Complete the self-assessment to better understand your management style and strengths.

SELF-ASSESSMENT 3.3

NARCISSISM

For each of the following statements, indicate the degree to which you think each describes you by writing the appropriate number.

1 = Does not sound like me at all   3 = Sounds like me

2 = Does not sound like me   4 = Sounds a lot like me

_____ 1. I see myself as a good leader.

_____ 2. I know that I am good because everyone tells me so.

_____ 3. I can usually talk my way out of anything.

_____ 4. Everybody likes to hear my stories.

_____ 5. I expect a great deal from other people.

_____ 6. I am assertive.

_____ 7. I like to display my body.

_____ 8. I find it easy to manipulate other people to get what I want.

_____ 9. I don't need anyone to help me to get things done.

_____ 10. I insist on getting the respect I deserve.

_____ 11. I like having authority over other people.

_____ 12. I enjoy showing off.

_____ 13. I can read people like a book.

_____ 14. I always know what I am doing.

_____ 15. I will not be satisfied until I get all that I deserve.

_____ 16. People always seem to recognize my authority.

_____ 17. I enjoy being the center of attention.

_____ 18. I can make anybody believe anything.

_____ 19. I seem to be better at most things than other people.

_____ 20. I get upset when people don't notice me or recognize my accomplishments.

_____ 21. I enjoy being in charge and telling people what to do.

_____ 22. I like to be complimented.

_____ 23. I can get my way in most situations.

_____ 24. I think I am a special person.

_____ 25. I deserve more than the average person, because I am better than most people.

_____ 26. I have a natural talent for leadership.

_____ 27. I like to look at myself in the mirror.

(Continued)

(Continued)

_____ 28. I know how to get others to do what I want.

_____ 29. The world would be a better place if I was in charge.

_____ 30. I am going to be a great person.

Scoring Key

Desire for power and leadership (L): add up scores for items: 1, 6, 11, 16, 21, and 26.
Total: _____

Need for admiration and self-admiration (SA): add up scores for items: 2, 7, 12, 17, 22, and 27.
Total: _____

Exploitiveness (EX): add up scores for items: 3, 8, 13, 18, 23, and 28.
Total: _____

Arrogance and a sense of superiority (A): add up scores for items: 4, 9, 14, 19, 24, and 29.
Total: _____

Sense of Entitlement (ET): add up scores for items: 5, 10, 15, 20, 25, and 30.
Total: _____

Add up the total for the five subscales: _____ (30 lowest to 120 highest possible score).

Interpreting Your Score

The five subscales are the key factors in narcissism. The highest possible total in each subscale is 24, with a highest possible total score of 120. The higher your scores, the more narcissistic characteristics you have. Some degree of narcissism is associated with healthy self-esteem and effective leadership.

Sources: Based on Emmons, R. A. (1987). Narcissism: Theory and measurement. *Journal of Personality and Social Psychology, 52,* 11–17; Raskin & Hall (1979); Rosenthal, S. A., & Pittinsky, T. L. (2006). Narcissistic leadership. *The Leadership Quarterly, 17:* 617–633.

destructive narcissistic leaders self-promote, deceive and manipulate others, respond poorly to criticism and feedback, and blame others for their failures.[42] Positive narcissistic leaders may have an exaggerated sense of self and entitlement, but they use their self-confidence, power, and influence to achieve organizational goals. They are often charming and initially well liked.

Extraverts Live
Happier Lives

Does Presidential
Personality
Matter?

Proactive Personality

Do you know someone who can identify opportunities, take initiatives, and persevere even when blocked by obstacles? No matter what happens, that person seems to stay positive and keep going. Chances are that the person has a *proactive personality*. Proactives believe that they control events in their lives and attribute things that happen to them, particularly positive events, to their own efforts or abilities.[43] Research indicates that proactives have more job satisfaction and a more positive outlook about their career and life. Because of these characteristics, proactive people are more likely to create change and be