

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

SOURCE: Adapted from a version of the PLIS that appeared in *Leadership Quarterly*, 9(2), S. B. Craig and S. B. Gustafson, "Perceived Leader Integrity Scale: An Instrument for Assessing Employee Perceptions of Leader Integrity," pp. 143–144, 1998. Used with permission of the authors.

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.

Scoring Interpretation

Your score is a measure of your perceptions of another person's ethical integrity. Based on previous findings (Craig & Gustafson, 1998), the following interpretations can be made about your total score:

- 30–32 High ethical: If your score is in this range, it means that you see the person you evaluated as highly ethical. Your impression is that the person is very trustworthy and principled.
- 33–45 Moderate ethical: Scores in this range mean that you see the person as moderately ethical. Your impression is that the person might engage in some unethical behaviors under certain conditions.
- 46–120 Low ethical: Scores in this range describe people who are seen as very unethical. Your impression is that the person you evaluated does things that are dishonest, unfair, and unprincipled almost any time he or she has the opportunity.