

Least Preferred Coworker (LPC) Measure

Instructions: Think of the person with whom you can work least well. He or she may be someone you work with now or someone you knew in the past. That person does not have to be the person you like the least but should be the person with whom you had the most difficulty in getting a job done. Describe this person as he or she appears to you by circling the appropriate number for each of the following items.

1. Pleasant	8	7	6	5	4	3	2	1	Unpleasant
2. Friendly	8	7	6	5	4	3	2	1	Unfriendly
3. Rejecting	1	2	3	4	5	6	7	8	Accepting
4. Tense	1	2	3	4	5	6	7	8	Relaxed
5. Distant	1	2	3	4	5	6	7	8	Close
6. Cold	1	2	3	4	5	6	7	8	Warm
7. Supportive	8	7	6	5	4	3	2	1	Hostile
8. Boring	1	2	3	4	5	6	7	8	Interesting
9. Quarrelsome	1	2	3	4	5	6	7	8	Harmonious
10. Gloomy	1	2	3	4	5	6	7	8	Cheerful
11. Open	8	7	6	5	4	3	2	1	Closed
12. Backbiting	1	2	3	4	5	6	7	8	Loyal
13. Untrustworthy	1	2	3	4	5	6	7	8	Trustworthy
14. Considerate	8	7	6	5	4	3	2	1	Inconsiderate
15. Nasty	1	2	3	4	5	6	7	8	Nice
16. Agreeable	8	7	6	5	4	3	2	1	Disagreeable
17. Insincere	1	2	3	4	5	6	7	8	Sincere
18. Kind	8	7	6	5	4	3	2	1	Unkind

SOURCE: Adapted from "The LPC Questionnaire," in *Improving Leadership Effectiveness* by Fiedler, F. E., & Chemers, M. M. Copyright © 1984. Reprinted with permission.

Scoring Interpretation

Your final LPC score is the sum of the numbers you circled on the 18 scales. If your score is 57 or below, you are a low LPC, which suggests that you are task motivated. If your score is within the range of 58 to 63, you are a middle LPC, which means you are independent. People who score 64 or above are called high LPCs, and they are thought to be more relationship motivated.

Because the LPC is a personality measure, the score you get on the LPC scale is believed to be quite stable over time and not easily changed. Low LPCs tend to remain low, moderate LPCs tend to remain moderate, and high LPCs tend to remain high. As was pointed out earlier in the chapter, research shows that the test-retest reliability of the LPC is very strong (Fiedler & Garcia, 1987).