

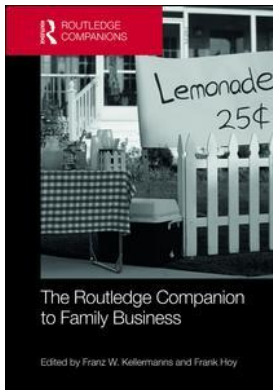
This article was downloaded by: 10.2.97.136

On: 22 Mar 2023

Access details: *subscription number*

Publisher: *Routledge*

Informa Ltd Registered in England and Wales Registered Number: 1072954 Registered office: 5 Howick Place, London SW1P 1WG, UK



The Routledge Companion to Family Business

Franz W. Kellermanns, Frank Hoy

The Janus Effect

Publication details

<https://test.routledgehandbooks.com/doi/10.4324/9781315688053.ch23>

Reginald L. Tucker, Kristen K. Shanine, James G. Combs

Published online on: 29 Sep 2016

How to cite :- Reginald L. Tucker, Kristen K. Shanine, James G. Combs. 29 Sep 2016, *The Janus Effect* from: *The Routledge Companion to Family Business* Routledge

Accessed on: 22 Mar 2023

<https://test.routledgehandbooks.com/doi/10.4324/9781315688053.ch23>

PLEASE SCROLL DOWN FOR DOCUMENT

Full terms and conditions of use: <https://test.routledgehandbooks.com/legal-notices/terms>

This Document PDF may be used for research, teaching and private study purposes. Any substantial or systematic reproductions, re-distribution, re-selling, loan or sub-licensing, systematic supply or distribution in any form to anyone is expressly forbidden.

The publisher does not give any warranty express or implied or make any representation that the contents will be complete or accurate or up to date. The publisher shall not be liable for an loss, actions, claims, proceedings, demand or costs or damages whatsoever or howsoever caused arising directly or indirectly in connection with or arising out of the use of this material.

23

THE JANUS EFFECT Psychopathy in Family Business

Reginald L. Tucker, Kristen K. Shanine, and James G. Combs

The Janus Effect: The Role of Psychopathy in Family Business

Most firms across the globe are owned and managed by family members, and family firms are critical to most economies (Morck and Yeung 2003; Perman 2006; Sharma, Chrisman, Pablo, & Chua 2001). Accordingly, family business researchers strive to understand factors that contribute to family business success. Studies have uncovered important factors at the environmental- (e.g., culture), firm- (e.g., resource and governance), and individual- (e.g., relational or personal) levels (Filser, Kraus, and Mark 2013; Long and Chrisman 2013; Nordqvist, Wennerg, and Hellerstedt 2013). One particularly fruitful avenue of inquiry involves identifying family leaders' unique psychological traits and the consequences of these traits for key family business outcomes (i.e., Filser et al. 2013; Nordqvist et al. 2013).

One psychological trait that has not received attention, but has the potential to help explain outcomes in some family firms, is psychopathy. Psychopathy is defined as “a lack of concern for both other people and social regulatory mechanisms, impulsivity, and a lack of guilt or remorse when their actions harm others” (O’Boyle, Forsyth, Banks, and McDaniel 2012, 558). Psychopathy concerns an individual’s intense focus while disregarding the emotions of others. While psychopathy is a seemingly negative psychological trait, it can have positive effects in the workplace due to the psychopath’s charisma, intense focus, and stress tolerance (Babiak and Hare 2006). Similar to the Roman God, Janus, the psychopath has two faces: one that is inherently good and another that is bad. Psychopathy yields dual outcomes.

Understanding the positive side of dark-side traits, such as psychopathy, is a recent area of focus in organizational behavior research (e.g., O’Boyle et al. 2012). The most widely accepted positive side of psychopathy concerns the superficial charm that psychopaths use to influence others and achieve their own desires (Stevens, Deuling, and Armenakis 2012). An individual who exhibits psychopathic tendencies while flourishing in the workplace is termed a “successful psychopath” (Hall and Benning 2006). While much research on successful psychopaths concerns individuals, the positive effects of psychopaths in business can be seen in their ability to instill vision in others, form small productive work teams, and provide strategic thinking across the company (Hall and Benning 2006). In addition, psychopathic leaders are more likely to take bold actions that are beneficial to the business because they are unconcerned with how others view them (Babiak and Hare 2006).

While psychopaths appear to have positive effects in business, their impact on their families is decidedly negative. Children of psychopathic parents are more likely to develop antisocial tendencies, feel neglected and deprived of nurturance, and become depressed, aggressive, and violent towards others (Rockwell 1978). Children of psychopaths are more prone to become psychopaths themselves because they are consistently socialized into psychopathic behaviors and tendencies (Gao, Raine, Chan, Venables, and Mednick 2010). There is also a reciprocal relationship between psychopathy and family outcomes wherein psychopathy influences negative family outcomes and negative family outcomes, in turn, reinforce the psychopathic behavior by the parent(s) and/or child (Tuvblad, Bezdiġian, Raine, and Baker 2013). Overall, the negative traits associated with psychopathy provide substantial evidence that psychopaths harm families (Kidwell, Kellermanns, and Eddleston 2012).

Given that psychopaths can have a positive impact in business while their influence on family is universally negative, it seems worthwhile to understand how psychopaths impact family business – where the psychopath’s positive impact on business likely collides with their negative impact on family. Psychopathic leaders might develop a superior vision and strategy or take bold actions that benefit the firm, but their callous lack of empathy might also lead to negative emotions and subsequent relationship conflict among family members, undermining the family harmony and effective decision-making (Kellermanns and Eddleston 2004) that is vital to family business success (Filser et al. 2013). Accordingly, we develop a conceptual model that helps explain when a psychopathic family leader can be more versus less beneficial for the family firm. In particular, we draw on Lawler’s (2001) affect theory of social exchange to suggest that the presence of family members in family firms interferes with the psychopath’s ability to generate positive outcomes for the firm, but that some family characteristics help psychopathic leaders’ potentially positive benefits shine through.

Our central contribution is to explain how a potentially important, but previously uninvestigated family business leader psychological trait, – i.e., psychopathy – can interact with family characteristics to influence the success of a family business. In doing so, we also contribute to the limited knowledge of successful psychopathy by explaining how one context – i.e., family business – reshapes their potentially positive impact. This knowledge is important for family business researchers because the same rags-to-riches family background that often produces successful entrepreneurs (Collins and Moore 1964; Kets de Vries 1996; Sarachek 1978; Strenger and Burak, 2005; Wadhwa, Holly, Aggarwal, and Salkever 2009) might also produce psychopathy, which can be harmful when mixed with family. It would be beneficial for family members to recognize psychopathy and learn how the family might structure itself and the business to help the psychopath succeed.

Psychopathy in the Workplace and the Family

To repeat, psychopathy is defined as “a lack of concern for both other people and social regulatory mechanisms, impulsivity, and a lack of guilt or remorse when their actions harm others” (O’Boyle et al., 2012, 558). Psychopathy carries both clinical and subclinical meanings. Clinical psychopathy differs from subclinical psychopathy in terms of degree, magnitude, or frequency of behaviors and cognitions (Gustafson and Ritzer 1995). Clinical psychopathy is an all-encompassing pattern of deviant and dysfunctional behavior, affect, and cognition that affects multiple aspects of an individual’s life (e.g., work, family, social) (LeBreton, Binning, and Adorno 2006). They are clinically impaired, chronically dysfunctional employees, spouses, parents, and friends (LeBreton et al. 2006). They are often incapable of living among the general population and commonly end up in criminal or psychiatric institutions (Babiak and Hare

2006). Psychologists estimate that about one percent of the general population meets the clinical criteria for psychopathy (Babiak and Hare 2006). Given the low rate of clinical psychopathy in the general population, most empirical studies are in incarcerated or psychiatric settings (LeBreton et al. 2006). Clinical psychopaths are identified by symptoms such as pathological lying, serial irresponsibility and impulsivity, lack of remorse, failure to accept responsibility for one's actions, superficial charm and charisma, manipulative and self-serving patterns of behavior, and adolescent and adult criminal behavior (Cleckley 1941; Hare 1999).

Subclinical psychopaths differ from clinical psychopaths in that their behaviors are less intense, pervasive, or frequent (Gustafson and Ritzer 1995). For example, where the clinical psychopath might make a career out of violent crime (e.g., armed robbery), the subclinical psychopath is likely to pursue less extreme (and less frequent) forms of antisocial behavior (e.g., inflating expense accounts) (LeBreton et al. 2006). Subclinical psychopaths have less than ideal relationships, but they are capable of maintaining relationships (O'Boyle et al. 2012). While clinical psychopathy occurs in one percent of the population, subclinical psychopathy is more common, with estimates suggesting five to fifteen percent in the general population (Gustafson and Ritzer 1995; Pethman and Erlandsson 2010). Because our theory is about psychopathy in a family business context, our theorizing is constrained to subclinical psychopathy.

Psychopathy in Business

Psychopathic tendencies in organizations can result in several negative outcomes. Employees may perceive psychopaths as overly harsh (e.g., threats of punishment) (Jonason, Li, Webster, and Schmitt 2012), bullies (Boddy 2011), and poor managers (Babiak, Neumann, and Hare 2010). The psychopath is not able to charm all and, as a result, can alienate and sever relationships with employees (Paulhus and Williams, 2002). Also, impulsivity, a characteristic of psychopathy, is associated with workplace deviance, job and work withdrawal, and accidents on the job (Judge and LePine 2007). As psychopaths move into leadership positions, they can have negative effects on other employees who might mimic their socially undesirable or unethical behavior believing that it is necessary for workplace success (i.e., promotion) (Boddy, Ladyshevsky, and Galvin 2010). Additionally, subordinates who suffer abuse from psychopathic leaders might engage in counter-productive work behaviors (e.g., deviance, absenteeism, relationship conflict) in retaliation against the organization (Jones 2009).

Despite evidence that psychopathy sometimes has negative workplace consequences, there is a bright side to psychopathy in organizations. Psychopaths often experience workplace promotion and career mobility due to their careerist orientation (i.e., ability to achieve advancement via non-performance based activities) (Babiak and Hare, 2006; Chiaburu, Muñoz, and Gardner 2013). They can also be perceived as bold, charismatic, and achievement-oriented leaders (Judge and LePine 2007; Lykken 1995; O'Boyle et al. 2012), and while impulsivity can be a negative trait of psychopathy, it can also allow psychopaths to perform better at complex tasks (Anderson, 1994). In concert with the psychopath's charm and cool decisiveness, these factors allow psychopaths to be singled out for rapid promotion (Boddy 2011). In fact, three to four percent of individuals promoted to higher ranks have psychopathic tendencies (Babiak and Hare 2006). (Babiak et al. 2010; Cleckley 1941).

Psychopaths, on average, have disinhibited impulses (O'Boyle et al. 2012), are not prone to get along with others (Stevens et al. 2012), and are often found in authoritative positions (Babiak and Hare 2006). A combination of these factors, along with the psychopath's desire to get ahead (Akhtar et al. 2013), often culminates in a decisive leader – which is particularly important when firms face risk and uncertainty (Miller 2015). Research finds that individuals in

psychopath-led firms and teams are less likely to attribute abusive behavior to the psychopathic leader when the firm faces uncertainty, attributing it instead to the environment (Hmieleski and Ensley 2007). Overall, when combined with environmental uncertainty, psychopathic leaders appear able to use their charisma to enhance firm performance (Waldman, Ramirez, House, and Purnam 2001).

Given the positive and negative effects that psychopaths can have on the workplace, perhaps it should not be surprising that a recent meta-analysis covering over 60 years of research found only a very small negative relationship between psychopathy and job performance and a similarly small positive relationship between psychopathy and counterproductive work behaviors (O'Boyle et al. 2012). Importantly, these small harmful effects turn around as psychopaths gain authority (O'Boyle et al. 2012). In other words, psychopaths are more likely to have positive job performance and engage in productive work behaviors as they move up the organization's hierarchy (O'Boyle et al. 2012). One likely reason is that whereas emotional intelligence and team building (i.e., human relation skills) are critical mid-management skills, the ability to discern strategy and offer a clear sense of direction are more important at higher levels (Mumford, Campion, and Morgeson 2007). Thus, while psychopaths clearly have a negative impact in organizations, they can, and more often than not do, have important positive benefits when they move into organizational leadership roles.

Psychopathy in Family

Unlike in the workplace, there is no evidence that psychopathy has positive effects in the family (Farrington 2006). Family is a setting where individuals find warmth, nurturance, and perhaps unconditional acceptance (Eagly 1987). Psychopathy, on the other hand, is characterized by a lack of empathy and superficial charm (O'Boyle et al. 2012). Thus, it is intuitive that psychopathy has negative effects on families.

In order to review the psychopathy and family literature, we searched Google Scholar for studies related to psychopathy and family background. Our search returned studies that primarily investigated how family dynamics influenced psychopathic development in adolescents. This was expected because family dynamics are often studied as an antecedent of adolescent psychopathy (Farrington 2006). Regarding research design, we attempted to find studies that tracked psychopathic development and its effects on family members over time; longitudinal studies are considered the best research design when examining the relationship between psychopathy and family dynamics (Farrington 2006). As Lynam (1996, 214) describes, "the most straightforward way to connect a childhood disorder with an adult disorder is through longitudinal research, showing that the children with a given childhood disorder are more likely to become adults with a specific disorder." Accordingly, Table 23.1 summarizes the major longitudinal studies connecting psychopathy with family outcomes.

Consistent themes emerge when examining psychopathy and family. A lack of parent and child interaction, particularly by the mother, and inconsistent parental discipline are fertile grounds for the development of psychopathy in adolescents (Gao et al. 2010). When there is parent and child interaction, the child's warmth, nurturance, and acceptance needs are met (Gao et al. 2010). The first five years of a child's life are particularly important regarding the relationship with the mother because an absence of this relationship is more likely to lead to psychopathic tendencies (Gao et al. 2010). A lack of parent and child interaction fosters feelings in children that relationships and social interaction, even with birth parents, is neither important nor something to cherish. This type of parent-child relationship might influence the child to develop an

Table 23.1 Psychopathy and Family Studies

Author/Journal	Year	Title	Method	Sample/Description	Findings
Lykken, <i>The Antisocial Personalities</i>	1995	<i>The Antisocial Personalities</i>	Book/ Review	Book	<p>“The psychopath and the sociopath can be regarded as opposite endpoints on a common dimension with difficult temperament maximized at the psychopathic end and inadequate parenting maximized at the sociopathic end” (p. 7).</p> <p>“Inadequate or incompetent parenting leads to insecure attachment bonding that forecasts ‘low levels of empathy, compliance, cooperation, and self control’” (Draper & Belsky, 1990, p. 151) (p. 199).</p>
Lynam, <i>Psychological Bulletin</i>	1996	Early identification of chronic offenders: Who is the fledgling psychopath?	Review	Prior studies	The most straightforward way to connect a childhood disorder with an adult disorder is through longitudinal research, showing that the children with a given childhood disorder are more likely to become adults with a specific disorder (p. 214).
Weiler & Widom, <i>Criminal Behavior and Mental Health</i>	1996	Psychopathy and violent behavior in abused and neglected young adults	Quantitative	652 abused and neglected individuals/489 control group	The authors found that childhood victimization and psychopathy were linked. Also, the authors found that psychopathy mediated (partial mediation) the relationship between childhood victimization and violent offending . *The authors did not identify who the abusers were (e.g., family).
Marshall and Cooke, <i>Journal of Personality Disorders</i>	1999	The childhood experiences of psychopaths: A retrospective study of familial and societal factors	Quantitative	105 prisoners; 50 psychopaths/55 non-psychopaths	The authors found that [1] parental discipline , [2] parental indifference/neglect , [3] parental supervision , and [4] psychological abuse had high correlations with psychopathy in the criminal psychopath sample.

(Continued)

<i>Author/Journal</i>	<i>Year</i>	<i>Title</i>	<i>Method</i>	<i>Sample/Description</i>	<i>Findings</i>
Farrington, <i>Behavioral Sciences and the Law</i>	2000	Psychosocial predictors of adult antisocial personality and adult convictions	Longitudinal (follow up to 1977 Cambridge study)	In the first study, psychosocial risk factors measured males from ages 8–10, 411 South London males were followed up since age 8 to see the antisocial personality disorder at ages 18, 32, and their convictions between ages 21–40	The authors found that [1] large family size , [2] poor child rearing , [3] poor supervision , [4] disrupted family , and [5] father uninterested in child were indicators of antisocial personality disorder at age 18 and at age 32.
Lang, af Klinteberg, and Alm, <i>Acta Psychiatrica Scandinavica</i>	2002	Adult psychopathy and violent behavior in males with early neglect and abuse	Longitudinal	Swedish males ($N = 199$) recruited from a socially high-risk neighborhood and grouped on an index variable of victimization, yielding high ($N = 110$) and low victimization ($N = 89$) groups. The males examined were from the research program “Follow up of young criminals and controls in Stockholm 1956.” The program was initiated by the Swedish government in 1956, and 287 boys aged 11–14 years, from an urban area, were examined in 1959–1963.	<p>★One of the best predictors in the development of psychopathy in young individuals turned out to be a father who is a psychopath, who is an alcoholic, or who shows antisocial behaviors (not a finding, but a statement).</p> <p>★Delayed or inconsistent discipline from the parents is considered to be a cause of confusion about when to resist impulses and temptations, and of a lack of guilt; two qualities common among psychopaths.</p> <p>No significant association between childhood victimization and psychopathy was found. The present results indicated that an association between childhood victimization and adult psychopathy might be mediated by psychosocial components. This suggests that children with psychopathy-related traits and behaviors living in abusive families, with parental impulsivity and impulse control disorders, hyperactivity, alcohol abuse, poor socialization and low tolerance to frustration, are at high risk for eye-witnessing of violence and for developing violent behavior themselves.</p> <p>The authors found that history of placement in foster care had high associations with PCL-YV youth psychopathy while [1] quality of parental caregiver relationship, [2] total number of disruptions in living situation, [3] history of sexual abuse, and [4] whether offender was raised by a single parent also had a significant effect on psychopathic tendencies.</p>
Campbell, Porter, and Snow, <i>Behavioral Sciences and the Law</i>	2004	Psychopathic traits in adolescent offenders: An evaluation of criminal history, clinical, and psychosocial correlates	Quantitative	226 incarcerated youth (17% female)	

Moffitt, <i>Psychological Bulletin</i>	2005	The new look of behavioral genetics in developmental psychopathology: Gene-environment interplay in antisocial behaviors	Review	Bad parenting statistically predicts children's aggression.
Lynam, Caspi, Moffitt, Loeber, and Stouthamer- Loeber, <i>Journal of Abnormal Psychology</i>	2007	Longitudinal evidence that psychopathy scores in early adolescence predict adult psychopathy	Longitudinal	The authors found that adolescent boys who were reported by their mothers to have psychopathy at age 13 had psychopathic traits at age 24 as measured by interviews. Psychopathy can occur in adolescence and continue into adulthood.
Gao, Raine, Chan, Venables, and Mednick, <i>Psychological Medicine: A Journal of Research in Psychiatry and the Allied Sciences</i>	2010	Early maternal and paternal bonding, childhood physical abuse and adult psychopathic personality	Quantitative/ Examined relationship between maternal and paternal bonding, childhood physical abuse and psychopathic personality at 28 years	[1] The key finding of this study is that disrupted parental bonding is associated with an increased level of adult psychopathic personality. [2] Low maternal care was the key aspect of bonding most associated with psychopathy, while low paternal overprotection (i.e., increased autonomy and lack of regulatory control) was also important, especially in relation to the emotional detachment factor. [3] Low maternal care was the parental variable most strongly associated with both factors of adult psychopathy, reflecting the relatively greater impact of mothers.

(Continued)

<i>Author/Journal</i>	<i>Year</i>	<i>Title</i>	<i>Method</i>	<i>Sample/Description</i>	<i>Findings</i>
McDonald, Dodson, Rosenfield, and Jouriles, <i>Journal of Abnormal Psychology</i>	2011	Effects of a parenting intervention on features of psychopathy in children	Longitudinal – Tested at 6 time periods over 20 months	66 families (mother and child) recruited from domestic violence shelters. Each family included at least one child between the ages of 4 and 9 who exhibited clinical levels of conduct problems	The authors found that parental consistency (mother) (i.e., “I always follow through on my discipline for my child no matter how long it takes”) mediated child psychopathy such that child psychopathy was reduced as mothers were more consistent in their parenting.
Fontaine, McCrory, Boivin, Moffitt, and Viding, <i>Journal of Abnormal Psychology</i>	2011	Predictors and outcomes of joint trajectories of callous-unemotional traits and conduct problems in childhood	Longitudinal	N = 9,578/ Twins Early Development Study/The authors investigated callous-unemotional (CU) and conduct problems (CP). Children were assessed at 4 years of age and again at 12 years of age.	The authors found that negative parental feelings had a positive relationship with chaos in the home and that negative parental discipline had a positive relationship with chaos in the home.
Tuvblad, Bezdjian, Raine, and Baker, <i>Journal of Criminal Justice</i>	2013	Psychopathic personality and negative parent-to-child affect: A longitudinal cross-lag twin study	Longitudinal	1,562 twins. The twins were assessed at ages 9–10, and again at ages 14–15 utilizing both caregiver and youth self-reports.	The authors found that significant parent-driven effects for negative parent-to-child affect at ages 9–10 years influenced psychopathic personality at ages 14–15 years. Also, psychopathic personality at age 9–10 years influenced negative parent-to-child affect at age 14–15 years. This study illustrates the bi-directional effects of child psychopathy and negative parenting.

attitude that “others are either for me or against me.” This attitude encourages children to learn how to manipulate others and remain emotionally distant.

Inconsistent or delayed discipline from parents will lead to a child’s lack of guilt and inability to resist impulses and temptations – two qualities common among psychopaths (Lang, Af Klinteberg, and Alm 2002). An example of inconsistent parenting is when the parent warns the child of consequences for bad behavior but does not follow through (McDonald, Dodson, Rosenfield, and Jouriles 2011). Deciding whether or not to discipline a child, or even delaying discipline, might come across as impulsive to the child. Impulsivity is defined as “the tendency to act with little prior thought, to be prone to sensation and novelty seeking, and to be behaviorally disinhibited” (Judge and LePine, 2007, 338). The inconsistent and impulsive behavior of parents sends mixed signals to children, resulting in children who do not know when and how they will face consequences for their actions. Children who do not experience consequences, or experience consequences that seem unlinked to behavior, are more likely to engage in socially unacceptable behaviors (Lang et al. 2002).

Studies examining the effect of psychopathy on other family members are rare. However, evidence suggests that psychopathy and negative family outcomes have a reciprocal effect (Tuvblad et al. 2013). While psychopathy develops as a result of a negative family environment, psychopathy also perpetuates and reinforces a negative family environment (Tuvblad et al. 2013). Children with psychopathic parents are depressed, aggressive, violent, feel neglected, and develop antisocial tendencies (Rockwell 1978). Research finds that without some measure of intervention, the cycle continues for both child and parent (Lang et al. 2002; McDonald et al. 2011). Overall, the negative traits associated with psychopathy suggest strongly that psychopathy harms families.

Psychopathic Leadership and Family Business Success

While psychopathic leaders clearly can have a negative impact on employees, recent research suggests that, as leaders, their ability to take charge, set direction, and move forward without regard to others’ feelings can yield positive benefits for firm performance (O’Boyle et al. 2012). The impact of psychopathy on the family, however, is universally negative, which raises questions about the role of psychopathy in family businesses, which is a context where business and family co-exist.

Psychopathy and Social Exchange in the Family

Social exchange theory (Emerson 1976) explains how exchange processes between individuals influence behavior. An exchange is a joint activity whereby individuals exchange benefits that they cannot achieve alone (Lawler 2001; Thibaut and Kelley 1959). Exchanges are both backward and forward looking in that individuals evaluate the past rewards and costs associated with an ongoing exchange and anticipate potential future rewards and costs (Emerson 1976; Lawler 2001). It is considered a Skinnerian, rational theory of behavior in that it assumes actors are rational. Affect theory of social exchange builds upon the original social exchange theory by adding the insight that successful exchanges produce positive emotions, and ineffective exchanges produce negative emotions (Lawler 2001). It adds a more socialized, non-rational layer to the original exchange theory by incorporating emotions, which are involuntary, internal responses to stimuli (Hochschild 1979; Lawler 2001). Affect theory of social exchange explains that emotions produced by social exchanges can generate stronger or weaker ties to the social unit (e.g., family) (Lawler 2001).

Affect theory of social exchange makes several assumptions and predictions. It assumes that social exchanges produce emotions that are along a positive–negative dimension in that actors either “feel good” or “feel bad” from an exchange; these reactions are considered internal, self-induced rewards or punishments (Lawler 2001). Individuals will then strive to reproduce positive emotions (i.e., rewards) and avoid negative ones (i.e., punishments) that develop from exchanges (Lawler 2001). Additionally, the emotions produced from exchanges will trigger a need to understand the source of the feelings, which results in an attribution process whereby individuals will explain their feelings with reference to social units (Lawler 2001).

Family and business are interdependent in family businesses, and family members form strong, unavoidable emotional bonds with one another and to the business (Daily and Dollinger 1992; Davis 1983; Kellermanns and Eddleston 2004). Additionally, a family business can be considered a “productive” exchange, which is a “single socially produced event or good that occurs only if members perform certain behaviors” (Lawler 2001, 336). A productive exchange occurs whenever “two or more actors bring something specific to a collective endeavor, and the whole of what they produce is greater than the sum of its parts” (Lawler 2001, 336). Productive exchanges entail the highest degree of interdependence compared to other types of exchanges (Lawler 2001). This means that family members involved in family business social exchanges will experience the greatest level of negative emotions when faced with exchange failure, and the greatest level of positive emotions when exchanges go well, compared to the other types of exchanges (Lawler 2001). Thus, family members who are involved in exchanges with a psychopathic leader in a family business will feel strong, negative emotions (e.g., hurt, anger, shame) when the psychopath does not reciprocate appropriately due to his or her inability to socially relate to others (Eddleston and Kidwell 2012). The callousness, lack of empathy, weak social regulatory mechanisms, and impulsivity among psychopaths will likely lead to strong negative emotions among family members, which will then lead to relationship conflict. The negative emotions and conflict that ensue from exchanges between the family members and the psychopath will ultimately, we submit, undermine the psychopath’s ability to effectively lead a family business.

Our review of the literature on psychopathy in the workplace suggests that psychopaths can have positive and negative effects in organizations (Boddy et al. 2010; Jones 2009). However, on average, they have an overall positive impact on organizations in that they are rapidly promoted and often are effective leaders at higher levels (Chiaburu et al. 2013; O’Boyle et al. 2012). Their careerist orientation, charismatic leadership, achievement orientation, cool decisiveness, boldness, and impulsivity often result in effective decision-making that increases firm performance. In a family business, however, the callousness and lack of empathy among psychopaths likely lead to heightened perceptions of family discord and, as a result, relationship conflict between the psychopathic family business leader and other family members. Relationship conflict is related to stress (Jehn 1997). Psychopathic leaders create feelings of relationship conflict because their impulsivity results in frequent change and a family culture rife with uncertainty (Harvey and Evans 1994). Kidwell, Kellermanns, and Eddleston (2012) find that perceptions of family harmony are negatively related to relationship conflict, which, in turn, results in lower performance (Kellermanns and Eddleston 2004). When family members get along with one another, they are more productive because they are able to engage in better decision making. When family members do not get along, they focus more on their emotions and not on task performance (Kellermanns and Eddleston 2004). Thus, we predict that family will diminish any positive benefits that psychopathic leadership might otherwise have. Stated formally, we expect that:

Proposition 1

The positive benefits of psychopathic leadership are less when the firm is a family business.

Our central theoretical insight is that because families are harmed by, and likely react negatively to, psychopathic leadership, any benefits of psychopathic leadership that might otherwise be obtained in nonfamily firms becomes elusive in family firms. However, family firms differ dramatically from one another (Filser et al. 2013; Long and Chrisman 2013; Nordqvist et al. 2013). Thus, it seems likely that family characteristics that empower psychopathic family leaders to use their charisma and vision can benefit the firm financially while family characteristics that entangle psychopathic leaders with potentially hostile family members detract from the firm financially.

Based on affect theory of social exchange (Lawler 2001), we propose that family characteristics that increase interaction between the family and the psychopathic family business leader further weaken any positive benefit that psychopathic family business leadership might otherwise have for business success. In essence, the psychopath's callousness and lack of empathy will lead to negative emotions among family members during social exchanges, which create discord that undermines the psychopath's leadership. We build theory around four family characteristics – i.e., cohesiveness, family involvement, ownership dispersion, and generation – that: (1) have been heavily studied in family business research (e.g., Akhtar et al. 2013; Davis 1983; Davis and Harveston 1998; Lansberg and Astrachan 1994; Olson 2000; Schulze, Lubatkin, and Dino 2003, etc.) and (2) are known to be critical factors affecting the extent to which family members and family business leaders interact. Accordingly, they fit with our central insight that the need for family members to interact with psychopathic family business leaders impacts such leaders' overall effectiveness. Figure 23.1 depicts our conceptual model.

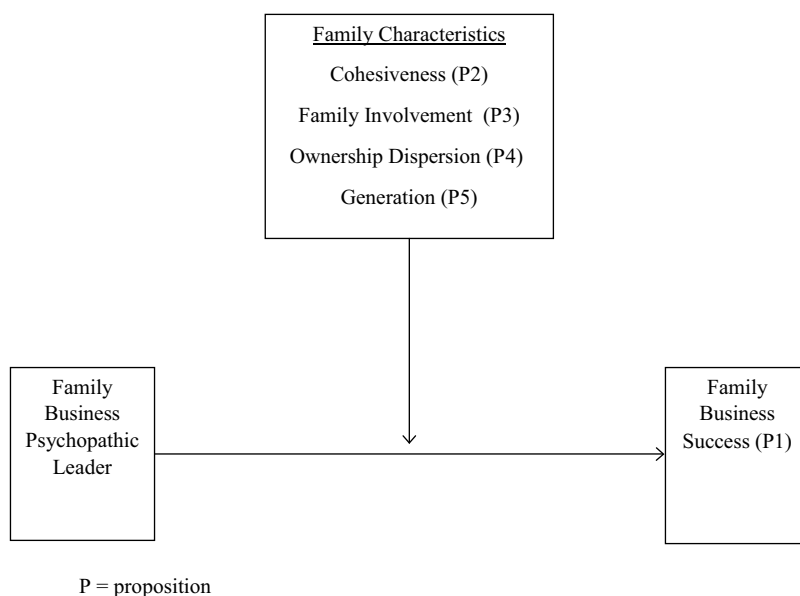


Figure 23.1 Conceptual Model

Family Characteristics that Affect the Quality of Family-member Psychopathic Leadership

We describe four family characteristics that likely shape the potential for positive outcomes from psychopathic leadership in family business. These factors – cohesiveness, family involvement, ownership dispersion, and generation – affect the potential for interference by hostile family members. In essence, it is thought that psychopaths will be successful in business due to their high level of stress tolerance, focused and driven personality, and charisma. However, they will be less successful if success requires interpersonal relations with family members because psychopaths are inherently callous and find interpersonal relationships difficult (O’Boyle et al. 2012). According to affect social exchange theory, such difficult interpersonal exchanges likely result in negative emotions among other family members (Lawler 2001); emotions that likely lead family members to interfere with the psychopathic leader’s freedom to act. Thus, we ultimately predict that lower levels of closeness and involvement among family members will, by limiting the influence of conflict-laden family relationships, strengthen the potential for psychopathic family business leadership to benefit the family firm.

Cohesiveness

Cohesiveness is defined as the emotional glue that bonds family members to one another (Olson 2000, 145). According to Olson’s (2000) Circumplex Model of Family Functioning, cohesiveness is defined in terms of a continuum. At one extreme, the highest levels of cohesion represent a high degree of enmeshment. Family members are very loyal to one another, dependent upon one another, and there are high levels of emotional connectedness. At the other extreme, the lowest levels of cohesion represent disengagement, and each family member is highly independent. Family members do not feel attached or committed to one another, and there is little emotional connectedness. Family systems with more balanced levels of family cohesiveness are thought to be the most effective in family businesses (Davis 1983; Lansberg and Astrachan 1994). Family cohesiveness impacts succession via the family commitment to the organization (Lansberg and Astrachan 1994).

When family leaders display psychopathic tendencies, we predict that a disengaged family system will work in the psychopath’s favor in that it will weaken the negative impact of the family and strengthen the positive impact that psychopathic leadership can have. In terms of the affect theory of social exchange, in a disengaged family system where the family members are not close, actors will engage in fewer exchanges with the psychopathic leader. Thus, they will not respond as negatively to, or care as much about, the psychopathic leader’s lack of empathy and callousness. The negative emotions that typically result from exchanges with the psychopathic leader will not lead to as much relationship conflict in a disengaged family system. The opposite is true of enmeshed family systems. Higher levels of cohesiveness in a family unit that contains a psychopathic leader will result in more exchanges that produce negative emotions and relationship conflict that undermines the psychopathic leader’s ability to successfully lead the family business. The subsequent relationship conflict would cause family members to become less productive as they focus more on their emotions and not the tasks at hand. Accordingly, we predict that:

Proposition 2

In family businesses with cohesive controlling families, the positive benefits of having a leader with psychopathic tendencies will be less.

Family Involvement

The number of family members involved in the business and the extent of their involvement might also impact the psychopathic leader's ability to influence family business success. In general, the more family members involved and the higher their position in the business hierarchy, the more influence they will exercise (Davis and Harveston 1998).

Although not all family members exercise influence and work closely with the leader in the upper echelons, family involvement still requires the psychopathic family business leader to sustain his or her kinship network. According to affect theory of social exchange, if family members are not involved in the business, they will not be present to engage in exchanges that could produce negative emotions and conflict, which would undermine the psychopath's ability to lead. Thus, the fewer family members actively involved in the business, and the less they are involved in top management decisions, the better it will be for the psychopath's effectiveness. The opposite is also true. The more family members that are involved in the business, especially at higher levels, the more the psychopath will have to engage in interpersonal relationships and social exchanges that lead to negative emotions among his or her family members and greater relationship conflict. Relationship conflict will cause family members to focus more on their emotions than task performance, which would lessen productivity. Such conflict also makes it difficult for the psychopathic family business leader to exercise control and execute decisions that advance the firm financially. Thus, we anticipate that:

Proposition 3

In family businesses with more family involvement, the positive benefits of having a leader with psychopathic tendencies will be less.

Ownership Dispersion

The number of family member owners might also impact the degree to which psychopathic leaders can influence family business success. Concentrated ownership implies a few large owners who will actively engage with and try to influence the psychopathic leader. Fragmented ownership implies a large number of small owners who will be less engaged.

Again, according to the affect theory of social exchange, the more the psychopath engages in interpersonal relations and social exchanges with his or her family, the more such exchanges reduce the psychopathic leader's overall effectiveness. If family members do not exercise influence, they will not generate negative emotions from ongoing social exchanges with the psychopath, which will reduce the overall level of conflict and disharmony in the family. Thus, the more family member owners are fragmented, the better it will be for the psychopath's business success. Therefore:

Proposition 4

In family businesses with concentrated ownership, the positive benefits of having a leader with psychopathic tendencies will be less.

Generation

For two reasons, we predict that psychopathic family business leaders will be more effective, and the negative impact of the family will be less, in first generation family firms. The first reason is

that successful psychopathy is more likely to coexist with an entrepreneurial orientation in the first generation. Akhtar et al. (2013) found a relationship between psychopathic tendencies and entrepreneurial abilities (i.e., entrepreneurial awareness, creativity, opportunism, and vision). This finding is in line with the notion that entrepreneurs can be callous, fearless, and persuasive – traits that are needed to explore and exploit opportunities (Akhtar et al. 2013; Kets de Vries 1985). Accordingly, it should not be surprising to find psychopathic tendencies in the founding generation.

Research shows that psychopathic tendencies are also inherited and/or imprinted (Gao et al. 2010; Tuvblad et al. 2013), so it should not be surprising to find second- and later-generation family firms run by psychopathic successors. Orientation toward entrepreneurship, however, is not as easily inherited. Indeed, generation is a key factor that is known to decrease innovation and creativity in family firms; innovation decreases once control is passed from the founder to later generations (Block, Miller, Jaskiewicz, and Spiegel 2013; Jaskiewicz, Combs, and Rau 2015). The founder's entrepreneurial orientation (i.e., preference for autonomy, innovation, risk-taking, proactive behavior, and competition) is what grows the firm (Lumpkin and Dess 1996), and although an entrepreneurial orientation is often passed via imprinting to a second generation, it is rarely as strong as in the first generation (Cruz and Nordqvist 2012). It will certainly disappear by the third generation unless families take active steps to institutionalize and preserve an entrepreneurial mindset (Jaskiewicz et al. 2015). Furthermore, it is not uncommon for exposure to the founding generation's wealth to result in a second- or later-generation "Fredo effect" where "a family member's incompetence, opportunistic behaviors, and/or ethically dubious actions can impede the firm's success" (Kidwell, Kellermanns, and Eddleston 2012, p. 503). Overall, second- and later-generation psychopathic family leaders are less likely to possess the same level of entrepreneurial orientation founding generation.

The second reason why second- and later-generation psychopathic leaders are less likely to be successful is because the relationship among other family members is different. Although family member social exchanges with a psychopath in a first-generation family firm will still lead to negative emotions and conflict, it will be less in the first generation because the family members are willing to overlook their relationship problems due to the firm's growing wealth and the family's increasing dependence on the firm for financial security. Further, because psychopathic founders are legitimately the key players in first-generation family firms, it is easier for them to ignore the input of disgruntled family members. A second- or later-generation psychopath has less legitimacy and, thus, is less likely to get the family to accept their leadership without interference. Stated formally:

Proposition 5

In later generation family firms, the positive benefits of having a leader with psychopathic tendencies will be less.

Discussion

To better understand the psychological factors that contribute to family business success, we examined psychopathy among family business leaders. Like the Roman God, Janus, psychopaths have two faces: one that is inherently good and another that is bad. In essence, psychopathy

yields dual outcomes. On one hand, psychopaths can have positive effects in business. For example, they are rapidly promoted (Chiaburu et al. 2013), and many psychopathic traits are also effective leadership traits (i.e., political and organizational savvy, detachment, and capacity to make decisions based on objectivity rather than loyalty, trust, or emotions) (O'Boyle et al. 2012). On the other hand, they have very negative effects on families. For example, children with psychopathic parents are depressed, aggressive, neglected, and antisocial (Rockwell 1978). Given that psychopaths can have a positive impact on business (Babiak and Hare 2006; Chiaburu et al. 2013; Hall and Benning 2006; O'Boyle et al. 2012) while their influence on family is negative (Gao et al. 2010; Rockwell 1978), it seems worthwhile to understand how psychopaths impact family business – which is a context where the psychopath's positive impact on business likely collides with their negative impact on family.

Accordingly, we developed a conceptual model that helps explain when a psychopathic family leader can be more versus less beneficial for the family firm. We used Lawler's (2001) affect theory of social exchange to suggest that the presence of family members in family firms interferes with the psychopath's ability to generate positive outcomes for the firm, but that some family characteristics – i.e., cohesiveness, family involvement, ownership dispersion, and generation – affect the extent to which a psychopathic leader can benefit the firm. In general, these various family and firm factors affect the amount of social interaction, and negative emotions family members experience via social exchanges with the family business psychopathic leader. Psychopathy in the family business is important because the same rags-to-riches family background that often produces successful entrepreneurs (Collins and Moore 1964; Kets de Vries 1996; Sarachek 1978; Strenger and Burak 2005; Wadhwa, Holly, Aggarwal, and Salkever 2009) might also produce psychopathy, which can be harmful when mixed with family. Thus, understanding factors that influence their success as family business leaders are important because it could help family members recognize psychopathy and learn to structure itself and the business to help the psychopath succeed. Our theory also has implications for future family business research and psychopathic leadership.

Implications for Future Family Business Research

While this chapter analyzes one potential dark side psychological trait of family business leaders, future studies might consider other dark side traits. There is an assumption that dark side traits are inherently bad and have no positive outcomes. Other dark side traits that researchers might choose to explore are Machiavellianism and narcissism. Machiavellianism is a personality trait characterized by individuals who manipulate others for personal gain (Jonason et al. 2009). Narcissism is associated with a grandiose view of oneself where individuals take bold actions to receive praise and validation from others (Chatterjee and Hambrick 2007). Along with psychopathy, these two dark side traits comprise what researchers call the dark triad (O'Boyle et al. 2012).

Taking narcissism as an example, Freud insisted that narcissism could be positive and healthy. Researchers have since distinguished between positive “adaptive” narcissism and negative “maladaptive” narcissism based on the dimensions used in the Narcissistic Personality Inventory (NPI; Raskin and Hall 1979). Exploitativeness, Entitlement, and Exhibitionism scales are considered maladaptive narcissism based on their associations with poor social adjustment while Authority and Self-Sufficiency scales are considered adaptive narcissism based on their associations with self-confidence and assertiveness, which have less clear connections to social maladjustment (Barry, Frick, Adler, and Grafeman 2007). In general,

narcissism can be healthy in terms of feeling good about oneself, but unhealthy for those who are close to the narcissist (Campbell, Hoffman, Campbell, and Marchisio 2011). In a family business succession, for example, adaptive narcissism (i.e., Authority and Self-Sufficiency) might be particularly beneficial because the successor will feel confident enough to assume a leadership role, and they are less likely to suffer from the negative employee outcomes associated with more maladaptive narcissistic behaviors (i.e., Exploitativeness, Entitlement, and Exhibitionism).

Future research might also consider how firm factors likely influence the degree to which psychopathic leaders are constrained by the family. Factors such as firm size or industry technology are likely to affect the family's ability to interfere with the psychopathic family business leader's positive influence on the family business's success. Small firm size, for example, might work in the psychopath's favor because it means fewer people that the psychopath has to get along with and exchange with while trying to lead the family business. Family firms involved in industries that are risky and uncertain might similarly find psychopathic leadership favorable because psychopaths are less intimidated by uncertainty and thus better equipped to be decisive in high-tech industries (Miller 2015).

Another potential avenue for future research concerns the impact of psychopathic parenting on multiple children. Psychopathic parents are more likely to have children with psychopathic tendencies (Gao et al. 2010; Tuvblad et al. 2013). This raises questions about what happens in family firms when there are multiple psychopathic children who are active in the firm. Our theory is that psychopathic leaders are less successful in family businesses because of the conflict that results from negative emotions that other family members have in their interactions with the psychopathic family leader. If many, or even most, family members are psychopaths, however, it seems less likely that affect social exchange would be the key theoretical mechanism because psychopaths do not care about what other people think and are less likely to respond emotionally to social exchanges (Babiak and Hare 2006; Cleckley 1941). Having multiple family members with blind ambition and an inability to empathize seems like a recipe for a highly politicized environment that will yield negative outcomes for the firm. Accordingly, future inquiry might advance by identifying what theoretical mechanisms drive behavior when multiple psychopaths interact within the same family firm.

Our focus has been on explaining how the interaction between psychopathic leadership and family affects strategic and financial outcomes for the firm. However, family firms are well known to pursue socioemotional wealth goals in addition to financial goals (Gómez-Mejía, Haynes, Núñez-Nickel, Jacobson, and Moyano-Fuentes 2007). Socioemotional wealth goals include, among other things, protecting the family's reputation (Deephouse and Jaskiewicz, 2010), caring for employees (Miller and Miller 2014), investing in local communities (Berrone et al., 2010), and investing in social causes (Cruz, Larraza-Kintana, Garcés-Galdeano, and Berrone 2014). Our theory is that factors that buffer the psychopathic leader from the family will allow the leader to be more effective. It seems likely, though, that those same factors will also make it more difficult for the family to achieve socioemotional wealth goals because achieving such goals requires the efforts of multiple engaged family members (Miller and Miller 2014). Thus, it seems likely that psychopathic leadership, at a minimum, would disrupt efforts to achieve socioemotional wealth goals. The investigation of the trade-offs between financial and socioemotional wealth goals in the context of psychopathic leadership might provide a more encompassing theory about the effects of psychopathy in particular, and the dark side traits more generally, in the family business.

Implications for Research on Psychopathic Leadership

Family business is one context in which psychopathic leadership can be positive as well as negative, and it seems likely that there are other important contexts that also moderate the degree to which psychopaths can be beneficial in business. Future research might consider how organizational culture and climate, for example, moderate psychopathic leadership in firms (cf. Schein, 1990). Organizational culture, the underlying atmosphere of the firm, and climate, the daily manifestation of culture (Schein, 1990), are likely to be impacted by psychopathic leadership and also influence the psychopathic leader's effectiveness. For example, where organizational politics are the cultural norm, the ability to exercise political skill leads to individual success (e.g., promotion, pay raise) (Ferris, Treadway, Perrewé, Brouer, Douglas, and Lux 2007). Psychopathic leaders might influence the intensity of organizational politics within the firm through their actions, and they could also be rewarded as a result of their political skill. Additionally, other employees would take notice of the rewards or punishments associated with the psychopathic leader's behavior and attempt to imitate them, resulting in their own individual success or failure.

Leader-member exchange theory might also provide interesting findings regarding psychopathic leadership in firms. Leader-member exchange concerns the process of how leaders form in-groups and out-groups within the firm (Wayne, Shore, and Liden 1997). Leaders delegate responsibilities to members and depending upon the member's success or lack of success with those responsibilities, they are positioned into the in-group or out-group (Wayne et al. 1997). The psychopath's lack of empathy, antisocial tendencies, and demanding standards might heighten the differences between in- and out-group membership and lead toward more deviant behaviors, such as showing up late to work, among out-group members.

Practical Implications

Our theory has implications for family business practitioners. Perceptions of family business leaders are not likely to be associated with the term "psychopath" because of its negative connotations. A family business leader who engages in psychopathic behavior can be positive for the family business because they will be ambitious about achieving financial results and they can furnish a steady direction in an uncertain environment. Our theory, however, is that any positive benefits a psychopathic leader might have in a family firm are diminished by interactions with other family members that create negative emotions and conflict. A logical implication is that when family members see that their leader has psychopathic tendencies, the family will be better off if they can find alternative legitimate ways to monitor and influence the psychopathic leader while minimizing direct interactions that create negative affect. Perhaps this can be achieved by building an advisory board comprising strong external business leaders to act as an intermediary.

Conclusion

Because psychopaths typically harm their families but help business performance, we explore the impact of psychopathic leadership in a family business – a context where the psychopath's positive impact on business likely collides with their negative impact on the family. Based on

affect theory of social exchange (Lawler 2001), we proposed that family members' negative emotions regarding the family business psychopathic leader will weaken any positive benefit that s/he might otherwise have for family business success. However, family characteristics such as cohesiveness, family involvement, ownership dispersion, and generation likely moderate the extent to which family members can interfere with the psychopathic leader's ability to shape the firm. We hope that our conceptual model can be the first step toward deeper thinking about psychopathy and other dark traits in family business, and will help family members to recognize psychopathy and find better ways to interact with the psychopath for the benefit of the firm and the family.

References

- Akhtar, Reece, Gorkan Ahmetoglu and Tomas Chamorro-Premuzic. (2013) 'Greed is Good? Assessing the Relationship Between Entrepreneurship and Subclinical Psychopathy.' *Personality and Individual Differences* 54(3) : 420–425.
- Babiak, Paul. (1995) 'When Psychopaths Go to Work: A Case Study of an Industrial Psychopath.' *Applied Psychology: An International Review* 44(2): 171–188.
- Babiak, Paul, and Robert D. Hare. (2006) *Snakes in Suits: When Psychopaths go to Work*, New York: Regan Books.
- Babiak, Paul, Craig S. Neumann, and Robert D. Hare. (2010) 'Corporate Psychopathy: Talking the Walk.' *Behavioral Sciences and the Law* 28(2)2010: 174–193.
- Bailey, Charles D. (2014) 'Psychopathy, Academic Accountants' Attitudes Towards Unethical Research Practices, and Publication Success.' *The Accounting Review*.
- Barry, Christopher, T., Paul J. Frick, Kristy K. Adler, and Sarah J. Grafeman. (2007) 'The Predictive Utility of Narcissism among Children and Adolescents: Evidence for a Distinction Between Adaptive and Maladaptive Narcissism.' *Journal of Child and Family Studies* 16(4): 508–521.
- Bass, Bernard M. (1985) *Leadership and Performance Beyond Expectations*, New York: Free Press.
- Baumrind, D. (1971) 'Current Patterns of Parental Authority.' *Developmental Psychology* 4(1): 1–103.
- Bengton, Vern L., and Robert E.L. Roberts.E.L. (1991) 'Intergenerational Solidarity in Aging Families: An Example of Formal Theory Construction.' *Journal of Marriage and the Family* 53(4): 856–870.
- Berrone, Pascual., Cristina Cruz, C., Luis R. Gómez-Mejía, and Martin Larraza-Kintana. (2010) 'Socio-emotional Wealth and Corporate Responses to Institutional Pressures: Do Family-Controlled Firms Pollute Less?' *Administrative Science Quarterly* 55(1): 82–113.
- Block, Joern, Danny Miller, Peter Jaskiewicz, and Frank Spiegel. (2013) 'Economic and Technological Importance of Innovations in Large Family and Founder Firms an Analysis of Patent Data.' *Family Business Review* 26(2): 180–199.
- Board, Belina Jane, and Katarina Fritzon. (2005) 'Disordered Personalities at Work.' *Psychology, Crime and Law* 11(1): 17–32.
- Boddy, Clive R. (2006) 'The Dark Side of Management Decisions: Organisational Psychopaths.' *Management Decision* 44(10): 1461–1475.
- Boddy, Clive R. (2011) 'Corporate Psychopaths, Bullying and Unfair Supervision in the Workplace.' *Journal of Business Ethics* 100(3): 367–379.
- Boddy, Clive R., Richard K. Ladyshevsky, and Peter Galvin, P. (2010) 'The Influence of Corporate Psychopaths on Corporate Social Responsibility and Organizational Commitment to Employees.' *Journal of Business Ethics* 97(1): 1–19.
- Bowlby, John. (1969) *Attachment and Loss: Attachment* (vol. 1), New York: Basic Books.
- Campbell, W. Keith, Brian J. Hoffman, Stacey M. Campbell, and Gaia Marchisio. (2011) 'Narcissism in Organizational contexts.' *Human Resource Management Review* 21(4): 268–284.
- Caponecchia, Carlo, Andrew Y.Z. Sun, and Anne Wyatt. 2012. "Psychopaths' at Work? Implications of Lay Persons' Use of Labels and Behavioural Criteria for Psychopathy." *Journal of Business Ethics* 107(4): 399–408.
- Chatterjee, Arijit, and Donald C. Hambrick. (2007) 'It's All About Me: Narcissistic Chief Executive Officers and Their Effects on Company Strategy and Performance.' *Administrative Science Quarterly* 52(3): 351–386.

- Chiaburu, Dan S., Gonzalo J. Muñoz, and Richard G. Gardner, R. G. (2013) 'How to Spot a Careerist Early on: Psychopathy and Exchange Ideology as Predictors of Careerism,' *Journal of Business Ethics* 118(3): 473–486.
- Chrisman, James J., Jess H. Chua, Allison W. Pearson, and Tim Barnett. (2012) 'Family Involvement, Family Influence, and Family-centered Non-economic Goals in Small Firms.' *Entrepreneurship Theory and Practice* 36(2): 267–293.
- Cleckley, Hervey. (1941) *The Mask of Sanity: An Attempt to Reinterpret the So-Called Psychopathic Personality*. St. Louis: The C.V. Mosby Company.
- Collins, Orvis. F., and David G. Moore. (1964) *The Enterprising Man* (Vol. 1), Michigan State University Press.
- Cruz, Cristina, and Mattias Nordqvist. (2012) 'Entrepreneurial Orientation in Family Firms: A Generational Perspective.' *Small Business Economics* 38(1): 33–49.
- Cruz, Cristina, Martin Larraza-Kintana, Lucía Garcés-Galdeano, and Pascual Berrone. (2014) 'Are Family Firms Really More Socially Responsible?' *Entrepreneurship Theory and Practice* 38(6): 1295–1316.
- Daily, Catherine M., and Marc J. Dollinger. (1992) 'An Empirical Examination of Ownership Structure in Family and Professionally Managed Firms.' *Family Business Review* 5(2): 117–136.
- Dalal, Reeshad S. (2005) 'A Meta-analysis of the Relationship Between Organizational Citizenship Behavior and Counterproductive Work Behavior,' *Journal of Applied Psychology* 90(6) (2005)1241–1255.
- Danco, L.A. (1980) *Inside the Family Business*. Cleveland, OH: The University Press.
- Davis, Peter. (1983) 'Realizing the potential of the family business.' *Organizational Dynamics* 12(1): 47–56.
- Davis, Peter S., Paula D. Harveston, P.D. (1998) 'The Influence of Family on the Family Business Succession Process: A Multi-generational Perspective.' *Entrepreneurship Theory and Practice* 22(3): 31–54.
- De Oliveira-Souza, Ricardo, Jorge Moll, Fátima Azevedo Ignácio, and Robert D. Hare. (2008) 'Psychopathy in a Civil Psychiatric Outpatient Sample.' *Criminal Justice and Behavior* 35(4): 427–437.
- Deephouse, David L., and Peter Jaskiewicz. (2013) 'Do Family Firms Have Better Reputations than Non-family firms? An Integration of Socioemotional Wealth and Social Identity Theories,' *Journal of Management Studies* 50(3): 337–360.
- Downey, Geraldine, and Scott I. Feldman. (1996) 'Implications of Rejection Sensitivity for Intimate Relationships,' *Journal of Personality and Social Psychology* 70(6): 1327.
- Dyer, W. Gibb. (1986) *Cultural Change in Family Firms: Anticipating and Managing Business and Family Transitions*, San Francisco, CA: Jossey-Bass.
- Eagly, Alice H. (1987) *Sex Differences in Social Behavior: A Social-Role Interpretation*, London: Lawrence Erlbaum Associates.
- Eddleston, Kimberly A., and Roland E. Kidwell. (2012) 'Parent-child Relationships: Planting the Seeds of Deviant Behavior in the Family Firm.' *Entrepreneurship Theory and Practice* 36(2): 369–386.
- Feldman, Scott, and Geraldine Downey. (1994) 'Rejection Sensitivity as a Mediator of the Impact of Childhood Exposure to Family Violence on Adult Attachment Behavior.' *Development and Psychopathology* 6(1): 231–247.
- Ferris, Gerald R., Darren C. Treadway, Pamela L. Perrewé, Robyn L. Brouer, Cesar Douglas, and Sean Lux. (2007) 'Political skill in Organizations,' *Journal of Management* 33(3): 290–320.
- Filser, Matthias, Sascha Kraus, and Stefan Märk. (2013) 'Psychological Aspects of Succession in Family Business Management.' *Management Research Review* 36(3): 256–277.
- Fitzpatrick, Mary Anne, and L. David Ritchie. (1994) 'Communication Schemata Within the Family,' *Human Communication Research* 20(3): 275–301.
- Foo, Maw-Der. (2011) 'Emotions and Entrepreneurial Opportunity Evaluation.' *Entrepreneurship Theory and Practice* 35(2): 375–393.
- Gómez-Mejía, Luis R., Katalin Takács Haynes, Manuel Núñez-Nickel, Kathryn JL Jacobson, and José Moyano-Fuentes. (2007) 'Socioemotional Wealth and Business Risks in Family-controlled Firms: Evidence from Spanish Olive Oil Mills.' *Administrative Science Quarterly* 52(1): 106–137.
- Gustafson, Sigrid B., and Darren R. Ritzer. (1995) 'The Dark side of Normal: A Psychopathy-linked Pattern Called Aberrant Self-promotion,' *European Journal of Personality* 9(3): 147–183.
- Hall, J.R., & Benning, S.D. (2006) "The 'Successful' Psychopath: Adaptive and Subclinical Manifestations of Psychopathy in the General Population.' In *Handbook of Psychopathy*, edited by Christopher J. Patrick, 459–478. New York: The Guilford Press.
- Hambrick, Donald C., and Phyllis A. Mason. (1984) 'Upper Echelons: The Organization as a Reflection of its Top Managers.' *Academy of Management Review* 9(2): 193–206.

- Hare, Robert D. (1996) 'Psychopathy a Clinical Construct Whose Time has Come.' *Criminal Justice and Behavior* 23(1): 25–54.
- Hare, Robert D. (1999) *Without Conscience: The Disturbing Word of the Psychopaths Among Us*, New York: Guildford Press.
- Harvey, Michael, and Rodney E. Evans. (1994) 'Family Business and Multiple Levels of Conflict.' *Family Business Review* 7(4): 331–348.
- Hmieleski, Keith M., and Michael D. Ensley. (2007) 'The Effects of Entrepreneur Abusive Supervision.' *Academy of Management Proceedings* 1–6.
- Hochschild, Arlie Russell. (1979) 'Emotion Work, Feeling Rules, and Social Structure,' *American Journal of Sociology* 85(3): 551–575.
- Holland, Daniel V., and Dean A. Shepherd. (2013) 'Deciding to Persist: Adversity, Values, and Entrepreneurs' Decision Policies.' *Entrepreneurship Theory and Practice* 37(2): 331–358.
- Hopley, Anthony AB, and Caroline Brunelle. (2012) 'Personality Mediators of Psychopathy and Substance Dependence in Male Offenders.' *Addictive Behaviors* 37(8): 947–955.
- Howe, Jacqueline, Diana Falkenbach, and Christina Massey. (2014) 'The Relationship Among Psychopathy, Emotional Intelligence, and Professional Success in Finance,' *International Journal of Forensic Mental Health* 13(4): 337–347.
- Hutcheson, J.O. (2015, March 11). Addiction and Family Business. Retrieved from <http://ffipractitioner.org/2015/03/11/addiction-and-family-business/>.
- Jaskiewicz, Peter, James G. Combs, and Sabine B. Rau. (2015) 'Entrepreneurial Legacy: Toward a Theory of How some Family Firms Nurture Transgenerational Entrepreneurship,' *Journal of Business Venturing* 30(1): 29–49.
- Jehn, Karen A. (1997) 'A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups.' *Administrative Science Quarterly* 42(3): 530–557.
- Jonason, Peter K., Norman P. Li, Gregory D. Webster, and David P. Schmitt. (2009) 'The Dark Triad: Facilitating a Short-term Mating Strategy in Men,' *European Journal of Personality* 23(1): 5–18.
- Kellermanns, Franz W., and Kimberly A. Eddleston. (2004) 'Feuding Families: When Conflict Does a Family Firm Good.' *Entrepreneurship Theory and Practice* 28(3): 209–228.
- Kellermanns, Franz W., Kimberly A. Eddleston, and Thomas M. Zellweger. (2012) 'Extending the Socio-emotional Wealth Perspective: A Look at the Dark Side.' *Entrepreneurship Theory and Practice* 36(6): 1175–1182.
- Kets de Vries, M.F.R. (1985) 'The Dark Side of Entrepreneurship.' *Harvard Business Review*, 63, 161–167.
- Kets de Vries, M.F.R. (1996) 'The Anatomy of the Entrepreneur: Clinical Observations.' *Human Relations* 49(7): 853–883.
- Kidwell, Roland E., Franz W. Kellermanns, and Kimberly A. Eddleston. (2012) 'Harmony, Justice, Confusion, and Conflict in Family Firms: Implications for Ethical Climate and the 'Fredo Effect,'' *Journal of Business Ethics* 106(4): 503–517.
- La Porta, Rafael, Florencio Lopez-de-Silanes, and Andrei Shleifer. (1999) 'Corporate Ownership around the World,' *The Journal of Finance* 54(2): 471–517.
- Lang, S., B. Af Klinteberg, and P-O. Alm. (2002) 'Adult Psychopathy and Violent Behavior in Males with Early Neglect and Abuse.' *Acta Psychiatrica Scandinavica* 106(s412): 93–100.
- Lansberg, Ivan, and Joseph H. Astrachan. (1994) 'Influence of Family Relationships on Succession Planning and Training: The Importance of Mediating Factors.' *Family Business Review* 7(1): 39–59.
- Lawler, Edward J. (2001) 'An Affect Theory of Social Exchange,' *American Journal of Sociology* 107(2): 321–352.
- LeBreton, J.M., Binning, J.F., & Adorno, A.J. (2006) 'Subclinical Psychopaths.' In: *Comprehensive Handbook of Personality and Psychopathology: Personality and Everyday Functioning*, edited by Jay C. Thomas and Daniel L. Segal, 388–411, Hoboken, NJ: John Wiley.
- Long, R. G., & Chrisman, J. J. (2013) "Management Succession in Family Business." In: L. Melin, M. Nordqvist & P. Sharma (Eds.) *SAGE Handbook of Family Business*, London: Sage.
- Lumpkin, G. Tom, and Gregory G. Dess. (1996) 'Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance.' *Academy of Management Review* 21(1): 135–172.
- Lykken, David Thoreson. (1995) *The Antisocial Personalities*, Mahwah, NJ: Erlbaum.
- McDonald, Renee, Mary Catherine Dodson, David Rosenfield, and Ernest N. Jouriles. (2011) 'Effects of a Parenting Intervention on Features of Psychopathy in Children,' *Journal of Abnormal Child Psychology* 39(7): 1013–1023.

- Merari, Ariel, Ilan Diamant, Arie Bibi, Yoav Broshi, and Giora Zakin. (2009) 'Personality Characteristics of 'Self Martyrs'/'Suicide Bombers' and Organizers of Suicide Attacks.' *Terrorism and Political Violence* 22(1): 87–101.
- Miller, Danny. (2015) 'A Downside to the Entrepreneurial Personality?' *Entrepreneurship Theory and Practice* 39(1): 1–8.
- Miller, Danny, Jangwoo Lee, Sooduck Chang, and Isabelle Le Breton-Miller. (2009) 'Filling the Institutional Void: The Social Behavior and Performance of Family vs Non-family Technology Firms in Emerging Markets,' *Journal of International Business Studies* 40(5): 802–817.
- Miller, Danny, and Le Breton-Miller. (2014) 'Deconstructing Socioemotional Wealth.' *Entrepreneurship Theory and Practice* 38(4): 713–720.
- Morck, Randall, and Bernard Yeung. (2003) 'Agency Problems in Large Family Business Groups.' *Entrepreneurship Theory and Practice* 27(4): 367–382.
- Mumford, Troy V., Michael A. Campion, and Frederick P. Morgeson. (2007) 'The Leadership Skills Strataplex: Leadership Skill Requirements Across Organizational Levels.' *The Leadership Quarterly* 18(2): 154–166.
- Nelton, Sharon. (1996) 'Team Playing is on the Rise.' *Nation's Business* 84(6): 53–56.
- Nordqvist, Mattias, Karl Wennberg, and Karin Hellerstedt. (2013) 'An Entrepreneurial Process Perspective on Succession in Family Firms.' *Small Business Economics* 40(4): 1087–1122.
- O'Boyle Jr, Ernest H., Donelson R. Forsyth, George C. Banks, and Michael A. McDaniel. (2012) 'A Meta-analysis of the Dark Triad and Work Behavior: A Social Exchange Perspective,' *Journal of Applied Psychology* 97(3): 557–579.
- Olson, David H. (2000) 'Circumplex Model of Marital and Family Systems,' *Journal of Family Therapy* 22(2) (2000): 144–167.
- Perman, S. (2006) 'Taking the Pulse of Family Business.' *Bloomberg Businessweek*. Retrieved from <http://www.businessweek.com/> February 13, 2006.
- Pethman, Tonya M.I., and Soly I. Erlandsson. (2010) 'Aberrant Self-promotion or Subclinical Psychopathy in a Swedish General Population.' *The Psychological Record* 52(1): 33–50.
- Raskin, Robert N., and Calvin S. Hall. (1979) 'A Narcissistic Personality Inventory.' *Psychological Reports* 45(2): 590–590.
- Rockwell, D.A. (1978) 'Social and Familial Correlates of Antisocial Disorders.' In *The Psychopath: A Comprehensive Study of Antisocial Disorders and Behaviors*, edited by William H. Reid, 132–145, New York: Brunner-Mazel.
- Sanders, Jimmy M., and Victor Nee. (1996) 'Immigrant Self-employment: The Family as Social Capital and the Value of Human Capital.' *American Sociological Review* 61(2): 231–249.
- Saracheck, Bernard. (1978) 'American Entrepreneurs and the Horatio Alger myth,' *The Journal of Economic History* 38(2): 439–456.
- Schein, E.H. (1990) 'Organizational Culture.' *American Psychologist* 45(2): 109–119.
- Schulze, William S., Michael H. Lubatkin, and Richard N. Dino. (2003) 'Exploring the Agency Consequences of Ownership Dispersion Among the Directors of Private Family Firms.' *Academy of Management Journal* 46(2): 179–194.
- Sharma, Pramodita, James J. Chrisman, Amy L. Pablo, and Jess H. Chua. (2001) 'Determinants of Initial Satisfaction with the Succession Process in Family Firms: A Conceptual Model.' *Entrepreneurship Theory and Practice* 25(3): 17–36.
- Smith, Sarah Francis, and Scott O. Lilienfeld. (2013) 'Psychopathy in the Workplace: The Knowns and Unknowns.' *Aggression and Violent Behavior* 18(2): 204–218.
- Sorenson, Ritch L. (2000) 'The Contribution of Leadership Style and Practices to Family and Business Success.' *Family Business Review* 13(3): 183–200.
- Stevens, Gregory W., Jacqueline K. Deuling, and Achilles A. Armenakis. (2012) 'Successful Psychopaths: Are they Unethical Decision-makers and Why?,' *Journal of Business Ethics* 105(2): 139–149.
- Strenger, Carlo, and Jacob Burak. (2005) 'The Leonardo Effect: Why Entrepreneurs Become Their Own Fathers.' *International Journal of Applied Psychoanalytic Studies* 2(2): 103–128.
- Thibaut, J.W., & Kelley, H.H. (1959) *The Social Psychology of Groups*, New York: Wiley.
- Tuvblad, Catherine, Serena Bezdjian, Adrian Raine, and Laura A. Baker. (2013) 'Psychopathic Personality and Negative Parent-to-child Affect: A Longitudinal Cross-lag Twin Study,' *Journal of Criminal Justice* 41(5): 331–341.
- Wadhwa, V., Holly, K., Aggarwal, R., & Salkever, A. (2009) 'Anatomy of an Entrepreneur: Family Background and Motivation.' *Kauffman Foundation Small Research Projects Research*.

- Waldman, David A., Gabriel G. Ramirez, Robert J. House, and Phanish Puranam. (2001) 'Does Leadership Matter? CEO Leadership Attributes and Profitability Under Conditions of Perceived Environmental Uncertainty.' *Academy of Management Journal* 44(1): 134–143.
- Ward, John L. (1997) 'Growing the Family Business: Special Challenges and Best Practices.' *Family Business Review* 10(4): 323–337.
- Wayne, Sandy J., Lynn M. Shore, and Robert C. Liden. (1997) 'Perceived Organizational Support and Leader-member Exchange: A Social Exchange Perspective,' *Academy of Management Journal* 40(1): 82–111.
- White, Randall P., and Sandra L. Shullman. (2010) 'Acceptance of Uncertainty as an Indicator of Effective Leadership.' *Consulting Psychology Journal: Practice and Research* 62(2): 94–104.