

## Chapter Five

- Chapter 1: The Emotional Intelligence Movement.  
Chapter 2: The Successes and Failures of the EQ Movement  
Chapter 3: Egopathy: what is it and how does it work?  
Chapter 4: Big Bad Bullies (BBBs) and PCDs (Power, Control, and Direction.)  
Chapter 5: Narcissistic Personality, Sadistic Personality Disorder, Psychopathy, Anti-Social Personality Disorder, Bipolar Disorder and their Relation to Egopathy  
Chapter 6: Egopathic Defenses/ Ego Expressiveness, Schemas and Hidden Agendas  
Chapter 7: The Roots of Disempathy and Cruelty: The Developmental Personology of Egopathy  
Chapter 8: Families Behaving Badly  
Chapter 9: Doctors and Professors Behaving Badly  
Chapter 10: Workplace Incivility, Egopathic Bosses, and Healthy Workplaces  
Chapter 11: Personality and EQ Assessment: Which one reveals Egopathy Best?  
Chapter 12: Egopathic Characters in books, on TV, and in the movies.  
Chapter 13: Egopaths in Academic Literature, the Popular Press, and Other Media  
Chapter 14: Public and Private Figures Behaving Badly in the News  
Chapter 15: Happiness, Health, and Positive Psychology  
Chapter 16: So what can I do about it? Remonstrating and High Character Communication; A class in Parenting/Relationships in High School; a class in Developmental Personology in graduate schools.  
Chapter 17: The Vocabulary of Egopathy and High Character Communication  
Chapter 18: The Structure of Emotional Intelligence and Egopathy: The Diagrams, Figures, and Lists  
References

### **Chapter 5: Subclinical egopaths: Obsessive-Compulsive Personality Type, Narcissistic Personality Type, Anti-Social Personality Type, Sadistic Personality Type, Psychopathic Personality Type, and Bipolar Personality Type.**

Brown is now the color I use to signify that the words have been transferred over from the original and are approved for publication.

For two hundred years since Pinel, psychologists have studied psychologically problematic human behavior. We have done a thorough job. However, what we are missing is the knowledge and validation of the “sub-clinical” personality type. These are persons who exhibit significantly hurtful behavior temporarily, in only certain settings, or with only certain people.

And yet we don’t study it or teach it in our schools and universities. Okay, I stand corrected. Phillip Zimbardo studied it and reported on it in 1970. He found that good people can truly turn “evil” as he now says (APA, 2007; Zimbardo, 2007).

#### Compulsive Personality Disorder

The DSM diagnosis of Obsessive-Compulsive Personality Disorder criteria is stringent, therefore there are many people who do not fall within the criteria for a diagnosis and yet have many traits of the CPD. They live and work among us. They are our coworkers, our bosses, our neighbors, our parents, and even our spouses. They are us. Or are they?

The compulsive personality has a tendency to behave in a way that is protective. All these behaviors

come from an ego that was not formed well during the first fifteen years of the person's life. Something happened. There are several scenarios but in actuality there are no two scenarios which are the same. Each egopath has his or her own story to tell. Each has an incident or series of incidents which shaped their egopathic behavior.

### Psychopathy

If this drive to harm others becomes an internal, permanent part of the personality, then the person will become a cold and ruthless psychopath. Who and what a psychopath is should be perfectly clear. After all, we have the perfect picture of a psychopath in Hannibal Lector in Silence of the Lambs. Still, there is a lot of confusion about what a psychopath really is. One misleading article found in the Harvard Business Review was written by Gardiner Morse. Morse named a couple of psychopaths and then said "This is not what a psychopath is." In my mind the perfect example of a psychopath is Charles Manson. Manson was a hippie, madman in the sixties who controlled and commandeered a group of drugged hangers-on which temporarily included Beach Boys drummer and brother Dennis Wilson. The Beach Boys even sang a song on TV which Manson wrote. Manson would have scored the highest score, a 30, on Hare's psychopathy checklist (PCL), I believe. Hollywood versions of Charles Manson: Freddy Krueger and Brando's Colonel Kurtz are close enough to the real thing to deserve the moniker of "psychopath." Why did Gardiner Morse try to steer the reader away from recognizing these prototypes as psychopathic? It seems he was trying to draw attention to the "true" psychopaths who reside in the everyday world of corporate America.

### Poor Ego Development (PED)

The prefix "*mal*" means "bad" in Latin and in Spanish. Many English words begin with the word *mal*, for instance, maladaptive, maldeveloped, maladjusted, and malignant. These are common words to describe egopaths. Aaron T. Beck, who adopted a schema approach for his cognitive epistemology, suggested that people make "maladaptive assumptions" about the situations they encounter in life. I call these assumptions "If .. Then" statements. Otto Kernberg calls egocentric, personality disordered behavior "malignant narcissism." These divergent concepts can be integrated.

Most egopaths carry cognitive schema which were formed from "trauncil" experiences which have left them with maladaptive assumptions such as.. "If I allow my true self to be known... Then I will be vulnerable to attack." I knew one psychologist who revealed an If ... Then statement that he carried in his mind. "If I appear to be weak...Then he'll take advantage of me and not respect me." It was revealed in his words: But don't think that my kindness is weakness...." I was confused by that statement because I don't think in terms of "weakness" and "taking advantage" of it. But evidently he had had an upbringing that left him concerned about supervisees that might take advantage of him if he did not show that he was "strong" or "in control." It became clear that he suffered from Compulsive Personality Disorder (see a transcript of his controlling behavior in the long version of this book. Cost: \$100).

### Conduct Disorder

It is interesting to notice that the traits for Conduct Disorder are similar to the behavior of egopaths. This is not surprising since Conduct Disorder (a childhood diagnosis) is a precursor to Anti-Social Personality Disorder (an adult diagnosis). But both diagnoses are the official nomenclature of the APA for a syndrome that is "egopathy on steroid," so to speak.

Let's begin with the "A" group of criteria for Conduct Disorder in the DSM-IV. Number One is (the person) "Often bullies, threatens, or intimidates others." This behavior is also a hallmark of egopaths... at home and in the workplace. The rest of the "A" symptomatic traits are those that differentiate an egopath from one who has crossed over into Conduct disorder and Anti-social Personality Disorder. The criteria are:

2. Often initiates physical fights

### Commentary:

Number 2: Egopaths are prone to getting physical with a spouse or child and will threaten physical harm in the event the family member does not follow the rules of the house. The worst egopaths that cross the line into physical violence have also just crossed the line into Anti-Social Personality. The worst case scenarios you read about in the paper, the ones that become “momentary psychopaths,” are those that decide to kill their spouses, their children, and even themselves.

**3. Has used a weapon that can cause serious physical harm to others (e.g. a bat, brick, broken bottle, knife, gun)**

Number 3: The angry type of egopath is prone to be interested in guns, hunting, baseball, chopping wood, and hammering because of the aggressive force that is utilized in these activities. (Not everyone who uses these tools is an angry egopath, let’s be clear about that)

**4. Has been physically cruel to people**

Again, the angry egopath will grab someone’s arm or even hit someone if the stress in his life has just built up to an unbearable place.

**5. Has been physically cruel to animals**

Egopaths will be able to tell a story or two of when they were cruel to animals when they were children. An adult egopath may even kick the dog or throw the cat. (My uncle once beat a stray dog to death with a 2x4 board *and* did it in front of his children. An incredible act of egopathy.)

**6. Has stolen while confronting a victim**

Egopaths won’t do armed robbery but they will scheme about how to rip off the company they work for in order to get revenge or get something they want.

**7. Has forced someone into sexual activity**

Male egopaths are notorious for forcing girlfriends and wives to have sex with them. They have a plausible answer for their behavior or an apology when it’s all over. But it tends to happen again and again. Egopaths fly just under the radar for rape and it usually goes unreported.

### The Destruction of Property

**8. Has deliberately engaged in fire setting with the intention of causing serious harm**

**9. Has deliberately destroyed others’ property**

Again, the only the angry egopath will destroy property. (I once had a roommate, a really nice guy. But when he decided to break up with his very sweet girlfriend she got into our apartment and trashed and destroyed property in his room.)

### Deceitfulness or theft

**10. Has broken into someone else’s house, building, or car**

Egopaths generally don’t break into homes but they will break into a girlfriend’s or boyfriend’s email account. (again, doing so does not diagnose you as an egopath).

**11. Often lies to obtain goods or favors or to avoid obligations (i.e. “cons” others)**

Conning or lying is a behavior of an egopath

**12. Has stolen items of nontrivial value without confronting a victim (e.g. shoplifting, but without breaking and entering; forgery).**

Serious violations of rules

- 13. Often stays out at night despite parental prohibitions, beginning before age 13 years
- 14. Has run away from home overnight at least twice while living in parental or parental surrogate home (or once without returning for a lengthy period)
- 15. Is often truant from school, beginning before age 13 years

Number 12: Stealing is also a common behavior of an egopath. Usually, trivial items are taken but given enough stress and they will cross the line into more serious stealing

Egopaths generally don't use crowbars but the Antisocial egopath feels no compunction about breaking into someone's computer space to steal proprietary information.

Number 13, 14, 15: When very upset about something an egopath may "disappear" for hours or even days, scaring everyone.

Clearly these are the behaviors of children and adolescents and they would not apply to the adult egopaths which are the focus of this book. However, we can use this list as a guide to help us see the more subtle behaviors that egopaths would exhibit.

Now let's examine the criteria for Sadistic Personality Disorder and see how it compares and contrasts with egopathic personality.

#### Sadistic Personality Disorder

A. A pervasive pattern of cruel, demeaning, and aggressive behavior beginning by as indicated by the repeated occurrence of at least four of the following:

(1) has used physical cruelty or violence for the purpose of establishing dominance in a relationship

Egopathic counterpart: In most cases does not use physical violence. Instead he/she will use words and threats to establish control and dominance. This absence of physical violence keeps their behavior under the radar of legal authorities.

(2) Humiliates or demeans people in the presence of others.

The Sadistic egopath will "humiliate" people and loves doing it in the presence of others.

(3) has treated or disciplined someone under his or her control unusually harshly, e.g., a child, student, prisoner, or patient

(3) Punitivism is one of the most common types of mistreatment by an egopath.

(4) is amused by, or takes pleasure in, the psychological physical suffering of others (including animals.)

(4) this behavior is rare in egopaths, although, without research, we can not know if it occurs in 5% or in as much as 50% of sadistic egopaths.

(5) has lied for the purpose of harming or inflicting pain on others (not merely to achieve some other goal).

(5) Egopaths lie mostly for the purpose of protecting themselves from unpleasant consequences. This is the ego defense of "Prevarication" (Blackman, 2004)

(6) gets other people to do what he or she wants by frightening them (through intimidation or even terror)

(6) Egopaths use mild intimidation consequently depending on their environment. If at work it is usually mild because they know their limits. But at home they are freer to become more frightening.

(7) restricts the autonomy of people with whom he or she has a close relationship, e.g. will not let spouse leave the house unaccompanied or permit teenage daughter to attend social functions.

(7) The egopath's behavior varies according to his environment. They tend to be looking for ways to control their environment which always includes their family members.

(8) is fascinated by violence, weapons, martial arts, injury or torture.

Egopaths vary widely in their fascinations. It might be weapons or violence but it could also be acts of sexual deviance or physical oddities. (see the comments by the Kate Winslet character in her first movie role in the astonishing film “Heavenly Creatures” in which she says “aren’t scars wonderful.” By the way, she ends up, well, I won’t ruin the end for you.)

1. what happened to them
2. how that affected them internally, psychologically
3. How it changed their brain structure and chemistry
4. How it changed how they “see” the world
5. What they actually do or have potential of doing.

I will have to decide whether a “Sadistic Personality Disorder” is the same as a “Sadistic Egopath.”  
Should be coded: (301.90) Personality NOS (Sadistic Pers. Dis.)

I would like Dr. Millon to comment on the idea that the reason so many people ignored or disregarded his “Sadistic Personality” is because they saw too much of it in themselves!

Mensorium: acting out the behavior that will most logically lead to the actualization

In Christopher Heggarty’s book How To Manage Your Boss, he talks about a leader’s “undeveloped ego” and says,

Indeed, not every aberrant boss is necessarily a corporate psychopath. There's another personality that's often found in the executive suite: the narcissist. While many psychologists would call narcissism a personality disorder, this trait can be seen as quite beneficial for top bosses who have to believe in themselves.

All personality disordered people are egopaths. But egopaths are not, in my mind, all personality disordered. In fact, inherent in the definition is “not able to be diagnosed with a personality disorder.” In other words, the affliction is “subclinical.”

Personality disorders are defined in the DSM as “severe behavioral disturbances.” So how does “egopathy” stack up against these severe behavior categories? Egopathy is part and parcel of six of the “Cluster B” type personality disorders and yet less severe. Egopathic behavior samples from the symptoms list of each of the six personality disorders which deal with behaving badly. They are:

Antisocial P. D.      Borderline P. D.      Narcissistic P. D.      Obsessive-Compulsive P. D.  
Paranoid P. D.      Psychopathic/Sadistic P. D.

It’s difficult to know which one to start with: Antisocial or Narcissistic Personality Disorder. When the general populace thinks about a person behaving badly, ½ think about a very uncaring person who only thinks of himself (a narcissist). The other half thinks about an irresponsible person who gets what he wants in a cruel and criminal way regardless of who he hurts or what law he breaks.

Let me begin this chapter with a story about a narcissist. Mandy was a lovely woman from France. Her father had come to America to invest in a company and she came along for a vacation. She met and fell in love with “Robert” the tall attractive and charming son of a successful architect. They dated for a year before they were engaged and married. They had a lovely wedding in the south of France. But the honeymoon didn’t last long. In a matter of weeks Mandy could tell she had gotten herself into trouble. Robert had gone from a caring, self-assured graphic artist to a self-focused, rigid unempathic nightmare of a husband. Their first daughter was a delight but it was difficult being truly happy when her husband was constantly disappearing and leaving Mandy all alone to care for the infant without a car to run errands or to have a life. The strange thing was that he didn’t seem to care how she was suffering. Furthermore, he

seemed to even take pleasure in some of her suffering.

### Narcissistic Personality Disorder: What is it?

What is the difference between an egopath and a narcissist? Answer: “not much.” So why have two diagnoses? The bona fide DSM-IV diagnosis of Narcissistic Personality Disorder is a severe illness. The person is extreme symptoms of the disorder. However, for every NPD there are ten who are not really diagnosable. Family members and employees might joke around “He is such a narcissist” but no one really follows through with the identification and the seeking of help.

I have hoping with the new term “egopath” we can loosen the strict guidelines and at the same time become more diligent about identifying the person. This would lead to an availability of the symptoms to the public and to a broader campaign to get help for these people. “These people” would refer both to the egopath and to the victims that are suffering at their hands.

In 1957, Cleckley published his watershed book “The Mask of Sanity”. After 25 years of pushing the book and its ideas, Cleckley confided in a young protégé, Robert Hare, that he felt like his voice “was a cry in the wilderness.” He felt he had failed to sufficiently bring this sinister personality to the public’s awareness. This is a shame because this personality must be brought into the public's awareness so that our leaders and supervisors do not duplicate their behavior in our hospitals, businesses, and schools.

Robert Hare had been a young psychologist in British Columbia fresh out of his master’s program at the University of Canada. He landed a job at a local federal prison and began interviewing the inmates for their profiles. He began to notice that the inmates were not always polite, appropriate, and cooperative. They had an interpersonal style that was different from anything he had dealt with before.

They tended to be sneaky and have a hidden agenda. They were manipulative, crafty, and disrespectful to the young psychologist. They tended to care not one wit for Dr. Hare's feelings or professional needs. It was as if they had a job to do and were driven to fulfill their hidden agenda at whatever cost to whoever came their way.

In their 1989 article Tim Harpur, Robert Hare, and Ralph Hakstian present the results of the research on psychopathy. It clearly shows that psychopathy can be understood as an illness that is built on two factors: a constellation of personality traits, and a chronic, unstable lifestyle. In other words, the personality inevitably creates a lifestyle which is dysfunctional and begs a diagnosis.

### Five Levels of Personality Functioning

Level Names	Possible scores
Level One            Normal	1, 2    innocuous, normal personality
Level Two            Exasperating	3, 4    irritating, annoying, wearing after a while
Level Three <u>Egopathic</u> but lovable	5, 6    hurtful, shocking, scary, traumatic
Level Four            Personality Disorder traits	7, 8    Narcissistic, AS, O-C, Borderline PD
Level Five            Serious Personality Dysfunction	9, 10    Antisocial, Sociopathic, Psychopathic, .....Sadistic PD

Normal, loveable people can spike down into level Three and even level Four. It will be very difficult to define the difference of spiking into Level Four and Spiking into level Five. People who are shocked

and greatly dismayed about the shift in behavior of their loved one will be tempted to say “He spiked into Level Five” when he actually did nothing psychopathic such as tying someone up and torturing them.

It is necessary to define these levels very clearly with research.

Let’s compare the DSM-III R appendix diagnosis of Sadistic Personality Disorder and Egopathic Personality (EP). As you can see, there is very little difference. If the Sadist scores an 8, 9 and 10 on the personality traits, an EP scores a 5, 6, and 7. “Normal people” will only spike to a 2, 3, or 4.

Sadistic Personality	Egopathic Personality (A.) and Behavior (B.)
Appears to gain pleasure or satisfaction by being sadistic or aggressive toward others (whether consciously or unconsciously).	A. The key word here is “enjoys” seeing the other person suffer. This can be expressed in the form of laughing when the child or significant other (SO) is embarrassed or hurt. B. This is also shown by a lack of sympathy when the SO is suffering or sick.*
Seeks to dominate an important other (e.g. , spouse, lover, family member) through violence or intimidation.	A. EP will “always be right,” e.g. they are not good at saying “Oh, I see.” May threaten and intimidate when drinking, stressed, or angry. B. They will not defer to others
Tends to seek power or influence over others (whether in beneficial or destructive ways).	A. The same only a little less. EP will seek to maintain P or I over others in a beneficial or maleficent way. B. Has difficulty sharing power with others.
Tends to be controlling	B. Will interact in a way that makes the SO feel like <i>they</i> are being controlling. In most cases they are attempting to “control” the other’s behavior in an ego defensive/expressive way.
Has little empathy; seems unable to understand or respond to other’s needs and feelings unless they coincide with his/her own.	B. In cases of power, egopathic behavior is shown when the person feels little empathy and seems unable to understand or respond to other’s needs and feelings unless they coincide with his/her own.
Takes advantage of others; is out for number one; has minimal investment in moral values.	EP also takes advantage of others; is out for number one; has some investment in moral values but only due to fear of getting caught or punished (Amoral, Peck & Havighurst, 1960)

Appears to experience no remorse for harm or injury caused to others. (direct physical or moral injury)	B. EP appears to experience no remorse for harm or injury to others. (usually indirect or socially sanctioned: terminating, harassing, disregarding an employee. Flunking, disregarding a student. Some egopaths will say, "I'm sorry" and seem to be regretful but this is a rare type of narcissistic egopathy.
Tends to be critical of others	Tends to be critical of others. He or she enjoys getting into situations where they can use their power to judge and criticize others
Tends to get into power struggles	Tends to get into power struggles and enjoys making it seem that are in the right. They oftentimes actually have the power to hurt the other person and then just walk away.
Tries to manipulate others' emotions to get what they want	Tries to manipulate others' emotions to get what they want, just less so.
Tends to react to criticism with feelings of rage or humiliation.	Tends to react to criticisms with stony silence, moodiness, or verbal retaliation B. Behavior: tends to have a quick sharp comeback which does not advance the conversation forward.
Tends to be rigid, i.e., unable to change at a 10 (out of 10) level. As the number goes up, the likely of remission goes down	Tends to be rigid, i.e., unable to change (can fall anywhere between a 5 and a 10 level)

This last category was added by me. Rigidity is the most common trait of all the personality disorders. The level 10 is a hypothetical value which is utilized to allow the victim or "target" to express quantitatively how little the egopath seems likely to change or improve.

### Functional and Structural Domain Descriptions

Because Personality Disorders are disorders of the entire matrix of the person, their assessment intrinsically requires operational attributes sampled from all important domains of personality.

Behavioral Level:

(F) Expressively Precipitate (e.g., is disposed to react in sudden abrupt outbursts of an unexpected and unwarranted nature; recklessly reactive and daring, attracted to challenge, risk and harm, as well as unflinching, undeterred by pain and undaunted by danger and punishment).

(F) Interpersonally Abrasive (e.g., reveals satisfaction in intimidating, coercing and humiliating others; regularly expresses verbally abusive and derisive social commentary, as well as exhibiting vicious, if not physically brutal behavior).

Phenomenological Level:

(F) Cognitively Dogmatic (e.g., is strongly opinionated and close-minded, as well as unbending and obstinate in holding to one's preconceptions; exhibits a broad-ranging authoritarianism, social intolerance

and prejudice).

(S) Combative Self-Image (e.g., is proud to characterize self as assertively competitive, as well as vigorously energetic and militantly hardheaded; values aspects of self that present pugnacious, domineering and power-oriented image).

(S) Pernicious Objects (e.g., internalized representations of the past are distinguished by early relationships that have generated strongly driven aggressive energies and malicious attitudes, as well as by a contrasting paucity of sentimental memories, tender affects, internal conflicts, shame or guilt feelings).

Intrapsychic Level:

(F) Isolation Mechanism (e.g., can be cold-blooded and remarkably detached from an awareness of the impact of own destructive acts; views objects of violation impersonally, as symbols of devalued groups devoid of human sensibilities).

(S) Eruptive Organization (e.g., despite a generally cohesive morphologic structure composed of routinely adequate modulating controls, defenses and expressive channels, surging powerful and explosive energies of an aggressive and sexual nature threaten to produce precipitous outbursts which periodically overwhelm and overrun otherwise competent restraints).

Biophysical Level:

(S) Hostile Mood (e.g., has an excitable and irritable temper which flares readily into contentious argument and physical belligerence; is cruel, mean-spirited and fractious, willing to do harm, even persecute others to get one's way).

File under chapter on the personality disorders

Robert Hare and his study of Psychopathy.

Robert Hare has made a lifetime of studying psychopaths. He has not been studying egopathy without knowing it so his book Without Conscience gives many insights into egopathy. Let's take what he attributes to psychopaths and see what we can learn about egopaths.

Page 61, Need for Excitement

Hare says Psychopaths have a need for excitement. They like to break the rules. Egopaths will also break the rules, too, but less drastically. For instance, in his book, Hare cites a psychopathic psychiatrist who, though he didn't break the law, berated women cruelly on the weekends. Egopaths love to break the rules as well but the rules they break are concerning interpersonal conduct (RIC). For instance, an egopath will decide to dislike someone and instead of "following the rules" and telling that person with an Adult to Adult conversation (Crucial Conversations, p. 12) they actually move against that person to get them fired or remove them from the program. Just like psychopaths they get a thrill out of doing it and then innocently pass it off as "something had to be done."

In his next segment he talks about lack of responsibility. This is not the action of an egopath or so it seems at first glance. Egopaths are excellent employees from the standpoint of productivity and even organization. But an egopath will be irresponsible by copping an attitude toward an employee and move against him or her in irresponsible disobedience to company policy of fair treatment and appropriate termination procedure. I once had a supervisor who did everything she could to get me fired. It was the Fourth of July weekend. I was looking forward to working three days in a row. On the Friday she called and said she hadn't found my license renewed on the L.P.C. website. Explaining to her that the L.P.C. board did not update the website but once a month did nothing to dissuade her from her aggressive tone. I told her if I received the confirmation in the mail at noon I would bring it by. Her response was that I might have forged it! There was nothing I had done during my time at the hospital to deserve this lack of trust. This was coming from her own unresolved issues.

I asked her if I could go ahead and lead the groups on the 3 day weekend so that 1. The patients would have their groups and 2. I would get paid the money I needed. She say no, I couldn't go in unless she could see the renewed license on the website. I asked her if she would call the office in Austin and she said she would. It was a bold faced lie. She did not call and she never called me back. I had to drop by HR at the end of the day and request that her cohort in crime call the office in Austin. She was willing to, being surprised that I'd show up in her office, and the renewed license was confirmed. This was the behavior of two egopaths who were lacking in responsibility to do the right thing. Robert Hare mentions the "callous indifference" by a psychopathic parent.

"Most psychopaths begin exhibiting behavior problems at an early age." This is very seldom the case with egopaths. Egopathic actors can fall anywhere on the behavior spectrum as children; which may include being good as gold. They may have even been churchgoers and professed Christians. A childhood friend of mine said he was so frightened of his mother's rageful outbursts that he didn't want friends to come over to the house. He had been made to feel extreme fear and shame with her diatribes. As an adult, he fell out of touch with his parents through much anguish over this ancient egopathic anger exhibited by his mother, a regular church goer and professed Christian.

"Psychopaths consider the rules and expectations of society inconvenient and unreasonable, impediments and the behavioral expression of their inclinations and wishes" (p. 67). The confusing thing about egopaths is that they are conforming, law-abiding, rule-following citizens. They seem perfectly normal. Their rule breaking is not out in the open. Whether it's my supervisor or Ken Lay of Enron, their rule breaking is done behind closed doors and sequestered in secrecy, and they feel not an ounce of guilt about it. And the quality of the rules they break are usually not severe, at least in the beginning anyway. The rules they break are rules of interpersonal conduct. Ken Lay broke rules of interpersonal conduct (RIC) long before he began fudging on the federal rules of sound business and accounting practices.

Types of Egopathic Behavior: Whether Cruelty is Sanctioned by Society

Egopathic Behavior	Sanctioned Cruelty	Unsanctioned Cruelty
Individuals	Bosses, Parents, Professors, Teachers, HR, Personnel	Psychopaths, Sociopaths, Those that murder from rage
Groups	Dictators, Government Agencies, Armies, Private Guards	Paramilitary Armies, Gangs, Terrorists, Lynch Mobs

Also, other illnesses like ADHD and Asberger's include egopathic tendencies and behaviors. For instance, ADHD sufferers often are focused on themselves and their drives. People with Asberger's show many signs of inability to focus on and care about other's needs and feelings. They lack empathy.

To get a feel for what an egopath goes through, think about some activity you just loved doing. Think about how it felt when someone said you couldn't do it. Someone said you had to stop. How did that feel to lose that nice serotonin glow and have to do something you didn't like? Pretty bad. That's how an egopath feels when they are asked to do something nice for someone or asked to stop doing something rude or unkind to someone. It just doesn't feel right to them. They have a deep need to continue being rude or angry. But it is something that we all must agree to expect them to do and to hold them accountable. I believe they can grow to become mature and develop a higher order character. (Well, some of them can. We need more research to learn which ones can and which ones are hopeless.)