

Experiential Exercises

3.1 Management Styles*

Part I. This questionnaire will help you determine your preferences. For each item, circle either a or b. If you feel both a and b are true, decide which one is more like you even if it is only slightly more true.

1. I would rather

- a. solve a new and complicated problem.
- b. work on something I have done before.

2. I like to

- c. work alone in a quiet place.
- d. be where the action is.

3. I want a boss who

- e. establishes and applies criteria in decisions.
- f. considers individual needs and makes exceptions.

4. When I work on a project, I

- g. like to finish it and get some closure.
- h. often leave it open for possible changes.

5. When making a decision, the most important considerations are

- i. rational thoughts, ideas, and data.
- j. people's feelings and values.

6. On a project, I tend to

- k. think it over and over before deciding how to proceed.
- l. start working on it right away, thinking about it as I go along.

7. When working on a project, I prefer to

- m. maintain as much control as possible.
- n. explore various options.

8. In my work, I prefer to

- o. work on several projects at a time and learn as much as possible about each one.
 - p. have one project that is challenging and that keeps me busy.
- 9. I often
 - q. make lists and plans whenever I start something and may hate to seriously alter my plans.
 - r. avoid plans and let things progress as I work on them.
- 10. When discussing a problem with colleagues, it is easy for me to
 - s. see "the big picture."
 - t. grasp the specifics of the situation.
- 11. When the phone rings in my office or at home, I usually
 - u. consider it an interruption.
 - v. do not mind answering it.
- 12. Which word describes you better?
 - w. Analytical
 - x. Empathetic
- 13. When I am working on an assignment, I tend to
 - y. work steadily and consistently.
 - z. work in bursts of energy with "downtime" in between.
- 14. When I listen to someone talk on a subject, I usually try to
 - aa. relate it to my own experience and see if it fits.
 - bb. assess and analyze the message.
- 15. When I come up with new ideas, I generally
 - cc. "go for it."
 - dd. like to contemplate the ideas some more.
- 16. When working on a project, I prefer to
 - ee. narrow the scope so it is clearly defined.
 - ff. broaden the scope to include related aspects.

17. When I read something, I usually

gg. confine my thoughts to what is written there.

hh. read between the lines and relate the words to other ideas.

18. When I have to make a decision in a hurry, I often

ii. feel uncomfortable and wish I had more information.

jj. am able to do so with available data.

19. In a meeting, I tend to

kk. continue formulating my ideas as I talk about them.

ll. only speak out after I have carefully thought the issue through.

20. In work, I prefer spending a great deal of time on issues of

mm. ideas.

nn. people.

21. In meetings, I am most often annoyed with people who

oo. come up with many sketchy ideas.

pp. lengthen meetings with many practical details.

22. I am a

qq. morning person.

rr. night owl.

23. What is your style in preparing for a meeting?

ss. I am willing to go in and be responsive.

tt. I like to be fully prepared and usually sketch an outline of the meeting.

24. In a meeting, I would prefer for people to

uu. display a fuller range of emotions.

vv. be more task oriented.

25. I would rather work for an organization where

ww. my job is intellectually stimulating.

xx. I am committed to its goals and mission.

26. On weekends, I tend to

yy. plan what I will do.

zz. just see what happens and decide as I go along.

27. I am more

aaa.outgoing.

bbb.contemplative.

28. I would rather work for a boss who is

ccc.full of new ideas.

ddd.practical.

In the following, choose the word in each pair that appeals to you more:

29.

eee.Social

fff.Theoretical

30.

ggg.Ingenuity

hhh.Practicality

31.

iii. Organized

jjj. Adaptable

32.

kkk.Active

lll. Concentrating

Scoring Key

Count one point for each item listed below that you have circled in the inventory.

Score for I	Score for E	Score for S	Score for N
<input checked="" type="radio"/> 2a	2b	1b	<input checked="" type="radio"/> 1a
6a	<input checked="" type="radio"/> 6b	10b	<input checked="" type="radio"/> 10a
<input checked="" type="radio"/> 11a	11b	<input checked="" type="radio"/> 13a	13b

15b	15a	16a	16b
19b	19a	17a	17b
22a	22b	21a	21b
27b	27a	28b	28a
32b	32a	30b	30a
Total—			

Circle the one with more points: I or E.		Circle the one with more points: S or N.	
Score for T	Score for F	Score for J	Score for P
3a	3b	4a	4b
5a	5b	7a	7b
12a	12b	8b	8a
14b	14a	9a	9b
20a	20b	18b	18a
24b	24a	23b	23a
25a	25b	26a	26b
29b	29a	31a	31b
Total—			

Circle the one with more points: T or F.

Your score is

I or E

S or N

Circle the one with more points: J or P.

T or F

J or P

Part II. The purpose of this part of the exercise is to give you experience in understanding some of the individual differences Carl Jung proposed.

Your instructor will assign you to a group.

Your group is a team of individuals who want to start a business. You are to develop a mission statement and a name for your business.

After you have completed the second step, analyze the decision process that occurred within the group. How did you decide on your company's name and mission?

Your instructor will have each group report to the class the name and mission of the company, and then the decision process used. Your instructor will give you some additional information about the exercise and provide some interesting insights about your management style.

SOURCE: From **D. Marcic** and **P. Nutt**, "Personality Inventory," in **D. Marcic**, ed., *Organizational Behavior: Experiences and Cases* (St. Paul, MN: West, 1989), 9-16 Reprinted by permission.