

MANAGEMENT SKILLS

SELF ASSESSMENT

How Do Your Ethics Stack Up?

Instructions: For each statement answer as follows.

**Strongly Agree=SA
Agree=A**

**Disagree=D
Strongly Disagree=SD**

	SA	A	D	SD
1. Employees should not be expected to inform on their peers for wrongdoings.	—	—	—	—
2. There are times when a manager must overlook contract and safety violations in order to get on with the job	—	—	—	—
3. It is not always possible to keep accurate expense account records; therefore, it is sometimes necessary to give approximate figures.	—	—	—	—
4. There are times when it is necessary to withhold embarrassing information from one's superior.	—	—	—	—
5. We should do what our managers suggest, though we may have doubts about its being the right thing to do.	—	—	—	—
6. It is sometimes necessary to conduct personal business on company time.	—	—	—	—
7. Sometimes it is good psychology to set goals somewhat above normal if it will help to obtain a greater effort from the sales force.	—	—	—	—
8. I would quote a "hopeful" shipping date in order to get the order.	—	—	—	—
9. It is proper to use the company WATS line for personal calls as long as it's not in company use.	—	—	—	—
10. Management must be goal oriented; therefore, the end usually justifies the means.	—	—	—	—
11. It takes heavy entertainment and twisting a bit of company policy to win a large contract, I would authorize it.	—	—	—	—
12. Exceptions to company policy and procedures are a way of life	—	—	—	—
13. Inventory controls should be designed to report "underages" rather than "overages" in goods received. (the ethical issue here is the same as that faced by someone who receives too much change from a store cashier.)	—	—	—	—

	Strongly Agree=SA Agree=A	Disagree=D Strongly Disagree=SD		
	SA	A	D	SD
14. Occasional use of the company's copier for personal or community activities is acceptable.	—	—	—	—
15. Taking home company property (pencils, paper, tape, and so on) for personal use is an accepted fringe benefit.	—	—	—	—

Are You a Good Decision Maker?

Instruction: For each statement answer either yes or no.

	Yes	No
1. Do you often try to avoid or delay making important decisions and even hope that problems will go away?	—	—
2. When required to make a decision fairly promptly, do you become flustered and fail to function at your best?	—	—
3. Would you consider it demeaning to consult your subordinates regarding a problem with which they have experience?	—	—
4. In deciding a complicated problem where strong arguments exist for either side, would you trust your "gut reaction"?	—	—
5. Do you often wish that you didn't have to make any decisions?	—	—
6. When faced with a serious decision, are your sleep and appetite usually adversely affected?	—	—
7. Do you secretly dislike making decisions because you lack self-confidence?	—	—
8. Are you uneasy even when required to make unimportant decisions?	—	—
9. Would you fire a friend if his continued employment was against the welfare of the enterprise in which you held a high position?	—	—
10. When baffled by a problem within your jurisdiction, would you try to pass it off to others?	—	—
11. At home, do you participate in all or most of the important decisions?	—	—
12. Are you usually edgy both before and after making important decisions?	—	—

How well would you fit in a Bureaucracy?

Instructions: Check either Mostly Agree or Mostly Disagree.

	MOSTLY AGREE	MOSTLY DISAGREE
1. I value stability in my job.	_____	_____
2. I like a predictable organization.	_____	_____
3. The best job for me would be one in which the future is uncertain.	_____	_____
4. The U.S. Army would be a nice place to work.	_____	_____
5. Rules, policies, and procedures tend to frustrate me.	_____	_____

	MOSTLY AGREE	MOSTLY DISAGREE
6. I would enjoy working for a company that employed 85,000 people worldwide.	_____	_____
7. Being self-employed would involve more risk than I'm willing to take.	_____	_____
8. Before accepting a job, I would like to see an exact job description.	_____	_____
9. I would prefer a job as a free-lance house painter to one as a clerk for the Department of Motor Vehicles.	_____	_____
10. Seniority should be as important as performance in determining pay increases and promotion.	_____	_____
11. It would give me a feeling of pride to work for the largest and most successful company in its field.	_____	_____
12. Given a choice, I would prefer to make \$30,000 per year as a vice-president in a small company to \$35,000 as a staff specialist in a large company.	_____	_____
13. I would regard wearing an employee badge with a number on it as a degrading experience.	_____	_____
14. Parking spaced in a company lot should be assigned on the basis of job level.	_____	_____
15. An accountant who works for a large organization cannot be a true professional.	_____	_____
16. Before accepting a job (given a choice), I would want to make sure that the company has a very fine program of employee benefits.	_____	_____
17. A company will probably not be successful unless it establishes a clear set of rules and procedures.	_____	_____
18. Regular working hours and vacations are more important to me than finding thrills on the job.	_____	_____
19. You should respect people according to their rank.	_____	_____
20. Rules are meant to be broken.	_____	_____

What Kind of Leader Are You?

Instructions: Circle whether you would be likely to behave in the described way:

Always = A
Frequently = F

Occasionally = O

Seldom = S
Never = N

IF I WERE THE LEADER OF A WORK GROUP . . .	ALWAYS			NEVER		
1. I would most likely act as the spokesperson of the group.	A	F	O	S	N	
2. I would encourage overtime work.	A	F	O	S	N	
3. I would allow members complete freedom in their work.	A	F	O	S	N	
4. I would encourage the use of uniform procedures.	A	F	O	S	N	
5. I would permit the members to use their own judgment in solving problems.	A	F	O	S	N	

IF I WERE THE LEADER OF A WORK GROUP . . .	ALWAYS		NEVER		
6. I would stress being ahead of competing groups.	A	F	O	S	N
7. I would speak as a representative of the group.	A	F	O	S	N
8. I would needle members for greater effort.	A	F	O	S	N
9. I would try out my ideas in the group.	A	F	O	S	N
10. I would let the members do their work the way they think best.	A	F	O	S	N
11. I would be working hard for a promotion	A	F	O	S	N
12. I would be able to tolerate postponement and uncertainly.	A	F	O	S	N
13. I would speak for the group when visitors were present.	A	F	O	S	N
14. I would keep the work moving at a rapid pace.	A	F	O	S	N
15. I would turn the members loose on a job and let them go to it.	A	F	O	S	N
16. I would settle conflicts when they occur in the group.	A	F	O	S	N
17. I would get swamped by details.	A	F	O	S	N
18. I would represent the group at outside meetings.	A	F	O	S	N
19. I would be reluctant to allow the members any freedom of action.	A	F	O	S	N
20. I would decide what shall be done and how it shall be done.	A	F	O	S	N
21. I would push for increased production.	A	F	O	S	N
22. I would let some members have authority which I could keep.	A	F	O	S	N
23. Things would usually turn out as I predict.	A	F	O	S	N
24. I would allow the group a high degree of initiative.	A	F	O	S	N
25. I would assign group members to particular tasks	A	F	O	S	N
26. I would be willing to make changes.	A	F	O	S	N
27. I would ask the members to work harder.	A	F	O	S	N
28. I would trust the group members to exercise good judgment.	A	F	O	S	N
29. I would schedule the work to be done.	A	F	O	S	N
30. I would refuse to explain my actions.	A	F	O	S	N
31. I would persuade others than my ideas are to their advantages.	A	F	O	S	N
32. I would permit the group to set its own pace.	A	F	O	S	N
33. I would urge the group to beat its previous record	A	F	O	S	N
34. I would act without consulting the group.	A	F	O	S	N
35. I would ask that group members follow standard rules and regulations.	A	F	O	S	N

Do You Manage Time Effectively?

Instructions: Check the box or boxes that are most appropriate to your usual behavior.

1. I am a hard worker, and as such, try to do every job with total commitment. Even though I am frequently tired at the end of a day, I feel a great sense of accomplishment.
2. If asked to take on an extra assignment, I will consent. Even if this new responsibility makes it nearly impossible for me to finish current projects on schedule, it is hard for me to refuse.
3. Most people consider me a workaholic. I am usually involved in several projects at once. No one can make an appointment to see me without having to wait at least two weeks. I'd like to exercise more, but cannot seem to fit such a program into my heavy schedule.

4. I pride myself on the ability to anticipate most problems before they occur. To me, the work schedule is sacred. Therefore, I rarely deviate from it. Interruptions must be discouraged. As much as possible, I limit phone calls and prolonged conversations.
5. The top and inside of my desk are covered with papers. A collector, I save telephone messages, reports, relevant newspaper articles, schedules, and letters. In fact, my filing system is so well organized that I can pull out a year-old memo at a moment's notice. Colleagues kid me about my tendency to store so many items, but I am sure that this is an asset.
6. I tend to pay considerable attention to small details. I am an expert at catching even the tiniest mistake, whether in typing, grammar, or figures. Although most assignments take me hours to complete. I am known for my thoroughness and dedication. If necessary, I will take work home, to ensure that a job is finished on schedule.
7. Large projects are not my forte. I find them too overwhelming and confusing, I much prefer to be given more routine tasks. It is generally difficult for me to focus on too many details at once. I enjoy the involvement and sense of accomplishment that results from a small job brought to completion.

What Is the Makeup of Your Cultural Attitudes?

Instructions: Indicate the extent to which you agree or disagree with each of the following statements. Answer each statement by circling the appropriate number; for example, if you strongly agree with a particular statement, you would circle the "5" next to that statement.

5 = Strongly Agree
4 = Agree

3 = Neither agree nor disagree

2 = Disagree
1 = Strongly Disagree

	STRONGLY AGREE		STRONGLY DISAGREE		
1. It is important to have job requirements and instructions spelled out so people always know what they are expected to do.	5	4	3	2	1
2. Managers expect workers to closely follow instructions and procedures.	5	4	3	2	1
3. Rules and regulations are important because they inform workers what the organization expects of them.	5	4	3	2	1
4. Standard operating procedures are helpful to workers on the job.	5	4	3	2	1
5. Instructions rewards are not as important as group welfare.	5	4	3	2	1
6. Group success is more important than individual success.	5	4	3	2	1
7. Being accepted by the group is more important than working on your own.	5	4	3	2	1
8. Being accepted buy the group is more important than working on your own.	5	4	3	2	1

	STRONGLY AGREE		STRONGLY DISAGREE		
9. An individual should not pursue his or her own objectives without considering the welfare of the group.	5	4	3	2	1
10. It is important for a manager to encourage loyalty and a sense of duty to the group.	5	4	3	2	1
11. Managers should make most decisions without consulting subordinates.	5	4	3	2	1
12. It is often necessary for a supervisor to emphasize his or her authority and power when dealing with subordinates.	5	4	3	2	1
13. Managers should be careful not to ask the opinions of subordinates too frequently.	5	4	3	2	1
14. A manager should avoid socializing with his or her subordinates off the job.	5	4	3	2	1
15. Subordinates should not disagree with their manager's decisions.	5	4	3	2	1
16. Managers should not delegate difficult and important tasks to their subordinates.	5	4	3	2	1
17. Meetings are usually run more effectively when they are chaired by a man.	5	4	3	2	1
18. It is more important for men to have a professional career than it is for women to have a professional career.	5	4	3	2	1
19. Women do not value recognition and promotion in their work as much as men do.	5	4	3	2	1
20. Women value working in a friendly atmosphere more than men do.	5	4	3	2	1
21. Men usually solve problems with logical analysis; women usually solve problems with intuition.	5	4	3	2	1
22. Solving organizational problems usually requires the active forcible approach, which is typical of men.	5	4	3	2	1
23. It is preferable to have a man in a high-level position rather than a woman.	5	4	3	2	1
24. There are some jobs in which a man can always do better than a woman.	5	4	3	2	1
25. Women are more concerned with social aspects of their job than they are with getting ahead.	5	4	3	2	1