LEADERSHIP INSTRUMENT

Ethics and morals often are regarded as very personal, and we resist having others judge us about them. We also resist judging others. Perhaps for this reason, very few questionnaires have been designed to measure ethical leadership. To address this problem, Craig and Gustafson (1998) developed the Perceived Leader Integrity Scale (PLIS), which is based on utilitarian ethical theory. The PLIS attempts to evaluate leaders' ethics by measuring the degree to which coworkers see them as acting in accordance with rules that would produce the greatest good for the greatest number of people. Craig and Gustafson found PLIS ratings to be strongly and positively related to subordinates' job satisfaction, and negatively related to their desire to quit their jobs.

Parry and Proctor-Thomson (2002) used the PLIS in a study of 1,354 managers and found that perceived integrity was positively related to transformational leadership. Leaders who were seen as transformational were also seen as having more integrity. In addition, the researchers found that perceived integrity was positively correlated with leader and organizational effectiveness.

By taking the PLIS, you can try to assess the ethical integrity of a leader you know, such as a supervisor or leader of a group or organization of which you are a member. At the same time, the PLIS will allow you to apply the ideas we discussed in the chapter to a real-world setting. By focusing on observers' impressions, the PLIS represents one way to assess the principle of ethical leadership.

In addition, the PLIS can be used for feedback to employees in organizations and as a part of leadership training and development. Finally, if used as part of an organizational climate survey, the PLIS could be useful as a way of identifying areas in an organization that may need an ethics intervention (Craig & Gustafson, 1998).

Perceived Leader Integrity Scale (PLIS)

Instructions: The following items concern your perceptions of another person's behavior. Circle responses to indicate how well each item describes the person you are rating.

Key: 1 = Not at all   2 = Barely   3 = Somewhat   4 = Well

1. Puts his or her personal interests ahead of the organization   1 2 3 4

2. Would risk other people to protect himself or herself in work matters   1 2 3 4

3. Enjoys turning down requests   1 2 3 4

4. Deliberately fuels conflict between other people   1 2 3 4

5. Would blackmail an employee if she or he thought she or he could get away with it   1 2 3 4

6. Would deliberately exaggerate people's mistakes to make them look bad to others   1 2 3 4

7. Would treat some people better if they were of the other sex or belonged to a different ethnic group   1 2 3 4

8. Ridicules people for their mistakes   1 2 3 4

9. Can be trusted with confidential information   1 2 3 4

10. Would lie to me   1 2 3 4

11. Is evil   1 2 3 4

12. Is not interested in tasks that don't bring personal glory or recognition   1 2 3 4

13. Would do things that violate organizational policy and then expect others to cover for him or her   1 2 3 4

14. Would allow someone else to be blamed for his or her mistake   1 2 3 4

15. Would deliberately avoid responding to email, telephone, or other messages to cause problems for someone else   1 2 3 4

16. Would make trouble for someone who got on his or her bad side   1 2 3 4

17. Would engage in sabotage against the organization   1 2 3 4

18. Would deliberately distort what other people say   1 2 3 4

19. Is a hypocrite   1 2 3 4

20. Is vindictive   1 2 3 4

21. Would try to take credit for other people's ideas   1 2 3 4

22. Likes to bend the rules   1 2 3 4

23. Would withhold information or constructive feedback because he or she wants someone to fail   1 2 3 4

24. Would spread rumors or gossip to try to hurt people or the organization   1 2 3 4

25. Is rude or uncivil to coworkers   1 2 3 4

26. Would try to hurt someone's career because of a grudge   1 2 3 4

27. Shows unfair favoritism toward some people   1 2 3 4

28. Would steal from the organization   1 2 3 4

29. Would falsify records if it would help his or her work situation   1 2 3 4

30. Has high moral standards   1 2 3 4

Scoring

The PLIS measures your perceptions of another person's integrity in an organizational setting. Your responses on the PLIS indicate the degree to which you see that person's behavior as ethical.

Score the questionnaire by doing the following. First, reverse the scores on items 9 and 30 (i.e., 1 becomes 4, 2 becomes 3, 3 becomes 2, and 4 becomes 1). Next, sum the responses on all 30 items. A low score on the questionnaire indicates that you perceive the person you evaluated to be highly ethical. A high score indicates that you perceive that person to be very unethical. The interpretation of what the score represents follows.