

Schmidt (2008) Toxic Leadership Scale (Formatted):

To begin, think of your **current supervisor** and answer each question with regard to this individual. Using the scale below, please indicate the extent to which you agree or disagree with each of the following statements:

1	2	3	4	5	6
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>

My **current supervisor**...

1. \_\_\_\_\_ Thinks that he/she is more capable than others
2. \_\_\_\_\_ Ridicules subordinates
3. \_\_\_\_\_ Believes that he/she is an extraordinary person
4. \_\_\_\_\_ Will only offer assistance to people who can help him/her get ahead
5. \_\_\_\_\_ Denies responsibility for mistakes made in his/her unit
6. \_\_\_\_\_ Will ignore ideas that are contrary to his/her own
7. \_\_\_\_\_ Reminds subordinates of their past mistakes and failures
8. \_\_\_\_\_ Speaks poorly about subordinates to other people in the workplace
9. \_\_\_\_\_ Allows his/her mood to affect his/her vocal tone and volume
10. \_\_\_\_\_ Invades the privacy of subordinates
11. \_\_\_\_\_ Holds subordinates responsible for things outside their job descriptions
12. \_\_\_\_\_ Publicly belittles subordinates
13. \_\_\_\_\_ Is inflexible when it comes to organizational policies, even in special circumstances
14. \_\_\_\_\_ Varies in his/her degree of approachability
15. \_\_\_\_\_ Drastically changes his/her demeanor when his/her supervisor is present
16. \_\_\_\_\_ Allows his/her current mood to define the climate of the workplace
17. \_\_\_\_\_ Assumes that he/she is destined to enter the highest ranks of my organization
18. \_\_\_\_\_ Controls how subordinates complete their tasks
19. \_\_\_\_\_ Has a sense of personal entitlement
20. \_\_\_\_\_ Affects the emotions of subordinates when impassioned
21. \_\_\_\_\_ Accepts credit for successes that do not belong to him/her
22. \_\_\_\_\_ Thrives on compliments and personal accolades
23. \_\_\_\_\_ Is not considerate about subordinates' commitments outside of work
24. \_\_\_\_\_ Determines all decisions in the unit whether they are important or not
25. \_\_\_\_\_ Causes subordinates to try to "read" his/her mood
26. \_\_\_\_\_ Tells subordinates they are incompetent
27. \_\_\_\_\_ Expresses anger at subordinates for unknown reasons
28. \_\_\_\_\_ Does not permit subordinates to approach goals in new ways
29. \_\_\_\_\_ Has explosive outbursts
30. \_\_\_\_\_ Acts only in the best interest of his/her next promotion

# Factor loadings for items on the Schmidt (2008) Toxic Leadership Scale:

Items	Factor				
	1 S-P.	2 Ab. Sup.	3 U.	4 Narc.	5 Au. Lead.
Drastically changes his/her demeanor when his/her supervisor is present	.68	-.65	.57	-.49	.59
Denies responsibility for mistakes made in his/her unit	.69	-.66	.61	-.57	.65
Will only offer assistance to people who can help him/her get ahead	.74	-.67	.59	-.54	.58
Accepts credit for successes that do not belong to him/her	.77	-.66	.64	-.59	.57
Acts only in the best interest of his/her next promotion	.74	-.66	.61	-.66	.66
Ridicules subordinates	.57	-.84	.76	-.44	.70
Holds subordinates responsible for things outside their job descriptions	.50	-.68	.61	-.53	.57
Is not considerate about subordinates' commitments outside of work	.55	-.72	.58	-.49	.56
Speaks poorly about subordinates to other people in the workplace	.59	-.80	.61	-.59	.63
Publicly belittles subordinates	.45	-.96	.73	-.46	.56
Reminds subordinates of their past mistakes and failures	.57	-.81	.65	-.40	.62
Tells subordinates they are incompetent	.47	-.77	.63	-.51	.61
Has explosive outbursts	.30	-.66	.83	-.49	.57
Allows his/her current mood to define the climate of the workplace	.55	-.68	.86	-.55	.54
Expresses anger at subordinates for unknown reasons	.54	-.72	.79	-.41	.69
Allows his/her mood to affect his/her vocal tone and volume	.36	-.62	.86	-.55	.52
Varies in his/her degree of approachability	.36	-.54	.63	-.37	.44
Causes subordinates to try to "read" his/her mood	.46	-.61	.74	-.43	.62
Affects the emotions of subordinates when impassioned	.25	-.56	.69	-.46	.52
Has a sense of personal entitlement	.42	-.50	.51	-.64	.60
Assumes that he/she is destined to enter the highest ranks of my organization	.38	-.52	.54	-.72	.52
Thinks that he/she is more capable than others	.40	-.62	.69	-.80	.70
Believes that he/she is an extraordinary person	.37	-.45	.48	-.83	.49
Thrives on compliments and personal accolades	.41	-.46	.50	-.75	.47
Controls how subordinates complete their tasks	.36	-.50	.52	-.46	.75
Invades the privacy of subordinates	.58	-.64	.54	-.46	.66
Does not permit subordinates to approach goals in new ways	.50	-.60	.56	-.53	.79
Will ignore ideas that are contrary to his/her own	.56	-.65	.63	-.61	.75
Is inflexible when it comes to organizational policies, even in special circumstances	.50	-.60	.54	-.40	.72
Determines all decisions in the unit whether they are important or not	.32	-.54	.55	-.56	.75