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BYJU JOHN
Research Scholar in Organizational Development
Bhilai Steel Plant, Bhilai (C.G.)

**ROLE EFFICACY SCALE**

Name: __________________________  Designation: ______________________

Department: __________________________  Date: ______

**INSTRUCTIONS:**

_In each of the following sets of three statement, tick the one (a, b or c) that most accurately describes your own experience role. Choose only one statement in each set._

1. __a. My role is very important in this organization; I feel central here.
   __ b I am doing a useful and fairly important work.
   __ c Very little importance is given to my role in this organization; I feel peripheral here

2. __a. My training and expertise are not fully utilized in my present role.
   __ b My training and knowledge are not used in my present role.
   __ c I am able to use my knowledge and training very well here.

3. __a I have little freedom in my role; I am only an errand boy.
   __ b I operate according to the direction given to me.
   __ c I can take initiative and act on my own in my role.
4. __a. I am doing usual, routine work in my role.  
   __b. In my role I am able to use my creativity and do something new.  
   __c. I have no time for creative work in my role.  

5. __a. No one in the organization responds to my ideas and suggestions.  
   __b. I work in close collaboration with some other colleagues.  
   __c. I am alone and have almost no one to consult in my role.  

6. __a. When I need some help no one is available.  
   __b. Whenever I have a problem, others help me.  
   __c. I get very hostile responses when I ask for help.  

7. __a. I regret that I do not have the opportunity to contribute to society in my role.  
   __b. What I am doing in my role is likely to help other organizations or society.  
   __c. I have the opportunity to have some effect on the larger society in my role.  

8. __a. I contribute to some decisions.  
   __b. I have no power here.  
   __c. My advice is accepted by my seniors.  

   __b. I am slowly forgetting all that I learnt (my professional knowledge).  
   __c. I have tremendous opportunities for professional growth in my role.  

10. __a. I dislike being bothered with problems.  
    __b. when a subordinate brings a problem to me, I help to find a solution.  
    __c. I refer the problem to my boss or to some other person.  

11. __a. I feel quite central in the organization  
    __b. I think I am doing fairly important work.  
    __c. I feel I am peripheral in this organization.  

12. __a. I do not enjoy my role.  
    __b. I enjoy my role very much.  
    __c. I enjoy some parts of my role and not others.  

13. __a. I have little freedom in my role.  
    __b. I have a great deal of freedom in my role.  
    __c. I have enough freedom in my role.
14. a. I do a good job according to a pre-decided schedule.
   b. I am able to be innovative in my role.
   c. I have no opportunity to be innovative or do something creative.

15. a. Other in the organization see my role significant to their work.
   b. I am a member of a task force or a committee.
   c. I do not work on any committees.

16. a. Hostility rather than cooperation is evident here.
   b. I experience enough mutual help here.
   c. People operate more in isolation here.

17. a. I am able to contribute to the company in my role.
   b. I am able to serve the larger parts of society in my role.
   c. I wish I could do some useful work in my role.

18. a. I am able to influence relevant decisions.
   b. I am sometimes consulted on important matters.
   c. I cannot make any independent decisions.

19. a. I learn a great deal in my role.
   b. I learn a few new things in my role.
   c. I am involved in routine or unrelated activities and have learnt nothing.

20. a. When people bring problems to me, I tend to ask them to work it out themselves.
    b. I dislike being bothered with interpersonal conflict.
    c. I enjoy solving problem related to my work.
QUESTIONNAIRE

CUSTOMERS DELIGHT

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BYJU JOHN
Research Scholar in Organizational Development
Bhilai Steel Plant, Bhilai (C.G.)

DEALING WITH EMOTIONS – RUMINATION & FLOW

ANALYSIS

Name: ____________________________ Designation: ____________________________

Department: ____________________________ Date: ____________

INSTRUCTIONS:

The study is conducted to know how people deal with some happenings and feelings. There are no right or wrong ways. Please answer the following questions frankly.

A. For each of the three questions below pairs are given. Choose one item in each pair that you do more frequently than the other. Put a tick mark (4) on that item.

1. When bad mood strikes you, what do you generally do?
   a. Analyze your mood
   b. Do something to distract your attention

2. When you quarrel with your friend/partner, how do you react?
   a. Get away and take attention off one some other things, and not be over concerned with it.
   b. Express your emotions and be quite concerned about it.
3. What events do you generally recall and relive?
   a. Pleasant ones which you enjoyed.
   b. Unpleasant ones, and the sufferings you have had.

B. Read each item given below and respond how often you do them. Use the following key to give your responses.

   Write 4 if this happens (or you do so) most frequently
   Write 3 if this happens (or you do so) often
   Write 2 if this happens (or you do so) sometimes
   Write 1 if this happens (or you do so) occasionally
   Write 0 if this happens (or you do so) almost never

4. When you are depressed for some reason, how often do you do the following?
   a. Think about the events causing depression.
   b. Recall details of the events.
   c. Analyse to determine the source of depression.
   d. Get involved in music, play or some other activity.
   e. Go to sleep.

5. When you are having some problem, and you are sitting by yourself, how often the following thoughts come to your mind?
   a. Detailed analysis of the causes of the problem.
   b. Related emotions of anger/resentment/ frustration.
   c. Alternative solutions to be attempted.
   d. Some other thoughts to turn the attention away from the problem.

6. If you sit and daydream (think of fantasies), which of the following are the main themes of your daydream?
   a. The good time you had with family and friends
   b. Problems people created for you
   c. The suffering you underwent.
   d. Work-related matters

7. How often do you do the following?
   a. Recall the events when you failed to achieve what you wanted to achieve. think why you failed. and what you should have done instead.
   b. Relive the quarrel you had to analyze who started it. What was the cause, and whether your relations deteriorated with the person?
   c. Regret why you did what you did, what you should have done, or wonder why the other person(s) did which hurt you.
   d. Rethink similar events which happened to you in the past and wonder why it happens to you.
   e. Talk about and lament amongst friends the deteriorating conditions/ values in our country/ society.

*******************************************************************
QUESTIONNAIRE

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BYJU JOHN
Research Scholar in Organizational Development
Bhilai Steel Plant, Bhilai (C.G.)

ORGANISATIONAL LEARNING DIAGNOSTIC (OLD)

Name: ____________________  Designation: ____________________

Department: ________________  Date: __________

INSTRUCTIONS:

Rate each of the 23 statements by writing the appropriate number in the blank space on the left to the statement. Use the following guidelines.

Write 4 if the practice is very highly valued and /or is always or very frequently done in your organization.

Write 3 if the practice is highly valued and /or is frequently done in your organization.

Write 2 if the practice is valued and /or is sometimes done in your organization.

Write 1 if the practice is has low value and /or is seldom or never done in your organization.

Write 0 if the practice is very low value and /or is seldom done in your organization.

__1 Experts and experienced creative practitioners are invited to share their ideas with members of the organization.

__2 Employees are encouraged to attend external programmes

__3 Experiences and concerns of the organization are shared with other organizations.
4 Employees are encouraged to experiment.
5 Innovations are rewarded.
6 Periodic meetings are held for sharing results of experiments.
7 Periodic meetings are held for sharing on-going experiments.
8 Employees seminars on new developments are organized.
9 Task groups are created for implementing and monitoring new projects and experiments.
10 Detailed plans reflecting contingency approaches are prepared.
11 Task groups are created to examine common elements between old practices and innovations.
12 Newly proposed practices are linked with known practices.
13 Records of experiences are maintained.
14 Periodic meetings, chaired by top senior management, are held to review innovations.
15 Relevant existing skills are utilized in implementing change.
16 Task groups are created for data-based of the innovations
17 Periodic meetings are held to review and share experiences.
18 Task groups are created to evaluate and report on plus- and- minus aspects of innovations.
19 Task groups are created to follow up on experiments.
20 Widespread debates are held on experience of implementation.
21 Realistic appraisals are made of the support needed for continued use of innovations
22 Implementations plans are modified when experience indicates that modification is needed.
23 Various groups are encouraged to prepare alternative forms of implementation.
QUESTIONNAIRE     MULTISKILLING

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BYJU JOHN
Research Scholar in Organizational Development
Bhilai Steel Plant, Bhilai (C.G.)

ORGANIZATIONAL ROLE STRESS SCALE

Name: ____________________    Designation: ________________
Department: ________________    Date: _____

INSTRUCTIONS:
Do not write anything on these pages. Give response on the Answer sheet.

1. My role tends to interfere with my family life.
2. I am afraid I am not learning enough in my present role for taking up higher responsibility.
3. I am not able to satisfy the conflicting demands of various people above me.
4. My role has recently been reduced in importance.
5. My work load is too heavy.
6. Other role occupants do not give enough attention and time to my role.
7. I do not have adequate knowledge to handle the responsibilities in my role.
8. I have to do things in my role, that are against my better judgement.
9. I am not clear on the scope and responsibilities of my role (Job).
10. I do not get information needed to carry out responsibilities assigned to me.
11. I have various other interests (social, religious, etc.) which remain neglected because I do not get time to attend to these.
12. I am too preoccupied with my present role responsibility to be able to prepare for taking up higher responsibilities.
13. I am not able to satisfy the conflicting demands of my peers and juniors.
14. Many functions that should be a part of my role have been assigned to some other role.
15. The amount of work I have to do interferes with the quality I want to maintain.
16. There is not enough interaction between my role and other roles.
17. I wish I had more skills to handle the responsibilities of my role.
18. I am not able to use my training and expertise in my role.
19. I do not know what the people I work with expect of me.
20. I do not get enough resource to be effective in my role.
21. My role does not allow me enough time for my family.
22. I do not have time and opportunities to prepare myself for the future challenges of my role.
23. I am not able to satisfy the demands of clients and others, since these are conflicting with one another.
24. I would like to take on more responsibility than I am handling at present.
25. I have been given too much responsibility.
26. I wish there was more consultation between my role and others' roles.
27. I have not had the right training for my role.
28. The work I do in the organization is not related to my interests.
29. Several aspects of my role are vague and unclear.
30. I do not have enough people to work with me in my role.
31. My organizational responsibilities interfere with my extra organizational roles.
32. There is very little scope for personal growth in my role.
33. The expectations of my seniors conflict with those of my juniors.
34. I can do much more than what I have been assigned.
35. There is a need to reduce some parts of my role.
36. There is no evidence of several roles (including mine) being involved in joint problem solving of collaboration for planning action.
37. I wish I had prepared myself well for my role.
38. If I had full freedom to define my role, I would be doing some things differently from the way I do them now.
39. My role has not been defined clearly and in detail.
40. I am rather worried that I lack the necessary facilities needed in my role.
41. My family and friends complain that I do not spend time with them due to the heavy demands of my work role.
42. I feel stagnant in my role.
43. I am bothered with the contradictory expectations different people have from my role.
44. I wish I had been given more challenging tasks to do.
45. I feel overburdened in my role.
46. Even when I take the initiative for discussions or help, there is not much response from the other roles.
47. I need more training and preparation to be effective in my role.
48. I experience a conflict between my values and what I have to do in my role.
49. I am not clear what the priorities are in my role.
50. I wish I had more financial resources for the work assigned to me.
**ORGANIZATIONAL ROLE STRESS SCALE**

**ANSWER SHEET**

Name: __________________________  Designation: __________________________

Department: __________________________  Date: ______

**INSTRUCTIONS:**
Read instructions carefully before responding to this sheet.
People have different feelings about their roles. Statements describing some of them are given below. Use the answer sheet to write your responses. Read each statement and indicate, in the space against the corresponding number in the answer sheet, how often you have the feeling expressed in the statement in relation to your role in the organization. Use the numbers given below to indicate your feelings.

If you find that the category to be used in answering does not adequately indicate your feelings, use the one which is closest to the way you feel. Do not leave any item unanswered. Answer the items in the order given below.

Write 0 if you never or rarely feel this way
Write 1 if you occasionally (a few times) feel this way
Write 2 if you sometimes feel this way
Write 3 if you frequently feel this way
Write 4 if you very frequently or always feel this way

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