A Guide to Our Scale Library in TEXL

Discover more about the scales in TEXL

Leadership Styles	Personality & Individual Difference	Well-being & Attitudes	Work Behavior & Performance	Work Design	Other
Find scales that help you to identify what your leadership style is, how you see yourself and how others perceive you. Explore the elements of leadership important to you.	Find scales that help you explore both your personality and other ways you might differ from others. For example, your ability to influence others, your values or your motivation to lead.	Explore well-being and attitudes to work with scales that cover topics from job stress and mindfulness to burnout and resilience.	Interested in how you and others perform and work and how your teams identify and interact? Find scales here to explore these topics.	Learn more about the way job roles are designed and organized.	Find scales here that don't come neatly under the other topic headings but are still relevant to your world of work and your personal development.

Leadership Styles

Find scales that help you to identify what your leadership style is, how you see yourself and how others perceive you. Explore the elements of leadership important to you.

Overview List for Leadership Styles

See pages below for more details of each scale

Abusive Leadership	Tepper, B.J. (2000). Consequences of abusive supervision. *Academy of Management Journal, 43(2)* 178-190. DOI: 10.2307/1556375	**Coming soon**
Ambidextrous Leadership	Zacher, H. & Rosing, K. (2015). Ambidextrous leadership and team innovation. *Leadership & Organization Development Journal. 36*(1), 54-68. DOI: 10.1108/LODJ-11-2012-0141	
Authentic Leadership	Neider, L. L., & Schriesheim, C. A. (2011). The Authentic Leadership Inventory (ALI): Development and empirical tests. *The Leadership Quarterly, 22*, 1146-1164. DOI:10.1016/j.leaqua.2011.09.008	
Authoritarian Leadership	Cheng, B., Chou, L. & Wu, T. (2004). Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology, 7, 89-117.* DOI:10.1111/j.1467-839X.2004.00137.x	
Charismatic Leadership	Conger, J.A., Kanungo, R.N., Menon, S.T., Mathur, P. (2007). Measuring charisma: Dimensionality and validity of the Conger-Kanungo scale of charismatic leadership. *Canadian Journal of Adminstrative Science, 14*(3), 290-302. DOI: 10.1111/j.1936-4490.1997.tb00136.x	
Consideration	Stogdill, R.M. (1963). *Manual for the Leader Behavior Descriptions Questionnaire - FormXII.* Columbus: Ohio State University, Bureau of Business Research.	
Consultative-Advisory Leadership	Krause, D.E., Gebert, D., & Kearney, E. (2007). Implementing process innovations: The benefits of combining delgative-participative with consultative-advisory leadership. *Journal of Leadership & Organizational Studies, 14*(1), 16-25. DOI:10.1177/1071791907304224	**coming soon**
Delagative-Participative Leadership	Krause, D.E., Gebert, D., & Kearney, E. (2007). Implementing process innovations: The benefits of combining delegative-participative with consultative-advisory leadership. *Journal of Leadership & Organizational Studies 14*(1) 16-25. DOI:10.1177/1071791907304224	**coming soon**
Destructive Leadership	Thoroughgood, C.N., Padilla, A., Hunter, S.T., Tate, B.W. (2012). The susceptible circle: a taxonomy of followers associated with destructive leadership. *The Leadership Quarterly, 23*(5), 897-917. DOI: 10.1016/j.leaqua.2012.05.007	
Empowering Leadership	Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The Leadership Quarterly, 25*(3), 487–511. DOI:10.1016/j.leaqua.2013.11.009	
ENTRElead	Renko, M., El Tarabishy, A., Carsrud, A. L., & Brännback, M. (2015). Understanding and measuring entrepreneurial leadership style. Journal of small business Management, 53(1), 54-74. DOI: 10.1111/jsbm.12086	
Ethical Leadership	Brown, M.E., Treviño,L.K., Harrison, D.A. (2004). Ethical leadership. A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes, 97*, 117-134. DOI: 10.1016/j.obhdp.2005.03.002	
Exploitative Leadership	Schmid, E.A., Verdorfer, A.P., & Peus, C (2019). Shedding light on leaders' self-interest: Theory and measurement of exploitative leadership. *Journal of Mangement 45(*4) 1401-1433, DOI: uoelibrary.idm.oclc.org/10.1177/0149206317707	

Identity Leadership Inventory (long and short form)	Steffens, N. K., Haslam, S. A., Reicher, S. D., Platow, M. J., Fransen, K., Yang, J., Ryan, M. K., Jetten, J., Peters, K. & Boen, F. (2014). Leadership as social identity management: Introducing the Identity Leadership Inventory (ILI) to assess and validate a four-dimensional model. *Leadership Quarterly, 25,* 1001-1024. doi:10.1016/j.leaqua.2014.05.002	
Initiating Structure	Stogdill, R.M. (1963). *Manual for the Leader Behavior Descriptions Questionnaire - FormXII.* Columbus: Ohio State University, Bureau of Business Research.	
Instrumental Leadership	Antonakis, J., House, R.J. (2014). Instrumental leadership: Measurement and extension of transformational-transactional leadreship theory. *The Leadership Quarterly, 25*(4), 746-711. DOI:10.1016/j.leaqua.2014.04.005	**Coming soon**
Leader Humility	Bradley P. Owens, Michael D. Johnson, Terence R. Mitchell (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. Organization Science 24(5):1517-1538. DOI:10.1287/orsc.1120.0795	**Coming soon**
Paradoxical Leadership	Zhang, Y., Waldman, D.A., Han.Y., Li, X. (2014). Paradoxical leader behaviors in people management: Antecedents and consequences. *Academy of Management Journal, 58*(2), 538-566. DOI: 10.5465/amj.2012.0995	
Respectful Leadership	van Quaquebeke, N., & Eckloff, T. (2010). Defining respectful leadership: What it is, how it can be measured, and another glimpse at what it is related to. *Journal of Business Ethics, 91*(3), 343–358. DOI:10.1007/s10551-009-0087-z	
Self-Sacrificial Leadership	De Cremer, D., Mayer, D. M., van Dijke, M., Schouten, B. C., & Bardes, M. (2009). When does self-sacrificial leadership motivate prosocial behavior? It depends on followers' prevention focus. *Journal of Applied Psychology, 94*(4), 887–899. DOI: 10.1037/a0014782	
Sensitive Leadership	Johnson, S. K., Murphy, S. E., Zewdie, S., & Reichard, R. J. (2008). The strong, sensitive type: Effects of gender stereotypes and leadership prototypes on the evaluation of male and female leaders. *Organizational Behavior and Human Decision Processes, 106*(1), 39–60. DOI: 10.1016/j.obhdp.2007.12.002	**Coming soon**
Servant Leadership	van Dierendonck, D., & Nuijten, I. (2011). The Servant Leadership Survey: Development and validation of a multidimensional measure. *Journal of Business & Psychology, 26,* 249-267. DOI:10.1007/s10869-010-9194-1	
Strong Leadership	Johnson, S. K., Murphy, S. E., Zewdie, S., & Reichard, R. J. (2008). The strong, sensitive type: Effects of gender stereotypes and leadership prototypes on the evaluation of male and female leaders. *Organizational Behavior and Human Decision Processes, 106*(1), 39–60. DOI:10.1016/j.obhdp.2007.12.002	**Coming soon**
Supportive and Noncontrolling Supervision	Oldham, G.R., & Cummings, A.. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal, 39*(3), 607-634. DOI: 10.2307/256657	**Coming soon**
Temporal Leadership	Mohammed, S., & Nadkarni, S. (2011). Temporal diversity and team performance: The moderating role of team temporal leadership. *Academy of Management Journal, 54*(3), 489–508. DOI:10.5465/AMJ.2011.61967991	**Coming soon**
Transactional Leadership	Podsakoff, P.M., Todor, W.D., Grover, R.A., & Huber, V.L. (1984). Situational moderators of leader reward and punishment behavior: Fact or fiction? *Organizational Behavior and Human Performance, 34*, 21-63. DOI: 10.1016/0030-5073(84)90036-9	
Transformational Leadership	Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The Leadership Quarterly, 15*(3), 329–354. DOI:10.1016/j.leaqua.2004.02.009	
The Big X - in development	The Big X scale involves 4 subdimensions. Contact Hannes LeRoy for more information (H.Leroy@exeter.ac.uk)	

Abusive Leadership

About:

This scales captures the extent to which people show hostile verbal and non-verbal behaviors.

Number of questions in the scale: 15

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED

Reference:

Tepper, B.J. (2000). Consequences of abusive supervision. *Academy of Management Journal, 43(2)* 178-190. DOI: 10.2307/1556375

Ambidextrous Leadership

About:

This scale captures the extent to which individuals take risks, experiment, innovate and simultaneously embrace efficiency, productivity and goal attainment.

Number of questions in the scale: 14

Additional Note:

This scale has 2 subdimensions:

– Opening Behaviors

– Closing Behaviors

Reference:

Zacher, H. & Rosing, K. (2015). Ambidextrous leadership and team innovation. *Leadership & Organization Development Journal. 36*(1), 54-68. DOI 10.1108/LODJ-11-2012-0141

Authentic Leadership

About:

This scale captures the extent to which individuals bring their whole selves to create an environment where others can be their unique selves and they are accepted.

Number of questions in the

scale: 14

Additional Note:

This scale has 4 subdimensions:

− Internalized Moral Perspective

− Self-Awareness

− Relational Transparency

− Balanced Processing

Reference:

Neider, L. L., & Schriesheim, C. A. (2011). The Authentic Leadership Inventory (ALI): Development and empirical tests. *The Leadership Quarterly, 22*, 1146−1164. doi.org/10.1016/j.leaqua.2011.09.008

Authoritarian Leadership

About:

This scale captures the extent to which individuals stress personal dominance, strong centralized authority, and control over others, and demand unquestioning obedience.

Number of questions in the scale: 9

Additional Note:

N/A

Reference:

Cheng, B., Chou, L. & Wu, T. (2004). Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology,* 7, 89–117. DOI: 10.1111/j.1467-839X.2004.00137.x

Charismatic Leadership

About:

This scale captures the extent to which individuals use their communication skills, persuasiveness, and charm to influence others.

Number of questions in the scale: 20

Additional Note:

This scale has 5 subdimensions
- *Strategic Vision and Articulation*
- *Sensitivity to the Environment*
- *Sensitivity to Member Needs*
- *Personal Risks*
- *Unconventional Behavior*

Reference:

Conger, J.A., Kanungo, R.N., Menon, S.T., & Mathur, P. (2007). Measuring charisma: Dimensionality and validity of the Conger-Kanungo scale of charismatic leadership. *Canadian Journal of Administrative Sciences, 14*(3), 290–302. doi:10.1111/j.1936-4490.1997.tb00136.x

Consideration

About:

This scale captures the extent to which individuals are sensitive to others' needs and focus on fostering a warm and supportive work environment.

Number of questions in the scale: 10

Additional Note:

N/A

Reference:

Stogdill, R.M. (1963). *Manual for the Leader Behavior Descriptions Questinonaire - FormXII.* Columbus: Ohio State University, Bureau of Business Research.

Consultative-Advisory/Delegatory-Participative Leadership

About:

This scales captures the extent to which people consult with others to obtain their suggestions and opinions to help them make informed and strategic decisions.

Number of questions in the scale: 6

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED

Reference:

Conger, J.A., Kanungo, R.N., Menon, S.T., & Mathur, P. (2007). Measuring charisma: Dimensionality and validity of the Conger-Kanungo scale of charismatic leadership. *Canadian Journal of Administrative Sciences, 14*(3), 290-302. doi:10.1111/j.1936-4490.1997.tb00136.x

Destructive Leadership

About:

This scale captures the extent to which individuals show repeated behaviour of undermining the well-being of others.

Number of questions in the scale: 28

Additional Note:

This scale has 3 subdimensions
- *Subordinate Directed Behavior*
- *Organization Directed Behavior*
- *Sexual Harassment Behavior*

Reference:

Thoroughgood, C.N., Tate, B.W., Sawyer, K.B., & Jacobs, R. (2012). Bad to the Bone: Empirically defining and measuring destructive leader behavior. *Journal of Leadership & Organizational Studies, 19*(2), 230-255. DOI: 10.1177/1548051811436327

Empowering Leadership

About:

This scale captures the extent to which individuals place trust in others and grant them authority to take initiative and make decisions.

Number of questions in the

scale: 18

Additional Note:

This scale has 2 subdimensions

- *Autonomy Support*

- *Developmental Support*

Reference:

Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The Leadership Quarterly, 25*(3), 487–511. doi:10.1016/j.leaqua.2013.11.009

Entrepreneurial Leadership - ENTRELEAD

About:

This scales captures the extent to which people provide organizations with the vision and flexibility to change and foster the innovation process.

Number of questions in the scale: 8

Additional Note:

N/A

Reference:

Renko, M., El Tarabishy, A., Carsrud, A. L., & Brännback, M. (2015). Understanding and measuring entrepreneurial leadership style. *Journal of Small Business Management, 53(1)*, 54-74. DOI: 10.1111/jsbm.12086

EthicalLeadership

About:

This scale captures the extent to which individuals are an example of appropriate, ethical conduct in their actions and relationships in the workplace.

Number of questions in the scale: 10

Additional Note:

N/A

Reference:

Brown, M.E., Treviño, L.K., & Harrison, D.A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes, 97*, 117–134. doi:10.1016/j.obhdp.2005.03.002

Exploitative Leadership

About:

This scale captures the extent to which individuals prioritize their self-interests over the well-being and development of others.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Schmid, E.A., Verdorfer, A.P., & Peus, C. (2017). Shedding light on leaders' self-interest: theory measurement of exploitative leadership. *Journal of Management, 45*(4), 1401-1433.

Identity Leadership Inventory

(Long and short form)

About:

This scale captures the extent to which the leader in question creates, advances, represents and embeds a sense of shared identity (a sense of 'us') in the groups they lead.

Number of questions in the scale:

Long form: 15

Short form: 4

Additional Note:

- The Identity Leadership Inventory (ILI) is a theory-driven, validated inventory that combines the assessment of four components of identity leadership – taking **CARE**. The four dimensions comprising identity leadership can be defined as follows:

- **C**reating 'us' – **Identity Entrepreneurship**

- **A**dvancing 'us' – **Identity Advancement**

- **R**epresenting 'us' – **Identity Prototypicality**

- **E**mbedding 'us' – **Identity Impresarioship**

Reference:

Steffens, N. K., Haslam, S. A., Reicher, S. D., Platow, M. J., Fransen, K., Yang, J., Ryan, M. K., Jetten, J., Peters, K. & Boen, F. (2014). Leadership as social identity management: Introducing the Identity Leadership Inventory (ILI) to assess and validate a four-dimensional model. *Leadership Quarterly, 25,* 1001–1024. doi:10.1016/j.leaqua.2014.05.002

Overview of the Identity Leadership Inventory

The Identity Leadership Inventory (ILI) is a theory-driven, validated inventory that combines the assessment of four components of identity leadership - taking *CARE*.

The four dimensions comprising identity leadership can be defined as follows:

Creating 'us' - Identity Entrepreneurship

This involves: Bringing people together by creating a shared sense of 'we' and 'us' within the group. Making different people feel that they are part of the same group and increasing cohesion and inclusiveness within the group. Clarifying people's understanding of what the group stands for (and what it does not stand for) by defining core values, norms, and ideals.

Advancing 'us' - Identity Advancement

This involves: Advancing and promoting core interests of the group. Standing up for, and if threatened defending, group interests (and not personal interests or those of other groups). Championing concerns and ambitions that are key to the group as a whole. Contributing to the realization of group goals. Acting to prevent group failures and to overcome obstacles to the achievement of group objectives.

Representing 'us' - Identity Prototypicality

This involves: Representing the unique qualities that define the group and what it means to be a member of this group. Embodying those core attributes of the group that make this group special as well as distinct from other groups. Being an exemplary and model member of the group.

Embedding 'us' - Identity Impresarioship

This involves: Developing structures, events, and activities that give weight to the group's existence and allow group members to live out their membership. Promoting structures that facilitate and embed shared understanding, coordination, and success (and not structures that divide or undermine the group). Providing a physical reality for the group by creating group-related material and delivering tangible group outcomes. Making the group matter by making it visible not only to group members but also to people outside the group.

The ILI assesses distinct dimensions of identity leadership. For a global measure of identity leadership, the authors recommend using the Identity Leadership Inventory–Short Form (ILI–SF). The ILI-SF assesses identity leadership by combining the assessment of the four dimensions into a single score. Nevertheless, users can also create an overall score on the basis of the ILI by summing the items and dividing the resulting score by the total number of items. Note TEXL does all the calculations for you within the platform.

Within the ILI survey people are asked to rate the extent to which the individual engages in various behaviors and activities within a group. 'The group' or 'this group' refers to the group of people that the leader has responsibility for (e.g., it may be a particular group, a team, a department, a branch, or an organization).

Initiating Structure

About:

This scale captures the extent to which individuals emphasize goal setting and task clarification.

Number of questions in the scale: 10

Additional Note:

N/A

Reference:

Stogdill, R.M. (1963). *Manual for the Leader Behavior Descriptions Questinonaire - FormXII.* Columbus: Ohio State University, Bureau of Business Research.

Instrumental Leadership

About:

This scales captures the extent to which people employ others strategically to accomplish tasks.

Number of questions in the scale: 16

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED

This scale has 4 subdimensions
- Environmental Monitoring
- Strategy Formulation and Implementation
- Path Goal Facilitation
- Outcome Monitoring

Reference:

Antonakis, J., & House, R. J. (2014). Instrumental leadership: Measurement and extension of transformational–transactional leadership theory. *The Leadership Quarterly, 25*(4), 746-771.

LeaderHum ility

About:

This scales captures the extent to which people employ others strategically to accomplish tasks.

Number of questions in the scale: 9

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED

Reference:

Bradley P. Owens, Michael D. Johnson, Terence R. Mitchell (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. *Organization Science 24*(5):1517-1538. DOI:10.1287/orsc.1120.0795

Participative Leadership

About:

This scale captures the extent to which individuals invite and consult with others in the decision-making process.

Number of questions in the scale: 6

Additional Note:

N/A

Reference:

Ismail, A., Zainuddin, N. F. A., & Ibrahim, Z. (2010). Linking participative and consultative leadership styles to organizational commitment as an antecedent of job satisfaction. *Unitar E-Journal, 6*, 11-26. doi: 10.1016/j.sbspro.2011.09.032

RespectfulLeadership

About:

This scale captures the extent to which individuals treat others with dignity and consideration.

Number of questions in the scale: 12

Additional Note:

N/A

Reference:

van Quaquebeke, N., & Eckloff, T. (2010). Defining respectful leadership: What it is, how it can be measured, and another glimpse at what it is related to. *Journal of Business Ethics 91*, 343–358. doi:10.1007/s10551–009–0087–z

Self Sacrificial Leadership

About:

This scales captures the extent to wich people are are willing to make personal sacrifices for the benefit of others or the organization as a whole.

Number of questions in the scale: 3

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

De Cremer, D., Mayer, D. M., Van Dijke, M., Schouten, B. C., & Bardes, M. (2009). When does self-sacrificial leadership motivate prosocial behavior? It depends on followers' prevention focus. *Journal of Applied Psychology, 94*(4), 887.

Sensitive Leadership

About:

This scales captures the extent to which people are seen as sensitive, sympathetic, and understanding individuals who use their compassion to lead others.

Number of questions in the scale: 3

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Johnson, S. K., Murphy, S. E., Zewdie, S., & Reichard, R. J. (2008). The strong, sensitive type: Effects of gender stereotypes and leadership prototypes on the evaluation of male and female leaders. *Organizational Behavior and Human Decision Processes, 106*(1), 39-60. DOI: 10.1016/j.obhdp.2007.12.002

ServantLeadership

About:

This scale captures the extent to which individuals serve the needs of others, both within the organization and in the broader community.

Number of questions in the scale: 30

Reference:

van Dierendonck, D., & Nuijten, I. (2011). The Servant Leadership Survey: Development and validation of a multidimensional measure. *Journal of Business & Psychology, 26*, 249-267. doi:10.1007/s10869-010-9194-1

Strong Leadership

About:

This scales captures the extent to which people are seen as strong, decisive, and powerful individuals who use their strength to lead others.

Number of questions in the scale: 3

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Johnson, S. K., Murphy, S. E., Zewdie, S., & Reichard, R. J. (2008). The strong, sensitive type: Effects of gender stereotypes and leadership prototypes on the evaluation of male and female leaders. *Organizational Behavior and Human Decision Processes, 106*(1), 39-60. DOI: 10.1016/j.obhdp.2007.12.002

Supportive and Noncontrolling Supervison

About:

This scales captures the extent to which people provide guidance, encouragement, and assistance to employees.

Number of questions in the scale: 8

Additional Note:

THIS SCALE IS THE PIPELINE TO BE ADDED SOON

Reference:

Oldham, G.R., & Cummings, A.. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal, 39*(3), 607–634. DOI: 10.2307/256657

Temporal Leadership

About:

This scales captures the extent to wich people allow employees to have autonomy in decision-making and task execution.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale:

Reference:

Mohammed, S., & Nadkarni, S. (2011). Temporal diversity and team performance: The moderating role of team temporal leadership. *Academy of Management Journal, 54*(3), 489–508. DOI:10.5465/AMJ.2011.61967991

Transactional Leadership

About:

This scale captures the extent to which individuals establish a system of rewards and punishments tied to performance.

Number of questions in the scale: 5

Additional Note:

N/A

Reference:

Podsakoff, P.M., Todor, W.D., Grover, R.A., & Huber, V.L. (1984). Situational moderators of leader reward and punishment behavior: Fact or fiction? *Organizational Behavior and Human Performance, 34,* 21-63. DOI: 10.1016/0030-5073(84)90036-9

Transformational Leadership

About:

This scale captures the extent to which individuals can provide vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition.

Number of questions in the scale: 15

Additional Note:

This scale has 5 subdimensions:
- *Vision*
- *Inspirational Communication*
- *Intellectual Stimulation*
- *Supportive Leadership*
- *Personal Recognition*

Reference:

Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The Leadership Quarterly, 15*(3), 329–354.

The Big X

About:

This scale captures the extent to which individual leaders provide eight leadership functions for others (Achievement, Power, Benevolence, Universalism, Stimulation, Self-direction, Security and Stability-oriented functional values).

Number of questions in the scale: 15

Additional Note:

Note that this scale is under development.

Reference:

Leroy, H. (2024).

Personality and Individual Difference

Find scales that help you explore both your personality and other ways you might differ from others. For example, your ability to influence others, your values or your motivation to lead.

Overview List for Personality and Individual Difference

See pages below for more details of each scale

Big 5 Personality	DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology*, *93*(5), 880-896. DOI: 10.1037/0022-3514.93.5.880	Coming soon
Creativity KDOCS	Kaufman, J.C. (2012). Counting the Muses: Development of the Kaufman Domains of Creativity Scale (K-DOCS). *Journal of Aesthetics, Creativity, and the Arts, 6*(4). 298-308. DOI: 10.1037/a0029751	
Emotional intelligence	Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. The Leadership Quarterly, 13, 243–274.	
Expressed humility	Owens, B.P., Johnson, M.D., & Mitchell, T.R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. Organization Science, 24(5), 1517-1538.	Coming soon
Influence Tactics	Yukl, G., Seifert, C. F., & Chavez, C. (2008). Validation of the extended influence behavior questionnaire. *The Leadership Quarterly, 19*(5), 609-621. DOI: 10.1016/j.leaqua.2008.07.006	
Leader Self-Efficacy	Paglis, L. L., & Green, S. G. (2002). Leadership self-efficacy and managers' motivation for leading change. *Journal of Organizational Behavior*, *23*, 215-235. DOI: 10.1002/job.137	Coming soon
Leader Sense of Humour	Yam KC, Christian MS, Wei W, Liao Z, Nai J (2018). The mixed blessing of leader sense of humor: examining costs and benfts. *Academy of Management Journal 61*(1), 348–369 DOI: uoelibrary.idm.oclc.org/10.5465/amj.2015.1088	Coming soon
Machiavllenism	Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new machiavellianism scale. *Journal of Management, 35*(2), 219–257. DOI:10.1177/0149206308318618	
Moral Identity	Aquino, K.F., & Americus Reed, I.I. (2002). The self-importance of moral identity. *Journal of Personality and Social Psychology, 83*(6),1423-1440. DOI: 10.1037/0022-3514.83.6.1423	Coming soon
Motivation to Lead	Chan, K.-Y., & Drasgow, F. (2001). Toward a theory of individual differences and leadership: Understanding the motivation to lead. *Journal of Applied Psychology, 68*(3), 481–498. DOI:10.1037//0021-9010.86.3.481	Coming soon

Narcissistic Admiration and Rivalry Questionnaire (NARQ)	Back, M. D., Küfner, A. C. P., Dufner, M., Gerlach, T. M., Rauthmann, J. F., & Denissen, J. J. A. (2013). Narcissistic admiration and rivalry: Disentangling the bright and dark sides of narcissism. *Journal of Personality and Social Psychology, 105*(6), 1013-37. DOI: 10.1037/a0034431.	
Political Skills	Ferris, G.R., Treadway, D.G., & Frink,D.D. (2005). Development and validation of the political skill inventory. *Journal of Management, 31*(1), 126-152. DOI: 10.1177/0149206304271386	
Power Bases	Adapted and excerpted in part from Dieterly,D.L., & Schneider, B. (1974). The effect of organizational environment on perceived power and climate: A laboratory study. *Organizational Behavior and Human Performance, 11(3).* 316–37. DOI: 10.1016/0030-5073(74)90023-3	
Primary Psychopathy	Levenson, M. R., Kiehl, K. A., & Fitzpatrick, C. M. (1995). Assessing psychopathic attributes in a noninstitutionalized population. *Journal of Personality and Social Psychology, 68*(1), 151–158. DOI:10.1037/0022-3514.68.1.151	
Proactive Personality	Bateman, T. S. & Crant, J. M. (1993). The proactive component of organizational behavior. *Journal of Organizational Behavior, 14*(2), 103-118. DOI:10.1002/job.4030140202	Coming soon
Self Monitoring	Snyder, M., & Gangestad, S. (1986). On the nature of self-monitoring: Matters of assessment, matters of validity. *Journal of Personality and Social Psychology, 51*(1), 125–139. DOI:10.1037/0022-3514.51.1.125	
Self-Efficacy	Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a New General Self-Efficacy Scale. *Organizational Research Methods, 4*(1), 62–83. DOI:10.1177/109442810141004	
Self-esteem	Rosenberg, M. (1965). *Society and the Adolescent Self-Image.* Princeton, NJ: Princeton University Press. DOI:10.1515/9781400876136	
Tertius Orientations	Obstfeld, D. (2005). Social networks, the Tertius Iungens orientation, and involvement in innovation. *Administrative Science Quarterly 50*(1), 100-130. https://doi.org/10.2189/asqu.2005.50.1.100	Coming soon
Trust in Focal Person	Kim, P. H.-, Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the shadow of suspicion: The effects of apology versus denial for repairing competence - versus integrity-based trust violations. *Journal of Applied Psychology, 89*(1), 104–118. DOI:10.1037/0021-9010.89.1.104	Coming soon
Values	Lindeman, M. & Verkasalo, M. (2005). Measuring values with the Short Schwartz's Value Survey. *Journal of Personality Assessment, 85*(2), 170-178. DOI:10.1207/s15327752jpa8502_09	Coming soon
Work Engagement	Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology, 21*(7), 600–619. DOI:10.1108/02683940610690169	
Work Locus of Control	Spector, P.E. (1988). Development of the Work Locus of Control Scale. *Journal of Occupational Psychology, 61*(4), 335-340. DOI: 10.1111/j.2044-8325.1988.tb00470.x	

Big 5 Personality - Conscientiousness

About:

This scale captures the extent to which individuals are organized, responsible and dependable in terms of tasks and responsibilities.

Number of questions in the scale: 15

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93*(5), 880-896. DOI: 10.1037/0022-3514.93.5.880

Big 5 Personality - Extraversion

About:

This scale captures the extent to which individuals draw energy from being around others and are characterized by easy outgoingness and seeking out novel experiences and social connections.

Number of questions in the scale: 15

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93(5),* 880–896. DOI: 10.1037/0022–3514.93.5.880

Big 5 Personality - Neuroticism

About:

This scale captures the extent to which individuals are emotionally anxious about their challenges and setbacks.

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Number of questions in the scale: 15

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93(5)*, 880. DOI: 10.1037/0022-3514.93.5.880

Big 5 Personality - Openness/Intellect

About:

This scale captures the extent to which individuals are open-minded, imaginative, and receptive to new ideas, experiences, and perspectives.

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Reference:

DeYoung, C.G., Quilty, L.C., & Peterson, J.B. (2007). Between facets and domains: 10 aspects of the Big Five. Journal of Personality and Social Psychology, 93(5), 880-896. DOI: 10.1037/0022-3514.93.5.880

Big 5 Personality - Agreeableness

About:

This scale captures the extent to which individuals are willing to compromise or accommodate others' needs and perspectives.

Number of questions in the scale: 15

Additional Note:

The Big 5 has 5 scales that you can selected separately in TEXL: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Agreeableness has 2 subdimensions:

Reference:

DeYoung, C.G., Quilty, L.C., & Peterson, J.B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93(5)*, 880. DOI: 10.1037/0022-3514.93.5.880

Creativity Domains - KDOCS

About:

This scale captures the extent to which a person views themselves as being creative in the specific areas of self and everyday, scholarly, performance, mechanical and scientific, and artistic.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Kaufman, J.C. (2012). Counting the Muses: Development of the Kaufman Domains of Creativity Scale (K-DOCS). Journal of Aesthetics, Creativity, and the Arts, 6(4). 298–308. DOI: 10.1037/a0029751

Emotional Intelligence

About:

This scale captures the extent to which individuals demonstrate the cognitive abilities to perceive, understand, regulate, and process emotions and emotional information.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. The Leadership Quarterly, 13, 243–274. DOI:10.1016/S1048-9843(02)00099-1

Expressed Humility

About:

This scale captures the extent to which individuals show

(a) a willingness to view oneself accurately,

(b) an appreciation of others' strengths and contributions, and

(c) teachability, or openness to new ideas and feedback

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Owens, B.P., Johnson, M.D., & Mitchell, T.R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. Organization Science, 24(5), 1517-1538. doi:10.1287/orsc.1120.0795

Influence Tactics

About:

This scale captures the extent to which individuals influence others to carry out tasks or a proposed change.

Additional Note:

N/A

Number of questions in the scale: 15

Reference:

Yukl, G., Seifert, C. F., & Chavez, C. (2008). Validation of the extended influence behavior questionnaire. The Leadership Quarterly, 19(5), 609–621.

LeaderSelf-Efficacy

About:

This scales captures the extent to which people perceive they are able to set direction, gain others' commitment, and overcome obstacles to change.

Number of questions in the scale: 12

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Paglis, L. L., & Green, S. G. (2002). Leadership self-efficacy and managers' motivation for leading change. *Journal of Organizational Behavior, 23*, 215-235. DOI: 10.1002/job.137

LeaderSense of Humour

About:

This scales captures the extent to which people use degrading humor at the expense of their relationships with employees.

Number of questions in the scale: 12

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Yam KC, Christian MS, Wei W, Liao Z, Nai J. The mixed blessing of leader sense of humor: Examining costs and benefits. *Academy of Management Journal. 2018 Feb;61(1)*:348-69.

Machiavellianism

About:

This scale captures the extent to which individuals distrust others, seek control over others, and seek status for themselves.

Additional Note:

This scale has 4 subdimensions:
- *Amorality*
- *Desire for Control*
- *Desire for Status*
- *Distrust of Others*

Number of questions in the scale: 16

Reference:

Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new Machiavellianism scale. *Journal of Management, 35*(2), 219-257. doi:10.1177/0149206308318618

Moral Identity

About:

This scales captures the extent to which people have a sense of self that is organized around a set of moral traits which include the two aspects (symbolization and internalization).

Number of questions in the scale: 10

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

This scale has 2 subscales:
- *Symbolization*
- *Internalization*

Reference:

Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new Machiavellianism scale. *Journal of Management, 35(2)*, 219-257. doi:10.1177/0149206308318618

Motivation to Lead

About:

This scales captures the extent to which people are willing to take on leadership roles.

Number of questions in the scale: 27

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

This scale has 3 subscales:
- *Affective Identity Motivation to Lead*
- *Noncalculative Identity Motivation to Lead*
- *Social-Normative Motivation to Lead*

Reference:

Chan, K.-Y., & Drasgow, F. (2001). Toward a theory of individual differences and leadership: Understanding the motivation to lead. *Journal of Applied Psychology, 68*(3), 481-498. DOI:10.1037//0021-9010.86.3.481

Narcissistic Admiration and Rivalry Questionnaire (NARQ)

About:

This scale captures the extent to which individuals have an inflated sense of self-importance with a constant need for admiration by others.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Back, M. D., Küfner, A. C. P., Dufner, M., Gerlach, T. M., Rauthmann, J. F., & Denissen, J. J. A. (2013). Narcissistic admiration and rivalry: Disentangling the bright and dark sides of narcissism. Journal of Personality and Social Psychology, 105(6), 1013-37. DOI: 10.1037/a0034431.

Political Skills

About:

This scale captures the extent to which individuals are able to effectively understand others at work and use such knowledge to influence them in ways that enhance one's own and/or organizational objectives.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Ferris, G.R, Treadway, D.C., Kolodinsky, R.W., Hochwater, W.A., Kacmar, C.J., Douglas, C., & Frink, D.D. (2005) Development and validation of the Political Skill Inventory. Journal of Management, 31(1) 126–152. doi:10.1177/0149206304271386

PowerBases

About:

This scales captures the extent to which people perceive they wield each type of power with an organization: reference, expert, legitimate, coercive and reward.

Additional Note:

This scale 5 dimensions (no overall score):
- *Referent Power*
- *Expert Power*
- *Legitimate Power*
- *Coercive Power*
- *Reward Power*

Number of questions in the scale: 36

Reference:

Dieterly, D.L., & Schneider, B. (1974). The effect of organizational environment on perceived power and climate: A laboratory study. *Organizational Behavior and Human Performance, 11*(3). 316-37. DOI: 10.1016/0030-5073(74)90023-3

Primary Psychopathy

About:

This scale captures the extent to which individuals are selfish, uncaring, and manipulative towards others.

Additional Note:

N/A

Number of questions in the scale: 16

Reference:

Levenson, M. R., Kiehl, K. A., & Fitzpatrick, C. M. (1995). Assessing psychopathic attributes in a noninstitutionalized population. *Journal of Personality and Social Psychology, 68(1)*, 151-158. doi:10.1037/0022-3514.68.1.151 p.153

Proactive Personality

About:

This scales captures the extent to which people demonstrate a stable tendency to proactively initiate and enact change in their environment

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale: 17

Reference:

Bateman, T. S. & Crant, J. M. (1993). The proactive component of organizational behavior. *Journal of Organizational Behavior, 14*(2), 103–118. DOI:10.1002/job.4030140202

Self-Efficacy

About:

This scale captures the extent to which individuals believe they are able to mobilize motivation, cognitive resources, and courses of action needed to meet given situational demands.

Number of questions in the scale: 8

Additional Note:

N/A

Reference:

Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a New General Self-Efficacy Scale. *Organizational Research Methods, 4*(1), 62-83. doi:10.1177/109442810141004

Self-Esteem

About:

This scale captures the extent to which individuals are confident, capable, and feel that they are deserving of respect and success in their life.

Number of questions in the scale: 10

Additional Note:

N/A

Reference:

Rosenberg, M. (1965). *Society and the Adolescent Self-Image.* Princeton, NJ: Princeton University Press. DOI:10.1515/9781400876136

Self-Monitoring

About:

This scale captures the extent to which individuals are able to regulate and adapt their behavior and expressions in various social situations based on the perceived expectations and norms of those situations.

Number of questions in the scale: 18

Additional Note:

N/A

Reference:

Snyder, M., & Gangestad, S. (1986). On the nature of self-monitoring: matters of assessment, matters of validity. *Journal of Personality and Social Psychology, 51*(1), 125-39. DOI: 10.1037/0022-3514.51.1.125

Tertius Orientation

About:

This scales captures the extent to wich people bring together others who would not otherwise interact, thereby promoting collaboration within the network.

Number of questions in the scale: 6

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Obstfeld, D. (2005). Social networks, the Tertius Iungens orientation, and involvement in innovation. *Administrative Science Quarterly 50(1)*, 100–130. https://doi.org/10.2189/asqu.2005.50.1.100

Trust in Focus Person

About:

This scales captures the extent to wich people have belief or confidence in the reliability, competence, and integrity of a focal person.

Number of questions in the scale: 9

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

This scale has 3 subdimensions:

- Perceived Competence
- Perceived Integrity
- Willingness to Risk

Reference:

Kim, P. H., Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the shadow of suspicion: The effects of apology versus denial for repairing competence –versus integrity-based trust violations. *Journal of Applied Psychology, 89*(1), 104–118. DOI:10.1037/0021-9010.89.1.104

Values

About:

This scale captures the extent to which individuals show a positive dedication to their work.

Additional Note:

N/A

Number of questions in the scale: 15

Reference:

Lindeman, M. & Verkasalo, M. (2005). Measuring values with the Short Schwartz's Value Survey. *Journal of Personality Assessment, 85*(2), 170–178. DOI:10.1207/s15327752jpa8502_09

Work Engagement

About:

This scale captures the extent to which individuals show a positive dedication to their work.

Additional Note:

N/A

Number of questions in the scale: 5

Reference:

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology, 21*(7), 600-619. doi:10.1108/02683940610690169

Work Locus of Control

About:

This scale captures the extent to which individuals believe they have control over work outcomes.

Number of questions in the scale: 16

Additional Note:

N/A

Reference:

Spector, P. E. (1988). Development of the Work Locus of Control Scale. *Journal of Occupational Psychology, 61*(4), 335–340. doi:10.1111/j.2044-8325.1988.tb00470.x

Well-Being and Attitudes

Explore well-being and attitudes to work with scales that cover topics from job stress and mindfulness to burnout and resilience.

Overview List for Well-being and Attitudes

See pages below for more details of each scale

Basic Psychological Need Satisfaction at Work	Deci, E. L., Ryan, R. M., Gagne, M., Leone, D. R., Usunov, J., & Kornazheva, B. P. (2001). Need satisfaction, motivation, and well-being in the work organizations of a former Eastern Bloc country: A cross-cultural study of self-determination. *Personality and Social Psychology Bulletin, 27*(8), 930–942. DOI:10.1177/0146167201278002	**Coming soon**
Burnout	Schaufeli, W.B., Desart, S., De Witte, H. (2020). Burnout Assessment Tool (BAT) - Development, vailidity and reliability. *International Journal of Environmental Research and Public Health, 17*(24), 9495; DOI: 10.3390/ijerph17249495	
General Health	Cullati S, Bochatay N, Rossier C, Guessous I, Burton-Jeangros C, Courvoisier, D.S. (2020). Does the single-item self-rated health measure the same thing across different wordings? Construct validity study. *Quality of Life Research, 29*(9), 2593-2604. DOI: 10.1007/s11136-020-02533-2.	**Coming soon**
IWP Multi-Affect Indicator	Warr, P., Bindl, U. K., Parker, S. K., & Inceoglu, I. (2014). Four-quadrant investigation of job-related affects and behaviours. European Journal of Work and Organizational Psychology, 23(3), 342-363.	
Job Satisfaction	Warr, P., Cook, J., & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology, 52*(2), 129–148. DOI:10.1111/j.2044-8325.1979.tb00448.x	
Job Stress	Motowidlo, S. J., Packard, J. S., & Manning, M. R. (1986). Occupational stress: Its causes and consequences for job performance. *Journal of Applied Psychology, 71*(4), 618–29. DOI:10.1037//0021-9010.71.4.618	
Mindfulness	Baer, R. A., Smith, G. T., Hopkins, J., Krietemeyer, J., & Toney, L. (2006). Five Facet Mindfulness Questionnaire. *Assessment, 13*, 27-45. DOI: 10.1177/1073191105283504	
Organizational Identification	Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior, 13*(2), 103–123. DOI: 10.1002/job.4030130202	**Coming soon**
Resilience	Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilience scale: Assessing the ability to bounce back. *International Journal of Behavioral Medicine, 15*(3), 194-200. DOI: 10.1080/10705500802222972	
Stress	Cohen, S., Kamarck, T., & Mermelstein, R. (1983). A global measure of perceived stress. *Journal of Health and Social Behavior, 24*(4), 385–396. DOI:10.2307/2136404	**Coming soon**
Thriving	Porath, C., Spreitzer, G., Gibson, C., & Garnett, F.G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior, 33*(2), 250-275. DOI:10.1002/job.756	

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Basic Need Satisfaction at Work

About:

This scale captures the extent to which individuals find that their work satisfies their three fundamental needs (competence, relatedness and autonomy).

Number of questions in the scale: 20

Additional Note:

This scale has 3 subscales:
- *Autonomy*
- *Competence*
- *Relatedness*

Reference:

Deci, E. L., Ryan, R. M., Gagne, M., Leone, D. R., Usunov, J., & Kornazheva, B. P. (2001). Need satisfaction, motivation, and well-being in the work organizations of a former Eastern Bloc country: A cross-cultural study of self-determination. *Personality and Social Psychology Bulletin, 27*(8), 930-942. doi:10.1177/0146167201278002

Burnout

About:

This scale captures the extent to which individuals feel mental and physical exhaustion and an inability to cope with the demands of the job.

Number of questions in the scale: 33

Additional Note:

This scale has 6 subdimensions:

- *Exhaustion*
- *Mental Distance*
- *Cognitive Impairment*
- *Emotional Impairment*
- *Psychological Complaints*
- *Psychosomatic Complaints*

Reference:

Schaufeli, W.B., Desart, S., & De Witte, H. (2020). Burnout Assessment Tool (BAT) – Development, validity and reliability. *International Journal of Environmental Research and Public Health, 17*(24), 9495. doi:10.3390/ijerph17249495

General Health

About:

This scale captures the extent to which individuals feel generally healthy.

Additional Note:

N/A

Number of questions in the scale: 1

Reference:

Cullati, S., Bochatay, N., Rossier, C., Guessous, I., Burton-Jeangros, C., & Courvoisier, D.S. (2020). Does the single-item self-rated health measure the same thing across different wordings? Construct validity study. *Quality of Life Research, 29*(9), 2593-2604. doi: 10.1007/s11136-020-02533-2.

IWP Multi-Affect Indicator

About:

This scale captures the extent to which individuals experience a cirumplex of feelings within a work context.

Additional Note:
This scale has 4 subdimensions:

- High Activation Unpleasant Affect
- High Activation Pleasant Affect
- Low Activation Unpleasant Affect
- Low Activation Pleasant Affect

Number of questions in the scale: 16

Reference:

Warr, P., Bindl, U.K., Parker, S., & Inceoglu, I.(2014). Four quadrant investigation of job-related affects and behaviours. *European Journal of Work and Organizational Psychology, 23*(3), 342–363, DOI: 10.1080/1359432X.2012.744449

Job Satisfaction

About:

This scales captures the extent to which people are satisfied with their experience of work.

Additional Note:

This scale has 2 subdimensions
- Intrinsic satisfaction
- Extrinsic satisfaction

Number of questions in the scale: 16

Reference:

Warr, P., Cook, J., & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. Journal of Occupational Psychology, 52(2), 129-148. doi:10.1111/j.2044-8325.1979.tb00448.x

Job Stress

About:

This scale captures the extent to which individuals perceive pressure, tension, and strain associated with their work responsibilities and environment.

Number of questions in the scale: 4

Additional Note:

N/A

Reference:

Motowidlo, S. J., Packard, J. S., & Manning, M. R. (1986). Occupational stress: Its causes and consequences for job performance. *Journal of Applied Psychology, 71*(4), 618-29. doi:10.1037//0021-9010.71.4.618

Mindfulness

About:

This scale captures the extent to which individuals have the ability to observe internal and external experiences with awareness and without judgment.

Number of questions in the scale: 39

Additional Note:

This scale has 5 subdimensions:
- *Observe*
- *Describe*
- *Act with Awareness*
- *Nonjudge*
- *Nonreact*

Reference:

Baer, R. A., Smith, G. T., Hopkins, J., Krietemeyer, J., & Toney, L. (2006). *Five Facet Mindfulness Questionnaire. Assessment, 13,* 27–45. doi: 10.1177/1073191105283504

Resilence

About:

This scale captures the extent to which individuals are able to effectively adapt to and 'bounce back' or move forward from challenges.

Number of questions in the scale: 6

Additional Note:

N/A

Reference:

Smith, B.W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilence scale: Assessing the ability to bounce back. *International Journal of Behavioral Medicine, 15*, 194-200. doi:10.1080/10705500802222972

Thriving

About:

This scale captures the extent to which individuals feel energized and have a sense that they are continually learning in their job roles.

Number of questions in the scale: 10

Additional Note:

N/A

Reference:

Porath, C., Spreitzer, G., Gibson, C., & Garnett, F.G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior, 33*(2), 250-275. doi 10.1002/job.756

Work Behavior and Performance

Interested in how you and others perform and work and how your teams identify and interact? Find scales here to explore these topics.

Overview List for Work Behavior and Performance

See pages below for more details of each scale

Counter-Productive Work Behaviors	Spector, P., Fox. S., Penney, L., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: are all counterproductive behaviors created equal? *Journal of Vocational Behavior, 68*(3), 446–460. DOI: 10.1016/j.jvb.2005.10.005	Coming soon
Extrarole and In-role behaviour	Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal, 42*(4), 403–419. doi:10.2307/257011	Coming soon
Intra Group Conflict	Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal, 44*(2), 238–251. DOI:10.2307/3069453.	
Leader Group Prototypicality	Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. *Journal of Applied Psychology, 90*(1), 25–37. DOI:10.1037/0021-9010.90.1.25	Coming soon
Leader Secure-Base Support	Wu, C., & Parker, S.K. (2017). The role of leader support in facilitating proactive work behavior: A perspective from attachment theory. *Journal of Management 43*(4), 1025-1049. DOI: 10.1177/0149206314544745	Coming soon
Leadership Effectiveness	Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. *Journal of Applied Psychology, 90*(1), 25–37. DOI:10.1037/0021-9010.90.1.25	Coming soon
Nature, Work and Family	Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of occupational health psychology, 4*(4), 337-346 DOI:10.1037/1076-8998.4.4.337	Coming soon
Organizational Citizenship Behavior	Moorman, R.H., & Blakely, G.L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behaviour 16*(2) 127-142. DOI: 10.1002/job.4030160204	Coming soon
Organizational Commitment	Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63*(1), 1–18. doi:10.1111/j.2044-8325.1990.tb00506.x	Coming soon
Paradoxical Leadership	Zhang, Y., Waldman, D.A., Han.Y., Li, X. (2014). Paradoxical leader behaviors in people management: Antecedents and consequences. *Academy of Management Journal, 58*(2), 538-566. DOI: 10.5465/amj.2012.0995	
Participative Leadership	Ismail, A., Zainuddin, N. F. A., & Ibrahim, Z. (2010). Linking participative and consultative leadership styles to organizational commitment as an antecedent of job satisfaction. *Unitar E-Journal, 6*, 11-26. DOI:10.1016/j.sbspro.2011.09.032	Coming soon
Team Identification	Mael, F. and Ashforth, B.E. (1992), Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior, 13*, 103-123. DOI: 10.1002/job.4030130202	Coming soon
Team Job Performance	Ancona, D., & Caldwell, D. F. (1992). Demography and design: Predictors of new product team performance. *Organization Science, 3*, 321–341. DOI:10.1287/ORSC.3.3.321	Coming soon
Turnover	Rosin, H. M., & Korabik, K. (1991). Workplace variables, affective responses, and intention to leave among women managers. *Journal of Occupational Psychology, 64*(4), 317–330. DOI:10.1111/j.2044-8325.1991.tb00563.x	Coming soon
Workplace Deviance	Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology, 85*(3), 349–360. DOI:10.1037//0021-9010.85.3.349	Coming soon

Counter-Productive Work Behaviors

About:

This scales captures the extent to which people engage in behaviors that undermine or harm their coworkers or the organization.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale:

Reference:

Spector, P., Fox. S., Penney, L., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: are all counterproductive behaviors created equal? *Journal of Vocational Behavior, 68*(3), 446-460. DOI: 10.1016/j.jvb.2005.10.005

Extrarole and Inrole Behavior

About:

This scales captures the extent to which people take voluntary actions or show behaviors that go beyond their formal job requirments, often contributing positively to the organization.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale:

Reference:

Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal, 42*(4), 403-419. doi:10.2307/257011

Intragroup Conflict

About:

This scale captures the extent to which individuals have disagreements of opinions, perspectives, or interests among members within a group.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. Academy of Management Journal, 44(2), 238-251. DOI:10.2307/3069453.

Leader Group Prototypicality

About:

This scales captures the extent to which people display the characteristics, values, and behaviors that are representative of the group or organization.

Number of questions in the scale:

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. *Journal of Applied Psychology, 90*(1), 25-37. DOI:10.1037/0021-9010.90.1.25

LeaderEffectiveness

About:

This scales captures the extent to which people are perceived as a trustful, excellent, and performing well in their leadership role.

Number of questions in the scale:

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. *Journal of Applied Psychology, 90*(1), 25–37. DOI:10.1037/0021-9010.90.1.25

Nature, Work and Family

About:

This scales captures the extent to which people experience a time and behavior conflict between their work and family roles.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale: 15

Reference:

Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of occupational health psychology, 4*(4), 337-346 DOI:10.1037/1076-8998.4.4.337

Organizational Citizenship Behavior

About:

This scales captures the extent to which people voluntarily undertake behaviors in the workplace that go beyond their formal job roles.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale:

Reference:

Moorman, R.H., & Blakely, G.L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behaviour 16*(2) 127-142. DOI: 10.1002/job.4030160204

OrganizationalCommitment

About:

This scales captures the extent to which people are committed to their organization.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale:

Reference:

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63*(1), 1–18. doi:10.1111/j.2044-8325.1990.tb00506.x

Paradoxical Leader Behavior

About:

This scale captures the extent to which individuals show seemingly competing yet interrelated behaviors to meet workplace demands.

Additional Note:

This scale has 5 subdimensions:

- Uniform Individualisation
- Self Other Centeredness
- Control Autonomy
- Requirements Flexibility
- Distance Closeness

Number of questions in the scale: 22

Reference:

Zhang, Y., Waldman, D.A., Han.Y., & Li, X. (2014). Paradoxical leader behaviors in people management: Antecedents and consequences. *Academy of Management Journal, 58*(2), 538–566. doi: 10.5465/amj.2012.0995

Participative Leadership

About:

This scales captures the extent to which people invite and consult with others in the decision-making process.

Number of questions in the scale:

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Ismail, A., Zainuddin, N. F. A., & Ibrahim, Z. (2010). Linking participative and consultative leadership styles to organizational commitment as an antecedent of job satisfaction. *Unitar E-Journal, 6*, 11-26. DOI:10.1016/j.sbspro.2011.09.032

Team Job Performance

About:

This scales captures the extent to wich people work productively as part of a team to achieve objectives.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale:

Reference:

Ancona, D., & Caldwell, D. F. (1992). Demography and design: Predictors of new product team performance. *Organization Science, 3*, 321–341. DOI:10.1287/ORSC.3.3.321

Turnover

About:

This scales captures the extent to which people want to leave their job

Number of questions in the scale:

Reference:

Rosin, H. M., & Korabik, K. (1991). Workplace variables, affective responses, and intention to leave among women managers. *Journal of Occupational Psychology, 64*(4), 317–330. DOI:10.1111/j.2044-8325.1991.tb00563.x

Workplace Deviance

About:

This scales captures the extent to wich people violate formal and informal organizational rules and threaten the well-being of the organization or its members.

Number of questions in the scale:

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology, 85*(3), 349–360. DOI:10.1037//0021-9010.85.3.349

Work Design

Learn more about the way job roles are designed and organized.

Overview List for Work Design

See pages below for more details of each scale

Job Demands	Rosin, H. M., & Korabik, K. (1991). Workplace variables, affective responses, and intention to leave among women managers. *Journal of Occupational Psychology, 64*(4), 317–330. DOI:10.1111/j.2044-8325.1991.tb00563.x	**Coming soon**
Role Clarity	Lyons, T. F. (1971). Role clarity, need for clarity, satisfaction, tension, and withdrawal. *Organizational Behavior and Human Performance, 6*(1), 99–110. DOI:10.1016/0030-5073(71)90007-9	**Coming soon**
Role Stressors	Bowling, N.A., Khazon, S., Alarcon, G.M., Blackmore, C.E., Bragg, C.B., Hoepf, M.R., Barelka, A., Kennedy, K., Wang, Q., & Li, H. (2017). Building better measures of role ambiguity and role conflict: The validation of new role stressor scales, *Work & Stress, 31(*1), 1-23, DOI: 10.1080/02678373.2017.1292563	**Coming soon**

Job Demands

About:

This scale captures the extent to which individuals are able to manage and cope with in their work roles.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale: 6

Reference:

Rosin, H. M., & Korabik, K. (1991). Workplace variables, affective responses, and intention to leave among women managers. *Journal of Occupational Psychology, 64*(4), 317–330. doi:10.1111/j.2044-8325.1991.tb00563.x

Role Clarity

About:

This scales captures the extent to which people have a clear understanding of the responsibilities of their job roles.

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Number of questions in the scale: 8

Reference:

Lyons, T. F. (1971). Role clarity, need for clarity, satisfaction, tension, and withdrawal. Organizational Behavior and *Human Performance, 6*(1), 99–110. DOI:10.1016/0030-5073(71)90007-9

Role Stressors – Conflict and Ambiguity

About:

This scale captures the extent to which individuals experience uncertainty and confusion from their job roles.

Number of questions in the scale: 12

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Bowling, N.A., Khazon, S., Alarcon, G.M., Blackmore, C.E., Bragg, C.B., Hoepf, M.R., Barelka, A., Kennedy, K., Wang, Q., & Li, H. (2017). Building better measures of role ambiguity and role conflict: The validation of new role stressor scales, *Work & Stress, 31*(1), 1-23. DOI: 10.1080/02678373.2017.1292563

Other

Find scales here that don't come neatly under the other topic headings but are still relevant to your world of work and your personal development.

Overview List for Other Scales

See pages below for more details of each scale

| **Warmth and Competence** | Fiske, S. T., Cuddy, A. J. C., Glick, P., & Xu, J. (2002). A model of (often mixed) stereotype content: Competence and warmth respectively follow from perceived status and competition. *Journal of Personality and Social Psychology, 82*(6), 878–902. DOI:10.1037//0022-3514.82.6.878 | Coming soon |

Warmth and Competence

About:

This scales captures the extent to which people perceive others based on two fundamental dimensions of stereotype content: warmth and competence

Number of questions in the scale: 12

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Fiske, S. T., Cuddy, A. J. C., Glick, P., & Xu, J. (2002). A model of (often mixed) stereotype content: Competence and warmth respectively follow from perceived status and competition. *Journal of Personality and Social Psychology, 82*(6), 878-902. DOI:10.1037//0022-3514.82.6.878