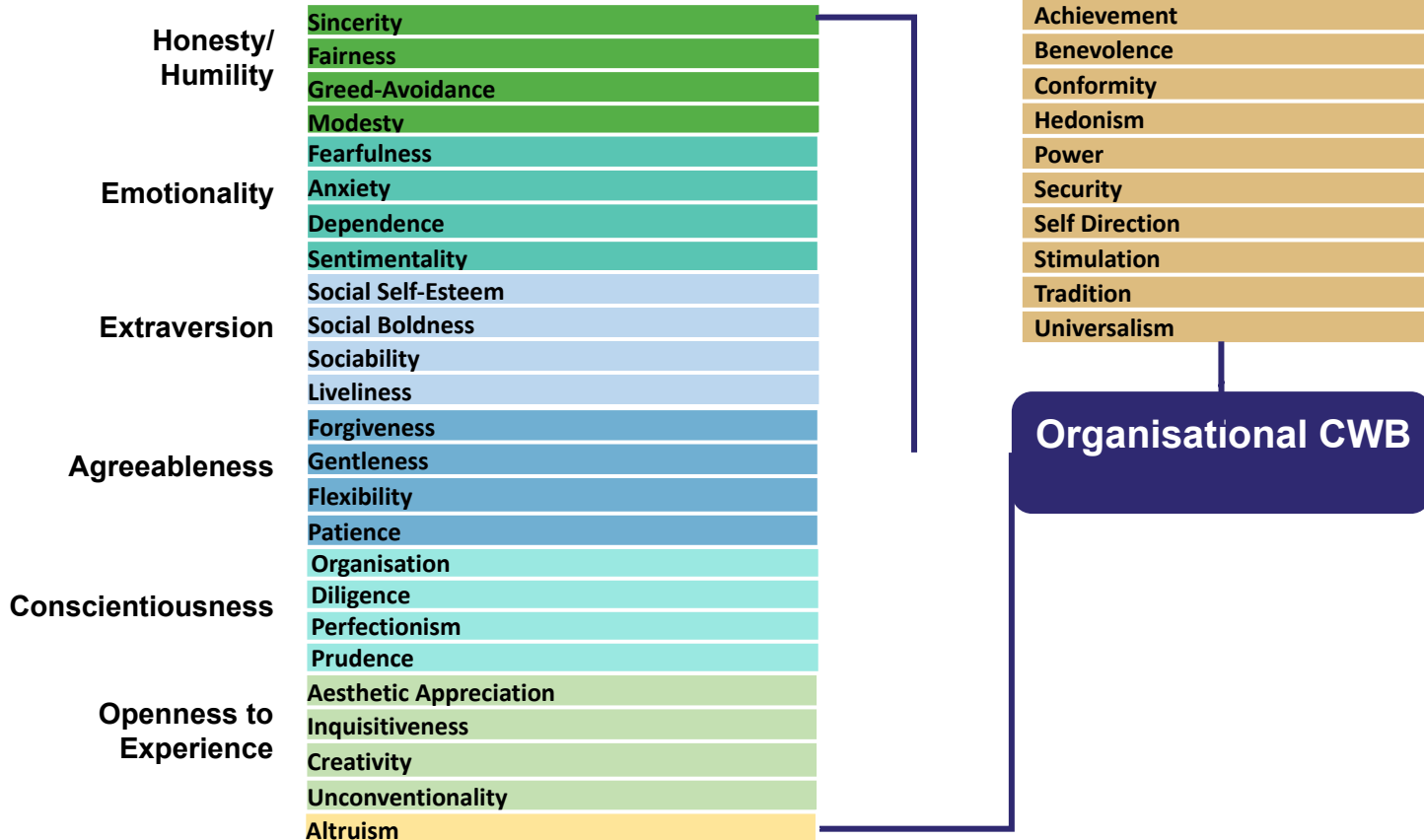
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 <sup>a</sup>	.416	.399	.39716

Best predictors of Interpersonal CWB	Beta weights
Personality – (EX) Sociability	-0.141
Personality – (HH) Modesty	-0.135
Values – Conformity	-0.132
Personality – (HH) Fairness	-0.116
Personality – (A) Forgiveness	-0.113

# Organisational CWBs

## Personality

## Values



## Model Summary

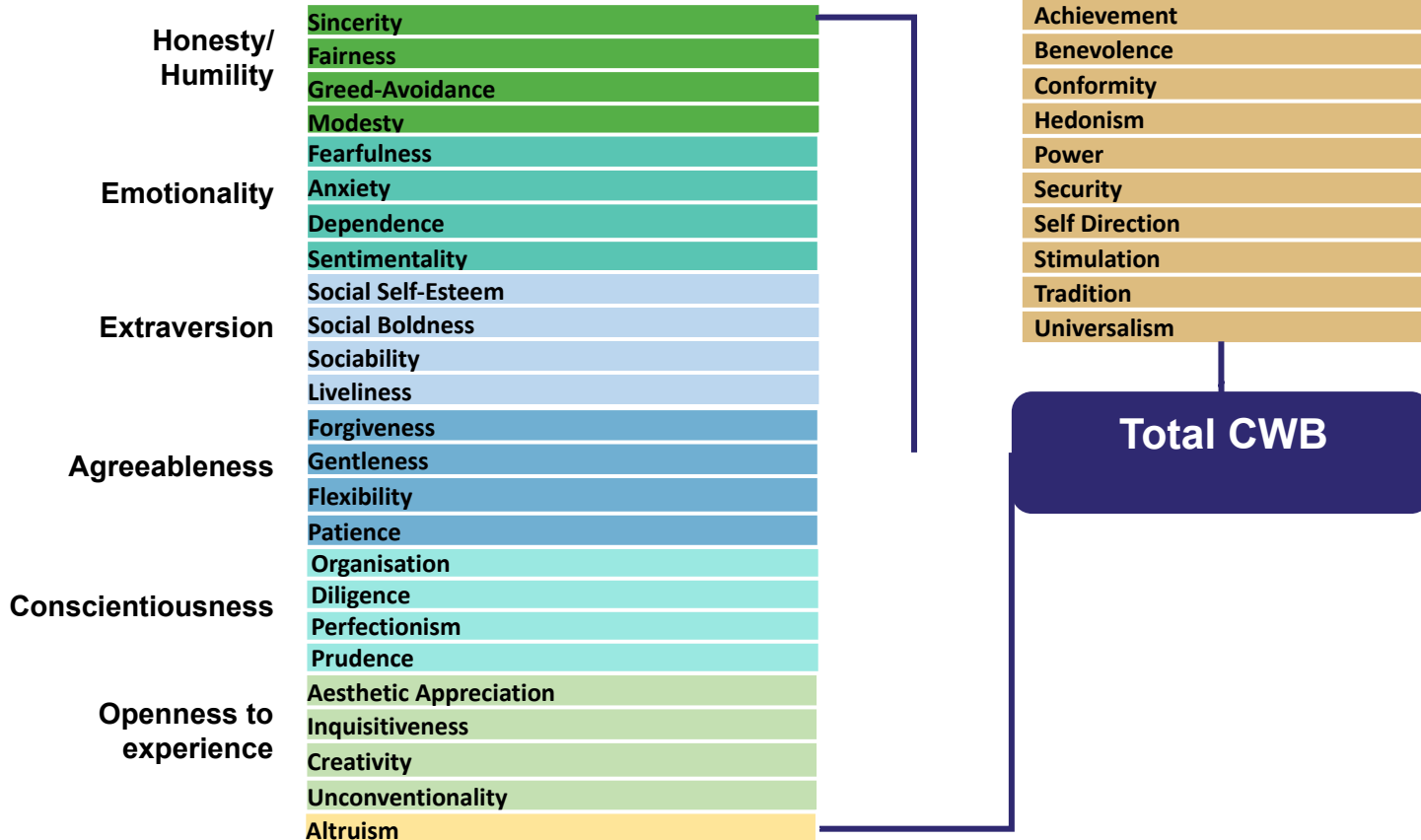
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629 <sup>a</sup>	.395	.378	.35879

Best predictors of Interpersonal CWB	Beta weights
Personality – (C) Diligence	-0.223
Personality – (A) Gentleness	-0.189
Personality – (HH) Fairness	-0.150
Personality – (C) Organisation	-0.106
Values – Conformity	-0.099

# CWBs in total

## Personality

## Values



## Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 <sup>a</sup>	.465	.450	.31100

Best predictors of Interpersonal CWB	Beta weights
Personality – (A) Gentleness	-0.161
Personality – (HH) Fairness	-0.153
Values – Conformity	-0.134
Personality – (C) Diligence	-0.133

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# How not to hire psychopaths...

- Test the candidates' cognitive ability
- Test counterproductive work behaviours – directly and through an assessment made from personality and value
- Test personality – consider our findings – Integrity/modesty, emotionality agreeableness, conscientiousness, extraversion
- Finally, values. Not as crucial as personality or cognitive ability, but important for “culture match”.

# References

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