

## Reality of Corporate Psychopath and Change Strategy: An Analysis.

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### ABSTRACT

Creating and leading an effective change might be troublesome. The use of analytical change models, strategies, and systems will probably ensure accomplishment. Leaders and managers, through assessment, can make sense of where change should take place inside a corporation. When considering change, it is essential to deliberate on the current state of the organisation and where it ought to be, and an ideal future state. In this paper, I use checklist to highlight the mapping of a change plan and the effective implementation of change strategy to a corporate psychopath. I underscore the procedure for understanding the future state that might be possible to the organisation.

**Keywords:** change, corporate psychopaths, mapping

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## 1. INTRODUCTION

### 1.1 Application of change strategy to a corporate psychopath

Making change may be troublesome; be that as it may, utilising robust change models, systems, and methodologies; will probably guarantee achievement. It could be through a method for evaluation; managers can figure out where change might occur inside an establishment. At the point when considering transformation, it is fundamental to reflect on the present condition of the corporation (i.e., the real state) and where the organisation is going (i.e., the ideal state). For instance, what is the ideal future state? Simply after these two focuses are under consideration; that is, where the organisation is and where it ought to be? The answers to these questions would yield either the needs for radical or systematic change. Mainly, the technique to decide and map out the path to the destination could be a reality of change.

### 1.2 Working definition of change

A change could be a guarantee of an arrival to better times in the past; as well as a promise of better times to come (Bolman & Deal, 2013). Nonetheless, change is frequently thought to be an essential part of the management innovation (Hamel, 2007). Notwithstanding, whether the change is driven by outside strengths, like monetary or advertised patterns; or by interior powers, like those going with an aggregate quality management agenda, it is usually an element of the managerial plan.

Outwardly, the pace of change may fluctuate, and be, to some degree controllable by inside stakeholders, yet the extent of progress in the outside world is an element which corporations need to screen, and frequently react to as an inside managerial issue. Considering what might be the impact of shared psychopaths, the change could be a state of achieving a healthy workplace devoid of any psychotic disorder. It is a change to turn a top profit making of an organisation to enjoy the benefits of having a non-psychopath president or CEO.

## **2. CORPORATIONS AS PSYCHOPATHS**

Recently, the notion that the companies could be psychopathic due to their lack of ethics has, in fact, been on the increase (Bakan, 2006). Comments that the companies do have the attributes of a psychopath as per the meaning of the World Health Organization (WHO) have for sometimes, caught the attention of scholars and practitioners in management and leadership (Hare, 1994). WHO expressed that psychopaths show the attributes of being hard to the sentiments of others. Unequipped for keeping up persevering connections. Foolhardy with regards to the security of others. Beguiling, unequipped for encountering blame, and show an inability to fit in with social standards and laws (Achbar & Simpson, 2003b; Hare, 1991).

Consequently, corporations which have gotten to be psychopathic will take part in such exercises. As for searching out for the escape clauses, the law to maintain a strategic distance from duties and controls could serve various purposes. Controlling their stock costs were conceivable to the event of officials with shares and shared alternative plans and to the impairment of financial specialists; to selfishly benefit from the assets of the organisation and workers. Companies could take part in unlawful bookkeeping practices to cover these exercises up to paying little respect to the long-haul ramifications of doing things. If there is a chance that corporations themselves show psychopathic qualities, then the impact must be opened or even increased when a few or the greater part of the leaders running those initiatives are also, classified psychopaths' leaders and managers. At this curve, the absence of any still, small voice or controlling the feeling of decent quality in the organisation can be a formula for money related, natural and societal debacle (Boddy, 2006; Boddy, 2015; Hare, 1993).

Coid, Yang, Ullrich, Roberts, and Hare (2009) accentuated that psychopathic cases are those individuals of around one percent of the populace; who have no conscience, which show a straightforward and parasitic way to deal with life. It is a notion that could promote reframing model through the Morgan's (2006) brain metaphor. Notwithstanding, the functionality differences in psychopaths have accentuated to be mainly of personality disorder (Anderson & Kiehl, 2012). Nevertheless, it is possible to disagree that companies do have human qualities (e.g., thinking and feeling), as for a corporation to be psychopathological, it could underline that there would be no room for corporate social responsibility (CSR). It appears that most, if not, all managers and leaders, today are; living witnesses to the social change agenda, being led by change agents of the CSR of foundations and other charitable organisations worldwide. The possibilities could also support effectual instances to the variously related subject of ethics and CSR of some global corporations operating as charities as well as other not-for-profit organisations.

However, there were indications that psychopathy is related to dysfunction in the amygdala (Blair, 2008). Thus, some scholars provided a structural approach to explaining the personality disorder associated with psychopathology (e.g., Weber, Habel, Amunts, & Schneider, 2008; Anderson & Kiehl 2012). According to Fallon (2013), since psychopath is an abnormality in the brain function that regulates emotions, it is rational to conclude that corporate psychopaths could have an extraordinary impact, even in an organisation.

It could be a direct contention that those psychopaths who exist effectively in the public eye could likewise work inside corporations (Boddy 2006; Smith, Watts, & Lilienfeld, 2014). Essentially, there could be provisions that might enable the orientation for the concept in which an organisation could be psychopaths through the actions or inactions of an individual. For instance, a highly career oriented individual could be ruthless, unethical and exploitative to employees. Psychopaths have been observed to be more typical in a few organisations rather than others; including CEOs and lawyers (Dutton 2013; Lilienfeld, Latzman, Watts, Smith, & Dutton, 2014). Nonetheless, considering a legitimate concern for the balance of argument, it is important to emphasise that there are few researchers and specialists, at work environments, who have to dispute that psychopathy is not genuine, essential or fundamentally harmful (Caponecchia, Sun, & Wyatt, 2011).

For the sake of reframing leadership, another possibility could exist where an individual could agree with the concept of psychopathy in the workplace. There could be a soft approach to these concepts, cases that might constitute an open view of such an approach. In any case, in light of an authentic sympathy towards exemplifying the need for change, the concentration could be satisfied as a requisite perspective. Equally, with every disorder or dysfunctionality, there is always a path to efficient management.

### **3. REFRAMING LEADERSHIP AS A CHANGE STRATEGY**

The consideration might be necessary to underscore how to cope with corporate psychopaths. It will provide a background for a reframing leadership. In fact, it could help to give due consideration to the subject of leading change in such an organisation. Hare (1994) heightened that if people cannot distinguish psychopaths, there is a danger of damnation, as individuals and as a general public, to be their casualties. Psychopaths can prevail in the public arena and corporations generally because their partners or subordinates are, nonetheless, uninformed that individuals like this exist (Deutschman, 2005).

#### **3.1 Adapting to corporate psychopaths**

The first step is the acknowledgement that psychopath could exist in a corporation. In other words, managers and leaders must create awareness among organisational workplace that psychopaths exist. Clarke (2005) underscored that knowledge of the existence of psychopaths in workplaces is a decent initial phase in endeavouring to stem the ruin that these individuals cause in corporations. There are notable checklists for identifying psychopaths of different kinds, Hare's (1994) specification, for instance, allows a tally of zero to two on each of 20 traits of criminal psychopaths. In this checklist, any individuals who score 30 or over are qualified for being called psychopaths (Hare, 1991). It is the most broadly utilised appraisal; globally for recognising criminal psychopaths (Johansson & Kerr, 2005; Kirkman, 2005; Mathieu, Neumann, Babiak, & Hare, 2015).

In fact, specialists can be taken in by maniacs and with exceptional care, should recognise and manage them (Hare, 1999). It is an intelligent thought to search for different casualties, to shape a group within the corporation, in endeavouring to manage psychopaths and; this is conceivable because most psychopaths have heaps of victims. In any case, psychopaths need power and, leaders and managers must be cautious as well as noted that it is perilous to take part in direct power battles with psychopaths as they will try to deliver passionate or physical damage on the individuals who restrict them. Clarke (2005) recommended that the earlier a manager or leader get out of a corporate psychopath, the better. Nonetheless, the possibility could exist that at the enlistment of subordinates to the workplace, there would be a need for a form of organising that encourages transparency.

According to Hansen, Dunford, Alge, and Jackson (2016), subordinates who are witnesses of socially responsible behaviours would perceive a more ethical climate and have a good view of leadership in an ethical workplace. In other words, if the activities of an ethical leader is an active leadership style, it could lead to a robust workers' engagement in improving an overall leadership practice of an organisation (Ng & Feldman, 2015).

In general, organisations' CEOs or presidents, must consider the act of maintaining an ethical working environment. It is a best practice for an organisation to cultivate an ethical workplace. With this method, a corporation could escape the psychopathological and exploitative practices that hurt organisational reputations, notoriety, and other issues for an ethical work environment. It could be a way to apply reframing model. It could be an opportunity to reframe the leadership at the workplace and lead an effective change program (Bolman & Deal, 2013; Bolman & Deal, 2014).

#### **4. MAPPING AN EFFECTIVE CHANGE AGENDA**

It is a critical component of innovation procedure to contrast a commonly imperfect reform effort and a nonconforming case of overcoming the difficulty in achieving a successful change outcome (Bolman & Deal, 2013). In mapping synergy or a reframing approach, making an organisational change could be an ambitious agenda, especially, in a context of being a new president of a top business that has, indeed, manifested to be a corporate psychopath. In this scenario, change will be an integral part of the management agenda, driven by both external and internal forces.

Apparently, the pace of change in this case, to some extent, as a controllable action within the organisation could help to perceive a healthy alternative. Thus, the innovation process will be transparent as much as possible. With due consideration to the current state of the team, full consultation with all the stakeholders remains an input. The acknowledgement that the change could not be drastic in term of pace could be an accentuation. Overall, these could help to facilitate the processes involved in an integrative synergy. Nonetheless, dealing with people could pose unexpected challenges as the organisation is operating in an unprecedentedly complex global context due to unpredicted outlooks of globalisation and technology.

In any case, take after a sort of checklist in mapping and executing the change motivation might be a reality. Along these lines, the capacity to take control of progress inside the modification within might be emotional. Particularly, if it includes a potential that is the organisation and the outcome could be calamitous or loss of employments to a few subordinates. Understandably, change within an organisation, for the most part, could have a thump to impact all through the framework, particularly on individuals. A change administration subsequently has a higher shot of accomplishment on the off chance that it can accentuate singular activity and individual control. In leading a change of this magnitude, the strategy must involve the achievement of taking the corporation from its current state, transiting to a state devoid of psychopath of any type.

It is an expression of determination to handle the challenges that could arise in getting to the outlined outcome. The action checklist will be a mapping out to include few steps. It has to include the thinking of the change. Building a culture that will support the change agenda. Appointing a champion for a change in any capacity as the president (e.g., it might be through a democratic process). Building an effective team for a change as well as making a case for the modification. It could be in the form of how the outcome of the change will be at the completion of the process.

Furthermore, changes are best possessed by the general population actualising them, so it is mostly down to earth to get a gathering of staff to distinguish the change elements for themselves, with the goal that they see and comprehend the requirement for a change. A well-being authorisation of the key items in the mapping synergy should be part of priority. It might include the departmental leadership; the people involved at each department level, internal synergies regarding measurement and procedural control, integration of units, and the processes.

It would be of interest to the scope of the proposed change as well as draw up an outline plan to contain the vision, scope, time frame, people within the team, resources, communications, training, organisational structure, and other elements within the design outline. The other item in the checklist is the costing; in practice, change is costly. It will be an item on the list to analyse the management competencies as part of senior management commitment to the comprehensive reform agenda. It is imperative to identify the driving and restraining forces in the organisation, identifying the change agents as well as outline the change program to the line managers with an effective communication strategy.

As somebody driving the change, at the mapping stage, there is a danger associated with the process if the change agent overlooks that change administration needs a vision, reason, justification, with a bearing, and a time span. Along these lines, the SMART model could suffice. Change agent should not ignore the need to celebrate and compensate effective change administration as individuals need to like their accomplishments. However, enormous or little the achievement may be. Change champion should ensure that aspirations are not very thin, or not sufficiently radical.

Nevertheless, there should be no room for negligence in the assessment of external factors in a regular method. Change agents must look from the perspectives of clients, providers and other partners and stakeholders; those inside the corporation and outside. There must be a need for agents to be tolerant and tenacious as change agenda must envisage the opportunity to show resilience. The cost of change should not stand in the way of implementing it. For instance, the costings for training and development of the senior members of the team could be enormous. Change champions should be a decent audience in the mapping out and implementation of the entire change strategy. The approach must be consistent with the reframing leadership in organisations (Bolman & Deal, 2013).

## **5. IMPLEMENTING THE CHANGE AGENDA**

After the mapping of the conversion plan, the execution of the project should take effect after a comparable realisation of the action checklist. It is a management innovation that would attempt to concur with the implementation methodology. The technique would be clear before activating the changing application procedure. Nonetheless, the change agent must choose the implementation method; maybe it will be top-down, a bottom-up, or a blend of the two combined. Additionally, due consideration should be given to the need to roll out the improvement by division, by the office, or in an immense flare-up style. At the point when choosing which of the four frame to enable the right deal with strategy, thoughtfully, different leadership models should be at play.

For instance, there could be a need for the determination of the best approach to communicate various functionalities that exist within the plan. It could be the key influencers that might as well involve negotiation (Bolman & Deal, 2014; Crossley, Woodworth, Black, & Hare, 2016). With the implementation of the change strategy, the lead manager should agree on the timeframe, draw up detailed implementation plans as well as set up a team of stakeholders.

Furthermore, it could be essential to establish a good program management to communicate as well as personalise the case for change. Thus, it would ensure participation and help to minimise stress and prepare for conflict resolution that can test an individual's ability to negotiate especially, to help the victims of psychopathology that existed as at the transition to the change agenda.

The management process of leading change should accentuate the need to ensure that the expression of a feeling is commensurate with the expected outcomes. It should include the consideration of various reasons and desperation to help subordinates in handling those substantial challenges. It would connect with the positive anticipation of what could be the negative impact of the change commitment. In going through the whole process, an opportunity for job enrichment by motivation could present itself. In such situation, the building of subsidiary skills in identifying and dealing with corporate psychopaths' leaders and managers becomes an essential part of the change strategy. It could be building skills and engagement with the capability for learning; as to remember that change could be discontinuous. There must be general checking and assessment of the whole procedure.

Apparently, leaders' super-sizing the implementation of a change plan should endeavour to sidestep weakening for common struggle or to cost the agenda holistically, to add training and communications cost. Change agents ought not to have lost in detail or dismissing the vision. Manifestly, positive change frequently gets through a single leap forward; neglecting to broadcast all victories to develop force and support could prompt the shutdown of the entire procedure. Change ought not to proceed without gaining subordinate contributions at each phase of outline and usage, or without the first managing innovation of, and responsibility, to the culminating enactment of mapping of a change strategy.

## **6. CONCLUSION**

The mapping and implementation of change strategy could afford the change agent to recognise and respond to leadership and management challenges in organisation behaviours. In this case, the frames offer a checklist of managerial issues, for instance, corporate psychopaths, to be at the addressing core in the reframing leadership agenda. It could be a comfortable strategy with theorising the reasons why leaders and managers should actively embrace the modelling of operational CSR behaviours that inspire employees. Rather than engaging with any connection that might exist between corporations and psychopathology. In other words, leaders should prefer to get out of a company with a psychopath trait and act as a whistleblower than taking responsibility as the CEO (Clarke, 2005).

In conclusion, integrating the elements of the checklist of mapping and implementation of change agenda, in a way, is synonymous with reframing leadership for improved leadership practices. Moreover, the impact of different leadership styles in a corporation should be of accentuation in leadership discussions. It could all be an emphasis to improve ethical workplace and effective CSR; which might provide further opportunity for scholars and practitioners in excelling in their commitment to positive social change agenda in their respective corporations.



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