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The Blake Group

## How Power-Oriented Am I?

For each of statement, select the response that most closely resembles your attitude. Use the following ratings scale for your responses:

1 = Disagree a lot

2 = Disagree a little

3 = Neutral

4 = Agree a little

5 = Agree 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 giving reasons that might carry more weight.

1    2    3    4    5

3. Anyone who completely trusts anyone 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 more easily forget 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 they're forced to do so.

1    2    3    4    5

## ANALYSIS

This instrument was designed to compute your Machiavellianism (Mach) score. Machiavelli wrote in the 16th century on how to gain and manipulate power. An individual with a high-Mach score is pragmatic, maintains emotional distance, and believes that ends can justify means.

The National Opinion Research Center, which used this instrument in a random sample of American adults, found that the national average was 25. High-Machs are more likely to manipulate more, win more, are persuaded less, and persuade others more than do low-Machs. High-Machs are also more likely to shade the truth or act unethically in ambiguous situations where the outcome is important to them.

*Source: **Tools for Teams: Building Effective Teams in the Workplace.** R. Christie and F. L. Geis, *Studies in Machiavellianism.* @Academic Press, 1970. With permission.*