

ASSESSMENT 14

Machiavellianism

Instructions

For each of the following statements, circle the number that most closely resembles your attitude.

Statement	Disagree			Agree	
	A Lot	A Little	Neutral	A Little	A Lot
1. The best way to handle people is to tell them what they want to hear.	1	2	3	4	5
2. When you ask someone to do something for you, it is best to give the real reason for wanting it rather than reasons that might carry more weight.	1	2	3	4	5
3. Anyone who completely trusts someone else is asking for trouble.	1	2	3	4	5
4. It is hard to get ahead without cutting corners here and there.	1	2	3	4	5
5. It is safest to assume that all people have a vicious streak, and it will come out when they are given a chance.	1	2	3	4	5
6. One should take action only when it is morally right.	1	2	3	4	5
7. Most people are basically good and kind.	1	2	3	4	5
8. There is no excuse for lying to someone else.	1	2	3	4	5
9. Most people forget more easily the death of their father than the loss of their property.	1	2	3	4	5
10. Generally speaking, people won't work hard unless forced to do so.	1	2	3	4	5

Scoring and Interpretation

This assessment is designed to compute your Machiavellianism (Mach) score. Mach is a personality characteristic that taps people's power orientation. The high-Mach personality is pragmatic, maintains emotional distance from others, and believes that ends can justify means. To obtain your Mach score, add up the numbers you checked for questions 1, 3, 4, 5, 9, and 10. For the other four questions, reverse the numbers you have checked, so that 5 becomes 1; 4 is 2; and 1 is 5. Then total both sets of numbers to find your score. A random sample of adults found the national average to be 25. Students in business and management typically score higher.

The results of research using the Mach test have found: (1) men are generally more Machiavellian than women; (2) older adults tend to have lower Mach scores than younger adults; (3) there is no significant difference between high Machs and low Machs on measures of intelligence or ability; (4) Machiavellianism is not significantly related to demographic characteristics such as educational level or marital status; and (5) high Machs tend to be in professions that emphasize the control and manipulation of people—for example, managers, lawyers, psychiatrists, and behavioral scientists.

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Source: From R. Christie and F. L. Geis, *Studies in Machiavellianism* (New York: Academic Press, 1970). By permission.

