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Replacing Workplace Leadership with Political Expediency

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REPLACING WORKPLACE LEADERSHIP WITH POLITICAL EXPEDIENCY

A Thesis
Presented to
The Faculty of the Department of Architectural & Manufacturing Sciences
Western Kentucky University
Bowling Green, Kentucky

In Partial Fulfillment
Of the Requirements for the Degree
Master of Science in Technology Management

By
Mark Daniel Leonhardt

May 2010

REPLACING WORKPLACE LEADERSHIP WITH POLITICAL EXPEDIENCY

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REPLACING WORKPLACE LEADERSHIP WITH POLITICAL EXPEDIENCY

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The study examines the adherence to principled leadership styles by persons in position of authority and develops a method to determine the extent to which those people deviate from principled leadership practices for the purpose of political expediency. Two fortune 500 companies, three smaller local companies and select Western Kentucky University faculty were surveyed utilizing the MACH V Attitude Inventory for determining Machiavellian tendencies via an online survey site. An examination and evaluation of survey results yielded a surprisingly consistent neutral score, but no indication of Machiavellian tendencies within the respondent group.

Chapter I

INTRODUCTION

Every industrial organization has personnel in positions of authority. Most are assumed, by being in positions of authority, to have good leadership skills and follow principled leadership practices as these practices are considered fundamental skills of successful leader/managers. According to Covey (1990), for 150 years prior to World War I, most leadership literature was based on the *Character Ethic* where success was focused on integrity, humility, fidelity, temperance, courage, justice, patience, industry, simplicity, modesty and the Golden Rule. Covey noted a shift after World War I to what he termed the *Personality Ethic*. Success became a function of personality, public image and attitudes, all culminating into dual path of human relation techniques and positive mental attitude. Style became more important than substance. With that change in philosophy, the focus shifted from true leadership to varying degrees of political expediency based on situational ethics.

Leadership differs from political expediency in vital ways. Beck & Yeager (2001) stated that there are four specific styles of leadership. Maxwell (1998) further refined the concept of leadership styles with 21 laws or guidelines for implementing good leadership practices. Covey (1990) described leadership habits, in his book *The Seven Habits of Highly Effective People*, which advocated supportive leadership. Political expediency is defined as the temporary or permanent abandonment of these styles, practices and habits in favor of opportunism and scheming for the purpose of seeking personal gain, (Webster's, 1989) thereby placing personal wants and benefits

above the needs of the group. This is consistent with the concept of promoting self-image, and thus, self over the good of the group.

If principled leadership subordinates personal benefit for the benefit of the group, then political expediency subordinates the benefit of the group for the benefit of the individual. The latter is contrary to principled leadership practices. If principled leadership practices are recognized as good practices, then political expediency, which is contrary to principled leadership practices, must be defined as bad leadership. If people in position of authority are abandoning principled leadership practices for political expediency, then they are abandoning principled leadership for bad leadership. If leadership training provides insight, reason, and motivation to adopt principled leadership practices, rather than bad leadership practices, leadership training is essential.

Purpose Statement

The purpose of this study was to develop a model for determining the general adherence to principled leadership styles and the degree to which people in position of authority deviate from established leadership practices for political expediency. Information was collected from surveys and case studies, peer reviewed articles, journals and books from experts in leadership studies. The research used mixed methods, which: (1) quantitatively established the degree of positional authority, while (2) qualitatively identifying dominant leadership style and predisposition to situational ethics through self examination (Speech Communication, 1974).

Significance

In any industrial organization there is a need for leadership. In this study, leaders were defined as those in positions of authority, with vision, commitment, and ability to influence in a positive, productive manner. Personal observation indicated that increasingly, persons in position of authority abdicate their responsibilities in favor of political expediency. Having replaced a set of character based ethics with personality ethics, concerns of self image and personal gain has become a priority over the needs of the organization and those working for them. An extreme example that demonstrates the scale of this phenomenon is the act of Kenneth Lay, who on August 20th-21st, 2002 sold 93,000 shares of Enron stock earning more than \$2 million while simultancously urging employees to buy company stock he knew was failing (*Timeline*, 2002). This was not just an act of self-preservation, but a choice of political necessity and a failure of leadership.

Moroz and Kliner (1994) expounded on the theme of self-serving political expediency in both image and perception:

Visibility in professional organizations is viewed as positive. If your peers express high esteem for you, some of their kind words will find their way back to your organization....Look for ways to reward those people who may someday contribute to your growth in the corporation (p. 9-10).

The questions posed are ones of pragmatism. What actions take place within the leadership workplace? What situations lead to and initiate from authoritative choice and what are the consequences?

In determining the strategy for the question of whether people in positions of authority depend more on leadership or political skills to aid them in their

advancement goals, two equally important areas of inquiry are delineated: (1) The quantitative question of what leadership styles are being used and (2) the qualitative question of why leadership is subjugated for the expediency of political necessity. Although not a perfectly proportioned dichotomy, the differing approaches necessitate a mixed method approach to address the divergent strategies sufficiently.

Current literature on leadership expounds the virtue of the character ethic, authors such as Covey (1989) stating the *Character Ethic* is described "...as the foundation for success," (p.18) while Maxwell (1998) states "Character makes trust possible. And trust makes leadership possible" (p.59). Yet it is that very deviation, the question and degree of why leadership principles are abandoned, that begs the question.

Limitations

The following limitations were placed on the study:

1. Leadership styles were restricted to those found in review of literature.
2. The survey was given only to those who were in positions of management authority.
3. The survey was administered mainly to management personnel in the containerboard or related packaging industry.
4. Time constraints limited the survey response time to three months.

Assumptions

Assumptions for this study included:

1. Those in position of authority have some knowledge or preference of leadership traits or styles.
2. Most managers engage in some sort of office politics to a greater or lesser extent.

Research Questions

1. Are people in positions of authority subjugating leadership styles/behaviors for political expediency to aid them in their advancement goals?
2. To what extent are people in positions of authority subjugating leadership styles/behaviors for political expediency to aid them in their advancement goals?
3. What are the consequences of practicing leadership versus politics?

Definition of Terms

Leadership: The position or guidance of a leader (Webster's New World Dictionary of American English, 1989).

Management: The act, art, or manner of managing or handling, controlling, directing, etc. (Webster's New World Dictionary of American English, 1989).

Politician: A person actively engaged in politics, especially party politics, professionally or otherwise; often a person holding or seeking political office: frequently used in a derogatory sense, with implication of seeking personal or partisan gain, scheming, opportunism, etc. (Webster's New World Dictionary of American English, 1989).

Politicking: The process of campaigning for support (Webster's New World Dictionary of American English, 1989).

Situational ethics: A system of ethics according to which moral rules are not absolutely binding but may be modified in the light of specific situations (Webster's New World Dictionary of American English, 1989).

Chapter II

REVIEW OF LITERATURE

Principled Leadership Practices

In *The 21 Irrefutable Laws of Leadership*, Maxwell (1998) wrote "...Trust is the foundation of leadership. To build trust, a leader must exemplify these qualities: competence, connection and character" (p. 58). He goes on to clarify the importance of character by explaining "that a leader can make mistakes in ability... they will tolerate an honest mistake, but a lapse in character...a violation in trust, can be fatal" (p. 58).

Stephen R. Covey (1989) illustrates the importance of character as it relates to leadership, when he states that in the last 50 years, literature on success has become superficial. He places this need for personal character in a leader into context with his explanation of what he calls the *Character Ethic* and the *Personality Ethic*. Both are foundations for success, but approached from dramatically different viewpoints. The *Character Ethic* is described "...as the foundation for success, things like integrity, humility, fidelity, temperance, courage, justice, patience, industry, simplicity, modesty and the Golden Rule" (Covey, 1989, p.18). Conversely he defined the *Personality Ethic* as a view point of success that is more a function of personality, "...of public image, of attitudes and behaviors, skills and techniques that lubricate the processes of human interaction" (p.19). Whereas the first is a portrait of personal values and integrity, the second is a fabricated style that sacrifices substance.

In *Leadership Lessons of Robert E. Lee*, Holton (1995/1999) cites Lee's belief in the necessity for leaders to possess character:

Character is accelerated principle, underwritten by superior habits and polished by experience. Forged in the workshop of living, character invites anyone brave enough to attain it as a prerequisite for leadership. Those who matriculate through its rigors without a passing grade can at best only imitate leadership (p. 15).

Holton goes on to state Lee's position on politics:

In unquestioning acceptance of Lee as their leader...[T]he men could be jealous among themselves, and some used all customary methods for personal advancement, but there was never any of the angling for army command that characterized the politically dominated Army of the Potomac. (p. 110)

From these passages, Holton suggests that Lee placed character over workplace politics. In doing so, Lee created a command climate where normal actions and instincts toward self advancement could be employed through personal initiative absent of the detrimental aspects of any organizational politics.

Political Expediency in the Workplace

In looking to superficial aspects of workplace political power, Moroz and Kleiner, (1994) wrote that the majority of their ten sources of workplace political power concerned superficial aspects of leadership, such as "Dress for success is an idea adhered to by many power-conscious people" (p. 3). They go on to discuss various features of workplace political power and how individuals, through certain externally projected personal characteristics such as personality and self confidence effect or garner workplace political power (p. 3). Additional topics vary from political behavior to ways to reward those who may benefit an individual's career down the line. Strategies for various forms of politicking and advancement are covered in depth, but the need for character and integrity in the work place are visibly lacking.

In the *Principals' Perception of Politics*, according to Tooms & Smailek (2007) work place politics is first identified, and then categorized into its various component parts. Scope was used to separate work place politics into macro and micro issues. Macro politics addressed issues that engaged the schools purpose or mission, issues related to equity in leadership and any issues arising in relation to accountability within the school system as a whole. Micro politics were more personally centered in scope, surrounding issues such as the relationship of the principles moral compass, its relation to their work life and the differences between the teachers and the administration culture. Although conceding workplace environments as happier without work place politics, the authors still advocate the wisdom to be politically astute. They conclude that while politics can aid in running a program effectively through bargaining and compromise, the same systems efficiency suffers because of negative aspects of work place politics (pp. 87-97).

Nowhere are we given a clearer portrayal of the concept of political expediency, or is it more evident that political expediency is the very antithesis of good leadership practices than in Niccolo Machiavelli's own *The Prince* (1992). The author defined Machiavellianism in chapter 18 as his belief that a person in position of authority is not required to keep his or her word when doing so is to his/her disadvantage, especially when the reasons that led him/her to promise to do so, no longer apply. He rationalizes his situational and ethical hypocrisy by generalizing that if all men were good, his advice would be bad, but since mankind is basically bad, this exonerates him or anyone implementing this strategy from all fault or requirement to keep faith with those to whom he has given his word. He then finishes

in a flurry of self-justification by driving home the point that it is vital to conceal your workings in order to understand how to be a clever hypocrite and that it is the appearance of possessing character traits, not the actual implementation or adherence to those standards that is important (pp. 45-47). Machiavelli goes on to extol the virtues of being devoid of virtue, how the end justifies the means, and how the rewards of expedience trump the chains imposed by character based ethics.

Leadership Training

Van Velsor and Ascalon (2008) elucidate that “Ethical violations are often committed by people who have a history of good behavior, but who are generally not well prepared to face complex issues and the increased power and privilege of the upper ranks” (p.187). They reason that through the implementation of a properly developed leadership training program, one that stresses the importance of ethic based issues of character, managers would be better equipped to deal with the set of new moral dilemmas that accompany upward mobility. They conclude that it is lack of preparation for the unique challenges and opportunities and not the human nature that is the major contributing factor for the lack of ethical choices by some leaders.

Paul Glen (2007) acknowledged Van Velsor and Ascalon’s argument by putting forth the explanation for pervasive failure of leadership in the second of his two prominent schools of thought. First, he suggests people will eventually be promoted to positions to which they are unsuitable or incompetent. This inability to adapt to the demands of their job leads to their failure. Secondly, he suggests that

contrary to Van Velsors and Ascalon's conclusion for lack of preparation, that it is indeed human nature in the form of people's reaction to money, power, ambition and hubris that seduce people into making unethical choices. Glen then provides an additional hypothesis. Glen believes that all managers as people will possess at least one flaw. When that flaw is discovered, subordinates and peers alike will view him or her as damaged goods. This perception then carries over into their professional evaluation of the boss's performance. He concludes that all managers fail in at least one area and that perception transforms that manager into "a caricature of failure" and is therefore a reaction by subordinates and peers to a flaw in ability and not a flaw of character.

Chapter III

RESEARCH METHODOLOGY

The research methodology was mixed methods. Qualitative and quantitative data were necessary to set the context and motivations of leadership choices. As Machiavellian tendencies were cited in the literature to be the antithesis of ethics based leadership practices, the Mach V Attitude Inventory was chosen as a tool in an attempt to identify the extent of the possible influence of Machiavellian tendencies, or the use of political expediency by managers and leaders in positions of authority. The Mach V survey instrument was selected based on literature, professional colleagues and input from the thesis committee. The survey was administered online through the online survey service "Survey Monkey" (<http://www.surveymonkey.com/>) in order to take advantage of cost savings, survey evaluation tools, and to provide easy access for the survey population. To maximize access to personnel in suitable leadership positions, administration of the survey was limited to leaders based on corporate job descriptions of responsibilities, authority and direct reports meeting the definition of positional leadership within the targeted production industries. The target survey group consisted of mid level to upper level managers.

By taking a cross section of personnel in leadership positions and evaluating their use of leadership and political skill sets and contrasting that against a model of success, a sense of the disparity between the actual and acknowledged ideal can be established. This in turn can be used to illuminate on the need for leadership training in the workplace.

The scope of this inquiry was limited to the degree and use of leadership standards in contrast to the use of political expediency. These were contrasted against a model of established leadership standards.

By employing survey research, the quantitative question of the leadership standards employed by the test group of members having positional authority was identified by type and degree of use.

Participants were selected on the basis of direct influence as defined by the number of personnel supervised or their indirect influence based on their positional authority within the organization. Additionally participants were sought mainly from two Fortune 500 companies, Weyerhaeuser and International Paper, along with three other companies consisting of Kingsford Manufacturing, Clorox and Glad Bag division, each with greater than 1000 employees. Western Kentucky University faculty were invited to take the survey through a survey link directly embedded in an email to selected groups. To be considered for participation, respondents needed to have had experience in leading or managing at least 1-10 people and had completed the survey correctly, answering all questions in the correct format as outlined in the survey directions.

The survey contained both quantitative and qualitative sections. In the quantitative section, questions one through five asked questions related to the individuality or characteristics of the business situation and were designed to garner demographic data such as age, organizational size, location, educational background, leadership tenure and other logistical information. The qualitative section, questions six through twenty five, were composed of three statements each. Each statement

referred to a way of thinking about people or situations in general. The statements reflected opinions or attitudes evaluated according to the Mach V Attitude Inventory. These questions sought to address the abstract nature of the first and second research questions.

The survey questions themselves consisted of groups of statements that addressed three areas: (1) the nature of the interpersonal tactics; defined as those methods or actions use by individuals to achieve some objective, confined within the business scope of the study, (2) views of human nature; defined as the respondents views of attitudes, feelings and reactions, and (3) abstract of generalized morality; defined as those values and convictions held under a general consciences as part of the social norm. These three groups of statements, in turn, were broken down in relation to characteristics of people with either high Machiavellian tendencies, e.g., "High Mach's", or low Machiavellian tendencies, e.g., "Low Mach's". See Figure 1.

Each of the 20 questions on this portion of the survey was analyzed and assessed as an individual response based on the governing percentage for that response. In turn, points were assigned and scored based on the Mach V Attitude Inventory Score Key (Christie & Geis, 1970). The sum of the scores was added to a base of 20. By using the base 20 as a weighting tool it was possible to compensate for the difference in scoring methods used by the earlier Mach IV study on which much of the Mach V is based. The scoring range is from 40 to 160, with 100 being the neutral between high and low Mach scores. See Figures 1 and 2. To aid in trending and analyzing the response patterns and to evaluate the significant strengths of the

responses groups, two additional groupings were fashioned for trending based on the following matrix.

MVAI-8

MACH V ATTITUDE INVENTORY SCORE KEY

Instructions: To find your score on the Mach V Attitude Inventory, locate the combination of letters and plus or minus signs that you chose for each item (group of statements) in the inventory. For example, if for the first group of statements you marked statement B with a plus (+) and statement C with a minus (-), your score for that item would be 3.

Item	1	3	3	5	5	7	Score
1	A+	B+	A+	B+	C+	C+	
	C-	C-	B-	A-	B-	A-	<u>3</u>

Mark your score for each item in the appropriate place in the score column. Do this for each of the twenty items. Then sum the scores and add 20. The range is from 40 to 160, with 100 the neutral point.

Points per Item by Response Patterns

Item	1	3	3	5	5	7	Score
1	A+	B+	A+	B+	C+	C+	
	C-	C-	B-	A-	B-	A-	
2	A+	B+	A+	B+	C+	C+	
	C-	C-	B-	A-	B-	A-	
3	C+	B+	C+	B+	A+	A+	
	A-	A-	B-	C-	B-	C-	
4	A+	C+	A+	C+	B+	B+	
	B-	B-	C-	A-	C-	A-	
5	A+	C+	A+	C+	B+	B+	
	B-	B-	C-	A-	C-	A-	
6	A+	B+	A+	B+	C+	C+	
	C-	C-	B-	A-	B-	A-	
7	B+	C+	B+	C+	A+	A+	
	A-	A-	C-	B-	C-	B-	
8	C+	A+	C+	A+	B+	B+	
	B-	B-	A-	C-	A-	C-	
9	C+	A+	C+	A+	B+	B+	
	B-	B-	A-	C-	A-	C-	
10	A+	C+	A+	C+	B+	B+	
	B-	B-	C-	A-	C-	A-	
11	A+	C+	A+	C+	B+	B+	
	B-	B-	C-	A-	C-	A-	
12	C+	A+	C+	A+	B+	B+	
	B-	B-	A-	C-	A-	C-	
13	C+	B+	C+	B+	A+	A+	
	A-	A-	B-	C-	B-	C-	
14	B+	A+	B+	A+	C+	C+	
	C-	C-	A-	B-	A-	B-	

Instrumentation Kit

Figure 1. Mach V Inventory Score Key

MVAT-9

Points per Item by Response Patterns							Score
Item	1	3	3	5	5	7	
15	C+	A+	C+	A+	B+	B+	
	B-	B-	A-	C-	A-	C-	
16	C+	A+	C+	A+	B+	B+	
	B-	B-	A-	C-	A-	C-	
17	A+	B+	A+	B+	C+	C+	
	C-	C-	B-	A-	B-	A-	
18	C+	B+	C+	B+	A+	A+	
	A-	A-	B-	C-	B-	C-	
19	B+	A+	B+	A+	C+	C+	
	C-	C-	A-	B-	A-	B-	
20	A+	C+	A+	C+	B+	B+	
	B-	B-	C-	A-	C-	A-	
Total Score							

HIGH MACHS VS. LOW MACHS

This list indicates for each characteristic in the left-hand column whether that characteristic is more typical of high Machs or low Machs.

Characteristic	High Machs	Low Machs
Emotional Detachment	X	
Susceptibility to Social Pressure		X
Acceptance of Conventional Morality		X
Manipulation/Exploitation	X	
Tendency to Be Persuaded		X
Capability of Persuading Others	X	
Suspiciousness of Others	X	
Politic Attitude	X	
Personal Orientation		X
Cognitive Orientation	X	
Control over Social Structures	X	

Figure 2. Score Key High Machs vs. Low Machs

- 1) Primary response grouping: Those groupings within the statement subsets that received the most (+) positives or (-) negatives. These indicate the overall primary choice as defined by the majority of the respondents.

- 2) Secondary response grouping: Those groupings within the statement subsets that received the second most (+) positives or (-) negatives, as defined by a margin of no less than 2 responses. For example on a set of (-) negative responses, response "A" receives (16) total and response "C" receives (15) responses, response "A" would be the primary response grouping with group "C" being a secondary response grouping.

- 3) Tertiary response grouping: Those groupings within the statement subsets that received the second most (+) positives or (-) negatives, as defined by a margin of no less than 33% or 1/3 or the respondents. For example on a set of (-) negative responses, response "A" receives (24) total and response "C" receives (12) responses, response "A" would be the primary response grouping with group "C" being a tertiary response grouping.

The results from the survey were separated into groups of quantitative logistics data and qualitative data concerning the answers to the qualitative questions. The quantitative data was used to establish general context while the results of the quantitative data was used to analyze the position of respondents in reference to a scale indicating tendencies toward principled leadership or political expediency as so far as the two topics relate to Machiavellian tendencies or those tendencies of cunning, scheming and unscrupulous, especially in politics or in advancing one's career. (Encyclopedia.com, 2009)

Chapter IV

ANALYSIS

Of the 200 invitations, 128 were sent to managers at Weyerhaeuser, 30 to International Paper, 23 to Kingsford, 11 to Clorox, one to Glad Bag division, with seven being sent to Western Kentucky University faculty. Sixty-seven responded for a response rate of 33.5%. Of those 67, 36 met the study criteria and successfully completed the survey. The invitations were broken down by available access to manager/supervisors within the respective industries.

Survey Results

Question One:

Question: How many people do you supervise or manage? The percentage of respondents managing 1 to 10 people was (45.7%). The percent of people supervised or managed between 11 to 100 was (48.6%). Only two of the 35 respondents stated that they managed over 100 people. See Figure 3.

1. How many people do you supervise or manage?		
	Response Percent	Response Count
A. 1-10 <input type="text"/>	45.7%	16
B. 11-100 <input type="text"/>	48.6%	17
C. More than 100 <input type="text"/>	5.7%	2
	<i>answered question</i>	35
	<i>skipped question</i>	1

Figure 3. Number of people supervised/managed

Question Two:

Question: How many people does your company employ? The largest percentage for company size of those managers/supervisors responding was "Greater than 1000" (57.1%). This reflects the probability that 57.1% of the respondents were from the Fortune 500 companies as they both employ over 1000 employees as the smaller companies do not reach that level. The number of employees for the next highest percentage was 1 to100 (34.3%). Of the 35 respondents, only three had 100 to1000 or (8.6%). See Figure 4.

2. How many people does your company employ?		
	Response Percent	Response Count
A. 1-100 <input type="text"/>	34.3%	12
B. 100-1000 <input type="text"/>	8.6%	3
C. Greater than 1000 <input type="text"/>	57.1%	20
	<i>answered question</i>	35
	<i>skipped question</i>	1

Figure 4. Number of people employed at the company

Question Three:

Figure 5 displays the results from the question that asks respondents to identify their gender. Twelve of the respondents, (34.3%) were female, and 23 (65.7%) were male.

3. What is your gender?		
	Response Percent	Response Count
A. Female	34.3%	12
B. Male	65.7%	23
answered question		35
skipped question		1

Figure 5. What is your gender?

Question Four:

Question: What is your age? Figure 6 reflects that one (2.9%) respondent was between 18-29, 17(48.6%) were 30-45, and 17 (48.6%) were 46 and over.

4. What is your age?		
	Response Percent	Response Count
A. 18-29	2.9%	1
B. 30-45	48.6%	17
C. 46 and over	48.6%	17
answered question		35
skipped question		1

Figure 6. Age of respondents

Question Five:

Question: What is your highest educational achievement? Sixteen (45.7%) had a high school diploma to some college. Fifteen (42.9%) of the respondents received a bachelors or masters degree. Four (11.4%) possess a doctorate or greater. See Figure 7.

5. What is your highest educational achievement?		
	Response Percent	Response Count
A. H.S. diploma to some College - - - - -	45.7%	16
B. Bachelors or Masters <input type="text"/>	42.9%	15
C. Doctorate or greater - - - - -	11.4%	4
	<i>answered question</i>	35
	<i>skipped question</i>	1

Figure 7. Respondent educational levels

Mach V Attitude Inventory

Political expediency is a hallmark of Machiavellian thought. Thus, an instrument specifically designed to measure such tendencies was the best fit for this study. As Patricia Rockwell (2006) states in her study of Machiavellianism in its relation to Self-Monitoring Emotional Expressivity and Sarcasm Production “The standard test for Machiavellianism is Christie and Geis (1970) Mach V Scale” (p. 6). In the Mach V Attitude Inventory portion, the respondents were forced to select the most positive and most negative statement, or the one they most agreed or disagreed with. These, in turn, were weighted as more or less of a Machiavellian tendency and given a score accordingly. Displayed in Table 1, odd numbers only were used with 3 and 5 being even or normal and 1 and 7 was being at either extreme with 1 being extremely low or nonexistent tendencies or 7 being extremely strong Machiavellian tendencies. In the Table 1, for Item 1, scores of B+, B-, C- or A+ would indicate a score of three points as displayed at the far right, indicating a mid-lower Mach V indicator.

Table 1. *Mach V Indicator score sheet example*

Item	1	3	3	5	5	7	Score
1	A+	B+	A+	B+	C+	C+	
	C-	C-	B-	A-	B-	A-	<u>3</u>

The statement values, in relation to their position, were varied as to provide no pattern to follow either positively or negatively. Each question was then scored according to the Mach V score sheet (see Figures 1 and 2 in the previous chapter). Percentages are related to the positive and negative of the sub statement grouping

only and do not reflect an overall percentage of respondents of either positive or negative.

Question Six:

The statements in question six, as seen in Figure 8, reflect a score of B+ as the overall most positive with a response of twenty five respondents and an overall percentage of positive responses of (25) 69.5%. The most negative being the choice of C- with a response of (20) of respondents and a relative percentage in relation to the negative choices of 55.6%. For this question, both the negative and positive choices are overwhelmingly similar. The primary score for the inventory key according to the matrix would be three, placing it in the lower middle of the Mach V scoring matrix. The secondary group score would be identical to the primary. The tertiary group however, makes a shift due to the A- score (14) 38.9 % would have a matrix score of five, which indicates an upper middle average score.

6. Statement			Response Count
	+	-	
A. It takes more imagination to be a successful criminal than a successful business person.	33.3% (7)	66.7% (14)	21
B. The phrase "the road to hell is paved with good intentions" contains a lot of truth.	92.6% (25)	7.4% (2)	27
C. Most people forget more easily the death of their parents than the loss of their property.	16.7% (4)	83.3% (20)	24
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 8. Statement set #6

Question Seven:

The statements in question seven, as seen in Figure 9, reflect a score of B+ as the overall most positive with a response of (34) or 94.5% rate for that answer and C- as the most negative with a response of (26) or 72.28%. The primary score for the inventory key according to the matrix would be three or lower middle Mach V. As there are no qualified deviations, secondary and tertiary scores would be identical to the primary as both the positive and negatives are prominent.

7. Statement			Response Count
	+	-	
A. People are more concerned with the car they drive than with the clothes their spouses wear.	10.0% (1)	90.0% (9)	10
B. It is very important that imagination and creativity in children be cultivated.	97.1% (34)	2.9% (1)	35
C. People suffering from incurable diseases should have the choice of being put painlessly to death.	7.1% (2)	92.9% (26)	28
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 9. Statement set #7

Question Eight:

The statements in question eight, as seen in Figure 10, reflect a score of B+ as the overall most positive with a response of (21) 58.38% and A- as the most negative with a response of (16) 44.48% The primary score for the inventory key according to the matrix would be three. With a C- response of (15) 41.7%, both secondary and tertiary matrix scores would be five, a slight shift away from the primary score to upper middle on the Mach V scale indicating a slight overall schism in the opinions on this question.

8. Statement	+	-	Response Count
A. Never tell anyone the real reason you did something unless it is useful to do so.	20.0% (4)	80.0% (16)	20
B. The well-being of the individual is the goal that should be worked for before anything else.	75.0% (21)	25.0% (7)	28
C. Once a truly intelligent person makes up his mind about the answer to a problem he rarely continues to think about it.	40.0% (10)	60.0% (15)	25
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 10. Statement set #8

Question Nine:

The statements in question nine, as seen in Figure 11, reflect a score of C+ as the overall most positive with a response of (19) 52.82% and B- as the most negative with a response of (35) 97.3%. The primary score for the inventory key according to the matrix would be lower middle score of three. With an A+ response of (18) 50%, both secondary and tertiary matrix scores would be one. It would be of note to indicate, at this point, that both secondary and tertiary matrix scores were both in the low extreme.

9. Statement			Response Count
	+	-	
A. People are getting so lazy and self-indulgent that it is bad for our country.	100.0% (18)	0.0% (0)	18
B. The best way to handle people is to tell them what they want to hear.	0.0% (0)	100.0% (35)	35
C. It would be a good thing if people were kinder to others less fortunate than themselves.	95.0% (19)	5.0% (1)	20
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 11. Statement set #9

Question 10:

The statements in question 10 reflect a score of A+ as the overall most positive with a response of (23) or 63.9%, and C- as the most negative with a response of (30) or 83.4%. The primary score for the inventory key according to the Mach V matrix would be three. The secondary response is identical to the primary, but with a B+ response of (12), the tertiary matrix score would be five shifting it higher on the Mach V scale indicating an upper middle Mach V score. See Figure 12.

10. Statement			Response Count
	+	-	
A. Most people are basically good and kind.	82.1% (23)	17.9% (5)	28
B. The best criterion for a wife or husband is compatibility-other characteristics are nice but not essential.	85.7% (12)	14.3% (2)	14
C. Only after you have gotten what you want from life should you concern yourself with the injustices in the world.	3.2% (1)	96.8% (30)	31
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 12. Statement set #10

Question 11:

Figure 13 presents the statements in question 11, and reflect a score of C+ as the overall most positive with a response of (25) 69.5% and B- as the most negative with a response of (28) 77.8%. The primary score for the inventory key according to the matrix would be five, indicating a mid high score. As there are no qualified deviations, secondary and tertiary scores would be identical to the primary indicating a strong consensus in reference to this set of statements.

11. Statement			Response Count
	+	-	
A. Most people who get ahead in the world lead clean, moral lives.	58.8% (10)	41.2% (7)	17
B. Any person worth his salt should not be blamed for putting career above family.	3.4% (1)	96.6% (28)	29
C. People would be better off if they were concerned less with how to do things and more with what to do.	92.6% (25)	7.4% (2)	27
			answered question
			38
			skipped question
			0

Figure 13. Statement set #11

Question 12:

The statements in question 12, reflect a score of B+ as the overall most positive with a response of (23) 63.9% and C- as the most negative with a response of (32) 89%. The primary score for the inventory key according to the matrix would be three, lower middle Mach V. As there are no qualified deviations, secondary and tertiary scores would be identical to the primary as revealed in Figure 14.

12. Statement			Response Count
	+	-	
A. A good teacher is one who point out unanswered questions rather than gives explicit answers.	73.3% (11)	26.7% (4)	15
B. When you ask someone to do something for you, it is best to give the real reasons for wanting it rather than giving reasons that might carry more weight.	95.8% (23)	4.2% (1)	24
C. A person's job is the best single guide to the sort of person he or she is.	5.9% (2)	94.1% (32)	34
		answered question	36
		skipped question	0

Figure 14. Statement set #12

Question 13:

The statements in question 13, as seen in Figure 15, reflect a score of C+ as the overall most positive with a response of (26) 72.3% and A- as the most negative with a response of (31) 86.5%. The primary score for the inventory key according to the matrix would be low middle Mach V or three. Again, as there were no qualified deviations, secondary and tertiary scores would be identical to the primary as both low middle scores.

13. Statement	+	-	Response Count
A. The construction of such monumental works as the Egyptian pyramids was worth the enslavement of the workers who built them.	3.1% (1)	96.9% (31)	32
B. Once a way of handling problems has been worked out it is best to stick to it.	76.9% (10)	23.1% (3)	13
C. You should take action only when you are sure that it is morally right.	92.9% (26)	7.1% (2)	28
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 15. Statement set #13

Question 14:

Figure 16, reflect a score for question 14 statements of C+ as the overall most positive with a response of (21) 58.4% and A- as the most negative with a response of (20) 55.6% The primary score for the inventory key according to the matrix was a lower middle score of three. The secondary response is identical to the primary, but worth noting was that with a B- response of (13) 36.1% The tertiary matrix score fell to a lower matrix extreme of one indicating an answer set low out of the median.

14. Statement	+	-	Response Count
A. The world would be a much better place to live in if people would let the future take care of itself and concern themselves only with enjoying the present.	20.0% (5)	80.0% (20)	25
b. It is wise to flatter important people.	43.5% (10)	56.5% (13)	23
C. Once a decision has been made, it is best to keep changing it as new circumstances arise.	84.0% (21)	16.0% (4)	25
		answered question	36
		skipped question	0

Figure 16. Statement set #14

Question 15:

The statements in question 15, resulted in a score of C+ as the overall most positive with a response of (25) 69.5% and A- as the most negative with a response of (17) 47.3%. The primary score for the inventory key according to the matrix would be five. With a B- response of (13) 36.1%, both secondary and tertiary matrix scores came in lower on the inventory matrix with a score of three as displayed by Figure 17.

15. Statement			Response Count
	+	-	
A. It is good policy to act as if you are doing the things you do because you have no other choice.	22.7% (5)	77.3% (17)	22
B. The biggest difference between most criminals and other people is that criminals are stupid enough to get caught.	31.6% (6)	68.4% (13)	19
C. Even the most hardened and vicious criminal has a spark of decency somewhere inside.	78.1% (25)	21.9% (7)	32
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 17. Statement set #15

Question 16:

Figure 18, identified a primary response score of A+ as the overall most positive with a total of (27) 75.1% and C- as the most negative with a response of (33) 91.7%. The primary score for the inventory key according to the matrix would be 3 or a lower middle. As there are no qualified deviations, secondary and tertiary scores would be identical to the primary, indicating a strong more valid response by way of consensus.

16. Statement	+	-	Response Count
A. All in all, it is better to be humble and honest than to be important and dishonest.	93.1% (27)	6.9% (2)	29
B. People who are able and willing to work hard have a good chance of succeeding in whatever they want to do.	90.9% (10)	9.1% (1)	11
C. If a thing does not help us in our daily lives, it is not very important.	0.0% (0)	100.0% (33)	33
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 18. Statement set #16

Question 17:

The statements in question 17, as seen in Figure 19, reflect a score of C+ as the overall most positive with a response of (23) 63.9% and A- as the most negative with a response of (30) 83.4%. The primary score for the inventory key according to the matrix would be three. The secondary response is identical to the primary, but with a B+ response of (14) 38.9, the tertiary matrix score would be five. Although both primary responses were high relative to their cross choice, the fact that a tertiary score moved from middle low to middle high is of interest.

17. Statement			Response Count
	+	-	
A. People should not be punished for breaking a law that they think is unreasonable.	0.0% (0)	100.0% (30)	30
B. Too many criminals are not punished for their crimes.	70.0% (14)	30.0% (6)	20
C. There is no excuse for lying to someone else.	100.0% (23)	0.0% (0)	23
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 19. Statement set #17

Question 18:

Figure 20, reflects a score of B+ as the overall most positive with a response of (24) or 66.7% and A- as the most negative with a response of (18) 50%. The primary score for the inventory key according to the matrix would be three. The secondary response is identical to the primary, but with a C- response of (13) 36.1%, the tertiary matrix score would be five moving it into the upper middle Mach V score.

18. Statement			
	+	-	Response Count
A. Generally speaking, people will not work hard unless they are forced to do so.	30.8% (8)	69.2% (18)	26
B. Every person is entitled to a second chance, even after committing a serious mistake.	82.8% (24)	17.2% (5)	29
C. People who cannot make up their minds are not worth bothering about.	27.8% (5)	72.2% (13)	18
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 20. Statement set #18

Question 19:

The statements in question 19, reflected a score of A+ as the overall most positive with a response of (30) 83.4% and B- as the most negative with a response of (20) 55.6 %. The point score for the inventory key according to the matrix would be five or upper middle. With a C- response of (16) 44.5%, both secondary and tertiary matrix scores shifted away from the upper middle and to the lower middle with a score of three as displayed in Figure 21. This raised a question as to consensus and the response to these statements.

19. Statement			Response Count
	+	-	
A. A person's first responsibility is to spouse, not to parents.	96.8% (30)	3.2% (1)	31
B. Most people are brave.	16.7% (4)	83.3% (20)	24
C. It is best to pick friends who are intellectually stimulating rather than ones who are comfortable to be around.	11.1% (2)	88.9% (16)	18
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 21. Statement set #19

Question 20:

The statements in question 20, as seen in Figure 22, reflect a score of C+ as the overall most positive with a response of (26) 72.3% and A- as the most negative with a response of (22) 61.2%. The primary score for the inventory key according to the matrix would be three or lower middle on the Mach V score sheet. As there are no qualified deviations, secondary and tertiary scores would be identical to the primary.

20. Statement			Response Count
	+	-	
A. There are very few people in the world worth concerning oneself about.	15.4% (4)	84.6% (22)	26
B. It is hard to get ahead without cutting corners here and there.	38.9% (7)	61.1% (11)	18
C. A capable person motivated for his or her own gain is more useful to society than a well-meaning but ineffective person.	89.7% (26)	10.3% (3)	29
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 22. Statement set #20

Question 21:

The statements in question 21, as seen in Figure 23, reflect a score of C+ as the overall most positive with a response of (28) 77.8% and A- as the most negative with a response of (32) 89%. The primary score for the inventory key according to the matrix would be three. As there are no qualified deviations, with both primaries scoring so highly, secondary and tertiary scores would be identical to the primary, indicating a higher unity of response.

21. Statement			Response Count
	+	-	
A. It is best to give others the impression that you can change your mind easily.	0.0% (0)	100.0% (32)	32
B. It is a good working policy to keep on good terms with everyone.	69.2% (9)	30.8% (4)	13
C. Honesty is the best policy in all cases.	100.0% (28)	0.0% (0)	28
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 23. Statement set #21

Question 22:

Figure 24 displays the statements for number 22 as a score of B+ the overall most positive with a response of (23) 63.9% and A- as the most negative with a response of (25) 69.5%. The primary score for the inventory key according to the matrix would be five, once again middle high, with the secondary response being identical to the primary. The tertiary response score, however, is worthy of note as with a C+ response of (12) 33.4%, displayed one of the few extremely high Mach V scores in the high Machiavellian tendency area.

22. Statement	+	-	Response Count
A. It is possible to be good in all respects.	7.4% (2)	92.6% (25)	27
B. To help oneself is good; to help others is even better.	92.0% (23)	8.0% (2)	25
C. War and threats of war are unchangeable facts of human life.	57.1% (12)	42.9% (9)	21
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 24. Statement set #22

Question 23:

The statements in question 23, as seen in Figure 25, reflect a score of C+ as the overall most positive with a response of (22) 61.2% and B- as the most negative with a response of (30) 83.4%. The primary score for the inventory key according to the matrix would be three or lower middle, with the secondary response as identical to the primary, but with an A+ response of (12) 33.4%, the tertiary matrix score would shift from lower to upper middle with a score of five.

23. Statement	+	-	Response Count
A. Barnum was probably right when he said that there is at least one sucker born every minute.	80.0% (12)	20.0% (3)	15
B. Life is pretty dull unless one deliberately stirs up some excitement.	9.1% (3)	90.9% (30)	33
C. Most people would be better off if they controlled their emotions.	88.0% (22)	12.0% (3)	25
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 25. Statement set #23

Question 24:

Figure 26, indicates a score of A+ as the overall most positive response with a (29) 80.6% and B- as the most negative with a response of (21) or 58.4%. The primary score for the inventory key according to the matrix would be upper middle Mach V or five. The secondary response is identical to the primary, but with a C- response of (15) 41.7%, the tertiary matrix score shifted to lower middle with a result of three.

24. Statement			
	+	-	Response Count
A. Sensitivity to the feelings of others is worth more than poise in social situations.	93.5% (29)	6.5% (2)	31
B. The ideal society is one in which all people know their place and accept it.	0.0% (0)	100.0% (21)	21
C. It is safest to assume that all people have a vicious streak and that it will come out when the chance arises.	28.6% (6)	71.4% (15)	21
		answered question	36
		skipped question	0

Figure 26. Statement set #24

Question 25:

The statements in question 25, as seen in Figure 27 reflect a score of C+ as the overall most positive with a response of (18) 50% and B- as the most negative with a response of (15) 41.7%. The primary score for the inventory key according to the matrix would be lower middle with a three. With an A- response of (14) 38.9%, both secondary and tertiary matrix scores would shifted together toward the upper middle with a five.

25. Statement			Response Count
	+	-	
A. People who talk about abstract problems usually do not know what they are talking about.	41.7% (10)	58.3% (14)	24
B. Anyone who completely trust anyone else is asking for trouble.	31.8% (7)	68.2% (15)	22
C. It is essential for the functioning of a democracy that everyone vote.	66.7% (18)	33.3% (9)	27
		<i>answered question</i>	36
		<i>skipped question</i>	0

Figure 27. Statement set #25

Table 2 provides a grey scale coded visual representation of primary, secondary and tertiary response groups by item number.

Table 2. *Mach V Inventory Grouping Scores by Item Number*

Item number	Primary	Secondary	Tertiary
6	3	3	5
7	3	3	3
8	3	5	5
9	3	1	1
10	3	3	5
11	5	5	5
12	3	3	3
13	3	3	3
14	3	3	1
15	5	3	3
16	3	3	3
17	3	3	5
18	3	3	5
19	5	3	3
20	3	3	3
21	3	3	3
22	5	5	7
23	3	3	5
24	5	5	3
25	3	5	5
Total Scores	90	88	96

Score color key	1	3	5	7
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White = 1 (Lower extreme Mach V score)

Light Grey = 3 (Lower Middle Mach V score)

Dark Grey = 5 (Upper Middle Mach V score)

Black = 7 (Upper extreme Mach V score)

Correlations in Primary, Secondary and Tertiary Matrix Response

The data displayed in Figure 28, represents the relation between primary, secondary and tertiary responses for the survey group to the Mach V inventory. Primary responses are all within the three to five point normal range with no responses shifting dramatically to either extreme. Secondary responses are similarly consistent with the sole exception of item nine, which indicates a matrix score of one or a very low Machiavellian tendency. Tertiary scores are correspondingly consistent within the norm with the sole exception of Item 22, which indicates a matrix score of seven or a very high Machiavellian tendency.

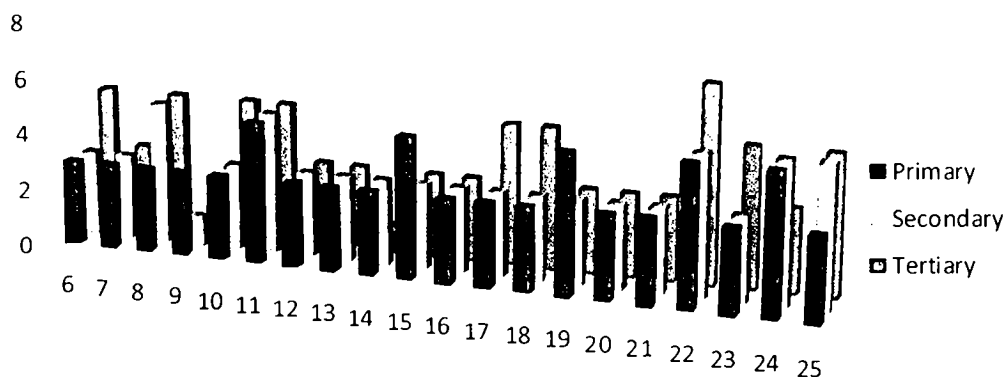


Figure 28. Items 6-25 vs. Matrix Score 1-7

Chapter V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The questions to be answered, "Is leadership subjugating ethical standards for political expediency, to what extent and to what advantage?" revolved around business cultural norms and standards associated with industrial organizations and the need for them to be an integral part of business leadership. Leadership was defined in both the positive and negative venues and examples of the ethical failure within high level leadership were cited.

Literature review further established a framework for identifying positive and negative characteristics as they relate to the issues of character and integrity in leadership. Additionally, the literature review addressed the third question of what possible advantages or consequences of leadership versus political expediency. Further, information garnered from the literature review was used in conjunction with input from peer review and the thesis committee to identify a validated survey instrument to utilize in identifying if ethical standards were being subjugated and to what extent.

The Mach V survey instrument, that attempts to measure Machiavellian tendencies within people, was offered to people in upper management positions at two Fortune 500 companies, three smaller companies and selected staff at Western Kentucky University. Their responses were collected and scored following the instrument guidelines.

Conclusions

In delineating industrial leadership, a process was established to identify if, and to what extent, persons in position of authority were abdicating their responsibilities to the industrial collective within their sphere of influence for their personal gain rather than the good of the whole.

Participants displayed consistency in regard to their responses as seen in Figure 28. The model was divided into primary, secondary and tertiary response groupings to avoid marginal numerical differences masking or missing a significant response through linear response analysis. In 75% of the responses, primary responses averaged exactly lower middle, a matrix score of three, with the other 25% being upper middle, a matrix score of five. Surprisingly, as both the lower middle and upper middle are considered to display no significant Mach V tendencies, for the primary response by the test group, no indications of strong Machiavellian tendencies were exhibited. Secondary and tertiary groupings were similarly consistent with only two responses deviating from the norm.

Table 2 in Chapter Four, provided an overhead view facilitating a pattern recognition perspective, allowing for improved integration of all three response groupings. Analogous to the results from the graph presentation of Figure 28, Table 2 shows that even the slightest marked deviation from the inventories norm is virtually nonexistent. Even the items 9 and 22, the only two responses to evaluate the medium or lower and upper middle, follow a trend in those groupings to either the lower

middle or upper middle and are almost entirely in the tertiary or most remote grouping, indicating a minority response.

Figure 26, the Mach V Attitude Inventory Score Key, identifies a score of 100 to be the neutral point for the determination of Machiavellian or self serving tendencies. With the primary, secondary and tertiary scores of 90, 88, and 96, respectively, all evenly distributed within an 8 point spread and below the neutral point, it can only be determined that this test group of respondents was less, rather than more, inclined to exhibit Machiavellian tendencies that might be prevalent for someone practicing political expediency in the work place.

Recommendation

Are people in positions of authority subjugating leadership styles/behaviors for political expediency to aid them in their advancement goals? The respondents in this study clearly do not display, or at least present through survey, any significant tendencies toward Machiavellianism, which would be an indication of such behavior. This addresses not only the first question of action, but the second question of extent as well. Without a measurably significant indication of these tendencies, it cannot be established that leaders are abdicating their ethical responsibilities in any meaningful way or to any considerable extent. The responses from this study refute the hypothesis that a Machiavellian renaissance is taking place in business leadership today, at least within the confines of the scope of respondents. This could be due to a self-conscious effort to select the answer or statement they felt was right verses the

decision they would have made had they encountered the actual circumstance in real life. Additionally, the majority of respondents were from industries and positions that do not readily provide them access to financial enticements such as large stock options or control of large sums of money.

It is surprising to note that in a group of this size a more substantial deviation in the selection of statements as a result of individual personalities and preferences was not indicated. The very consistency of the responses, in the primary, secondary and tertiary groupings could lead one to speculate that some aspect of the study was not identified or taken into account. For future studies, it might prove useful to include attributes such as regional, sub-cultural tendencies, or any other identifiable influences. It would, for instance, seem reasonable to question whether responses to the Mach V survey from large government lobbyist firms would garner the same result as respondents from a smaller business in a rural setting.

What are the advantages or consequences of practicing leadership versus politics? The answer to this third question is one of focus that segues into an issue of trust. Are leaders focused on what is good for the company, supervisors, peers, and those working in it, or are they focused on what is most advantageous for them alone? This leads to the issue of trust.

Trust is a vital bond in leadership. The ability to identify potential weaknesses in character, integrity or areas of improvement for leaders in positions that wield great influence could provide businesses and government with a vital tool to improve those institutions. This model, the Mach V inventory, along with the scoring and graphing method, can be such a tool, provided that careful consideration to social and cultural influences are taken into account.

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Appendix A

Elsevier Ltd. Permission for use of the Mach V survey instrument

Dear Dr. Mark Leonhardt,

We hereby grant you permission to reproduce the material detailed below in **an online survey** at no charge subject to the following conditions:

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Yours sincerely

Kayleigh Harris

Rights Assistant

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Appendix B

Mach V Attitude Inventory Questioner

Directions:

This survey is broken down into two parts. The first part: Questions 1-5 are logistical.

Part 1: Please answer Questions 1-5 as they pertain to you and your managerial position or history.

1. How many people do you supervise or manage?

- A. 1-10
- B. 11-100
- C. More than 100

2. How many people does your company employ?

- A. 1-100
- B. 100-1000
- C. Greater than 1000

3. What is your gender?

- A. Female
- B. Male

4. What is your age?

- A. 18-29
- B. 30-45
- C. 46 and over

5. What is your highest educational achievement?

- A. H.S. diploma to some College
- B. Bachelors or Masters
- C. Doctorate or greater

Part 2:

The second part: Questions 6-25 consists of 20 groups of statements. Each statement refers to a way of thinking about people or things in general. They reflect opinions and not matters of fact – There are no “Right” or “Wrong” answers and different people have been found to agree with different statements.

Please read each of the three statements in each group. Then decide first which of the statements is most true or comes closest to describing your own beliefs. Circle a Plus (+) in the space provided to the right of that statement.

Then decide which of the remaining two statements is most false or the farthest from your own beliefs. Circle a Minus (-) in the space provided to the right of that statement. In each group there will be only one Plus (+) and one (-). In each group of statements, you will leave one statement un marked.

Example:

- | | | |
|------------------------------------------------------------------------------------------------------|-----|-----|
| A. It is easy to persuade people but hard to keep
them persuaded. | + | - |
| B. Theories that run counter to common sense are
A waste of time. | (+) | - |
| C. It is only common sense to go along with what
Other people are doing and not be too different. | + | (-) |

In this case, statement B would be the one you believed in the most strongly, while A and C would be ones that are not as characteristic of your opinion. Statement C would be the one you believe in least strongly and is least characteristic of your beliefs.

You will find some of the choices easy to make; others will be quite difficult. Do not fail to make a choice no matter how hard it may be. You will mark two statements in each group of three, the one that come closest to your own beliefs with a (+) and the one farthest from your beliefs with a (-). The remaining statement should be left unmarked.

PLEASE DO NOT OMIT ANY GROUPS OF STATMENTS

6. Statement

A. It takes more imagination to be a	+	-
successful criminal than a		
successful business person.		

B. The phrase "the road to hell is	+	-
paved with good intentions" contains		
a lot of truth.		

C. Most people forget more easily	+	-
the death of their parents than the		
loss of their property.		

7. Statement

A. People are more concerned with	+	-
the car they drive than with the		
clothes their spouses wear.		

B. It is very important that	+	-
imagination and creativity in children		
be cultivated.		

C. People suffering from incurable diseases should have the choice of being put painlessly to death.	+	-
------------------------------------------------------------------------------------------------------	---	---

8. Statement

A. Never tell anyone the real reason you did something unless it is useful to do so.	+	-
--------------------------------------------------------------------------------------	---	---

B. The well-being of the individual is the goal that should be worked for before anything else.	+	-
-------------------------------------------------------------------------------------------------	---	---

C. Once a truly intelligent person makes up his mind about the answer to a problem he rarely continues to think about it.	+	-
---------------------------------------------------------------------------------------------------------------------------	---	---

9. Statement

A. People are getting so lazy and self-indulgent that it is bad for our country.	+	-
----------------------------------------------------------------------------------	---	---

B. The best way to handle people is + -
to tell them what they want to hear.

C. It would be a good thing if people + -
were kinder to others less fortunate
than themselves.

10. Statement

A. Most people are basically good + -
and kind.

B. The best criterion for a wife or + -
husband is compatibility-other
characteristics are nice but not
essential.

C. Only after you have gotten what + -
you want from life should you
concern yourself with the injustices
in the world.

11. Statement

A. Most people who get ahead in the	+	-
world lead clean, moral lives.		

B. Any person worth his salt should	+	-
not be blamed for putting career		
above family.		

C. People would be better off if they	+	-
were concerned less with how to do		
things and more with what to do.		

12. Statement

A. A good teacher is one who point	+	-
out unanswered questions rather		
than gives explicit answers.		

B. When you ask someone to do	+	-
something for you, it is best to give		
the real reasons for wanting it rather		
than giving reasons that might carry		
more weight.		

C. A person's job is the best single	+	-
guide to the sort of person he or she		
is.		

13. Statement

A. The construction of such	+	-
monumental works as the Egyptian		
pyramids was worth the		
enslavement of the workers who		
built them.		

B. Once a way of handling problems	+	-
has been worked out it is best to		
stick to it.		

C. You should take action only when	+	-
you are sure that it is morally right.		

14. Statement

A. The world would be a much better	+	-
place to live in if people would let the		
future take care of itself and concern		
themselves only with enjoying the		
present.		

B. It is wise to flatter important people. + -

C. Once a decision has been made, it is best to keep changing it as new circumstances arise. + -

15. Statement

A. It is good policy to act as if you are doing the things you do because you have no other choice. + -

B. The biggest difference between most criminals and other people is that criminals are stupid enough to get caught. + -

C. Even the most hardened and vicious criminal has a spark of decency somewhere inside. + -

16. Statement

A. All in all, it is better to be humble	+	-
and honest than to be important and		
dishonest.		

B. People who are able and willing	+	-
to work hard have a good chance of		
succeeding in whatever they want to		
do.		

C. If a thing does not help us in our	+	-
daily lives, it is not very important.		

17. Statement

A. People should not be punished	+	-
for breaking a law that they think is		
unreasonable.		

B. Too many criminals are not	+	-
punished for their crimes.		

C. There is no excuse for lying to	+	-
someone else.		

18. Statement

A. Generally speaking, people will	+	-
not work hard unless they are forced		
to do so.		

B. Every person is entitled to a	+	-
second chance, even after		
committing a serious mistake.		

C. People who cannot make up their	+	-
minds are not worth bothering		
about.		

19. Statement

A. A person's first responsibility is to	+	-
spouse, not to parents.		

B. Most people are brave.	+	-
---------------------------	---	---

C. It is best to pick friends who are	+	-
intellectually stimulating rather than		
ones who are comfortable to be		
around.		

20. Statement

A. There are very few people in the	+	-
world worth concerning oneself		
about.		

B. It is hard to get ahead without	+	-
cutting corners here and there.		

C. A capable person motivated for	+	-
his or her own gain is more useful to		
society than a well-meaning but		
ineffective person.		

21. Statement

A. It is best to give others the	+	-
impression that you can change		
your mind easily.		

B. It is a good working policy to keep	+	-
on good terms with everyone.		

C. Honesty is the best policy in all	+	-
cases.		

22. Statement

A. It is possible to be good in all respects.	+	-
-----------------------------------------------	---	---

B. To help oneself is good; to help others is even better.	+	-
------------------------------------------------------------	---	---

C. War and threats of war are unchangeable facts of human life.	+	-
-----------------------------------------------------------------	---	---

23. Statement

A. Barnum was probably right when he said that there is at least one sucker born every minute.	+	-
------------------------------------------------------------------------------------------------	---	---

B. Life is pretty dull unless one deliberately stirs up some excitement.	+	-
--------------------------------------------------------------------------	---	---

C. Most people would be better off if they controlled their emotions.	+	-
-----------------------------------------------------------------------	---	---

24. Statement

A. Sensitivity to the feelings of others	+	-
is worth more than poise in social situations.		

B. The ideal society is one in which	+	-
all people know their place and accept it.		

C. It is safest to assume that all	+	-
people have a vicious streak and that it will come out when the chance arises.		

25. Statement

A. People who talk about abstract	+	-
problems usually do not know what they are talking about.		

B. Anyone who completely trust	+	-
anyone else is asking for trouble.		

C. It is essential for the functioning	+	-
of a democracy that everyone vote.		

Appendix C

Human Subjects Review Board Permission



A LEADING AMERICAN UNIVERSITY WITH INTERNATIONAL REACH
HUMAN SUBJECTS REVIEW BOARD

In future correspondence, please refer to HS10-105, November 13, 2009

Mark Leonhardt
c/o Dr. Arbuckle
AMS
WKU

Mark Leonhardt:

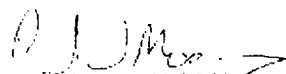
Your research project, *Replacing Workplace Leadership with Political Expedience*, was reviewed by the HSRB and it has been determined that risks to subjects are: (1) minimized and reasonable; and that (2) research procedures are consistent with a sound research design and do not expose the subjects to unnecessary risk. Reviewers determined that: (1) benefits to subjects are considered along with the importance of the topic and that outcomes are reasonable; (2) selection of subjects is equitable; and (3) the purposes of the research and the research setting is amenable to subjects' welfare and producing desired outcomes; that indications of coercion or prejudice are absent; and that participation is clearly voluntary.

1. In addition, the HSB found that you need to orient participants as follows: (1) signed informed consent is not required; (2) Provision is made for collecting, using and storing data in a manner that protects the safety and privacy of the subjects and the confidentiality of the data; (3) Appropriate safeguards are included to protect the rights and welfare of the subjects.

This project is therefore approved at the Expedited Review Level until December 15, 2009.

2. Please note that the institution is not responsible for any actions regarding this protocol before approval. If you expand the project at a later date to use other instruments please re-apply. Copies of your request for human subjects review, your application, and this approval, are maintained in the Office of Sponsored Programs at the above address. Please report any changes to this approved protocol to this office. A Continuing Review protocol will be sent to you in the future to determine the status of the project. Also, please use the stamped approval forms to assure participants of compliance with The Office of Human Research Protections regulations.

Sincerely,


Paul J. Mooney, M.S.T.M.
Compliance Coordinator
Office of Sponsored Programs
Western Kentucky University



cc: HS file number Leonhardt HS10-105

PROJECT # HS10-105
APPROVED 11/13/09 to 12/15/09
EXEMPT EXPEDITED FULL BOARD
DATE APPROVED 11/13/09