

### **Presentation**

**Instructions:** Please indicate the extent to which you agree or disagree with each statement below. There are no right or wrong answers, so please give your honest reaction. (1 = strongly disagree, 7 = strongly agree)

1. I am willing to be unethical if I believe it will help me succeed.
2. I am willing to sabotage the efforts of other people if they threaten my own goals.
3. I would cheat if there was a low chance of getting caught.
4. I believe that lying is necessary to maintain a competitive advantage over others.
5. The only good reason to talk to others is to get information that I can use to my benefit.
6. I like to give the orders in interpersonal situations.
7. I enjoy being able to control the situation.
8. I enjoy having control over other people.
9. Status is a good sign of success in life.
10. Accumulating wealth is an important goal for me.
11. I want to be rich and powerful someday.
12. People are only motivated by personal gain.
13. I dislike committing to groups because I don't trust others.
14. Team members backstab each other all the time to get ahead.
15. If I show any weakness at work, other people will take advantage of it.
16. Other people are always planning ways to take advantage of the situation at my expense.

*Note: I recommend that you present the items in a randomized order if using a computer-based survey.*

### **Scoring**

The scale score can be calculated by taking the average of all 16 items, or specific sub-scale scores can be derived by averaging the responses to the following sets of items:

- Items 1-5: Amorality subscale
- Items 6-8: Desire for Control subscale
- Items 9-11: Desire for Status subscale
- Items 12-16: Distrust of Others subscale

### **Original Citation**

Dahling, J.J., Whitaker, B.G., & Levy, P.E. (2009). The development and validation of a new Machiavellianism scale. *Journal of Management*, 35, 219-257.

### Select Validity Evidence

- Birkás, B., Csathó, B., & Bereczkei, T. (2015). Nothing ventured nothing gained: Strong associations between reward sensitivity and two measures of Machiavellianism. *Personality and Individual Differences, 74*, 112-115.
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- Kuyumcu, D., & Dahling, J.J. (2014). Constraints for some, opportunities for others? Interactive and indirect effects of Machiavellianism and organizational constraints on task performance ratings. *Journal of Business and Psychology, 29*, 301-310.
- Miller, B.K., & Konopaske, R. (2014). Dispositional correlates of perceived work entitlement. *Journal of Managerial Psychology, 29*, 808-828.
- Niemi, L., & Young, L. (2013). Caring across boundaries versus keeping boundaries intact: Links between moral values and interpersonal orientations. *PLoS ONE, 8*(12): e81605. doi: 10.1371/journal.pone.0081605
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- Zettler, I., & Solga, M. (2013). Not enough of a "dark" trait? Linking Machiavellianism to job performance. *European Journal of Personality, 27*, 545-554.

### Critiques

Miller et al. (2015) take a critical stance toward the MPS based on some unusual subscale-specific findings when the MPS was used to predict empathy. I have not included empathy in any of my own MPS research and can't comment on the generalizability of this suppression finding. Their results do point to the factorial stability of the MPS, and despite the concerns that they raised about subscale reliability, I would note that all of the scholarship above found adequate reliability for the MPS and/or its subscales. Nevertheless, I recommend that interested readers review this article and make their own decision when considering whether or not to use the MPS in their scholarship:

- Miller, B.K., Smart, D.L., & Rechner, P.L. (2015). Confirmatory factor analysis of the Machiavellian Personality Scale. *Personality and Individual Differences, 82*, 120-124.