

## Least Preferred Coworker Scale

### Instructions

Think of all the different people with whom you have ever worked . . . in jobs, in social clubs, in student projects, or whatever. Next think of the one person with whom you could work least well, that is, the person with whom you had the most difficulty getting a job done. This is the one person (a peer, boss, or subordinate) with whom you would least want to work. Describe this person by circling numbers at the appropriate points on each of the following pairs of bipolar adjectives. Work rapidly. There are no right or wrong answers.

Pleasant	8	7	6	5	4	3	2	1	Unpleasant
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	1	2	3	4	5	6	7	8	Accepting
Tense	1	2	3	4	5	6	7	8	Relaxed
Distant	1	2	3	4	5	6	7	8	Close
Cold	1	2	3	4	5	6	7	8	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	1	2	3	4	5	6	7	8	Interesting
Quarrelsome	1	2	3	4	5	6	7	8	Harmonious
Gloomy	1	2	3	4	5	6	7	8	Cheerful
Open	8	7	6	5	4	3	2	1	Guarded
Backbiting	1	2	3	4	5	6	7	8	Loyal
Untrustworthy	1	2	3	4	5	6	7	8	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	1	2	3	4	5	6	7	8	Nice
Agreeable	8	7	6	5	4	3	2	1	Disagreeable
Insincere	1	2	3	4	5	6	7	8	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind

### **Scoring**

Compute your LPC score by totaling all the numbers you circled. Enter that score below:

LPC = \_\_\_\_\_

### **Interpretation**

The LPC scale is used by Fiedler to identify a person's dominant leadership style (see the textbook material). Fiedler believes that this style is a relatively fixed part of one's personality, and is therefore difficult to change. This leads Fiedler to his contingency views, which suggest that the key to leadership success is finding (or creating) good "matches" between style and situation.

If your score is 73 or above, you are considered a "relationship-oriented" leader. If your score is 64 or below, you are considered a "task-oriented" leader. If your score is 65 to 72, you are a mixture of both, and it is up to you to determine which leadership style is most like yours.