

Machiavellian Management

HOW DEVIOUS AND MORAL ARE YOU?

PLEASE TAKE THE MACHIAVELLI TEST TO FIND OUT

Published originally in the 16th century, Niccolo Machiavelli's *The Prince* discusses the use of manipulation and power as a technique for controlling other people.

The term "Machiavellian" has come to be used to describe devious, manipulative people who are motivated only by their own self-interest.

How Machiavellian are you?

This test may help you find out.

Respond to each statement in the box at the top of the next page by using the following scale:

- 1 = Disagree strongly
- 2 = Disagree mildly
- 3 = Neutral—no opinion
- 4 = Agree mildly
- 5 = Agree strongly

	<i>Score</i>
<i>1. The best way to handle people is to tell them what they want to hear.</i>	
<i>2. When you ask someone to do something, it's better to give the real reasons than those that might carry more weight.</i>	
<i>3. Anyone who trusts anyone else is asking for trouble.</i>	
<i>4. It's hard to get ahead without cutting corners a little.</i>	
<i>5. It's safest to assume that everyone has a vicious streak that will come out if given the opportunity.</i>	
<i>6. You should act only when your action is morally right.</i>	
<i>7. Most people are basically good and kind.</i>	
<i>8. There is no excuse for lying.</i>	
<i>9. Most people find it easier to get over the death of a parent than the loss of a property.</i>	
<i>10. Most people won't work hard unless they're forced to.</i>	

Scoring

For items 2, 6, 7, and 8, reverse your score so that 5 becomes 1, 4 becomes 2, and so on. Then add up all 10 numbers for your total score. A score of 25 is average. A higher score, say 38, would classify you as High Mach. A significantly lower score makes you a Low Mach and becomes 2, and so on. Then add up all 10 numbers for your total score. A score of 25 is average. A higher score, say 38, would classify you as High Mach. A significantly lower score makes you a Low Mach.

(Adapted from *Studies in Machiavellianism*, by Richard Christie and Florence L. Geis [New York: Academic Press] and Brian J Lewis in *Journal of Management in Engineering*, Jul/Aug99, Vol. 15 Issue 4, p.17, 2p;.)