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Psychopathic Disorder Analysis and the Process of Change

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Abstract:

In organizational setting, change and leadership management deal specifically with a more elaborate structured approach to redesigning the organization, both in structure and approach, where individuals and teams or groups are transitioned from the current state of reality to a more idealized future state. The sole purpose of this whole arrangement is to assist employees and other stakeholders to accept the compelling changes in the current business architecture. Premised on this principle, this paper examined the process of change in a Selected Organization infected with the key characteristics of a "Psychopathic Disorder. The key issues examined in the paper include, the conceptual foundation of change management, analysis of the key characteristics of "Psychopathic Disorder", and the approach or framework to addressing this disorder.

Keywords: *Change leadership, change management, innovation, and psychopathic disorder*

1. Introduction

Change management describes the approach adopted to "transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations or other modes of operations that can significantly reshape a company or organization". In the transitional process, it is important to note that the cardinal focus of change management is on the individual and teams or groups and the extent to which they are affected by the change or transition. In this paper, however, the focus is on organizational change management and leadership, in which case the whole organization is infected with the "Psychopathic Disorder" syndrome which needs to be purged in order to move it from its current state to an idealized "Psychopathic Disorder" free state, where each and every one contributes towards advancing the organizational objectives. As a concept, change management has deep historic roots dating back to the last five decades. For example, Rogers (1960) in his work "*Diffusion of Innovation*" advocated the need for situating change within the context of time and communication channels, but more importantly, he also focused on the extent to which these affect all stakeholders of the organization. The concept of change management in his view should be anchored on people as the key constituent. His descriptive model of the Adopter groups is therefore instructive. In a similar vein, Jullien Phillips of McKinsey Fame also brochure and thus highlighted the key essence of change management in 1982. In view of this, Robert Marshak thumbed up the McKinsey Fame for helping to propagate, adopt, and therefore given legitimacy to the works of leading pioneers of change, including Daryl Conner and Don Harrison. In the 1990s, Daryl Conner was also credited for coining the concept of "burning platform" rooted in the North Sea Piper Alpha oil rig fire, which occurred in 1988. More so, the work of Linda Ackerman Anderson became a top spot in the 2000s as it illustrated the creation of the change leader supposedly to better manage the human side of change following total dissatisfaction of the top-bottom experiment. It is equally important to note that in the 2010s, change management has further been given more impetus as it has more or less become formal vocation in Australia through the efforts of people like Christina Dean, thereby given legitimacy to the establishment of national standards and academic programs spanning Diploma to Master level. In addition, the application of Lean and Agile principles to change management field by innovative change practitioners has also been well documented. To cap it all, the Association of Change Management Professionals (ACMP) added more spice by designing a new program known as Certified Change Management Professional (CCMP) earmarked for 2016.

2. Change Management versus Change Leadership

Undoubtedly, change management is a topmost priority for almost all organizations of any given size. Unfortunately, however, research indicates that between 50% and 70% of planned change efforts failed before maturation (Dinwoodie, Pasimore, Quinn, and Rabin, 2013). From all indication, this appears to be quite alarming and certainly does not bode well for effective organizational change management, where the critical ingredient (change) is more prone to failure than it is likely to succeed. In the midst of this development, the critical question to ask is what is the key magic wand to improve the odds of organizational success? Studies have further established that efforts at change management come tumbling because organizations tend to pay detailed attention to the structural phase of change management than the human side (Dinwoodie, Pasimore, Quinn, and Rabin, 2013). This then presupposes that the implementers of the desired change are left out in the whole change planning matrix. To change this narrative, it is imperative to carry change leadership alongside change management. According to Dinwoodie, Pasimore, Quinn, and Rabin (2013), change

leadership specifically focuses on the phases of change as well as the emotional attachment of the phases that prepare the agents to navigate in the context of constance of change. To them, change leadership “requires leaders, and the organization as a whole, to address beliefs and mindset and to develop the practices and behaviors that help people to adopt to change” (p. 2). Implicitly, there is a bigger issue of meeting up squarely with the challenge of change. What it therefore takes to meet up this challenge is change leadership in contrast to change management. What a change leader should do is to enlist the support of people in the process and try to detain their commitment across the entire life cycle of the change project which may be characterized by anxiety, uncertainty, fear and state of paranoia, and distraction. In a nutshell, change management is structurally driven (Bolman & Deal, 2013), while change leadership is human resource oriented (Bolman & Deal, 2013).

2.1. *The “Psychopathic Disorder” Checklist*

The Psychopathic Disorder Checklist as applied to the modern corporation comprises the following:

- Callous unconcern for the feelings of others
- Incapacity to maintain enduring relationships
- Reckless disregard for the safety of others
- Deceitfulness: Repeated lying and conning of others for profits
- Incapacity to experience guilt
- Failure to conform to social norms with respect for lawful behavior (Bakan, 2005).

It is important to note that each of this has its implication for organizational change management and change leadership. Equally, it should be noted that each of these variables affect in one way or the other relevant stakeholders of the corporation, including employees, customers, regulatory authority, the community, and the environment. Effectively addressing each of these variables become highly paramount for successful change management and leadership project.

3. Analysis of the Effects of the Psychopathic Disorder Checklist

3.1. *Callous Unconcern for the Feelings of Others*

The concern here is fellow feeling and compassion. Primarily associated with this is emotional intelligence, which deals specifically with the leader’s awareness of his immediate environment. It is believed that leaders with little emotional intelligence are most unlikely to succeed because of their inability to read with high aptitude cues around their environment. These leaders tend to be mechanistic (Morgan, 2006), highly structural (Bolman & Deal, 2013), but above all, driven by efficiency principle. They are therefore preoccupied with concern for increased production numbers as against human welfare.

3.2. *Incapacity to Maintain Enduring Relationship*

Undoubtedly, it is believed that the success of today’s organization is tied deeply to the umbilical cord of effective social network. Effective social network is more about relationship building with enduring trust and respect for one another. An organization is therefore more likely to suffer from advancing its objectives, if it is unable to create and maintain enduring relationship with its stakeholders.

3.3. *Reckless Disregard for the Safety of Others*

Employee welfare, environmental safety, and customers’ safety are the cardinal issues under consideration here. In contemporary times, all identified stakeholders play indispensable roles in determining the success of organizations. But at the same time, there could also be regulatory and other legal issues.

3.4. *Deceitfulness: Repeated Lying and Conning Others for Profit*

The central issue here is corporate social responsibility (CSR). Business or corporation is shareholder centric with the overarching focus on maximizing shareholder value placed above any other consideration. American Corporate Capitalism (ACC) (George, 2013) appears to be the key anchorage of the activities of corporations. Rising inequality gap in society is therefore on the ascendancy (Jilani, 2011).

3.5. *Incapacity to Experience Guilt*

Corporations have increasingly veiled themselves against accepting and experiencing guilt. The recent case of Apple and the FBI is thus highly instructive. Even in the face of compelling evidence, legal weaponry is used to engage in legal gymnastics fueled by the power of money to defend the indefensible. Moral persuasions are thrown down the drains. The pursuit of wealth and power therefore becomes the dominant focus.

3.6. *Failure to Conform to Social Norms with Respect for Lawful Behavior*

Social deviance, total disrespect for rule of law and due process, and wanton disregard for social norms are the key issues under consideration. Cutting corners, persistent tax evasion, greed, avarice, and total disregard for CSR are the prominent features of today’s corporations. This could have dire and far reaching consequences.

3.7. Framework for Addressing the Psychopathic Disorders

As a change agent of a selected organization, it is imperative to endeavor to develop a triangular framework anchored on the “Self”, “Other Relevant Players”, and the “Organization) to purge the corporation of the ills associated with the Psychopathic Disorder. The proposed framework is presented in the following pyramid.

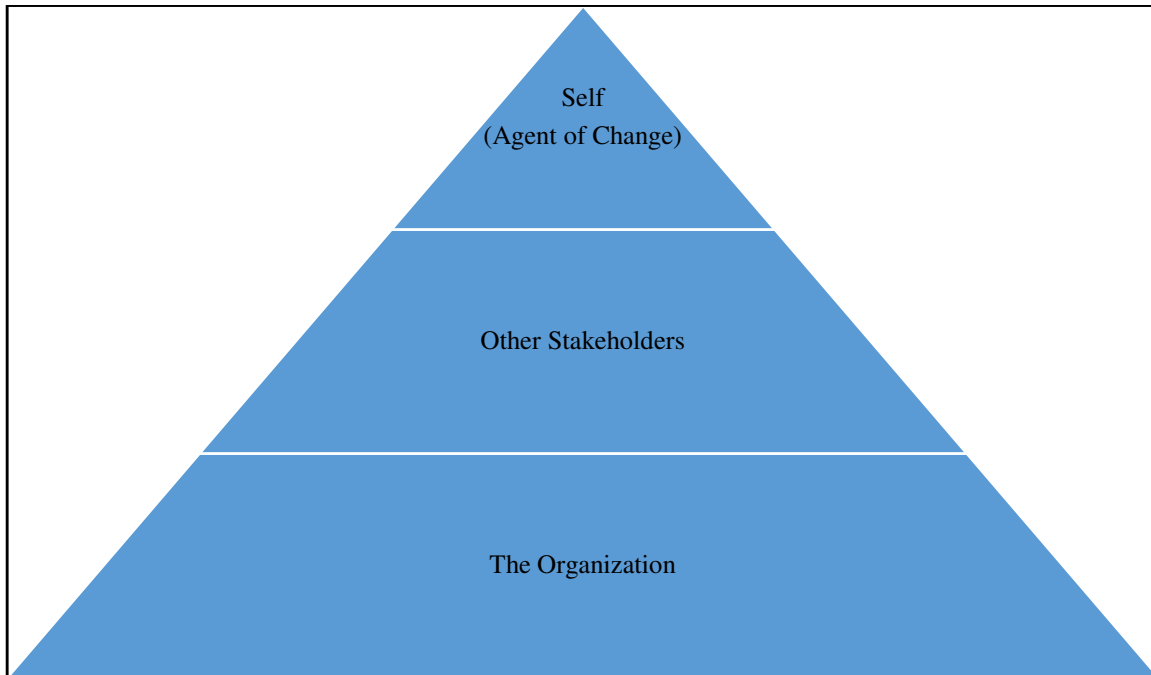


Figure 1: Pyramid of Change Process in a Selected Organization

3.8. Analysis of the Self

In this direction, it is important to first and foremost define the role of the self as a change agent and what should be done to bring about the needed change. Equally, it is imperative to define the self- default leadership style in the face of driving the desired change. Additionally, it should also be possible to sketch out how the self-change style preferences will impact significantly on the people around the self. More importantly, sight should not also be lost on how to develop and sustain leadership capacity and capability for change across the broader spectrum of the organization.

3.9. Analysis of Other Relevant Players

Other relevant key players comprise relevant stakeholders who affect and are affected by the activities of the corporation, including employees, customers, regulatory authority, the community, and the environment. To put it into better perspective, it should be noted that the present state is one of despair, disillusion, paranoia, and total dissatisfaction among the enumerated stakeholders. To address this therefore requires a total overhaul of the existing relationship to give hope and inspire confidence for a better day. It will thus be imperative to redefine relationship, create effective networks, and lead through human resources and symbolic frames (Bolman & Deal, 2013). An attempt will also be made to try to forge that psychological bond of relationship with employees to redefine reality. Equally, it should be possible to create a win-win situation by investing in people and also engaging in meaningful CSR. As part of this, the focus will still be on the bottom line as a means of survival, while engaging in compassionate organizing (George, 2013), which respects and values human dignity, and also establishing the enabling environment for each to pursue his or her full measure of happiness without any structural bottlenecks. This will require building relationships, persuading, and also committing every supporter, detractor, and the indifferent to the change project.

3.10. Analysis of the Organization

The whole organization should be reshaped with an entire new outlook. Total image and reputational branding is a must engage. Therefore, the organizational culture and political realities will be redefined. To this end, there will be the need to endeavor to forge a network of change agents dotted across the whole organization. There should also be a concerted effort to create the right balance between the team and organization so that they will not be at cross-purpose. In effect, it should be possible to step up efforts to build and maintain the capacity and capability for change leadership across the whole organization.

4. Conclusion

Organizational change is a topmost priority for organizations, depending upon time and circumstance. There are many varying perspectives of change. It can be seen as “positive or negative, exciting or demoralizing, vital or unnecessary, easy or difficult – often all of the above” (Dinwoodie, Pasimore, Quinn, & Rabin, 2013). Without a shred of doubt, rapid organizational change is at the

forefront of organizational development efforts. It constitutes the second most leadership development, which will continue to engage the attention of organizational development practitioners for the next two to five years (Dinwoodie, Pasimore, Quinn, & Rabin, 2013). However, in effecting the desired change, I want to believe that the adoption and further implementation of the above triangular frame should enable put one in a pole position to purge the corporation of the mischief associated with the Psychopathic Disorder syndrome of the corporation.

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