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Machiavellian project managers: do they perform better?

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This study looks at the value of political skill in the field of project management. Its aim is to look for a relationship between the political skill of the project manager and the outcome in the shape of personal rewards for him. Although the word 'politics' has unpleasant overtones for many people, if political skill is related to personal success, a trainee project manager would do well to overcome any distaste he feels and cultivate Machiavellian skills in parallel with his technical skills. Primary data was obtained from a population of project managers and a linear regression equation for the project manager's salary is developed. No support was found for a relationship between Machiavellianism and success in project management. Copyright © Elsevier Science Ltd and IPMA

The Machiavellian view of business

Nicolo Machiavelli was born in Florence in 1469, where he worked as a civil servant. Machiavelli described himself as an analyst, who: "... has acquired a knowledge of the actions of great men from a long experience of contemporary affairs and a continual study of antiquity"[1]. In his later life, he distilled his experience of politics into *The Prince*, one of the earliest handbooks on the art of leadership. Based on personal experience and an analysis of history, Machiavelli advised political leaders how to acquire power, resist aggression and control subordinates. Machiavelli's pessimistic view of his fellow man is best summed up by his comment: "Men are in general ungrateful, fickle, false, cowardly, covetous, but as long as you succeed, they are yours entirely". For this reason, Machiavelli warns that when power is at stake, questions of morality are irrelevant—lying, deceit and manipulation are legitimate tactics. While proponents of ethics and morality concentrate on 'playing the game', Machiavelli concentrates on winning the game by whatever means are most effective.

Writers claim that Machiavelli's advice has been followed by rulers throughout the ages, and represents the reality of what leaders do when faced with situations which threaten their power and influence, even if they are unwilling to admit it[2]. Apart from the field of government, is there a profession where Machiavelli's wisdom can be applied today? The necessary conditions are an environment where competing states are ruled absolutely by powerful men, where territory is gained by conquest, where aggression and enterprise are rewarded with riches and where extinction is the price of failure. The modern corporation seems to match this description exactly, the corporation can be viewed not as something different from a state with some interesting similarities, but as a state with some unimportant differences[3]. The modern enthusiasm for 'good' and 'democratic' business practices tends to obscure the reality that the tactics by which executives achieve, maintain and exercise power do not depart substantially from the advice given by Machiavelli[4].

The business literature tells us that Machiavellian beliefs are widely held in contemporary boardrooms, but a search has revealed no references to their application in the field of project management. The purpose of this paper is to examine if a Machiavellian belief system brings advantages to the project manager.

The project as a principality

The comparison between the mediaeval state and the modern corporation has led writers to suggest that the use of Machiavellian tactics is related to success for the chief executive, but is it useful for a project manager to adopt the belief system and behaviour patterns which Machiavelli advises for the ruler of a small kingdom or principality?

It is often stated in the literature of project management that the survival of a project manager depends to a high degree on the strength of the alliances which he can forge with powerful stakeholders, and by his success in competition with other interests within the firm[5]. As it is unlikely that all stakeholders in a project have the same objectives, conflict can be expected throughout the enterprise, and it seems that project management is not for the

faint-hearted[6]. Projects always involve change, and Machiavelli warns that:

> ... there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions, and only lukewarm defenders in those who may do well under the new[1].

The project manager must fight on two fronts at the same time, as depicted in *Figure 1*. His task is to produce the technical deliverables of the project with a team whose members are seconded from different parts of the firm and who therefore have other loyalties. To create an effective team with such people, the project manager should identify their primary loyalties, emphasise overlaps with the project's goals and thus form an internal coalition with them[6].

> He who can command, and by his energy and resolution keeps the whole people encouraged, will never find himself deceived in them[1].

A project manager is seldom a member of the firm's top management, and to ensure access to the resources he requires, the support of at least one project champion is required[7]. The wise project manager understands the need to support his champion by building an *external coalition* of senior managers which will support the project in the highest councils of the firm. For this reason, the need for political awareness is emphasised by some writers[6]. It is concluded that the similarity between a project and a principality is significant, and it is therefore conjectured that Machiavellian beliefs and behaviour may be an advantage for the project manager.

The need for power

As Allison puts it: "Power is an elusive blend of bargaining advantages, skill, and will in using bargaining advantages"[8]. Many writers make the point that the outcome of a project is critically dependent on the ability of the project manager to increase his power[5,6,9,10]. The higher the level of power a project manager possesses, the more task-oriented he can be, and since the autocratic style is recommended for the central stages of a project, a high level of power appears to be related to his success[2,4].

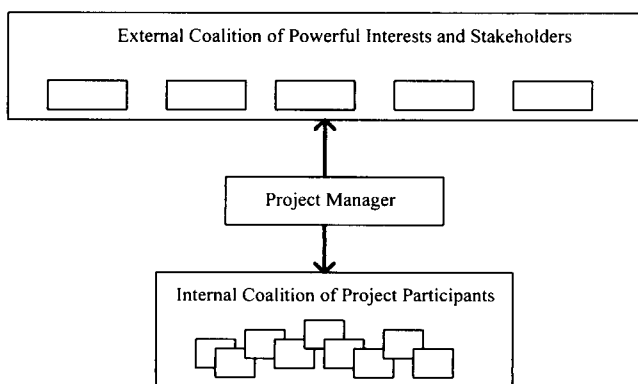The term 'politics' tends to be associated only with underhand activities and conflict. Although the political tool kit includes the weapons of deception and deceit, there is nothing intrinsically immoral about activities which are aimed at achieving power. Politics, if skilfully used, need not lead to ill-feeling, double dealing or conflict. Politics are no more immoral than competition, which is usually referred to as 'healthy'. Political power is the highest form of managerial power, the 'black belt' of management skills[6].

Power is relative, in the sense that the source of the leader's power lies not in himself, but in his followers, since he can only exercise the power which the followers allow. Manipulation is a powerful tool for exercising power, as it allows the leader to gain more power over his followers than they would otherwise grant[4]. Since manipulation is a key skill in the political tool kit, and is recommended by Machiavelli, it might be conjectured that the use of manipulation will be associated with success. However, manipulation is only successful if the manipulated are not aware of the process, for when people feel they are being manipulated, there is a rapid build-up of resentment and resistance which reduces a team's performance. For this reason, perhaps Machiavellian tactics with their reliance on manipulation are less appropriate to the team of sophisticated technicians which the typical project manager leads.

Measuring political ability

There appears to be a consensus in the literature that the project manager should be skilled in political activity, but how can this ability be measured? In 1970, two psychologists, Christie and Geis, concluded that since the advice and rules which Machiavelli set out so clearly had stood the test of time as a basis for successful political action, they might form the basis of a scale to measure political ability[11]. A questionnaire comprising 20 questions was devised and tested, now known as the Mach IV scale which has become a standard test for a personality construct called 'Machiavellianism', which is considered by social psychologists to be a measure of political ability.

The phrase 'High Mach' has become an accepted short hand in the literature for people who score highly on the Mach IV scale. In a series of 70 experiments, Christie and Geis demonstrated that High Machs are different from Low Machs, and in particular: "High Machs manipulate more, win more, are persuaded less, persuade others more"[11].

The Machiavellian personality

The essential elements of the Machiavellian personality as defined by Christie and Geis are summarised in *Table 1*. The High Mach generally has an unflattering opinion of others and a cynical view of people in general. He is more likely to be found in unbalanced situations, and will do much better in ambiguous situations where he can create structures which are to his own advantage. The Low Mach tends to treat other people as individuals, while Highs treat people as thinking objects. Highs do not behave in a vicious or punitive way towards others. Given an appropriate incentive, they simply exploit whatever resources are available to gain advantage, and this includes any Lows who are available[11].

High Machs are not inflexible to change or defensive about their shortcomings. The more reason, incentive or reward the High Mach is offered, the more readily he will adopt change. Low Machs can also be induced to learn and

Figure 1 The internal and external coalitions

Table 1 Summary of the High Machiavellian personality

Lack of emotional involvement in interpersonal relationships, being cool and distant, treating people as objects to be manipulated.

Lack of concern for traditional morality. Deceit is considered to be utilitarian rather than reprehensible.

Low ideological commitment, that is, a focus on maintaining oneself in power rather than on inflexible ideals.

[*Source:* Turner and Martinez, 1977: 325]

change, but they can be induced to change for irrational reasons such as an appeal to beliefs and moral values. Lows are likely to do what another person wishes just because he wishes it, in other worlds, they are a 'soft touch'. High Machs have a disregard of others as individuals and tend to stereotype them as weak and subject to pressure, while the Lows allow themselves to be out-manoeuvred while clinging to their idealistic pre-conception of how people ought to behave. A summary of the principal differences between the High Mach and Low Mach personalities is given in *Table 2*.

Christie and Geis found that High Machs tend to win consistently and predictably in the setting of a laboratory experiment, provided the following three conditions are met:

1. Subjects interact face to face with others.
2. There is latitude for improvisation.
3. There is much detail which is irrelevant to winning.

They predicted that, provided these three conditions were present, their results would translate to the business world, and they published one or two limited studies to support this view.

Manipulation

The characteristic behaviour which High Machs exhibit is successful manipulation. Manipulation is defined as: "To operate on the mind or intelligence, with skill"[12]. Manipulation is a zero-sum game, where the winner gets more than his fair share and the loser gets less. In bargaining situations, Highs do better than Lows because Lows are easily distracted from the task in hand by the interpersonal activity which surrounds it, and because Lows are not good at improvising repartee and strategy at the same time.

In the laboratory, High Machs appear to weigh up the situation and then test the limits of how much they can get away with. High Machs thrive when ambiguity obscures the claims of Low Machs for fair play and justice. The High Mach probably has an acute sense of timing on social occasions, based on what will work at that moment, not on sensitivity to other people. In post-session discussion of laboratory experiments which involved cheating, High Machs confessed to lying less than Lows.

What happens when one 'gets Mach'ed'?

Lows characteristically 'get Mach'ed' by Highs during bargaining. The lack of correlation of Mach scores and IQ

scores rules out the possibility that intellectual ability provides an explanation. It looks as though the Lows are more heedless than helpless. The High pursues the task goal of maximising his gain, while the Low is more interested in the process, and before he knows it, he finds himself manoeuvred into a position, often a worse one. There is often little he can do about it other than grin and bear it, or complain about lack of 'fairness'. The High concentrates on the external task and initiates control over the structure of the encounter. The Low is open to the personal presence of the High, follows along with the High's structure and emerges from the process forced to face up to the reality of the way things have become. The High Mach can obtain his results in periods as short as 5 minutes to a few hours[11].

Machiavellian characteristics of the project setting

Since the publication of the Christie and Geis experiments, a wide range of studies have looked at Machiavellianism in business settings, with mixed results. In his survey of this body of work, Vleeming[13] criticised a number of the studies because the authors did not show that the situation exhibited the three conditions necessary for a High Mach to win (face to face interaction, latitude for improvisation and much irrelevant detail). To avoid this error in the present study, the project management literature has been searched to determine if the project setting conforms with the three conditions.

Turner proposes a ranked list of characteristics of the effective project manager, which he has validated many times by questioning his MSc(PM) students[9]. It is reproduced as *Table 3*. Three items on the list, namely negotiation, communication and self-assurance, confirm the importance of face-to-face interaction. "Face-to-face meetings are the setting where project members obtain and give commitment to each other"[6]. It is considered that the first condition is fulfilled.

Problem-solving ability ranks high in *Table 3*. Given the uniqueness which is a characteristic of a project undertaking and the continuous change as it progresses through its life cycle, the need for problem-solving ability confirms that there is typically ample scope for improvisation in a project, and it is considered that the second condition is fulfilled.

The inclusion of perspective in *Table 3* confirms that projects contain a welter of detail from which the key features must be extracted. "The ability to filter relevant information from a dull matrix of irrelevance is an important skill"[5]. It is considered that the third condition is fulfilled.

Machiavellianism in managers

Christie and Geis predicted that Low Mach managers would be more suited to administrative positions in tightly

Table 2 Key differences between the High and Low Mach

High Machs	Low Machs
Resistant to social influence	Susceptible to social influence
Focuses on *Task*	Focuses on *Person*
Initiates and controls structure	Accepts and follows structure

[*Source:* Christie and Geis, 1970: 285]

Table 3 Characteristics of an effective project manager

1 Focused on results
2 Problem-solving ability
3 Energy and initiative
4 Self-assured leader
5 Perspective—the helicopter mind
6 Communication ability
7 Negotiating ability

[*Source:* Turner, 1993: 427]

structured organisations, while High Mach managers would be more suited to positions which amount to detached service where they can wheel and deal to the advantage both of themselves and their organisation[11]. The description 'detached service' may be applicable to the typical project because the purpose of the project structure is to create a separate organisational entity.

The project manager is invariably a person of above average intelligence who can be expected to be capable of successful manipulation. He must be capable of dealing with the politics of the external coalition, and one cannot envisage that a person who is consistently 'Mach'ed' by others would be attracted to or entrusted with the job of project manager. From these considerations, it might be conjectured that a significant relationship would be found between the High Mach personality and success in project management.

Measuring success

How do we measure the success and failure of a project? De Wit[14] expresses success by two variables:

1. *Effectiveness:* Defined as measuring whether project goals have been met or not.
2. *Efficiency:* Defined as measuring the percentage of management cost to total project cost.

Turner lists six criteria by which project effectiveness may be judged, but notes that since the criteria are subjective and measurements are difficult to take simultaneously, project effectiveness is hard to measure[9]. Although examples have been found where the effectiveness of projects is ranked within a single company, no method has been found to measure effectiveness between companies, far less between industries.

If it is difficult to measure the success of projects, how then does one determine if a project manager is successful? Many organisations have a method of measuring whether a project manager has delivered the project's objectives within time and budget, but de Wit notes that such measurements are often unreliable, not least because the estimates against which the project manager is measured are often revised shortly before the assessment is made[14].

For the project manager, success or failure (however measured) is often not the issue—it is the perception of success or failure in the eyes of the senior stakeholders which counts[5]. This perception can be expected to govern the rewards which the project manager receives in the form of pay. Even though it is an indirect and imperfect measure, pay is considered to be the best available way of measuring job performance across companies and industries.

Hypothesis

The purpose of this study is to ascertain if a Machiavellian personality is related to project success and rewards for the project manager. The study aims to disprove two null hypotheses:

H1: That line managers and project managers do not differ significantly in their levels of Machiavellianism.
H2: That a Machiavellian personality has no effect on the project manager's performance.

Methodology

The questionnaire was administered by post, which introduces the bias of self-selection and the possibility of untruthful responses. The question: "Is the Machiavellian person so cunning that he manipulates his score?" was put several times to the author. This question has been examined by Christie and Geis who found no evidence to support the idea that people who are strongly Machiavellian lie when completing the Mach IV questionnaire[11].

Sampling frame

Since the title 'project manager' is often used carelessly to describe an unqualified person thrust into the role, it was considered that an objective test was required to decide whether a person is a project manager or not. It was therefore decided to define the survey population to include only people with a professional qualification in project management. Two non-probability samples were taken. The first sample of 103 hold the University of Cranfield master's degree in project management MSc(PM), and was taken from the Cranfield graduate yearbook dated 1993. A second sample of 100 was taken from the Association of Project Manager's membership list on 1 August 1994.

Personal rewards

Following the precedent set by other researchers in the field[15,16], the project manager's performance was measured by his salary.

Machiavellianism

The variable Machiavellianism was measured by the Mach IV scale, details of which are given in Appendix 2.

Survey method

A pilot survey was conducted using a population of 20 project managers from the author's company, and the respondents were interviewed to clarify their responses and to tune the questionnaire. In the main survey, a self-administered questionnaire (included as Appendix 2) was mailed to 203 people, and 96 usable responses were received. Because of the difficulties of definition referred to above, a question was included asking the respondent to identify himself as a project manager, a line manager, neither or both. Responses were rejected if the respondent identified himself as neither a project manager nor a line manager.

Six per cent of the respondents said that they were self-employed, and some thought was given as to whether to use this data or not, because the salary of a self-employed person may not be comparable with that of an employee as it often excludes significant payments in other forms, for example dividends. Based on the evidence of his writings, Machiavelli might say that the self-employed are mercenaries, and are not part of the state. "The fact is, mercenaries have no other attraction or reason for taking to the field than a trifle of stipend"[1]. However, after some deliberation, such people were considered to be part of the population under investigation, and their data was included.

Findings

Since the questions are not interdependent, the Cronbach

Table 4 Machiavellian scores of different samples—Student's *t*-test

Sample	No.	Mean	SD	*t* value	Probability	Reference
Purchasing managers (male)	98	98.0	12.6	2.2	>0.05 (n.s.)	Chonko (1982)
Project managers	96	95.8	12.3			Present research
Managers	102	95.8	12.7	0	>0.05 (n.s.)	Okanes & Murray (1980)
Marketers	1076	85.7	13.2	8.0	<0.01	Hunt & Chonko (1984)
Middle managers	75	85.0	13.5	8.6	<0.01	Hollon (1983)
Non-institutionalised US adults	1482	84.5		8.9	<0.01	National Public Opinion Research Centre (1963)

[See Appendix 1: Statistical notes].

alpha coefficient[16] was calculated by the split-half formula and found to be 0.66. This is less than the figure of 0.79 reported by Christie and Geis for their studies, but is comparable with other field studies[13].

Mach IV scores

The mean score on the Mach IV scale for the sample was 95.8, and the standard deviation (S.D.) was 12.3. The results of the present research are set in context in *Table 4* with other findings culled from the literature, where it is seen that there is no statistically significant difference between the Mach scores of the population of project managers which was studied and the first two studies in the table. It is concluded that, as a profession, project managers are no more or less Machiavellian than some other groups.

Job role as a variable

The first task was to discover, using Student's *t*-test, if those who identified themselves as a project manager could be distinguished from those who identified themselves as either a line manager or both a line and a project manager. The data is shown in *Table 5*, and the probability that the two samples came from different populations was found not to be significant. Accordingly, it is concluded that the study has produced no evidence to refute the null hypothesis H1, and the whole sample was regarded as a single population during further analysis.

Salary as a variable

Machiavellianism and salary were dichotomised about the mean and cross-tabulated in *Table 6*.

Chi-squared was calculated to be 0.03, which is not significant (see Appendix 1: Statistical notes). This result indicates that no significant relationship was found between Mach score and salary and it is concluded that the study has produced no evidence to refute the null hypothesis H2.

Table 5 Comparison of line managers and project managers—Student's *t*-test

Mach IV score	*n*	Mean	S.D.	*t* value	Probability
Project manager	62	96.4	13.3		
Line manager	34	95.11	10.77	0.18	>0.05 (n.s.)

[See Appendix 1: Statistical notes].

Table 6 Cross-tabulation of Machiavellianism and salary

Machiavellianism	High	Low	Totals
High salary	24	21	45
Low salary	27	24	51
Totals	51	45	96

Determinants of salary

Multiple regression analysis was performed to establish a linear equation for the data. The results are shown in *Table 7*, where it is noted, without surprise, that the two most significant predictors of salary are sex and age. (It will be recalled that in one of the non-probability samples, everyone holds an MSc degree. The variable 'education' does not therefore give useful information, and is omitted from *Table 7*.)

For the population which was studied, a project manager's salary can be predicted from the following equation:

$$\text{Salary} = \begin{aligned} &-1.5 * \text{Sex} \\ &+0.1 * \text{Age} \\ &-1.2 * \text{PRPI} \\ &+5.44 \end{aligned}$$

The data shows that a project manager is likely to be earning a higher salary if he is male with a higher degree, is above average age and if his salary has a specific link to performance. Taking as an example a 55-year-old man holding a master's degree whose salary is not performance-related; his salary band is given by the above equation as 7. Referring to the questionnaire (see Appendix 2) his predicted salary is £46–50k.

Discussion of the findings

Machiavellianism and job

At the end of the literature survey, it was conjectured that support might be found for the hypothesis that line managers are more interested in supporting themselves in power, while project managers are more interested in getting the job done. If this were true, it might be found that High Machs gravitate to line management and Low Machs to project management. However, no such difference was found. There was no significant difference between the Mach IV scores of line and project managers in the

Table 7 Regression characteristics related to salary

Question no.	Variable	Coefficient	Probability	Significant? (<0.05)
25	Sex	-1.5	0.01	yes
26	Age	0.1	0.02	yes
24	Performance-related pay indicator (PRPI)	-1.2	0.02	yes
	Constant	5.44	<0.01	yes
21	Role	0.06	0.6	no
22	Time in role	0.09	0.5	no
27	Married status	-0.08	0.5	no
1–20	Mach IV score	-0.09	0.4	no

[See Appendix 1: Statistical notes].

population surveyed (see *Table 5*), nor was there a significant difference between the mean score of the sample and the findings reported by some other studies of line managers (see *Table 4*).

Machiavelli would probably have interpreted the findings as evidence that project managers and line managers have an equal need for deceit, guile and manipulation in their work. This interpretation also suggests that a person can move easily between line and project management without a significant change in his belief system. However, the findings do not imply the direction of causation, and since Machiavellianism is a learned behaviour, the findings can also be interpreted as suggesting that there is no difference in the influence that the two types of job have in shaping the beliefs of the job holder.

Perhaps the absence of a significant difference between the Mach IV scores of line and project managers suggests that the comparison which has been made in this paper between a project and a principality is not peculiar to the project setting, and is applicable to other business settings. Perhaps the line manager feels equally threatened by the forces at work outside his fragile borders. This idea suggests that the way managers behave in business depends more on the behaviour of other people in the firm, and less on how the work is organised. If this is true, it lends support for the idea that when relationships between managers in a firm are poor and conflict is rife, re-organisation alone is unlikely to improve the situation, as the protagonists will continue to fight the old battles over the new boundaries.

Machiavellianism and salary

Because a parallel can be drawn between a project and a principality, it was conjectured at the start of the study that a Machiavellian belief system and its associated behaviour patterns might be associated with higher performance (or at least higher perceived performance) and higher rewards for the project manager. However, no such relationship has been found. It appears that Machiavellianism is not related to a project manager's salary, and if his salary is determined by job performance, then the findings indicate that Machiavellianism is not related to job performance in project management. This result supports a similar study which failed to find a relationship between Machiavellianism and job performance for a class of MBA students drawn from a wide range of industries[17].

Why does the laboratory result fail to be translated to the business world? The explanation may lie in the different time scales of a laboratory experiment and business. In the experimental situation, the High Mach was found to win in periods from a few minutes to a few hours. Perhaps the High Mach in business also wins initially over the same short time scale, but after a longer interval, the Low Mach has a chance to resolve the new interpersonal relationship to which he has been subjected and the difference is not significant. Perhaps as Vleeming speculates, there is reducing 'latitude for improvisation' as time passes[13].

Conclusion

In *Table 3*, Turner's list of the characteristics of an effective project manager, the first item 'focus on results' is a characteristic of the High Mach. (It will be recalled that the Low Mach tends to focus on process.) However, viewed as a whole, *Table 3* shows little relationship with the characteristics of the High Mach given in *Table 1*, and political ability is present only by implication in the last two attributes, and it is concluded that the findings do not throw doubt on Turner's list.

Taken as a whole, the findings should give consolation to Low Machs. They may be chronic losers in interpersonal encounters with those who are good at controlling structure and improvising repartee at the same time; their range of tactics in business may be limited by their moral ballast; they may be poor liars and may shrink from deceit and manipulation, they may suffer from being Mach'ed by Highs who exploit them as a resource, but they may be assured that there is at least one field of endeavour where their salary may not suffer in consequence—*Project Management!*

Peer review

Since the work was carried out by the author working alone, the findings were reviewed for credibility by an experienced project manager, a director of a civil engineering firm. On reading the portrait of the High Mach contained in *Table 1*, he exclaimed that it described his fellow directors exactly, and he was surprised to learn that the study did not refute the null hypothesis H2. He suggested that the High Machs in the population may have been promoted to higher positions, where they would be less likely to complete the questionnaire. In consequence, perhaps the bias of self-selection, which is always present in a self-administered questionnaire, reduced the proportion of High Machs in the sample who did respond.

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Appendix 1: Statistical notes

Chi squared (χ^2)

The value χ^2 is calculated to decide whether the observed difference between the salary distribution of Low Machs and High Machs could have arisen by chance. Standard tables (see Reference 19) give a corresponding value of probability. If the probability that the result could have arisen by chance is less than 5%, or 1 in 20, it is accepted by convention that the result is statistically significant.

Student's t test

Student's t value is calculated to help decide if two samples could have come from the same population. Standard tables (see Reference 19) give a corresponding value of probability. If the probability that the result could have arisen by chance is less than 5%, or 1 in 20, it is accepted by convention that the result is statistically significant.

Appendix 2: Survey questionnaire

Part 1: The Mach IV Questionnaire [11]

		Strongly Agree	Agree	Mildly Agree	Neutral	Mildly Disagree	Dis-agree	Strongly Disagree
1	The best way to handle people is to tell them what they want to hear	7	6	5	4	3	2	1
2	When you ask someone to do something for you, it is best to give the real reasons for wanting it rather than giving reasons which might carry more weight.	1	2	3	4	5	6	7
3	Anyone who completely trusts anyone else is asking for trouble.	7	6	5	4	3	2	1
4	It is hard to get ahead without cutting corners here and there.	7	6	5	4	3	2	1
5	Honesty is the best policy in all cases.	1	2	3	4	5	6	7
6	It is safest to assume that all people have a vicious streak and it will come out when they are given a chance.	7	6	5	4	3	2	1
7	Never tell anyone the real reason you did something unless it is useful to do so.	7	6	5	4	3	2	1
8	One should take action only when sure it is morally right.	1	2	3	4	5	6	7
9	It is wise to flatter important people.	7	6	5	4	3	2	1
10	All in all, it is better to be humble and honest than be important and dishonest.	1	2	3	4	5	6	7
11	Barnum was very wrong when he said there's a sucker born every minute.	1	2	3	4	5	6	7
12	People suffering from incurable diseases should have the choice of being put painlessly to death.	7	6	5	4	3	2	1
13	It is possible to be good in all respects.	1	2	3	4	5	6	7
14	Most people are basically good and kind.	1	2	3	4	5	6	7
15	There is no excuse for lying to someone else.	1	2	3	4	5	6	7
16	Most people forget more easily the death of their father than the loss of their inheritance.	7	6	5	4	3	2	1
17	Most people who get ahead in the world lead clean, moral lives.	1	2	3	4	5	6	7
18	Generally speaking, people won't work hard unless they are forced to do so.	7	6	5	4	3	2	1
19	The biggest difference between most criminals and other people is that criminals are stupid enough to get caught.	7	6	5	4	3	2	1
20	Most people are brave.	1	2	3	4	5	6	7

Part 2: Demographic questionnaire

21	Are you a **Line Manager** or a **Project Manager** ? *Definitions:* *(1) "Line Manager": A manager in control of a function or department in a firm.* *(2) "Project Manager": A manager in control of a defined parcel of work.*	Line Manager . . . . 1 ☐ Project Manager . . . .´ 2 ☐ Neither . . . . 3 ☐ Both . . . . 4 ☐
22	Length of time in this role (years)	
23	Current Annual Salary	less than £20 k . . . . 1 ☐ £21 k to £25 k. . . . . 2 ☐ £26 k to £30 k . . . . 3 ☐ £31 k to £35 k . . . . 4 ☐ £36 k to £40 k . . . . 5 ☐ £41 k to £45 k . . . . 6 ☐ £46 k to £50 k . . . . 7 ☐ £51 k to £55 k . . . . 8 ☐ £56 k to £60 k . . . . 9 ☐ £61 k to £65 k . . . . 10 ☐ £66 k to £70 k . . . . 11 ☐ more than £70 k . . . . 12 ☐
24	Is your Total Compensation related to a measure of project performance?	Yes . . . . 1 ☐ No . . . . 2 ☐
25	Sex Female . . . . 2 ☐	Male . . . . 1 ☐
26	Age in years	
27	Marital Status	Single . . . . 1 ☐ Married/permanent partner 2 ☐ Divorcee/widow/widower . 3 ☐
28	Education	No degree . . . .´ 1 ☐ First degree (or equivalent) 2 ☐ Master's degree . . . . 3 ☐ Doctorate . . . . 4 ☐

John Graham holds an MBA degree from Surrey European Management School, and a BSc in electrical engineering from Glasgow University. After his first degree, he joined the Royal Navy and served a short service commission, after which he worked for some years in the defence industry. He is currently employed by Cray Systems Ltd., where he specialises in business strategy consulting and major IT project management.