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PROFILE OF THE CORPORATE PSYCHOPATH: ANALYSIS OF THE LITERATURE REVIEW

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ABSTRACT

The research on corporate psychopaths is motivated by the scarcity of studies in the area of administration, especially in Brazil, and by the author's experiences in the labor market, where he witnessed unethical behavior. The objective is to investigate the definitions, profile and characteristics of the corporate psychopath in the specialized literature. The methodology adopted was the bibliographic review of books, websites and scientific articles, with descriptive and qualitative analysis of the data. The results revealed that the topic is controversial and has been studied for years in psychiatry and psychology, but little explored in administration. There is a consensus that corporate psychopaths cause disturbances in organizations and negatively influence the organizational climate. The research contributes to the understanding of this profile and its implications in the work environment, filling the knowledge gap in the area of administration.

Keywords: Psychopath, Psychopathy, Organization, Personality, Behavior.

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INTRODUCTION

The expression psychopath comes from the Greek: psyche = mind; pathos = disease. There are countless concepts, definitions and lines of study that seek to define the psychopathic personality. There are teaching strands that observe the influence of the environment in the formation of the psychopathic individual. On the other hand, there are other understandings that observe the psychopathic profile as pathological and even as a congenital defect.

According to Clarke (2011), in an organizational environment, whatever the position occupied, it is possible to find all imaginable types of personalities and behaviors. According to the author, there are people who intentionally embarrass and ridicule co-workers. In other cases, there are employees who are impulsive, superficial or who do not show any empathy with those around them. There are those who abuse their seduction in an attempt to impress leaders and customers. Other examples consist of colleagues who blame others for a project that did not have the desired success, although when they are solely responsible for the failure.

The fact is that corporate psychopaths exist and are found in a variety of locations, from small offices to multinational and transnational corporations. They are "professionals" who use numerous forms of manipulation to grow in their careers, leaving negative marks on their co-workers, including their own bosses. Men and women with such a profile can make everyday life a real hell. (CLARKE, 2011).

It is precisely for this reason that it is essential to be able to identify who these individuals are who live discreetly in organizations. Knowing the characteristics of a corporate psychopath allows an employee the chance not to be a victim of the manipulation of an individual without conscience and who craves power above all else and, therefore, not suffer the harmful damage caused by the modus operandi of this perverse being. (SINA, 2017).

The research adopted a bibliographic review based on the specialized literature through consultation of books, websites and scientific articles selected through a search in the Scientific Electronic Library Online (SciELO) and Google Scholar databases based on the descriptors: psychopath; psychopathy; corporate psychopath; organization. The data were analyzed through descriptive and qualitative approaches, around the theoretical information available on the corporate psychopath theme.

Through the literature review, it was realized that the psychopath theme is controversial, studied for several years, has extensive literature in the field of psychiatry and

psychology, but few studies in the science of administration, these directed to the corporate psychopath theme. Several complementary and, especially, divergent thoughts were found.

It is a consensus among scholars that people with psychopathic characteristics cause numerous disorders within organizations, particularly for co-workers who work directly with them. Therefore, they negatively influence the organizational climate.

The work began with this introduction, containing the justification of the object of study, the research problem, the general objective and the specific objectives of the investigation. Subsequently, the literature review on the explanation of the profile of the corporate psychopath through conceptualization and demonstration of its main characteristics. Subsequently, in the third and fourth sections, respectively, the methodology adopted and the results of the research were described, that is, the analysis and discussion of the data obtained. Finally, the final considerations and recommendations on the subject were presented.

JUSTIFICATION

The corporate psychopath theme was chosen by the author for the preparation of the monograph due to two specific reasons. The primary motivation is personal and the secondary is academic.

The first reason referred to the fact that the object of research is little explored in academia, therefore, it has become attractive for the development of the work, as it is not a subject that is extremely studied and disseminated in schools in Brazil.

The second plea was related to the author's practical experiences in the labor market via paid internships throughout the undergraduate course. He has interned in eight organizations from three different sectors, sizes and segments, such as retail, basic and manufacturing industry, banking and education.

In this way, he obtained relevant experience in the area of people management, as he worked with numerous employees and different leadership styles. In view of his professional experience, the writer witnessed several unpleasant situations such as lack of professionalism and unethical attitudes practiced by some former co-workers.

In this way, he deepened the reading on some topics to understand the reasons for such unethical attitudes and the mechanism of operation of those "colleagues", such as: moral harassment, corporate bullying, "rug pulling", the relationship between competition and cooperation in the organization, "protection mechanisms against co-workers of bad nature". Thus, the researcher located the existence of the term "corporate psychopath", the object of study of scientific production.

In the science of administration, research that explains the theme is scarce, especially in the Brazilian context. In this way, the theme is examined in a limited way in the field of organizational studies (CAMPELO; SOUSA, 2016).

According to Campelo and Sousa (2016), this subject is not debated by the managers of organizations, since the characteristics of the corporate psychopath are considered beneficial, in some aspects, for the company's progress.

RESEARCH PROBLEM

The presence of the corporate psychopath draws attention to the damage they bring to people and organizations. Studies by Babiak and Hare (2006) show that 1% of the human population is considered corporate psychopaths and 10% have characteristics that resemble such a profile. These, however, are Professionals than Seek

professional ascension, acting with coldness, without empathy and consideration for their co-workers, harming not only them, but also the organization, because, to gain advantage, they cheat numbers and violate rules. Analyzing the harmful impact that the behaviors of corporate psychopaths have on socio-professional relationships and, consequently, on the company's productivity, it is extremely necessary to study this topic. Such a subject is addressed in a negligible way by company managers.

In the field of administration, there are few studies that address the theme, especially in the Brazilian context. The objectives of this article are: to investigate in the specialized literature definitions of the profile of the corporate psychopath; and outline the characteristics of the corporate psychopath. Thus, it was presented as a research question: how does the scientific production of the theme help to explain the definitions, the profile and demonstrate the main characteristics of the corporate psychopath?

CORPORATE PSYCHOPATH

According to the website Origem da Palavra – Site de Etymologia, the word psychopath was formed in the nineteenth century from the German PSYCHOPATISCH, created from the Greek PSYKHÉ, "mind", plus PATHOS, "suffering". According to the dictionary, psychopath means "who or who suffers from psychopathy", or even "who or who suffers from a serious mental illness or disorder". The word psychopathy, according to the definition in the glossary, has the meaning of "generic designation of mental illnesses", "pathological imbalance in the control of emotions and the impulses, which often corresponds to antisocial behavior", "severe mental disorder in which the patient exhibits antisocial and amoral behavior characterized by the absence of any human emotion or

affection, being unable to show regret and remorse, reveals a high level of self-centeredness, difficulty in maintaining affective bonds, etc." or "any mental illness or disorder; psychosis". Hare (2003) Reiterates that many researchers have studied about psychopaths, but none had the impact of the American psychiatrist Hervey Cleckley. Cleckley (1976) apud Hare (2003, p.29), in his famous book The Mask of Sanity, first published in 1941, drew attention to what he considered a dark social problem, although largely ignored by society. He wrote in astonishing detail about his patients and conveyed to the public the first detailed exposé of psychopathy.

For Cleckley (1976) apud Hare (2003, p.29), the psychopath has a great inability to understand the facts or data that define personal values. Human sensations have no meaning for him. Unfortunately, the sensitivity to perceive the feelings that move people is non-existent for the psychopath. In the author's opinion, all this cannot be explained to the psychopath because he cannot understand. The psychopath can repeat the words and say that he understands, but even he cannot realize that he does not truly understand.

Also according to Cleckley (1988) apud Henriques (2009, p.288-292), psychopathy is a form of mental illness, but without the characteristic symptoms of psychoses, which would give the psychopath an appearance of normality. The substantial disorder of psychopathy would be "semantic dementia", that is, a deficiency in the understanding of human feelings in depth, but in the behavioral sphere the individual seems to understand them. The psychopath specializes in hiding negative characteristics through the "mask of sanity", justifying the choice of the title of the work. Cleckley (1955) apud Hidalgo and Serafim (2016, p.19) ratify that the psychopath does not benefit from treatments, however, the positive sensations related to the primary psychopaths can induce a limited interpretation of the problems and, therefore, indicate a lack of acceptance of the treatment. Therefore, for the author, psychopathy has no cure.

In Cleckley's (1988) view, a marked flaw of the human organism, hypothetically congenital, but not hereditary, plays a central role in the psychopath's astonishing failure to live life normally and conduct a career acceptable to society. The author assures that such an idea is a speculative concept and is not supported by verified evidence. Cleckley (1988) apud Henriques (2009, p.288-292) approximated the concept of psychopathy around the antisocial personality, later collaborating with the research of several scientists. The characterization of psychopathy as an antisocial personality carried out by him persists to this day, as attested by the American Psychiatric Association (APA) through the fourth edition of the Diagnostic and Statistical Manual of Mental Disorders (DMS IV).

Cleckley (1988) apud Henriques (2009, p.288-292) studied sixteen main characteristics, that is, personality traits, called "Cleckley criteria", as shown in Table 01:

Table 01 – Cleckley criteria

Sixteen Key Characteristics of the Psychopath
Seductive appearance and good intelligence;
Absence of delusions and other pathological alterations of thought;
Absence of "nervousness" or psychoneurotic manifestations;
Unreliability;
Contempt for truth and insincerity;
lack of remorse or guilt;
Antisocial conduct not motivated by contingencies;
Poor judgment and failure to learn through experience;
Pathological egocentrism and inability to love;
General poverty in most affective reactions;
Specific loss of *insight* (internal understanding);
Affective non-reactivity in interpersonal relationships in general;
Extravagant and inconvenient behavior, sometimes under the action of drinks, sometimes No;
Suicide rarely practiced;
Impersonal, trivial and poorly integrated sex life;
Failure to follow any life plan.

Source: Survey Data (2018).

In Hare's (2003) conception, the book The Mask of Sanity had an enormous influence on researchers in the United States and Canada during the second half of the last century and became the reference foundation of much of the scientific research on psychopathology that was carried out in the period. Most of this study was devoted to finding out what stimulated the psychopath.

According to Abdalla Filho (2004) apud Silva and Krom (2009, p.1-2), based on the tenth and updated version of the International Statistical Classification of Diseases and Related Health Problems (ICD10 – classification F60.2), prepared by the World Health Organization (WHO), personality disorder is decharacterized by brain disease or injury. For him, it is associated with a personal and social rupture, that is, it is a serious disturbance of the structure of the individual's nature and behavioral tendencies, resulting from an interaction between genetic attributes and the environment.

Silva and Krom (2009) say that this personality disorder has the term psychopath or psychopathic personality as its nomenclature, but it does not belong to the diagnostic terminology of the medical-psychiatric concept. The descriptions that most closely resemble these vocabularies are antisocial personality disorder (APD), according to DMS IV, and dissocial personality disorder, according to ICD10 (classification F60.2).

In the view of Lykken (2006) apud Oliveira (2011, p.04), psychopathy should not be restricted to simple APD either. Psychopaths usually also share traits that discriminate

against this disorder, but it does not mean that the person with APD is, consequently, a psychopath. Edens et al. (2006) apud Oliveira (2011, p. 05) reinforces the previous thought, by stating that, regardless of the DSM listing some characteristics similar and/or equivalent to those of psychopaths, psychopathy is not synonymous with APD, although it is conceptualized as an agglomeration of distinct personality characteristics, being a perception that emphasizes more affective and interpersonal traits. Thus, Huss (2011) apud Oliveira (2011, p.05) asserts that 90% of psychopaths suffer from the disorder, but only 15% to 30% of those who suffer from APD are psychopaths.

DMS V, an updated edition of the aforementioned manual, currently in force, also does not list or describe psychopathy, according to its past publications. Therefore, psychopathy is not an official diagnosis given to a person, even if it is classified as a personality trait and analyzed by numerous tests led by psychologists. APD is the closest definition for the conceptualization of psychopathy. The DSM V describes that individuals with antisocial personalities are often associated with psychopaths. Chart 02 lists the characteristics presented by the APA through DMS V, identifying the particularities of the TPA (GOETTEN, 2017):

Table 02 – Characteristics of the TPA

APA - DMS V
Manipulation ability;
Charm and kindness;
Involvement in criminal activities;
Recklessness;
Impulsiveness;
Irresponsibility;
Torture and killing of animals (conduct disorder during childhood);
Absence of empathy and remorse;
Low physiological stimulus

Source: Survey Data (2018).

For Santos (2016), the psychopath is characterized as a manipulative, impulsive, transgressive, lying, irritable, aggressive, irresponsible and unconscious subject. The person with psychopathy is defined by the author as follows:

> The psychopath would basically be a manipulative, impulsive individual, with difficulties in following the rules and laws imposed by society, prone to deceiving others, irritable and aggressive (which would lead to constant clashes with the law), irresponsible and cold, in short, without remorse in the face of the consequences of their eventually harmful acts (SANTOS, 2016, p.89).

Analyzing the above definition, it can be seen that the writer's line of reasoning is similar to the definition and characterization elaborated by the APA via DMS V. Undeniably, according to the quote above, it is noted that the traits of psychopathy are close to those

mentioned for the APD. Chart 03 presents other definitions and characteristics of psychopathy, as follows:

Table 03 – Definitions and Characteristics of Psychopathy/Psychopath

Researchers	**Definitions/Features**
Pinel (1801) *apud* Oliveira (2011, p.02-03).	Philippe Pinel, in 1801, was the first to notice that certain patients, involved in impulsive and self-destructive acts, had their reasoning skills intact and were aware of irrationality of what they were doing. These cases, he called *"manie sans delire",* or insanity without delirium. At this time, as it was understood that "mind" was synonymous with "reason", any inability to rational or intellect was considered insanity, a disease mental. It was with Pinel that the possibility of a insane individual (*manie*) but without any mental confusion (*sans delire*).
Prichard (1835) *apud* Oliveira, (2011, p.03).	Em 1835, em "*A treatise on insanity and other disorders affecting the mind*" the British J. C. Prichard accepted Pinel's theory about the "*manie sans delire*"; however, he disagreed about neutral morality of this disorder (which Pinel believed), becoming one of the exponents to believe that such behaviors meant a reprehensible defect of character, which deserved social condemnation. Beyond In addition, he encompassed the scope of the original "syndrome," creating the label "moral insanity", including, then, a wide range of other conditions Mental and Emotional. Everyone these patients
	shared a defect in the power to guide oneself according to "natural feelings," that is, an intrinsic and spontaneous sense of righteousness, goodness, and responsibility. Those who had such a condition were seduced, despite their ability to understand their choices, by a "super-powerful feeling" that led them to to practice socially repugnant acts, such as, for example, crimes.
Hare (1999) *apud* Ely *et al*. 2014, p.03).	Psychopaths are charming, manipulative social predators who brutally fight their way through life, leaving behind a trail of broken hearts, shattered hopes, and empty wallets.
Morana, Stone and Filho (2006).	This type of specific personality disorder is marked by an insensitivity to the feelings of others. When the degree of this insensitivity is high, leading the individual to a marked affective indifference, he may adopt a recurrent criminal behavior and the clinical picture of PD takes the form of psychopathy.

(FILHO, TEIXEIRA, and DIAS, 2012; PATRICK, FOWLES and KRUEGER, 2009, *apud* VASCONCELLOS *et al.*, 2017, p.152).	Psychopathy can be understood as a set of personality traits related to the absence of remorse, low empathy, impulsivity, search for stimulation, in addition to greater social dominance, whose expression can be based on the ability to manipulate other individuals.

Kiehl (2011) *apud* Taylor (2011, p.02).	Clinically, the definition is someone with a high score on traits such as lack of empathy, guilt, and remorse; They are very impulsive: they tend not to plan or think before acting. They have a tendency to get involved in problems from a very young age; I tend to see psychopaths as people who suffer from a disorder, so I would not use the term "bad" to describe them.
Udmundsson and Southey (2011) *apud* Medeiros, Júnior and Can (2015, p.105).	Psychopathy is a personality disorder, involving a lack of empathy and attachment to others, superficial charisma and charm, manipulation, and violation of social norms.
Trindade (2015)	The psychopath is the greatest predator of the human species. It's like it was an Attila, because wherever he goes, he leaves a path of destruction in affective, social and work relationships.
Bins and Taborda (2016)	Psychopathy is a syndrome that can be defined in terms of a combination of certain personality traits and socially conduct. Deviant.

Source: Survey Data (2018).

According to Hare (2003), author of the book Sin Conciencia – El inquietante mundo de los psicópatas que nos rodean, creator of the Hare Psycopathy Checklist Revised Scale (PCL-R), based on the "Cleckley criteria", psychopaths are in all races, cultures, society and lifestyles. The striking feature of these individuals is the striking absence of consciousness. Psychopaths are charming, manipulative, liars, and seek self-gratification at the expense of someone else. Many spend time in prison, but countless others live normally in social spaces.

For Hare (2003), the confusion and uncertainty surrounding the definition of psychopathy begins with the term itself. This word literally means "mental illness" (from the psyche, from the "mind" and from pathos, "illness"), and this is the meaning found in dictionaries. The confusion is increased by the misuse of the term by the media, as they equate it with madmen. According to the author, most researchers and clinicians use a well-defined meaning of the term, different from those present in dictionaries. They know that psychopathy should not be understood like the rest of mental illnesses. Psychopaths are not disoriented nor do they live in another world. They also do not experience hallucinations, delusions, or the intense discomfort that characterizes most mental disorders. Unlike psychotic subjects, psychopaths are rational and realize what they do and the reason for their actions. Their conduct is the result of a logical choice.

Therefore, if a person diagnosed with schizophrenia breaks some social norms, for example, he kills the first person he sees in response to orders received from extraterrestrial beings, this individual is not responsible for his actions, because he is disoriented, affected by hallucinations and delusions. However, when a person is diagnosed with a psychopathy and violates these same rules, he is considered mentally healthy and

goes to prison. Even so, society generally thinks that certain brutal crimes, especially torture and murder, are committed only by the insane. It may be true from a certain point of view, but not from a psychiatric or legal perspective (HARE, 2003).

Hare (2003) exemplifies that some serial killers are insane, however, most are not. They can torture, kill, and maim their victims, but in most cases, there is no evidence that they are upset, mentally confused, or psychotic. Many famous killers, such as Ted Bundy, John Wayne Gacy, and Henry Lee Lucas have been diagnosed as psychopaths, meaning they are mentally healthy according to current psychiatric and legal canons.

Regarding the doubt regarding the differentiation between the nomenclatures psychopathy and sociopathy, many researchers, clinicians and writers use these terms incorrectly, equating them. Sometimes the word sociopathy is used because it is less likely to be confused with psychopathology or madness than the nomenclature psychopathy. For some clinicians and researchers, as well as most sociologists and criminologists, sociopathy is entirely constituted by social factors or childhood experiences, that is, an individual's actions and values are reflections of a socio-environmental context (HARE, 2003).

In the case of the psychopath, the situation is different, because the formation of the profile of the individual with psychopathy is conceived by biological, psychological and genetic elements. Faced with this confusion of definitions, the same individual, therefore, can be diagnosed as a sociopath by one specialist and as a psychopath by another (HARE, 2003).

Hare (2010) apud Menezes (2010, p.03) it is very difficult to change the way the psychopath feels or acts. The only viable alternative treatment is to try to change his behavior to some extent (in a type of harm reduction action). However, there are some treatment programs studied that appeal to the psychopaths' sense of selfishness, that is, they will think about actions that are beneficial to them. In a hypothetical situation, the psychopath will change his harmful behavior so as not to be harmed, but he still aims to achieve his proposed goal.

According to Hare (2010) apud Menezes (2010, p.04), criminality and psychopathy are distinct issues. There are psychopaths who do not commit any crime or violate any laws, but who cause serious problems for other people. They can move up in life by psychologically and emotionally abusing other individuals. On the other hand, it is easier for a psychopath to enter the world of crime than an ordinary person, because he sees no difference between regular and criminal behavior.

In the opinion of Hare (2010) apud Menezes (2010, p.04), psychopathy is not a disease. He mentions that other scholars believe that it is a pathology, that some problem in the brain of a psychopath makes him less responsible for his behavior. However, for him, the evidence obtained so far does not corroborate the thinking of these scientists.

For Hare (2003), the equivalence of meaning between the terms psychopath and APD, described in the third edition of the DSM in 1980, and in its revision in 1987, is incorrect. The diagnostic criterion for APD consists primarily of a long list of antisocial or criminal behaviors. The plurality of terms generated a lot of confusion during a certain period, as many physicians mistakenly assumed that APD and psychopathy were equivalent. As stated in DSM III, DSM IIIR, and also in DSM IV, 1994, APD refers primarily to a group of criminal and antisocial behaviors. Most criminals, for example, meet the criteria for such a diagnosis. However, psychopathy is defined by a set of personality traits and deviant social behaviors. Most offenders, for example, are not psychopaths, but many people who manage to live outside the law, avoiding being discovered, are.

The PCL-R, developed by Hare (2003), a complex tool for professional use in the health area, influenced by the Cleckley criteria, is an instrument that enables the identification and detailing of the personality of psychopaths. This method is universally accepted to identify them and divides the profile of the psychopath according to their interpersonal/emotional relationships and lifestyle. Through the individual's behaviors through their emotional/interpersonal relationship, the psychopath's ability to manifest their feelings to people is perceived. As for his lifestyle, the relationship of the psychopath with the established social norms is analyzed. It is observed that several people who are not psychopaths may have some symptoms described in the PCL-R. Many people are impulsive, cold, insensitive, or antisocial, but that doesn't mean they're psychopaths. Psychopathy is a syndrome, that is, a set of related symptoms. Chart 04 summarizes the characterization of the psychopath's profile:

Table 04 – Psycopathy Checklist Revised (PCL-R)

Severe Symptoms of Psychopathy	
Emotional/interpersonal:	**Social/lifestyle deviance:**
Eloquence and superficial charm;	Impulsiveness;
Self-centered and presumptuous personality;	Deficient self-control;
Absence of remorse or guilt;	Need for continued excitement;
Absence of empathy;	Irresponsibility;
Manipulative and lying person;	Conduct problems in childhood;
Bearer of superficial and banal emotions	Antisocial Behavior as an Adult

Source: Hare (2003, p.33).

For Silva (2008), psychopaths are witty and articulate, making a conversation fun and enjoyable. They are charming and attractive in the exercise of their lies. They usually tell extraordinary stories, but convincing in many ways.

Psychopaths can deceive many people through their unlikely stories, especially when their profile is not known and publicized. This phenomenon occurs due to the ability of psychopaths to inform themselves about the most varied subjects, but if they are really tested by true experts in the area, they reveal their superficialities of content (SILVA, 2008).

Psychopaths seek to prove knowledge in various sciences through the use of technical terms, transmitting reliability to the less informed. Another characteristic sign of this behavior is the complete absence of concern that psychopaths show when they are demoralized as impostors. They do not show the slightest embarrassment if they are caught in their lies (SILVA, 2008).

Psychopaths are narcissistic individuals. They place themselves at the center of the universe, because they believe that they are superior beings, and that, therefore, they should be allowed to live according to their own rules. The pedantry of some psychopaths surfaces, sometimes dramatically, before a judge in a court of law. For example, it is not uncommon for them to criticize their own lawyers and to take charge of their defenses, often with disastrous results. Psychopaths present themselves in an arrogant, dogmatic, and dominant manner. They want to have power and control over others and seem unable to believe that other people hold valid opinions (HARE, 2003).

Despite everything, some people believe that psychopaths are charismatic or fantastic individuals. Psychopaths are rarely ashamed of their legal, financial, or personal problems. Instead, they see them as temporary phases, as a result of bad luck, treacherous friends, or an unjust or incompetent society, as they do not take responsibility for their actions. Although psychopaths often claim to have specific goals, they do not understand what must be done to achieve them, as they do not know how to carry out their plans. They think that their skills will allow them to achieve any proposed goal. If the necessary circumstances occur, such as opportunity, luck and suitable victims, their pride offers good results. For example, it is a fact that the commercial psychopath usually thinks of an unmissable opportunity, but with other people's money (HARE, 2003).

Psychopaths show an incredible lack of interest in the devastating effects their actions have on others. They openly admit that they have no sense of guilt and do not regret all the pain and destruction they promote and claim that there is no reason to worry. For them, the feeling of guilt is a mechanism of social control, that is, it is a resource to control them. On the other hand, psychopaths sometimes verbalize some remorse, but then

contradict their actions or even later statements. The absence of remorse or guilt of psychopaths is associated with a notorious ability to rationalize their behavior and thus free themselves from responsibility for their actions. They cause distress to their families, friends, colleagues, and, of course, their victims, but in the face of this evidence, they make excuses and, in some cases, deny that anything happened (HARE, 2003).

When questioned, they talk about memory loss, blockages, multiple personality and temporary insanity. Although sometimes a psychopath will admit to having performed infringing acts, he will minimize or even deny the consequences of his actions on the victims. They claim that their nefarious attitudes have had a positive effect on their sufferers. Ironically, psychopaths see themselves as real victims, as they think they have helped sufferers with their harmful behaviors and do not deserve to be blamed for such behaviors (HARE, 2003).

According to Hare (2003), many of the characteristics that psychopaths show especially self-centeredness, lack of remorse, superficial emotions and compulsive lying are associated with a profound absence of empathy. They are unable to put themselves in the shoes of others except in a purely intellectual sense. Other people's feelings are not of interest to you. In a way, psychopaths are like science fiction androids in that they have no emotions. They are unable to imagine real human experiences. According to the author, psychopaths see people as mere objects that can give them gratification. The weak and the vulnerable are their preferred targets.

For psychologist Rieber (1997) apud Hare (2003, p.40), in the world of the psychopath, there is no one who is only weak. The one who is weakened is also an imbecile, because of this, someone who asks to be exploited. In order to survive physically and psychologically, according to Hare's (2003) line of reasoning, some normal citizens develop a considerable degree of insensitivity towards specific groups of people. For example, doctors who are very empathetic to their patients soon feel overwhelmed and their effectiveness as professionals decreases. For them, it is convenient to generate a certain insensitivity in relation to a specific group of individuals. In the same way, soldiers, gangsters, and terrorists are effectively trained to see the enemy as less human than he is, as an object without inner life. Psychopaths, however, show an absence of general empathy. If they maintain their attachments to their wives and children, it is only because they see them as their property, as their music devices or their cars, and even care more about their material possessions than their loved ones.

The author also states that, due to the inability to appreciate the feelings of others, some psychopaths are capable of behaviors that normal people find not only horrible but

also disconcerting, such as torturing and mutilating their victims. However, except in movies and novels, few psychopaths commit such crimes, although they are always devastating actions for those involved: parasitically exploiting financial resources and disqualifying others; talk and take everything they want in an aggressive way; lack of concern for the basic needs of their families or their physical or emotional well-being; having impersonal and trivial sexual relations without restriction, among other examples.

Psychopaths possess natural talents for lying, deceiving, and manipulating people. Gifted with a great imagination and focused on themselves, they seem incredibly oblivious to the possibility of being discovered. When they are unmasked or questioned with the truth presented by others, they are not ashamed. They simply change their stories or reorder the facts in a way that seems consistent with the lie. The result is a long series of contradictions and an increasingly confused listener. Psychopaths pride themselves on their ability to lie (HARE, 2003).

Many observers, however, have the impression that psychopaths do not notice when they lie. His indifference to being discovered is extraordinary, as it makes the potential victim consider his own psychic capacity. That is why it is so frequent that the psychopath invents a lie. With this cunning and ease of lying, it is not surprising that psychopaths are so successful at cheating, deceiving, and manipulating others and not feeling the slightest remorse for their stance. In addition, they are very clever when it comes to figuring out what these weaknesses are in order to use them to their advantage. This great ability to deceive people grants psychopaths an enormous facility to perpetrate fraud, embezzlement, and identity theft. They promote fake stock funds and sell non-existent properties. They simply apply scams of all types and sizes (HARE, 2003).

In Hare's (2003) analysis, psychopaths suffer from a kind of emotional poverty that limits the range and depth of their feelings. They are cold and emotionless beings, but there are times when they show feelings, albeit superficially. According to the author, scholars on the subject have the impression that psychopaths act and do not show what they feel. Psychopaths say they experience strong emotions, but they can't describe the subtleties of different affective states. For psychologists Johns and Quay (1962, p.217-220) apud Hare (2003, p.45), the psychopath "knows the words, but not the music of the song". According to Hare (2003), many experts comment that the emotions of psychopaths are so superficial that they can be considered proto-emotions, that is, primitive responses to immediate needs.

Also according to Hare (2003), laboratory experiments using biomedical recordings show that psychopaths lack the normal physiological responses associated with fear, so

they do not hesitate to take risks regardless of the results of their actions. Psychopaths do not experience the bodily sensations inherent in the phobia. For them, fear and the rest of the emotions are banal and superficial.

In accordance with Hare's (2003) ideas, psychopaths do not spend much time analyzing the pros and cons of their attitudes or considering the possible consequences. Instead of temperament, your impulsive acts are the result of a motivation that plays a key role in your behavior: to achieve satisfaction, pleasure, or immediate relief.

The author states that psychopaths ignore the needs of others, live and change their plans frequently. They don't care about the future, because they don't care about what will happen tomorrow. In fact, they don't care about the past either. The important thing for such beings is to live in the moment, that is, they are immediate.

In addition to being impulsive, psychopaths react quickly to what they perceive as insults or threats. Most individuals have powerful inhibitory controls over their behavior, that is, even if they wanted to react aggressively, they could not do so. In psychopaths, such prohibitive restraint is weak and the slightest provocation is enough to irritate them. As a result, they are stressed and respond to frustration, failure, discipline, and criticism with sudden violence, threats, and verbal attacks. They are simply easily offended. Psychopaths feel anger and are aggressive against trivialities, and often in situations that seem inappropriate to others. But their frequent fits of rage, which can be extreme, are usually short-lived, and once the episode is over, they act as if nothing has happened (HARE, 2003).

Although psychopaths have an early onset and show aggressive behaviors quickly, their behavior is not out of control because they are aware of their actions. Their aggressive actions are cold. They don't have the emotion that normal people feel when they lose their temper. It is not surprising that psychopaths inflict severe physical or emotional harm on victims, sometimes routinely, and simultaneously reject the damage wrought on people. In most cases, they see their signs of aggression as natural responses to provocation (HARE, 2003).

Psychopaths have a need for constant excitement, as they want to experience changing and different situations routinely. In many cases, the action is to blatantly break social norms to satisfy their desires. Some psychopaths take a wide variety of drugs as part of their search for something new and exciting, and regularly move from place to place, jobs and companies, in search of a new and refreshing buzz. Many psychopaths declare that they commit transgressive acts out of sheer enthusiasm or exaltation. The negative part of this search for arousal is the inability to tolerate monotony or routine (HARE, 2003).

According to Hare (2003), psychopaths get bored easily. They are unlikely to find themselves in occupations or activities that are boring and repetitive or that require intense concentration for long periods of time. Thus, in Hare's (2003) conception, it is unlikely that the psychopath is a good spy, terrorist or mobster, because his impulsiveness, his sense of immediacy and his absence of loyalty make him unpredictable.

Obligations and commitments are insignificant to psychopaths. Their good intentions are foolishness. Stories about misappropriation and unrepaid loans, for example, reveal how the issue of debt is handled. The irresponsibility and low credibility of psychopaths extend to all spheres of their lives. Their performance at work is erratic, with frequent absences, misuse of company resources, violations of commercial policy, and betrayal of the trust placed in them. They are unable to maintain commitments to people, organizations, or ethical principles. Such indifference to the well-being of their children and spouses is constant in psychopaths. They don't hesitate to use the resources of family and friends to get out of difficulties, for example. Simply, such beings are not deterred by the fact that their actions can wreak havoc on other people (HARE, 2003).

Most psychopaths show major behavioral problems from an early age. These problems can range from constant lying to stealing, school absenteeism, vandalism, substance abuse, running away from home, fire-provoking, violence, class misbehavior, and early sexuality. As many children demonstrate some of these behaviors at one time or another, especially children raised in dysfunctional families, it is important to emphasize that the history of such behaviors of the psychopath is much more serious and prolonged than in others, even compared to children who come from the worst social and family extraction. The psychopathic child usually comes from a balanced family, but suddenly begins to steal, use drugs, play and have sexual experiences at the age of 10 to 12. Early cruel attitudes towards animals is usually a clear sign of emotional and behavioral problems (HARE, 2003).

In turn, adult psychopaths describe their childish cruelty towards animals as common and even amusing facts. Cruelty to other children is also part of the inability to experience the empathy necessary to appease the instincts that humans possess to inflict pain on others, even when they are angry (HARE, 2003).

Although not all adult psychopaths show such signs of cruelty in their youth, practically all of them enter into a wide variety of particularities: lies, theft, vandalism, promiscuity, among other examples. It is interesting, however, to observe how the media informs the public about the surprise of neighbors and witnesses of these acts. Such astonishment reflects not only the psychopath's ability to manipulate the impression passed

on to others, but the little attention that is paid to the beginning of these people's history (HARE, 2003).

Psychopaths consider the rules and expectations of society to be inconveniences, irrational impediments to the full expression of their ambitions and desires. They set their own rules, as children as well as adults. Impulsive children and liars who lack empathy will act the same way as adults. The continuity of psychopaths' antisocial and selfish behavior is striking. To a large extent, this follow-up is what motivates many researchers to claim that the early onset of antisocial behavior is a good indicator of crime and other behavioral problems in adults. Various antisocial acts performed by psychopaths lead them directly to jail. They stand out even in prison settings because their antisocial or illegal activities are more varied and frequent than those of other criminals. Psychopaths do not have a criminal specialty, but they try a little bit of everything, feeling proud of it. Not all psychopaths are arrested. Many of its actions are outside the scope of the law or are in the context where the legal and the illegal merge (HARE, 2003).

For many, their antisocial behavior consists of conducting questionable business deals, unethical professional practices, abusing their wives or children, or making irresponsible use of company funds, to name a few examples. The problem with behaviors of this type is that they are difficult to document and evaluate without the help of family, friends, acquaintances, or partners (HARE, 2003).

Considering the opinions of Cleckley and Hare, leading researchers on psychopathy, divergences of ideas between them can be perceived. For Cleckley (1988) and Cleckley (1988) apud Henriques (2009, p.288-292), psychopathy is an originally innate mental illness, but not hereditary, while for Hare (2003), it is a deviation of social conduct, mischaracterized as a disease, resulting from the combination of biological, psychological and genetic elements, with a strong interaction with the socio-environmental space. Another point of disagreement among the authors is the relationship between the concept of psychopathy and APD. Cleckley (1988) apud Henriques (2009, p.288-292) approximated the definition of psychopathy around the antisocial personality, influencing the definitions of the WHO and the APA. However, Hare (2003) states that such an approximation is incorrect, as APD refers mainly to a group of criminal and antisocial behaviors. For him, the psychopath may present some antisocial behaviors as an adult in accordance with the PCL-R, but it does not mean that he is also a carrier of the APD.

Silva (2008), author of the book Dangerous Minds – The psychopath lives next door, defines and characterizes the psychopath. The writer chooses to unify the various nomenclatures used to conceptualize psychopathy, using the term psychopath, as follows:

> Psychopaths in general are cold, calculating, unscrupulous, disingenuous, lying, seductive individuals who seek only their own benefit. They are unable to establish affective bonds or put themselves in the other's shoes. They are devoid of guilt or remorse and often prove to be aggressive and violent. To a greater or lesser degree of severity and with different ways of manifesting their transgressive acts, psychopaths are true "social predators", in whose veins and arteries an icy blood flows (SILVA, 2008, p.32).

> In addition to psychopaths, they are also called sociopaths, antisocial personalities, psychopathic personalities, dissocial personalities, amoral personalities, among others. Although some scholars prefer to differentiate them, in my understanding these terms are equivalent and describe the same profile. However, for the sake of intimacy and in order to facilitate understanding, the term psychopath will be the one used in this book (SILVA, 2008, p.12).

> In the face of so many divergences and in order to facilitate understanding, I decided to unify the various nomenclatures and use only the word psychopath. Be that as it may, one thing is certain: all these terminologies define a transgressive profile. What can give rise to a small differentiation between them is the intensity with which the symptoms manifest themselves (SILVA, 2008, p.32).

Silva (2008) advances the explanation, stating that psychopathy comes from the relationship between a neurobiological dysfunction and the set of educational influences that the psychopath receives throughout his life. For the author, the environment is important in the formation of the psychopathic profile:

> The various manifestations of psychopathic behaviors necessarily lead us to an evaluation of the importance that the environment can have in the presentation of this disorder. The social environment in which violence and emotional insensitivity are "taught" on a day-to-day basis can lead a person prone to psychopathy to be a dangerous delinquent. On the other hand, an affectionate and rewarding social environment can lead this same propensity to manifest itself in the form of a mild or moderate social deviation (SILVA, 2008, p.160).

> The psychopathic mechanism would work in this way: the genetic predisposition or biological vulnerability would be concretized in a child who has the emotional deficit. Such a child has a mental system that is deficient in the perception of emotions and feelings, in the regulation of impulsivity, and in the experience of fear and anxiety. In cases where parents (family) perform their educational tasks very competently, these biological characteristics can be compensated for or channeled into socially accepted activities. However, when the environment is not able to cope with such genetic baggage - whether due to educational failures on the part of the parents, poor socialization or even because this genetic baggage is very marked - the result will be a psychopathic individual (SILVA, 2008, p.160).

Silva (2008) continues the explanation, endorsing that psychopathy is not considered a mental illness, because psychopaths are not considered crazy and do not have any type of disorder. They are also not affected by delusions or hallucinations. In addition, they do not present intense mental suffering:

> It is important to note that the term psychopath can give the false impression that they are insane or mentally ill individuals. The word psychopath literally means illness of the mind (from the Greek, psyche = mind; and pathos = disease). However, in medical-psychiatric terms, psychopathy does not fit the traditional view of mental illnesses. These individuals are not considered crazy, nor do they have

> any kind of disorientation. They also do not suffer from delusions or hallucinations (such as schizophrenia) and do not present intense mental suffering (such as depression or panic, for example) (SILVA, 2008, p.32).
>
> On the contrary, their criminal acts do not come from sick minds, but from a cold and calculating reasoning combined with a total inability to treat other people as thinking human beings with feelings (SILVA, 2008, p.32).

Reflecting on all the direct quotations above, from the moment that Silva (2008) states that the terms psychopathy and APD are equivalent, the author shows herself to be adept at the conceptualization carried out by Cleckley (1988) apud Henriques (2009, p.288-292) and, consequently, of the APA via DMS V and the WHO through the ICD10. On the other hand, it is noted that the writer disagrees with Hare (2003). With regard to the origin of psychopathy, there is an agreement between the ideas of Silva (2008) and Hare (2003). For both authors, the formation of the psychopath's profile is a combination of biological, psychological and genetic elements, with a strong interaction with the socio-environmental space. On the other hand, the author differs from Cleckley (1988), since this author says that psychopathy is originally innate, but not hereditary. Regarding the framing of psychopathy as a disease, Silva (2008) disagrees with Cleckley (1988) apud Henriques (2009, p.288-292), as he does not consider the psychopath to have a pathology. In this way, the author ratifies Hare's (2003) line of thought, considering that both do not consider the phenomenon of psychopathy as a disease. Psychopathy refers to a social deviation and a deviant social behavior, respectively, for Silva (2011) and Hare (2003).

According to Clarke (2011), author of the book Working with Monsters – How to identify psychopaths in your work and how to protect yourself from them, there is a conflict about the origin of the psychopathic personality. For the author, the psychopath comes from a mixture of genetic and biological factors and interaction with the environment, according to the excerpt below:

> There is some controversy over the question of whether a corporate psychopath is generated by nature (born), or transformed (created by the environment), or is a combination of the two. The idea that it is a combination of genes, biology and environment that produces the psychopathy syndrome has a great reach (CLARKE, 2011, p.06).

Clarke (2011) progresses the clarification, assuring that psychopaths are not insane. For him, the psychopath is fundamentally bad and has a personality disorder:

> Corporate psychopaths – and psychopaths in general – are not crazy. The corporate psychopath is essentially evil. He is aware of the effects his behaviors have on the people around him, but he just doesn't care. Worse: many corporate psychopaths enjoy the suffering of the people around them (CLARKE, 2011, p.06).
> Psychopathy is a lifelong condition. It is a personality disorder; In this way, characteristics are constantly presented by all aspects of the psychopath's life.

> However, psychopaths are experts in hiding negative characteristics behind what Dr. Harvey Cleckley calls a "mask of sanity" (CLARKE, 2011, p.06).

Observing all the direct quotes from Clarke (2011) above, regarding the origin of the psychopathic profile and the delimitation of psychopathy as a disease, the writer confirms the opinions of Hare (2003) and Silva (2008). The three authors are unanimous in stating that the profile of the psychopathic individual is formed through the mixture of genetic and biological aspects and experiences in the environmental context, disagreeing with Cleckley's (1988) perspective. Both authors, except Cleckley (1988) apud Henriques (2009, p.288-292), assert that psychopathy is not a pathology, but Clarke (2011) uses the terminology "personality disorder" to define psychopathy. Elucidating the concept of crazy, considering that Clarke (2011) says that psychopaths are not crazy, according to Soalheiro (2016), the madness addressed by psychiatry is called psychosis, a misrepresentation of thought and sense of reality, which can completely harm the patient's life. Unraveling the definition of psychosis, Mauer (2016) argues that in the psychiatric conceptualization closest to the idea of madness as behavior that diverges from normal, psychoses are nothing more than accentuations of mental states close to normal.

Thus, for Clarke (2011), the psychopath is not mentally ill. A pertinent finding in the work produced by Clarke (2011) is the fact that he only mentions the terms psychopath and corporate psychopath. The author does not address the issue of the diversity of terminologies to define the psychopathic individual, that is, he does not mention the terms sociopath, APD and dissocial personality disorder, for example, to define and characterize him.

Sina (2017), author of the book Corporate Psychopath – Identify it and deal with it, considers psychopathy as a pathology, that is, a disease. The writer characterizes the profile of the psychopathic individual, emphasizing that he has a sick mind, but is aware of his acts practiced. For her, the psychopath is cold and calculating and contemplates the suffering of others:

> In addition, psychopathy is one of the most difficult diseases to diagnose. Even so, doctors, psychiatrists and psychologists have sought to develop a battery of tests to confirm the diagnosis of the disease (SINA, 2017, p.04).

> They are devoid of remorse, so they feel no guilt for any harm they cause to people. In fact, they don't think about it, they don't put themselves in the shoes of others. Anyone who thinks that he acts this way only because he has a sick mind is mistaken: the psychopath acts this way because he is cold and calculating. And he knows that this is his way of being (SINA, 2017, p.11).

> The psychopath likes to feel and have the impression that he controls the people and facts around him. Sometimes, because he is sick, despite being aware of what he is doing, he attacks for no apparent reason, just for the pleasure of seeing someone happier than him suffer (SINA, 2017, p.13).

Considering the three quotes above from Sina (2017), with regard to the understanding of psychopathy as a disease, the author agrees with Cleckley's (1988) point of view apud Henriques (2009, p.288-292), as both authors declare that psychopathy is a pathology. Thus, the researcher opposes the ideas of Hare (2003), Silva (2008) and Clarke (2011), because these writers believe that psychopathy is not a disease.

Sina (2017) frames psychopathy as a personality disorder or disorder, that is, for the author, personality disorder is a pathology. The researcher presents a brief history of the study of psychopathy, stating that it is a recognized disease, formally researched and cataloged by the WHO via ICD10:

> In general, during the nineteenth century, says Dr. Claudinei Biazoli, psychopathy was synonymous with mental disorder. In the twentieth century, it came to mean more serious, more persistent and long-lasting personality disorders. Such disorders have come to be characterized by inflexible patterns of behavior, thinking, and feelings that cause pain and suffering for the person himself and for others (SINA, 2017, p.19).
>
> This type of disorder is identified and described in the International Classification of Diseases (ICD-10), which is published by the World Health Organization (WHO), that is, it is a disease recognized and researched in a formal way and cataloged worldwide. According to renowned psychiatrist Andrea Kraft, personality disorders are not just illnesses, but abnormalities of the psyche that result in an imbalance of affect and emotion. In psychopathy there is clearly a lack of positive emotion and empathy towards the other, which can help in their identification. When there is an exaggeration of insensitivity, the individual is called a psychopath or sociopath (SINA, 2017, p.19-20).
> The psychopath has a severe personality disorder, without remorse. It is not a phase that comes and goes, it is something of the person himself, without a cure, without end. Therefore, preventing it by learning to deal with them is the only solution (SINA, 2017, p.48).

Scrutinizing the three quotes above from Sina (2017), with regard to the definition of psychopathy as a personality disorder (disorder), the writer agrees with Clarke's (2011) conceptualization. However, the divergent and intriguing point is that Sina (2017) considers the term personality disorder as a pathology. Clarke (2011), on the other hand, as previously discussed, does not consider this term as a disease.

In the second quote, Sina (2017) states that psychopathy is identified and described in the ICD10, characterizing it as a pathology. However, it is recalled that the WHO via ICD10 and the APA through DMS V do not have a technical definition for psychopathy, that is, this term is not cataloged in the main manuals of the medical field in the world. The definitions that come closest to psychopathy are APD and dissocial personality disorder, contained in DMS V and ICD10, respectively.

Sina (2017) discusses the terms psychopath and sociopath. She confirms that there is confusion regarding the variety of nomenclatures to define the psychopathic profile, corroborating Silva's (2008) point of view. The researcher also addresses the issue of the

origin of the psychopathic individual. For her, psychopathy has an innate origin, suffering little interference from the environment:

> It should be noted that there is some confusion about the difference between psychopath and sociopath. Much can be analyzed in this sense, but it is the same disease, since there is a thin line that separates one from the other. It is not the case here to go deeper to explain the difference between them (SINA, 2017, p.05).
>
> Still, to make it clearer, the psychopath has an innate origin (genetic condition), suffering little influence from the environment. The sociopath, on the other hand, would be the opposite. Both have social personality disorders, what varies is the degree of consciousness (SINA, 2017, p.05).
>
> The psychopath does not show a feeling of empathy or mercy, so never offend a psychopath and also never trust any of them. Do not risk your analysis to detect whether we are facing a psychopath or sociopath, the difference is small, and the risk to distinguish is not worth it (SINA, 2017, p.05-06).

By checking the three direct quotations above, one can see the absence of clarity in the author's ideas. According to the first quote, Sina (2017) reports that there is some confusion regarding the difference between psychopath and sociopath. In this way, through the first statement, she confirms that there is a distinction between the psychopathic and the sociopathic profile. It is not an assumption. It's a fact. The author attests that there is some confusion regarding the divergence between the disorders. Later, the writer declares that it is the same disease, contradicting herself.

Finally, Sina (2017) reiterates the presence of a soft line that separates psychopathy from sociopathy, that is, it is not the same pathology, since there is a slight line that separates psychopathy from sociopathy. Perhaps the author wants to say that psychopathy and sociopathy belong to the same pathological category, but they are different diseases. In other words, psychopathy and sociopathy are subcategories that are in the same category, in this case, social personality disorder, but such a hypothesis cannot be legitimized, given that Sina (2017) does not certify such a theory. According to the second quote, Sina (2017) partially supports the views of Hare (2003), Silva (2008) and Clarke (2011), stating that psychopathy has an innate origin, suffering little influence from the environment. For the other three researchers, the action exerted by the social environment is more significant than that exposed by Sina (2017), disagreeing with the author's idea. In this way, Sina (2017) is almost completely close to Cleckley's (1988) thinking, since this writer states that psychopathy is innate, but not hereditary. The author differentiates the formative elements of psychopathy and sociopathy, implying that they are distinct disorders. This analysis was carried out by the writer according to the first quote, generating ambiguity in the interpretation of the ideas.

Sina (2017) continues the illustration, correlating psychopathy with APD. For the author, the tendency to be antisocial is the most accentuated trait in the psychopath:

> The tendency to be antisocial is one of the most common signs to determine if a person is a psychopath. They are impulsive by nature and tend to think more about themselves than anything else. To be antisocial means to see nothing in society but your own interests, which will be better fulfilled if they can use people to get their desires. In fact, these desires do not always pass through reason (SINA, 2017, p.31).

> In antisocial personality disorder there is a constant pattern of violating the rights of others and disrespecting the rules. In the case of the psychopath, he will not always do this "in daylight", that is, it will often be done in a disguised way. Let's go into a little more detail about antisocial personality disorder, as it seems to me to be the most striking in psychopaths (SINA, 2017, p.53-54).

Scrutinizing the two direct quotes above, it is concluded that Sina (2017) aligns with the perspective of Cleckley (1988) apud Henriques (2009, p.288-292) and, consequently, of the APA via DMS V. The author also corroborates Silva's (2008) discourse, as this researcher unifies all terminologies, as previously discussed. On the other hand, it distances itself from the point of view of Hare (2003), who distinguishes the two terms, previously explained.

In the conception of Sina (2017), the escape from reality is a peculiar characteristic of the psychopath. For the author, this trait is striking in the individual's personality, correlating it with schizophrenia:

> This characteristic of the psychopath makes us think of schizophrenia, because, in this sense, the person affected by the disease remains outside reality. Schizophrenia is a mental illness that manifests itself through delusions, thought alterations, hallucinations, affect alterations, etc. In the case of the psychopath, sometimes it seems to me that there are one or more of these characteristics, because, while he lies and creates stories, it is as if he lived outside of reality (SINA, 2017, p.17).

> Although this disease has clear manifestations when we have some understanding of the subject, we can get confused when living with these cruel beings. They may seem fearless and determined, but in some cases, they hide a lack of motivation that will lead them to unrealistic long-term goals. This is also because they tend not to commit to the future, as they basically live for the present moment. I would even say that they live outside of reality, in a parallel world, without realizing the real needs of life. They mix with healthy people and give the idea that they are fighting for the same ideas, but it is not true, they have traits that remind me of schizophrenics who live outside of reality (SINA, 2017, p.35).

In view of the above, Sina (2017) completely differs from the ideas of other researchers, as these scientists claim that psychopaths are not disoriented and do not experience hallucinations, delusions or the intense discomfort that characterizes most mental disorders, that is, they are not crazy. She is the only author who associates psychopathy with schizophrenia.

In the face of numerous disagreements about various aspects of the psychopath, there is a unanimous convergence among the main scholars on the subject: psychopaths cannot be cured. Silva (2008), Clarke (2011), Sina (2017) support this idea through the following quotes:

> Ladies and gentlemen, I do not bring good news. With rare exceptions, biological therapies (medications) and psychotherapies in general have been shown to be ineffective for psychopathy so far. For health professionals, this is an intriguing and at the same time discouraging factor, since we do not have any effective method that changes the way a psychopath relates to others and perceives the world around him. It is unfortunate to say that, for the time being, treating one of them is usually an inglorious struggle. (SILVA, 2008, p.161).

> There is no effective treatment for psychopathy because it is a diffuse personality disorder that takes many years to form. A fundamental assumption of any therapy program is that the person seeking treatment wants help and is willing to change their behavior. The psychopath does not seek help because he sees that his self-gratifying behavior is satisfying his needs (CLARKE, 2011, p.82).

> I have been studying the subject for many years and every time I see a text, an interview, or talk to a specialist, I realize that there is a common point, which is the insistence that there is no cure for this disease. [...] The psychopath has a severe personality disorder, without remorse. It is not a phase that comes and goes, it is something of the person himself, without a cure, without end. Therefore, prevention by learning to deal with them is the only solution (SINA, 2017, p.46-48).

In addition to the lack of a cure for psychopathy, treatment and rehabilitation programs, including executive coaching, can make them worse, as psychopaths can master new techniques and develop skills to control and manipulate everyone around them, as quoted by Silva (2008), Clarke (2011), Sina (2017):

> Studies also show that, in some cases, psychotherapy can even aggravate the problem. For "good" people, psychotherapeutic techniques are undoubtedly fundamental for overcoming their anguish or discomfort. However, for psychopaths, therapeutic sessions can provide them with precious resources that perfect them in the art of manipulating and cheating others. Though they remain unable to feel good emotions, in therapies psychopaths learn "rationally" what it can mean and do not spare this knowledge to use it at the first opportunity. In addition, they end up obtaining more subsidies to justify their transgressive acts, claiming that they are the result of a broken childhood. Armed with this information, they abuse our feeling of compassion and our ability to see the goodness in everything in an almost "professional" way (SILVA, 2008, p.165).

> "Rehabilitating" the corporate psychopath is a difficult proposition, to say the least. Few studies have examined the corporate psychopath, but studies of violent psychopathic criminals suggest that rehabilitation programs can make the psychopath worse. The psychopath can develop new social skills that are used to manipulate people more effectively. (CLARKE, 2011, p.07).

> Research in the United States shows that rehab of corporate psychopaths is not recommended, as they can learn new techniques to manipulate people. Imagine what a person with the characteristics mentioned in this testimony would do if they had access to the technique of understanding the human mind (SINA, 2017, p.46).

> It turns out that, in some cases, there is no solution to the problem because the executive will not change the behavior and worse, will learn how to behave to look

> like there has been an evolution. This is harmful to the company and even to the image of the professional in question. In other words, when this executive is taken to this training, all subordinates and peers will come to see him as someone who has deficiencies in dealing with people and, therefore, is not qualified to manage the business and deal with people (SINA, 2017, p.66).

Considering the seven direct quotes above concerning the possibility of cure and the plans for treatment and rehabilitation of the psychopath, it can be seen that all the authors converge on the same perspective: there is no cure for the individual with psychopathy and the recovery programs are ineffective. Cleckley (1955) apud Hidalgo and Serafim (2016, p.19) ratify that the psychopath does not benefit from treatments, however, the positive emotions associated with primary psychopaths can lead to a limited view of the problems and, therefore, suggest a lack of receptivity to the rehabilitation program.

The exception, with regard to the psychopath's regeneration projects, is Hare (2010) apud Menezes (2010, p.03-04). The only possible alternative of treatment is to try to change the psychopath's behavior to a certain point, in a kind of harm reduction action, appealing to his sense of selfishness, as explained above.

In the face of so many divergences in the opinions of researchers and global entities in the medical field about the diversity of nomenclatures, Silva (2008) states that psychopaths are denominated by numerous terms, such as, for example, sociopaths, antisocial personalities, dissocial personalities, psychopathic personalities, among others. Due to the absence of a concrete agreement, the denomination of psychopathy leads to discussions over time. In the author's conception, several health agencies and researchers around the world prefer to differentiate them according to subjective criteria, disturbing the general public. APA via DMS V uses the term TPA. On the other hand, the WHO, through the ICD10, uses the expression dissocial personality disorder.

In the face of numerous discordant points in the conceptions of scholars and global health institutions about psychopathy, Chart 05 portrays the considerations of the main authors about the origin, the framing as a disease, the possibility of cure and treatment of psychopathy, the use of different nomenclatures equivalent to psychopath and discrepant aspects. Thus, it is summarized through Table 05:

Table 05 – Similarities and Differences between the Researchers' Ideas

Researchers **Criteria**	**Cleckley**	**Hare**	**Silva (2008)**	**Clarke (2011)**	**Sina (2017)**
Definition	Mental illness (absence of symptoms of psychoses)	Deviant social behavior	Social deviation	Disturbance of personality	Disorder (disorder) of personality
The definition aligns with the APA and the WHO?	Yes	No	Yes	No	Yes

Use of other Nomenclatures?	TPA	No	Yes (miscellaneous)	No	Yes (miscellaneous)
Origin	Innate, but not hereditary.	Hybrid genetic, biological and social factors.	Hybrid genetic, biological and social factors.	Hybrid genetic, biological and social factors.	Hybrid genetic, biological and social factors (lower degree).
Sickness?	Yes	No	No	No	Yes
Healing?	No	No	No	No	No
Treatment?	No.	Very difficult: attempt at harm reduction - psychopath's sense of selfishness	No (makes psychopathy worse)	No (makes psychopathy worse)	No (makes psychopathy worse)
Dissenting aspects	-	-	-	-	The only author to associate psychopathy with schizophrenia

Source: Survey Data (2018).

Complementing the above table, with regard to the discrepancies of ideas among scholars regarding psychopathy, Silva (2008) attests that medical studies on psychopaths present relevant obstacles to be carried out, because the samples made for this purpose depend on the reports of those evaluated. Thus, medical research on the profile of psychopaths is a deeply difficult mission, since they have no interest in disseminating important information to researchers. They constantly seek to manipulate the truth to their advantage.

According to Silva (2008), the use of new neuroimaging technologies contributes to strengthen the diagnosis of psychopathy, since the research carried out directs to specific modifications of the psychopath's brain activity. Individuals without any trace of psychopathy manifested intense activity of the amygdala (button that activates all emotions) and the frontal lobe (sector of the brain related to reason), in the latter at a lower intensity, when they were encouraged to project themselves by practicing immoral and evil acts. However, when the same tests were run on a group of criminal psychopaths, the results showed a poor response in the same circuits.

Silva (2008) makes an analogy to clarify the above explanation, considering the amygdala the "cerebral heart". In this way, the author assures that psychopaths are individuals without a "mental heart". Their brains are cold and, consequently, unable to feel positive emotions, such as love, friendship, gratitude, for example. For the author, individuals with psychopathy have severe "emotional myopia" and, from the moment they do not feel such positive emotions, their amygdalas interrupt the transmission, in an

appropriate way, of information so that the frontal lobe (rational part of the brain) is able to stimulate correct behaviors. In this way, little data arrives from the limbic system (responsible for emotions) to the frontal lobe (the rational and executive part of the brain), which, without emotional information, programs a logical and rational behavior, but devoid of affection.

Silva (2008), based on the principle that the initial modification of psychopaths is a hypofunctioning amygdala, that is, deficient, exposes the following scenarios:

> a) Psychopaths think a lot and feel little. Their actions are rational and reason always tends to choose, objectively, what leads to survival and pleasure. In a primitive way, reason always uses the "law of advantage". This way of thinking privileges the individual and never the other or the social (SILVA, 2008, p.159).
>
> b) As a species, men have evolved much more for their capacity for social cooperation than for their individual attributes. Thus, we can see that psychopaths are beings whose decision-making always privileges individual and/or petty oligarchic interests and never the social and/or collective with solidary content (SILVA, 2008, p.159).
>
> c) Without emotional content in their thoughts and actions, psychopaths are unable to consider the feelings of the other in their relationships and to repent for their immoral or unethical acts. In this way, they are incapable of learning through experience and are therefore intractable from the point of view of resocialization (SILVA, 2008, p.159).

In view of the above, Silva (2008) concludes that there is no doubt that psychopaths have a deficiency in the connection of emotions with reason and conduct. The author emphasizes that they do not have an injury to the prefrontal cortex (related to daily actions of the utilitarian species) and the amygdala (button that activates all emotions). The researcher attests that patients who have such degenerations caused by hemorrhages, ischemia, trauma or tumors express attitudes that recall the actions performed by psychopaths, as they are indifferent to other people and to themselves. In addition, brain injury patients are unable to adapt appropriately to a professional occupation, to their family and friends, that is, to the environment. However, psychopaths manifest these dysfunctions at fluctuating levels. The writer concludes by exemplifying that some of the psychopathic individuals study hard, others are successful in their professional careers. There are those who practice transgressions from an early age and, in the worst possible scenario, there are those who can lead a supposedly adjusted life, but at the same time practice inhuman and disgusting crimes.

Hare (2010) apud Menezes (2010, p.04) assures that psychopaths know the difference between right and wrong. He corroborates Silva (2008) when he states that the brain of psychopaths has physical and functional differences, but that such differences do not mean that they are abnormal, defective or have any disability. They are simply different.

The author, from the perspective of evolutionary psychology, assures that what psychopaths do makes a lot of sense. For him, trying to understand such individuals is very difficult. The writer uses a metaphor involving two animals: the cat and the mouse. The mouse does not understand why the cat chases it and the cat does not understand why the mouse complains about something the cat was bred to do: chase the mouse.

From this perspective, evolutionary psychology says that psychopaths are products of nature, of evolution, and that they exist to perform certain functions in society. The biggest problem for the psychopath's victim is that while the mouse always knows who the cat is, it is difficult to identify the psychopathic individual. For the researcher, courts around the world will have to determine whether psychopathy is a disease or not and whether this reduces criminal responsibility. This decision is complex, considering that each location has habits and customs within psychology.

In the legal sphere, in view of the lack of a medical and legal definition regarding psychopathy, in Brazil, the national jurisprudential understanding, due to the lack of a definitive consensus on the concept of psychopathy as well as the lack of methods effectively able to objectively diagnose this conduct, the inclusion of these individuals occurs in the sphere of semi-imputability, Article 26, sole paragraph of the Penal Code (TOBLER, 2015).

In this way, there is a mental disturbance that reduces the ability to perceive deviant conduct, but which does not exclude responsibility for the action performed. The method of identifying this conduct must be analyzed by an expert, through an examination of mental insanity, in accordance with articles 149 to 151 of the Code of Criminal Procedure, and it is possible to request it at any stage of the criminal procedure. Even if the expert is in favor of imputability, the judge's point of view prevails, disconnected from the report. In this way, the understanding of psychopathic personality disorder becomes complex and subjective, given the magistrate's freedom of choice in relation to what seems more sensible to him (TOBLER, 2015).

Coelho, Pereira and Marques (2017) reaffirm Tobler's (2015) point of view, regarding the provision of the Brazilian Penal Code and the rare doctrinal production on the subject:

> The Penal Code only provides in a generic way, on the conceptualization of imputability, semi-imputability and non-imputability, not framing, however, criminal agents diagnosed with psychopathy in one or another classification (COELHO, PEREIRA and MARQUES, 2017, p.04).
>
> In addition, it was found that the scarce doctrinal production on the subject often leaves judges without any theoretical basis to decide in cases of such high complexity. Therefore, it is extremely important for the joint action of the Judiciary and professionals in the field of psychiatry and psychology, who, through an in-depth study of the criminal agent, his mind and personality, with the consequent

> preparation of the report for each case, help in a special way in framing the criminal responsibility of the psychopath (COELHO, PEREIRA and MARQUES, 2017, p.04).

The inclusion of psychopaths in the sphere of semi-imputability and the importance of the psychiatric report to support the magistrate's decision are two more convergent observations between the point of view of Coelho, Pereira and Marques (2017) and Tobler (2015):

> The jurisprudential research carried out, especially of the rulings of the TJDFT and the TRS, showed that the Courts have understood that the psychopath, despite having the capacity to understand (cognitive) preserved, it cannot, sometimes, be determined in the face of the situation (volitional capacity), thus resulting in semi-imputability, provided for in article 26, sole paragraph, of the Penal Code (COELHO, PEREIRA and MARQUES, 2017, p.04).
>
> In view of these considerations, it was possible to conclude that, as a rule, the psychopath is not unimputable. However, the conclusion as to its imputability or semi-imputability depends on the analysis of the concrete case and, above all, on a basis in a psychiatric report (COELHO, PEREIRA and MARQUES, 2017, p.04).

According to Coelho, Pereira and Marques (2017), the punishment adopted by the justice system is appropriate in view of the complete uselessness of any psychiatric or psychological treatment aimed at curing the psychopath, as psychopathy is incurable and, consequently, increases the possibility of criminal recidivism, which can expose society at risk again:

> Furthermore, in light of what was researched, it was possible to conclude that the solution adopted by the Courts, an alternative to the release of the psychopath at the end of his sentence/security measure, is the decree of interdiction in the civil sphere, with subsequent compulsory hospitalization in a psychiatric hospital or similar establishment (COELHO, PEREIRA and MARQUES, 2017, p.04).

Examining the opinions of four authors, Tobler (2015), Coelho, Pereira and Marques (2017), regarding the lack of legal definition in Brazil, regarding the categorization of the psychopath, it is concluded that some elements are determinant for such insufficiency present in the Brazilian Penal Code. The first factor is the lack of a medical definition in the framework of psychopathy. This aspect, as previously discussed, is not an exclusive limiting factor in the national context, that is, several countries present the same dilemma, as there is no alignment of thoughts for the proper definition of the concept of psychopathy, previously explained. The second element is the need for joint action by the Judiciary and professionals in the psychiatric, psychological and neurological areas. These specialists, researchers on the phenomenon of psychopathy, armed with medical reports, must assist the magistrate's decision-making for the correct framing of the psychopath's criminal responsibility.

For Trindade (2015), the issue of psychopathy is not only of interest to criminology, psychopathology or criminal law. The author says that it is linked to democracy, because it is very difficult to determine the right measure between psychopathy and the following spheres: punishment, social security and treatment. For the writer, psychopathy is one of the most serious problems and concepts in psychology, and serves as an example of the impact caused by a theme in a certain field, in this case the psychological, it can have repercussions in other areas of society, agreeing with the lines of reasoning of Hare (2010) apud Menezes (2010, p.03-05), Tobler (2015) and Coelho, Pereira and Marques (2017).

Trindade (2015) emphasizes that psychopaths pose broad challenges to science and law. He questions several unresolved points about the phenomenon of psychopathy, such as, for example, if there is a cure, what are its causes, if severe penalties solve the problem of the psychopath's behavior. The author wonders whether or not psychopathy is considered a mental illness. He states that deep legal, neuropsychiatric, psychological and sociological theories pass through such issues. However, none of them definitively answers these questions. In this way, the writer emphasizes that very little is known about psychopathy and the behavior of psychopaths.

If psychopathy is considered as a mental illness, a serious problem is generated from the legal and procedural panorama, considering that, if an individual commits a crime in such a condition, he may be considered not responsible for his acts, that is, unimputable and, consequently, exempt from punishment. Thus, according to the criminal law, the psychopath will have to comply with a security measure, because people who have a mental illness cannot understand the illegal nature of their act or behave according to this understanding, needing specialized treatment (TRINDADE, 2015).

On the other hand, Trindade (2015) says that psychopathy does not constitute a mental illness in the same way as schizophrenia, psychotic depression or delusional disorders, for example. The writer shows that psychopaths do not delusion and do not break with the principle of reality, corroborating the points of view of several authors explained above.

In view of this, the researcher attests that psychopaths are considered the mask of sanity, alluding to the title of Cleckley's work, The Mask of Sanity, the first version released in 1941, but they should not be the mask of justice. The author argues that individuals with the psychopathic profile do not deserve legal benefits in the same way as people who commit a transgression in exceptional circumstances, hungry, for example. For Trindade (2015), crime is an event, an action or omission, not a structure of mental functioning. He

claims that an individual can commit an infraction without necessarily being a criminal, just as a person can drink alcohol without being an alcoholic.

On the other hand, if psychopathy is considered exclusively a mental illness like the others cataloged, according to Trindade (2015), the issue that is questioned is about its possibility of cure. The writer questions the relationship between psychopathy and the response to the types of treatment available, since the results are not encouraging. On the other hand, the author converges with the explanations of Silva (2008) and Hare (2010) apud Menezes (2010, p.04) regarding the importance of using new neuroimaging technologies to strengthen the diagnosis of psychopathy. The author recognizes that modern research carried out by brain imaging shows that psychopaths have an organic and functional alteration of the cortical area of the frontal lobe, about 11% less than the so-called prefrontal lobe gray area (forehead region), where they establish functions related to action and inhibition of behavior.

According to the researcher, such neurological studies indicate that psychopathy is a disease and, in this way, the judicial result leans towards the individual's non-imputability. However, from a legal perspective, in addition to issues of criminal policy and social security, for the writer, this is not the best solution. He argues that one cannot reward the person who assumes delinquency as a lifestyle. For Trindade (2015), framing psychopathy as a condition of the individual's moral character, and not a mental illness, can be the rational and legal solution to hold psychopaths accountable for their own acts and, consequently, totally imputable (culpable) and subject to punishment.

Babiak and Hare (2006), authors of the work Snakes in Suits – When psychopaths go to work, state that the majority of workers are honest, loyal, law-abiding citizens who wish to contribute to the formation of a better society. However, others are more individualistic and self-centered, having little regard for justice and equality. In the business world, there are some individuals who allow the responsibilities and power inherent in leadership positions to override their moral values. For the authors, the increase in the number of reports of moral harassment in large companies cannot be seen with surprise, given the increase in accessibility to unrestricted power, resources of unimaginable proportions and the dissemination of questionable ethical and moral conduct. But there is another group in organizations whose behaviors and attitudes are potentially more destructive to the company and its employees than those notably motivated by greed or self-centeredness. This group demonstrates a personality disorder, rooted in lying, manipulating, deceiving, being self-centered, insensitive, and other destructive traits.

According to the writers, individuals included in this category are called corporate psychopaths.

In addition to the problems caused to their spouses, friends, and family members because of their abusive behaviors, corporate psychopaths are extremely damaging to professional relationships. The idea of grandiosity, the sense of entitlement, and the absence of collective thinking generate conflicts with bosses and co-workers. Impulsiveness and the philosophy of life based on the sense of immediacy lead them to repeat these and other dysfunctions and deplorable, unethical and unprofessional attitudes, despite performance evaluations and training programs. Many experts believe that these traits provide a successful long-term career for corporate psychopaths in companies. However, the destructive impact provided by the action of the psychopathic individual belies the previous thought. Crimes against companies and institutions, such as economic or white-collar crimes, such as fraud, misappropriation or manipulation, in addition to the various emotional and physical damages generated against colleagues who work in such organizations, reflect the chaos established by the corporate psychopath (BABIAK; HARE, 2006).

For Babiak and Hare (2006), the number of corporate psychopaths is significant in leadership positions, but they are difficult to detect due to their characteristics mentioned above, which camouflage their true profiles. To be sure, individual psychopaths represent far more than 1 percent of the world's business managers and executives found in other surveys, as opposed to other scholars who estimate that 1 percent of the adult working population is made up of corporate psychopaths. The authors report that around 10% of the population cannot be defined as being composed of corporate psychopaths, but they have characteristics of the profile of the psychopathic individual that are enough to negatively impact the people with whom they relate in the workplace.

Silva (2008) states that psychopaths are everywhere and in countless professions. State-owned and private companies constitute an environment conducive to the rise of the corporate psychopath. Undoubtedly, the leadership role in executive board or managerial level positions is an attraction for the psychopath, as it offers good remuneration, generates social status, control and power over co-workers, and a vast territory of action and influence. The identification of the corporate psychopath is a complicated task, because thinking about psychopathy correlates with prisons and judicial asylums. The fact that the psychopath acts with tact and skill in the business environment is another limiting factor that hinders the identification of this being, ratifying the ideas of Babiak and Hare (2006).

In the author's point of view, most psychopaths use their professional occupations to gain power and control over people. Such professions can also help them in the social camouflage of those who do not have a criminal life. Many disguise themselves as responsible people through their jobs. The writer exemplifies, stating that psychopaths can be found in any activity, such as: police officers who manage prostitution rings, judges who commit the same crimes as the defendants, but in the trial condemn them with perfect legal arguments, bankers who spread false economic rumors in the economy. There are also some leaders of religious sects, who sexually exploit their followers, or even politicians and statesmen who only use power for their own benefit. For the researcher, the political class represents a great threat due to the size of the power it can have. Silva (2008) emphasizes the presence of psychopaths in cases of pedophilia.

To practice such an atrocity, psychopaths choose to exercise professions that allow them to live with children. The author exemplifies, citing teachers, scout leaders, sports coaches, pediatricians, religious who work in schools, among dozens of professions that require contact with children. These jobs boast a socially recognized reputation as illustrious and educational. Finally, the writer ratifies that the pedophile psychopath uses, in a cunning way, such a strategy to get closer to his victims, without provoking suspicion.

According to Clarke (2011), the corporate psychopath craves power and control over people, nourishing himself from the torment imposed on co-workers. They manipulate people and organizations and immensely damage the careers of other employees and, consequently, the company itself. According to the author, corporate psychopaths are found in all types of organizations, working from the position of chief executive to the lowest position in the company. "They use an arsenal of psychological techniques designed to cause as much confusion and conflict as possible within the company." (CLARKE, 2011, p.09) For the writer, the corporate psychopath takes pleasure in psychologically destroying his co-workers.

"Statistics show that, in the world population, 4% of people suffer from psychopathy." (SINA, 2017, p.13) However, according to the author, it is difficult to make the diagnosis, because psychopaths are dissimulated individuals who have double behavior, that is, they are great people in society, but they are terrible in their intimacy. "One of the big problems in identifying psychopathy within the workplace is the fact that it is almost always linked to fictional characters in books, movies and, especially, television series." (SINA, 2017, p.19) Lying is the central axis in the life of the psychopath. The writer argues that the way she behaves in the work environment can be totally different from the way she lives in other social spaces, in her private world, selling an illusion to those who work with it. "Within

organizations, psychopathy disguises itself among ordinary people and, over time, will present itself as a predatory beast" (SINA, 2017, p.22).

Sina (2017) characterizes the corporate psychopath as charming, with a striking personality, charming, intelligent, stating that he usually has a successful career. For the author, although it has an artificial charm, it easily conquers people. This individual tends to be and have a significant and captivating presence, making an excellent impression wherever he goes until his real identity is disclosed. The corporate psychopath, through his safe and affirmative behavior, in addition to having an excellent power of argument, thoroughly analyzes people to control them, aiming at his own benefit.

"Nowadays, the characteristics of a psychopath are confused with those necessary for management in times of crisis." (SINA, 2017, p.07) For the author, objectivity focused on results, aggressiveness to make unpopular decisions, mastery to act in the face of intense pressure, among other attributes that make them exceptional candidates for senior management and leadership positions. Some individuals, when inserted in such a context, act competently, pleasing their bosses, but, behind the scenes, they act in a shady way, betraying and defrauding information. "It is interesting to realize that several of the characteristics of a psychopath can be confused with competence, that is, it seems that there is a troubled view on the subject" (SINA, 2017, p.39).

For the writer, the psychopath, due to his intense way of seeing the world, performs more activities than other co-workers in general. "He is able to start several projects at the same time, giving the impression that he produces a lot, even if at some point he delegates the heavy work or gives up without concluding" (SINA, 2017, p.39).

"As the environment allows camouflaged behavior, psychopathy also presents itself within companies as moral violence, since the psychopath breaks countless social black women." (SINA, 2017, p.21) The author warns that care should be taken with such conduct, because it triggers a great negative impact on the work routine of other employees.

Analyzing the thoughts of several researchers regarding the performance of the psychopath in companies, Charts 06 and 07 present other definitions and characteristics of this individual. It is observed that different nomenclatures are used to define it. The use of several adjectives to characterize it is also an aspect that draws attention, as follows:

Table 06 – Definitions of the Corporate Psychopath

Researchers	**Definitions of the Corporate Psychopath**
Garrido *et al.* (2000) *apud* Medeiros, Júnior and Possas (2015, p.105).	These characteristics are also used to describe the harasser. In the literature on workplace bullying, the harasser is described as a corporate psychopath;
Boddy (2005, 2011)	The expressions corporate psychopath, executive psychopath, industrial psychopath, and organizational psychopath describe

apud Medeiros, Júnior and Possas (2015, p.104).	psychopaths who work and than Operate in scope of organizations and ruthlessly manipulate others, without conscience, to further their own goals.
Olivares (2006) *apud* Medeiros, Júnior and Can (2015, p.105).	The harasser is a true organizational psychopath;
Wesler (2008) *apud* Campelo and Sousa (2016, p.03).	Worker who remains employed and rises professionally quickly, through illicit actions;
Boddy, Laydyshewsky and Galvin (2010a) *apud* Campelo and Sousa (2016, p.03).	People who act in a friendly way to leverage their career, acting with deceptive actions;
Boddy (2011a) *apud* Campelo and Sousa (2016, p.03).	Workers in organizations that manipulate people to achieve their own goals;
Gudmundsson e Southey (2011) *apud* Campelo and Sousa (2016, p.03).	Successful person with psychotic traits not identified in health systems as antisocial behaviors;
Smith and Lilienfeld (2013) *apud* Campelo e Sousa (2016, p.03).	People who generate destruction for companies and employees related to toxic bosses;
Marshal *et al.* (2015) *apud* Campelo e Sousa (2016, p.03).	Manipulative people who have their own goals and ruthless attitude, without concern for others;

Source: Survey Data (2018).

Table 07 – Characteristics of the Corporate Psychopath

Researchers	**Characteristics of the Corporate Psychopath**
Freitas (2001) *apud* Medeiros, Júnior and Possas (2015, p.105).	Wicked individuals;
Hirigoyen *et al.* (2003) *apud* Medeiros, Júnior e Possas (2015, p.105).	Envy, the appropriation of merits, totalitarian discourse and the ability to blame others for their weaknesses and difficulties; Wicked personality;
Heloani (2004) *apud* Medeiros, Júnior and Possas (2015, p.105).	They take the merits of others and suck the energies of others to get what they want: to be recognized as efficient professionals and deserving of admiration, even if they treat people in an arrogant and derogatory way. With a narcissistic personality and destructive traits, they end up having their self-esteem stimulated and strengthened due to the situation generated.
Hirigoyen (2006) *apud* Medeiros, Júnior and Possas (2015, p.105).	People with a thirst for power;
Wesler (2008) *apud*	Charm; Determination;

Campelo and Sousa (2016, p.04).	

Heloani (2011) *apud* Medeiros, Júnior and Can (2015, p.105).	Narcissistic, skilled, charismatic, political, admired;
Boddy (2011a) *apud* Campelo and Sousa (2016, p.04).	Charisma; Confidence; Courage; Persuasive; Aversion to criticism; Adventurous; Inharmonious;
Gudmundsson and Southey (2011) *apud* Campelo and Sousa (2016, p.04).	Extrovert; Conscious; Neurotic; Afável; Impulsiveness; Thrill-seeking; Low empathy; Low anxiety; Egocentrism; Opportunism; Cruelty; Charming; Manipulators; Ambitious; Megalomaniac, that is, presenting an air of superiority, in addition to frequently criticizing others, not establishing a relationship of affection and showing disinterest in others.

Source: Survey Data (2018).

According to the above, Silva (2008), Clarke (2011) and Sina (2017) define the mission of the corporate psychopath, as quoted below:

> Psychopaths don't go to work, they go hunting. As we observed in the first part of the chapter, in the corporate world the action of psychopaths can be compared to that of ferocious animals in the relentless search for power and domination over the largest number of people possible, just as large predators do in the demarcation of their territories (SILVA, 2008, p.95-96).
>
> There are two goals for many corporate psychopaths. The first is to get to the top for the financial rewards and the power that the position brings. The second objective for psychopaths is to delight in the suffering and misery they inflict on the people they work with (CLARKE, 2011, p.08).
>
> For the psychopath, there is a very clear criterion of corporate life: subordinates or bosses must be flattered or destroyed, because they can take revenge. Whether it's a light or serious revenge. Therefore, the predator knows to what extent it can offend in order to provoke revenge (SINA, 2017, p.29).

Analyzing the above quotes, it can be seen that corporate psychopaths seek power and control in the organization, aiming at ascension in the company's staff and, consequently, obtaining financial rewards. Silva (2008) and Sina (2017) make an analogy with predators, that is, for them the corporate psychopath are big beasts and office hunters, sniffing out potential victims to cause them misery and suffering, according to Clarke (2011).

Clarke (2011) asserts that a number of personality and behavioral traits stand out among corporate psychopaths. Such characteristics can be divided into the following general areas:

a) Business/managerial behavior;
b) Interpersonal behavior;
c) Emotional/individual characteristics.

"Generally, the characteristics of business/managerial conduct are typified by a desire to increase power and control within the company." (CLARKE, 2011, p.09-10) In this way, a conflict with the other employees of the organization is created, as the corporate psychopath will take any action to obtain this power and control. "He delights in this conflict, as the atmosphere of confusion and hostility allows him to continue manipulating the situation to his own advantage." (CLARKE, 2011, p.10) Sina (2017) corroborates the author's opinion. For her, manipulation is an exacerbated characteristic of the corporate psychopath. The author concludes by confirming that he will perform any action to win. "Losing, for him, is out of the question" (SINA, 2017, p.29).

"The interpersonal conduct of the corporate psychopath is guided by a general lack of trustworthiness." (CLARKE, 2011, p.10) For the author, such behavior is characterized by the desire for power and control, lack of consideration for the feelings of others, manipulation, intimidation and deception towards co-workers and malicious charm. "Interpersonal conduct revolves around serving one's own interests, so any collateral damage caused to other people is a bonus or has no importance" (CLARKE, 2011, p.10-11).

For Clarke (2011) the main emotional and individual characteristics of the corporate psychopath are: insensitive nature, grandiose sense of self-worth, lack of remorse or guilt, presumption, pathological lies, superficial emotions, sexual promiscuity and an impulsive nature. "These individual and emotional characteristics are the basis for business/managerial and interpersonal behaviors." (CLARKE, 2011, p.11) Table 08 organizes the characteristics of the corporate psychopath in the view of Clarke (2011):

Table 08 – Characteristics of the Corporate Psychopath

Behaviour Business/Management	**Behaviour Interpersonal**	**Characteristics Emotional/Individual**
Manipulative (within the scope of business);	Manipulative (within the scope of interpersonal);	Insensibility;
Intolerant/easily bored;	Cheating/Evil/False;	Lack of awareness;
Unethical conduct;	It does not assume responsibility for the own actions;	Grandiosity/presumption;
Emotions unpredictable/superficial;	Intimidating;	Egocêntrico/narcissist;
Parasitic behavior;	Charming/superficial.	Superficial emotions;
You can't count on he;		Pathological lies;
Bullying (no necessarily confined to work)		Marital problems;
Seeks to increase power and control in the company;		Sexual promiscuity;
It creates conflicts between the members of the organization.		Impulsiveness.

Source: Clarke (2011, p.12).

Not all corporate psychopaths exhibit all of these traits. "What is important is the psychopath's pattern of behavior." (CLARKE, 2011, p.04) Examining the characteristics of the corporate psychopath present in chart 08, a significant similarity with the Hare PCL-R Scale is noted, since this tool is used to identify any type of psychopath around the world, including corporate psychopaths. Manipulative business and interpersonal behavior, unethical attitudes, intolerance and boredom, unpredictable behavior and superficial emotions, parasitic behavior, unreliability and irresponsibility, bullying performed in the workplace, incessant search for power and control in the company, creation of conflicts among members of the organization, persistent lying, charm and the presence of superficial emotions, that is, attributes described by Clarke (2011) come from the most striking trait in the profile of the corporate psychopath: the absence of consciousness, that is, the psychopath cannot establish a relationship between reason and emotion, because its emotional aspect is non-existent and only the rational realm is used, and exclusively for his own benefit, as previously elucidated.

According to Clarke (2011), the corporate psychopath seeks to target several different profiles of victim. "These types of victims vary depending on the usefulness they may have for the corporate psychopath, as well as the level of power and influence the victims have within the company." (CLARKE, 2011, p.06) The continuous acquisition of knowledge about the mechanisms used by the corporate psychopath, according to the writer, significantly minimizes the possibility of a person being manipulated by him.

"The most effective strategy that can be employed when dealing with the corporate psychopath is to have a detailed knowledge of how they operate." (CLARKE, 2011, p.07) According to the researcher, from the moment the modus operandi is understood, it becomes easier to predict and even control the behavior of the corporate psychopath.

METHODOLOGY

The research adopted a bibliographic review based on specialized literature through consultation of books, websites and scientific articles selected through a search in the SciELO and Google Scholar databases based on the descriptors: psychopath; psychopathy; corporate psychopath; organization. The investigation took place between December 2017 and March 2018. This mechanism is defined and characterized as "a part of a research project, which explicitly reveals the universe of scientific contributions of authors on a specific theme (SANTOS; CANDELORO, 2006, p. 43)".

The data were analyzed through descriptive and qualitative approaches, around the theoretical information available on the corporate psychopath theme. According to Gil

(2008), descriptive research describes the characteristics of populations or phenomena and uses standardized data collection techniques, such as systematic observation and questionnaires. And qualitative research is defined as a type of investigation focused on the qualitative aspects of a given issue. It considers the subjective part of the problem.

The first stage of the review consisted of exploring the theme with a bibliographic survey and reading of the selected materials, preparation of files, as well as the analysis and analytical summary of the chosen works. In this way, an exploratory study was carried out on the concepts and characteristics of Psychopathy, Psychopath and Corporate Psychopath.

The second stage corresponded to the reading, comprehension, analysis, interpretation and summary of the material identified about the object of study, aiming to write the work from the analytical understanding, resulting from the reading of the writings related to the objectives of the article. In this stage, the constituent parts of the literature review were written, which contain the elements that support the proposed study.

In the third stage, the writing and formatting of the work were ordered. Table 09 enhances the organization of the study, as it specifies the main authors referenced throughout the text and the perspectives of each work:

Table 09 – About the Corporate Psychopath: Main Authors and Approaches

Authors	Works	Approaches
Cleckley (1988) *apud* Henriques (2009, p.288-292); Cleckley (1955) *apud* Hidalgo and Serafim (2016, p.19).	From H. Cleckley to DSM IV-TR: the evolution of the concept of psychopathy towards the medicalization of delinquency; Psychopathy: what people really know about this concept.	Definition and characteristics of the psychopath.
Hare (2003); Hare (2010) *apud* Menezes (2010, p.04).	*Sin Conciencia – The disturbing world of psychopaths that surround us;* Not every psychopath is a criminal.	Definition and characteristics of the psychopath.
Babiac A Hare (2006)	*Snakes in Suits – When psychopaths go to work*.	The presence of psychopaths at work.
Silva (2008)	Dangerous Minds – The psychopath lives next door.	Definition and characteristics of the psychopath.
Clarke (2011)	Working with Monsters – How to identify psychopaths in your work and how to protect yourself from them.	The presence of psychopaths at work.
Sina (2017)	Corporate Psychopath – Identify him and deal with him.	The presence of psychopaths at work.

Source: Survey Data (2018).

Thus, the research material was especially focused on five books published nationally and internationally (one work in English and one book in Spanish), as well as numerous scientific articles and some reports, whose main theme is the corporate psychopath. In view of the data found, tables were prepared with different information about the content discussed. After the creation of these tables in section 2, the analysis and presentation of the results of the research was carried out.

SEARCH RESULTS

Psychopathy is a complex and multifaceted personality disorder characterized by a combination of personality traits and dysfunctional behaviors. Hare (2003) highlights the notable lack of awareness as the central feature of psychopathy, manifesting itself through manipulation, lying, and seeking personal gratification at the expense of others. Silva (2008) complements this definition, emphasizing emotional coldness, egocentrism and lack of empathy as key elements of the psychopathic profile.

Cleckley (1988) offers a slightly different perspective, describing psychopathy as a form of mental illness characterized by a "semantic dementia," i.e., a profound inability to understand human emotions at a deeper level. It highlights the psychopath's ability to wear a "mask of sanity" to hide his negative characteristics and manipulate others.

While some authors, such as Cleckley (1988) and Silva (2008), consider psychopathy and Antisocial Personality Disorder (APD) as similar or overlapping concepts, Hare (2003) argues that psychopathy should not be equated with APD. He emphasizes that while many psychopaths may exhibit antisocial behaviors, not all individuals with APD are psychopaths. Psychopathy, for Hare, is defined by a broader set of personality traits and dysfunctional behaviors, including manipulation, lack of remorse, and emotional shallowness.

The nature of psychopathy and its relationship to the environment are topics of debate among researchers. While Silva (2008) and Hare (2003) agree that the formation of the psychopathic profile involves a combination of genetic, biological and social factors, Sina (2017) suggests that psychopathy has a predominantly innate origin, with less influence from the environment.

Another point of divergence lies in the classification of psychopathy as a disease. While Cleckley (1988) and Sina (2017) consider it a pathology, Hare (2003), Silva (2008) and Clarke (2011) argue that psychopathy is a deviation from social conduct, not a mental illness in the traditional sense.

In the corporate context, psychopathy takes a specific form, known as corporate psychopathy. Babiak and Hare (2006) describe corporate psychopaths as individuals who

use their skills of manipulation and charm to achieve power and professional success, often at the expense of their colleagues and the organization itself.

Clarke (2011) expands on this definition, highlighting the search for power and control, lack of consideration for others, and the creation of conflict as key characteristics of the corporate psychopath. He argues that these individuals thrive in environments of chaos and confusion, where they can manipulate situations for their own benefit.

Sina (2017) offers a similar perspective, emphasizing superficial charm, manipulation, and lack of remorse as distinguishing characteristics of the corporate psychopath. She warns that these individuals can be difficult to identify, as they often hide behind a façade of competence and success.

The impact of corporate psychopathy on organizations and individuals is significant. Babiak and Hare (2006) highlight the emotional and physical damage that corporate psychopaths can cause to their colleagues, as well as the economic crimes they can commit against the company.

Clarke (2011) and Sina (2017) also emphasize the destructive effects of corporate psychopathy, including bullying, sabotage, and the creation of a toxic work environment.

A point of consensus among the authors is the difficulty of treating psychopathy, whether in the corporate context or in other environments. Silva (2008), Clarke (2011) and Sina (2017) agree that psychopathy is resistant to most forms of therapy and that, in some cases, therapeutic intervention can even worsen the problem by equipping the psychopath with new manipulation tools.

Hare (2010) apud Menezes (2010, p.04) suggests that the only viable approach to dealing with psychopaths is to try to modify their behavior by appealing to their selfishness, encouraging them to act in a less harmful way to avoid negative consequences for themselves. However, he recognizes that this approach has its limits and that behavior change in psychopaths is extremely difficult.

CONCLUSION

The bibliographic research on the topic of corporate psychopath revealed a rich diversity of perspectives and approaches. The complexity of psychopathy, both in its clinical manifestations and in its implications in the work environment, requires a careful and multifaceted analysis.

One of the strengths of the research lies in the comprehensive exploration of the characteristics of the corporate psychopath, ranging from personality traits, such as lack of empathy and self-centeredness, to dysfunctional behaviors, such as manipulation and

pathological lying. This in-depth understanding of the corporate psychopath profile provides a valuable guide to identifying and dealing with these individuals in the workplace.

Another strong point is the discussion about the origin of psychopathy, which considers the complex interaction between genetic, biological and social factors. This holistic approach recognizes the multifactorial nature of psychopathy and avoids reductionist simplifications.

However, the research also has some limitations. The divergence of opinions among authors on the classification of psychopathy as a mental illness and the lack of consensus on the effectiveness of treatment raise important questions that deserve further investigation.

In addition, the research focuses mainly on authors and international studies, with little emphasis on Brazilian scientific production on the subject. A greater exploration of the national literature could enrich the discussion and provide specific insights into corporate psychopathy in the Brazilian context.

For future studies, it is recommended:

- Empirical research: Conduct empirical studies to validate the theories and concepts presented in the literature, using methods such as interviews, questionnaires and direct observation in corporate environments;
- Focus on the Brazilian context: Explore the national scientific production on corporate psychopathy, identifying the particularities of the phenomenon in Brazil and the possible differences in relation to other countries;
- Multidisciplinary approach: Promote collaboration between researchers from different fields, such as psychology, psychiatry, neuroscience, and law, to deepen the understanding of psychopathy and develop more effective interventions;
- Development of diagnostic tools: Create more accurate and culturally adapted diagnostic tools to identify corporate psychopaths in the Brazilian context, helping to prevent and manage their dysfunctional behaviors.

In summary, the present literature research offers a solid basis for the study of corporate psychopathy, but also reveals the need for further research to deepen the understanding of this complex and multifaceted phenomenon. By addressing the limitations of current research and proposing directions for future studies, this work contributes to the advancement of knowledge about corporate psychopathy and its implications in the workplace.

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