RESPONDENT DATA SHEET

A. Respondent Code No: ____________________________

B. Name of Position: ____________________________

C. Designation: ____________________________

D. JOB LEVEL:

□ Top Management
□ Department Head Level
□ Middle Management
□ First-Level Officer or Supervisor

E. QUALIFICATIONS: ____________________________

F. TOTAL EXPERIENCE (YRS) ____________________________

G. DATE OF JOINING PRESENT ORGANISATION: ____________________________

H. SEX:

□ Male
□ Female

I. NATURE OF JOB:

□ Technical □ Non-Technical
□ Line Function □ Staff Function
Developed by Paul Hersey and Kenneth H. Blanchard

Directions:
Assume YOU are involved in each of the following twelve situations. Each situation has four alternative actions you might initiate. READ each item carefully. THINK about what YOU would do in each circumstance. Then CIRCLE the letter of the alternative action choice which you think would most closely describe YOUR behavior in the situation presented. Circle only one choice.
Leader Effectiveness & Adaptability Description

ALTERNATIVE ACTIONS

A. Emphasize the use of uniform procedures and the necessity for task accomplishment.
B. Make yourself available for discussion but don't push your involvement.
C. Talk with subordinates and then set goals.
D. Intentionally do not intervene.

SITUATION

1. Your subordinates are not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is declining rapidly.

ALTERNATIVE ACTIONS

A. Emphasize the use of uniform procedures and the necessity for task accomplishment.
B. Make yourself available for discussion but don't push your involvement.
C. Talk with subordinates and then set goals.
D. Intentionally do not intervene.

SITUATION

2. The observable performance of your group is increasing. You have been making sure that all members were aware of their responsibilities and expected standards of performance.

ALTERNATIVE ACTIONS

A. Engage in friendly interaction, but continue to make sure that all members are aware of their responsibilities and expected standards of performance.
B. Take no definitive action.
C. Do what you can to make the group feel important and involved.
D. Emphasize the importance of deadlines and tasks.

SITUATION

3. Members of your group are unable to solve a problem themselves. You have normally left them alone. Group performance and interpersonal relations have been good.

ALTERNATIVE ACTIONS

A. Work with the group and together engage in problem-solving.
B. Let the group work it out.
C. Act quickly and firmly to correct and redirect.
D. Encourage group to work on problem and be supportive of their efforts.

SITUATION

4. You are considering a change. Your subordinates have a fine record of accomplishment. They respect the need for change.

ALTERNATIVE ACTIONS

A. Allow group involvement in developing the change, but don't be too directive.
B. Announce changes and then implement with close supervision.
C. Allow group to formulate its own direction.
D. Incorporate group recommendations, but you direct the change.

SITUATION

5. The performance of your group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles and responsibilities has helped in the past. They have continually needed reminding to have their tasks done on time.

ALTERNATIVE ACTIONS

A. Allow group to formulate its own direction.
B. Incorporate group recommendations, but see that objectives are met.
C. Redefine roles and responsibilities and supervise carefully.
D. Allow group involvement in determining roles and responsibilities but don't be too directive.

SITUATION

6. You stepped into an efficiently run organization. The previous administrator tightly controlled the situation. You want to maintain a productive situation, but would like to begin humanizing the environment.

ALTERNATIVE ACTIONS

A. Do what you can to make group feel important and involved.
B. Emphasize the importance of deadlines and tasks.
C. Intentionally do not intervene.
D. Get group involved in decision-making, but see that objectives are met.
SITUATION
You are considering changing to a structure that will be new to your group. Members of the group have made suggestions about needed change. The group has been productive and demonstrated flexibility in its operations.

SITUATION
Group performance and interpersonal relations are good. You feel somewhat unsure about your lack of direction of the group.

SITUATION
Your superior has appointed you to head a task force that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially they have the talent necessary to help.

SITUATION
Your subordinates, usually able to take responsibility, are not responding to your recent redefining of standards.

SITUATION
You have been promoted to a new position. The previous supervisor was uninvolved in the affairs of the group. The group has adequately handled its tasks and direction. Group inter-relations are good.

SITUATION
Recent information indicates some internal difficulties among subordinates. The group has a remarkable record of accomplishment. Members have effectively maintained long-range goals. They have worked in harmony for the past year. All are well qualified for the task.

ALTERNATIVE ACTIONS
A. Define the change and supervise carefully.
B. Participate with the group in developing the change but allow members to organize the implementation.
C. Be willing to make changes as recommended, but maintain control of implementation.
D. Avoid confrontation; leave things alone.

ALTERNATIVE ACTIONS
A. Leave the group alone.
B. Discuss the situation with the group and then you make necessary changes.
C. Take steps to direct subordinates toward working in a well-defined manner.
D. Be supportive in discussing the situation with the group but not too directive.

ALTERNATIVE ACTIONS
A. Let the group work out its problems.
B. Incorporate group recommendations, but see that objectives are met.
C. Redefine goals and supervise carefully.
D. Allow group involvement in setting goals, but don't push.

ALTERNATIVE ACTIONS
A. Allow group involvement in redefining standards, but don't take control
B. Redefine standards and supervise carefully.
C. Avoid confrontation by not applying pressure, leave situation alone.
D. Incorporate group recommendations, but see that new standards are met.

ALTERNATIVE ACTIONS
A. Take steps to direct subordinates toward working in a well-defined manner.
B. Involve subordinates in decision-making and reinforce good contributions.
C. Discuss past performance with group and then you examine the need for new practices.
D. Continue to leave group alone.

ALTERNATIVE ACTIONS
A. Try out your solution with subordinates and examine the need for new practices.
B. Allow group members to work it out themselves
C. Act quickly and firmly to correct and redirect.
D. Participate in problem discussion while providing support for subordinates.
The items below ask for your opinion about yourself. Each item is followed by five alternatives. Please circle the alternative which comes closest to your views.

There is no right or wrong answer. The scale is meant to find out the different ways a manager acts, feels, or prefers. Your responses will not be shown to any one. Complete anonymity will be maintained. Please do not write your name in the questionnaire.

ITEMS

1P. I often consult my subordinates.
   Always Usually Sometimes Rarely Never
2NT. I take personal interest in the promotion of those subordinates who work hard.
   Always Usually Sometimes Rarely Never
3F. I keep important information to myself.
   Always Usually Sometimes Rarely Never
4N. I help my subordinates grow up in the organization.
   Always Usually Sometimes Rarely Never
5I. I tell my subordinates what I expect from them and what they can expect from me.
   Always Usually Sometimes Rarely Never
6NT. I gladly guide and direct those subordinates who work hard.
   Always Usually Sometimes Rarely Never
7B. I let my boss make major decisions.
   Always Usually Sometimes Rarely Never
8P. I let my subordinates solve a problem jointly.
   Always Usually Sometimes Rarely Never
9F. I believe that power and prestige are necessary for getting compliance from subordinates.
   Always Usually Sometimes Rarely Never
10N. I help my subordinates even in their family matters.
   Always Usually Sometimes Rarely Never
11P. I mix freely with my subordinates.
   Always Usually Sometimes Rarely Never
<p>| | | | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>12B.</td>
<td>I maintain impersonal relationships with subordinates.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>13NT.</td>
<td>I encourage my subordinates to assume greater responsibility on the job as they become more experienced.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>14T.</td>
<td>I take special care that work gets top priority.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>15P.</td>
<td>I treat my subordinates as equals.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>15B.</td>
<td>I go by laid down rules on.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>17T.</td>
<td>I maintain a high standard of performance.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>18N.</td>
<td>I guide and encourage my subordinates.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>19P.</td>
<td>I go by the joint decisions of my group.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>20T.</td>
<td>I work hard even in adverse situations.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>21F.</td>
<td>I think that not all employees are capable of being an officer.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>22N.</td>
<td>I train my subordinates with care and affection.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>23T.</td>
<td>I keep my job knowledge up-to-date.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>24F.</td>
<td>I am always confident of being right in making decisions.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>25NT.</td>
<td>I am kind only to those subordinates who work sincerely.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>26NT.</td>
<td>I openly favour those who work hard.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>27B.</td>
<td>I delay in taking decisions and actions.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
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<tr>
<td>28NT.</td>
<td>I appreciate those subordinates who want to perform better.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>29T.</td>
<td>I see to it that subordinates work to their capacity.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>30N.</td>
<td>I go out of my way to help my subordinates.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>31P.</td>
<td>I feel concerned about the feelings of my subordinates.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>32F.</td>
<td>I keep an eye on what my subordinates do.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>33P.</td>
<td>I allow free and frank discussions whenever the situation arises.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>34T.</td>
<td>I drive myself real hard.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>35NT</td>
<td>I am very affectionate to hard-working subordinates.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>36P</td>
<td>I often take tea with my subordinates.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>37T.</td>
<td>I am punctual.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>38B.</td>
<td>I expect my subordinates to confine themselves to their prescribed jobs only.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>39NT.</td>
<td>I go out of my way to help those subordinates who maintain high standard of performance.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>40B.</td>
<td>I confine myself to my own jurisdiction.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>41T.</td>
<td>I resent my subordinates coming late to work.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>42N.</td>
<td>I feel concerned about the well-being of my subordinates.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>43F.</td>
<td>I make it clear that personal loyalty is an important virtue.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>44NT.</td>
<td>I openly praise those subordinates who are punctual.</td>
<td>Always</td>
<td>Usually</td>
<td>Sometimes</td>
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</tr>
<tr>
<td>45B.</td>
<td>1 prefer detailed procedures for doing things.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>46F.</td>
<td>I do not tolerate any interference from my subordinates.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>47N.</td>
<td>I protect my subordinates against outside criticisms.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>48B.</td>
<td>I make my subordinates feel free even to disagree with me.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>49P.</td>
<td>I arrange medical assistance to my subordinates whenever they are sick.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>50F.</td>
<td>I believe that if I am not alert all the time, there are many people who may pull me down.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>51F.</td>
<td>I demand that my subordinates do what I want.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>52P.</td>
<td>I make my subordinates feel free even to disagree with me.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>53B.</td>
<td>I avoid giving or receiving verbal instructions.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>54NT.</td>
<td>I feel good when I find my subordinates eager to learn.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>55N.</td>
<td>I advise my subordinates in their career problems.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>56P.</td>
<td>I am informal with my subordinates.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>57F.</td>
<td>I have strong likes and dislikes for my subordinates.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>58N.</td>
<td>I treat my subordinates as younger brothers.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>59I.</td>
<td>I keep track of the progress of work.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
<tr>
<td>60B.</td>
<td>I consider seniority as the best criterion for promotion.</td>
<td><strong>Always</strong></td>
<td><strong>Usually</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
</tbody>
</table>
Edwards Personal Preference Schedule

Allen L. Edwards, University of Washington

DIRECTIONS

This schedule consists of a number of pairs of statements about things that you may or may not like; about ways in which you may or may not feel. Look at the example below.

A I like to talk about myself to others.
B I like to work toward some goal that I have set for myself.

Which of those two statements is more characteristic of what you like? If you like “talking about yourself to others” more than you like “working toward some goal that you have set for yourself,” then you should choose A over B. If you like “working toward some goal that you have set for yourself” more than you like “talking about yourself to others,” then you should choose B over A.

You may like both A and B. In this case, you would have to choose between the two and you should choose the one that you like better. If you dislike both A and B, then you should choose the one that you dislike less.

The pairs of statements on the following pages are similar to the example given above. Read each pair of statements and pick out the one statement that best describes what you like.

Your choice, in each instance, should be in terms of what you like and how you feel at the present time, and not in terms of what you think you should like or how you think you should feel. This is not a test. There are no right or wrong answers. Your choices should be a description of your own personal likes and feelings.
1. A I like to do my very best in whatever I undertake.
   B I like to form new friendships.
2. A I would like to accomplish something of great significance.
   B While serving on a committee I like to be appointed or elected chairman.
3. A I would like to be a recognised authority in some job, profession or field of specialisation.
   B I like to help people who are less fortunate than I am.
4. A I like to supervise and to direct the actions of other people whenever I can.
   B I like to have strong attachments with my friends.
5. A I like to be generous with my friends.
   B I like to make as many friends as I can.
6. A I like to do small favours for my friends.
   B I like to be one of the leaders in the organisations and groups to which I belong.
7. A I like to solve puzzles and problems that other people have difficulty with.
   B I like to write letters to my friends.
8. A I would like to write a great novel or play.
   B I like to tell other people how to do their job.
9. A I like friends to confide in me and to tell me their troubles.
   B I like to be able to say that I have done a difficult job well.
10. A I like to be called upon to settle arguments and disputes between others.
    B I like to share things with my friends.
11. A I like to forgive my friends who may sometimes hurt me.
    B I like to be loyal to my friends.
12. A I like to be regarded by others as a leader.
    B I like to help my friends when they are in trouble.
13. A I like to do things for my friends.
    B I like to be able to do things better than other people can.
14. A I like to argue for my point of view.
    B I like to accomplish tasks that others recognise as requiring skill and effort.
15. A I like to be successful in things undertaken.
    B I like to sympathise with my friends when they are hurt or sick.
16. A I like to do things with my friends rather than by myself.
    B When with a group of people, I like to make the decisions about what we are going to do.
17. A I like to participate in groups in which the members have warm and friendly feelings toward one another.
    B I like to treat other people with kindness and sympathy.
18. A I like to show a great deal of affection toward my friends.
    B I like to be able to persuade and influence others to do what I want to do.
19. A I like to do my very best in whatever I undertake.
   B I like to make as many friends as I can.
20. A I like to be able to persuade and influence others to do what I want to do.
   B I like to solve puzzles and problems that other people have difficulty with.
21. A I like to accomplish tasks that others recognise as requiring skill and effort.
   B I like to forgive my friends who may sometimes hurt me.
2. A I like to be called upon to settle arguments and disputes between others.
   B I like to have strong attachments with my friends.
23. A I like to form new friendships.
   B I like to show a great deal of affection toward my friends.
   B When serving on a committee, I like to be appointed or elected chairman.
25. A I would like to be a recognised authority in some job, profession, or field of specialisation.
   B I like to do things with my friends rather than by myself.
26. A I like to argue for my point of view.
   B I would like to write a great novel or play.
27. A I like to help people who are less fortunate than I am.
   B I like to be able to do things better than other people can.
28. A When with a group, I like to make the decisions about what we are going to do.
   B I like to write letters to my friends.
29. A I like to help my friends when they are in trouble.
   B I like to make as many friends as I can.
30. A I like to supervise and to direct the actions of other people whenever I can.
   B I like to treat others with kindness and sympathy.
31. A I like to be loyal to my friends.
   B I like to be successful in things undertaken.
32. A I like to be one of the leaders in the organisations and groups to which I belong.
   B I like to be able to say that I have done a difficult job well.
33. A I would like to accomplish something of great significance.
   B I like to sympathise with my friends when they are hurt or sick.
34. A I like to share things with my friends.
   B I like to be regarded by others as a leader.
35. A I like to be generous with my friends.
   B I like to do things for my friends.
36. A I like friends to confide in me and to tell me their troubles.
   B I like to tell other people how to do their job.
RESPONDENT DATA SHEET

A. Respondent Code No: __________________________

B. Name of Organisation: __________________________

C. Designation: ________________________________

D. JOB LEVEL:

☐ Top Management
☐ Department Head Level
☐ Middle Management
☐ First-Level Officer or Supervisor

E. QUALIFICATIONS: ________________________________

F. TOTAL EXPERIENCE (YRS) __________________________

G. DT. OF JOINING PRESENT ORGANISATION: ________________________________

H. SEX:

☐ Male
☐ Female

I. NATURE OF JOB:

☐ Technical ☐ Non-Technical
☐ Line Function ☐ Staff Function
Developed by Paul Hersey and Kenneth H. Blanchard

DIRECTIONS:
Assume YOUR BOSS is involved in each of the following twelve situations. Each situation has four alternative actions that he or she may initiate. READ each item carefully. THINK about what YOUR BOSS would probably do in each circumstance. Then circle the letter of the alternative action choice which you think would most closely describe YOUR BOSS'S probable behaviour in the situation present. Circle only one choice.
## Leader Effectiveness & Adaptability Description

### SITUATION

The group is not responding to your boss's friendly conversations and obvious concern for welfare. Their performance is declining rapidly. What do you think your boss will do?

### ALTERNATIVE ACTIONS

A. Emphasize the use of uniform procedures and the necessity for task accomplishments.
B. Make himself available for discussion but won't push his involvement.
C. Talk with the group members and then set goals.
D. Intentionally will not intervene.

### SITUATION

The observable performance of the group is increasing. Your boss has been making sure that all members are aware of their responsibilities and expected standards of performance. Your boss would:

### ALTERNATIVE ACTIONS

A. Engage in friendly interaction but continue to make sure that all members are aware of their responsibilities and expected standards of performance.
B. Take no definite action.
C. Do whatever he can to make the group feel important and involved.
D. Emphasize the importance of deadlines and tasks.

### SITUATION

Members of the group are unable to solve a problem themselves. Your boss has normally left them alone. Group performance and interpersonal relations have been good. What will he do?

### ALTERNATIVE ACTIONS

A. Work with the group and together engage in problem solving.
B. Let the group work it out.
C. Act quickly and firmly to correct and redirect.
D. Encourage the group to work on the problem and be supportive of their efforts.

### SITUATION

Our boss is considering a change in task structure. All the group members have a fine record of accomplishment. They respect the need for a change. How will he bring about the change?

### ALTERNATIVE ACTIONS

A. Allow group involvement in developing the change, but not be too directive.
B. Incorporate group recommendations but see that objectives are met.
C. Redefine roles and responsibilities but he will supervise carefully.
D. Allow group to formulate its own directions.

### SITUATION

Performance of your group has been dropping over the last few months. Members have been concerned with meeting objectives. Redefining roles and responsibilities has helped in the past. They have continually needed to be reminded to do their tasks done on time. What do you think your boss will do?

### SITUATION

A boss stepped into an efficiently run organization. The previous administrator tightly controlled the situation. He wants to maintain a productive situation but he would like to begin making the environment. How do you think he'll go about doing this? He will.....

### ALTERNATIVE ACTIONS

A. Do what he can to make the group feel important and involved.
B. Emphasize the importance of deadlines and tasks.
C. Intentionally will not intervene.
D. Get group involved in decision making but see that objectives are met.
**SITUATION**

Your boss is considering changing to a structure that will be new to your group. Members of the group have made suggestions about needed change. The group has been productive and has demonstrated flexibility in its operations. Your boss will....

**ALTERNATIVE ACTIONS**

A. Define change and supervise carefully.
B. Participate with the group in developing the change but will allow the members to organize the implementation.
C. Be willing to make changes as recommended, but maintain control of implementation.
D. Avoid confrontation and leave things alone.

---

**SITUATION**

Group performance and interpersonal relations are good. Your boss feels somewhat unsure about his lack of direction of the group. What will he do?

**ALTERNATIVE ACTIONS**

A. Leave the group alone.
B. Discuss the situation with the group and then he will initiate necessary changes.
C. Take steps to direct the group members toward working in a well defined manner.
D. Be supportive in discussing the situation with the group but not too directive.

---

**SITUATION**

Your superior has been appointed to head a task force that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. The meetings have turned into social gatherings. Potentially your group has the talent necessary to help. He will....

**ALTERNATIVE ACTIONS**

A. Let the group work out its problems.
B. Incorporate group recommendations but see that objectives are met.
C. Redefine roles and supervise carefully.
D. Allow group involvement in setting goals but he won't push.

---

**SITUATION**

The group, usually able to take responsibility, is not responding to the boss's recent redefining of standards. What is his probable course of action?

**ALTERNATIVE ACTIONS**

A. Let the group work out its problems.
B. Incorporate group recommendations but see that objectives are met.
C. Redefine roles and supervise carefully.
D. Allow group involvement in setting goals but he won't push.

---

**SITUATION**

Recent information indicates some internal difficulties among group members. The group has remarkable record of accomplishment. Members have effectively maintained long range goals. They have worked in harmony for the past year. They are well qualified for the task. Your boss will....

**ALTERNATIVE ACTIONS**

A. Take steps in directing subordinates towards working in a well defined manner.
B. Involve subordinates in decision making and reinforce good contribution.
C. Discuss past performance with group and then examine the need for new practices.
D. Continue to leave the group alone.

---

**ALTERNATIVE ACTIONS**

A. Try out his solution with subordinates and examine the need for new practices.
B. Allow group members to work it out themselves.
C. Act quickly and firmly to correct and redirect.
D. Participate in problem discussion while providing support for subordinates.
Leader's Behaviour Scale*

The items below ask for your opinion about your immediate superior. Each item is followed by five alternatives. Please circle the alternative which comes closest to your views.

There is no right or wrong answer. The scale is meant to find out the different ways a superior acts, feels, or prefers. Your responses will not be shown to any one. Complete anonymity will be maintained. Please do not write your name in the questionnaire.

Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
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</thead>
<tbody>
<tr>
<td>1P.</td>
<td>He often consults his subordinates.</td>
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<tr>
<td>2NT.</td>
<td>He takes personal interest in the promotion of those subordinates who work hard.</td>
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<tr>
<td>3F.</td>
<td>He keeps important information to himself.</td>
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<td>4N.</td>
<td>He helps his subordinates grow up in the organization.</td>
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<tr>
<td>5T.</td>
<td>He tells his subordinates what he expects from them and what they can expect from him.</td>
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<tr>
<td>6NT.</td>
<td>He gladly guides and directs those subordinates who work hard.</td>
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<tr>
<td>7B.</td>
<td>He lets his boss make major decisions.</td>
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<tr>
<td>8P.</td>
<td>He lets his subordinates solve a problem jointly.</td>
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<tr>
<td>9F.</td>
<td>He behaves as if power and prestige are necessary for getting compliance from subordinates</td>
<td></td>
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<tr>
<td>10N.</td>
<td>He helps his subordinates even in their family matters</td>
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<tr>
<td>11P.</td>
<td>He mixes freely with his subordinates.</td>
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</tr>
</tbody>
</table>

*By Jai B. P. Sinha (1987)
2B. He maintains impersonal relationships with subordinates.
Always Usually Sometimes Rarely Never

13NT. He encourages his subordinates to assume greater responsibility on job as they become more experienced.
Always Usually Sometimes Rarely Never

14T. He takes special care that work gets top priority.
Always Usually Sometimes Rarely Never

15P. He treats his subordinates as equals.
Always Usually Sometimes Rarely Never

16B. He goes by laid down rules only.
Always Usually Sometimes Rarely Never

17T. He maintains high standard of performance.
Always Usually Sometimes Rarely Never

18N. He guides and encourages his subordinates.
Always Usually Sometimes Rarely Never

19P. He goes by the joint decisions of his group.
Always Usually Sometimes Rarely Never

20T. He works hard even in adverse situations.
Always Usually Sometimes Rarely Never

21F. He thinks that not all employees are capable of being an officer.
Always Usually Sometimes Rarely Never

22N. He trains his subordinates with care and affection.
Always Usually Sometimes Rarely Never

23T. He keeps his job knowledge up-to-date.
Always Usually Sometimes Rarely Never

24F. He is always confident of being right in making decisions.
Always Usually Sometimes Rarely Never

25NT. He is kind only to those subordinates who work sincerely.
Always Usually Sometimes Rarely Never

26NT. He openly favours those who work hard.
Always Usually Sometimes Rarely Never

27B. He delays in taking decisions and actions.
Always Usually Sometimes Rarely Never
He appreciates those subordinates who want to perform better.
Always Usually Sometimes Rarely Never

He sees to it that subordinates work to their capacity.
Always Usually Sometimes Rarely Never

He goes out of his way to help his subordinates.
Always Usually Sometimes Rarely Never

He feels concerned about the feelings of his subordinates.
Always Usually Sometimes Rarely Never

He keeps an eye on what his subordinates do.
Always Usually Sometimes Rarely Never

He allows free and frank discussions whenever situation arises.
Always Usually Sometimes Rarely Never

He drives himself real hard.
Always Usually Sometimes Rarely Never

He is very affectionate to hard-working subordinates.
Always Usually Sometimes Rarely Never

He often takes tea with his subordinates.
Always Usually Sometimes Rarely Never

He is punctual.
Always Usually Sometimes Rarely Never

He expects his subordinates to confine themselves to their prescribed jobs only.
Always Usually Sometimes Rarely Never

He goes out of his way to help those subordinates who maintain high standard of performance.
Always Usually Sometimes Rarely Never

He confines himself to his own jurisdiction.
Always Usually Sometimes Rarely Never

He resents his subordinates coming late to work.
Always Usually Sometimes Rarely Never

He feels concerned about the well-being of his subordinates.
Always Usually Sometimes Rarely Never

He makes it clear that personal loyalty is an important virtue.
Always Usually Sometimes Rarely Never

He openly praises those subordinates who are punctual.
Always Usually Sometimes Rarely Never
45B. He prefers detailed procedures for doing things.
   Always Usually Sometimes Rarely Never
46F. He does not tolerate any interference from his subordinates.
   Always Usually Sometimes Rarely Never
47N. He protects his subordinates against outside criticisms.
   Always Usually Sometimes Rarely Never
48B. He goes by precedence in making decisions.
   Always Usually Sometimes Rarely Never
49N. He arranges medical assistance to his subordinates whenever they are sick.
   Always Usually Sometimes Rarely Never
50F. He believes that if he is not alert all the time, there are many people who may pull him down.
   Always Usually Sometimes Rarely Never
51F. He demands his subordinates to do what he wants.
   Always Usually Sometimes Rarely Never
52P. He makes his subordinates feel free even to disagree with him.
   Always Usually Sometimes Rarely Never
53B. He avoids giving or receiving verbal instructions.
   Always Usually Sometimes Rarely Never
54NT. He feels good when he finds his subordinates eager to learn.
   Always Usually Sometimes Rarely Never
55N. He advises his subordinates in their career problems.
   Always Usually Sometimes Rarely Never
56P. He is informal with his subordinates.
   Always Usually Sometimes Rarely Never
57F. He has strong likes and dislikes for his subordinates.
   Always Usually Sometimes Rarely Never
58N. He treats his subordinates as younger brother.
   Always Usually Sometimes Rarely Never
59T. He keeps track of the progress of work.
   Always Usually Sometimes Rarely Never
60B. He considers seniority as the best criterion for promotion.
   Always Usually Sometimes Rarely Never
On the following pages will be listed several characteristics or qualities connected with your job. For each of these items, you are required to give three ratings by circling a number on a rating scale from 1 to 7 where 'low' numbers represent low or minimum amounts and 'high' numbers represent high or maximum amounts. Such ratings will be required against three questions:

A. How much of the characteristic is there now connected with your position?

B. How much of the characteristic do you think should be connected with your job?

C. How important is this job characteristic to you?
## PORTER'S NEED SATISFACTION QUESTIONNAIRE

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>ITEM</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(Min) (M)</td>
</tr>
<tr>
<td>1.</td>
<td>The opportunity to develop friendship in my position.</td>
<td>A. <em>How much is there now?</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. <em>How much should there be?</em></td>
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<tr>
<td></td>
<td></td>
<td>C. <em>How important is this to me?</em></td>
</tr>
<tr>
<td>2.</td>
<td>The opportunity for personal growth and development in my job.</td>
<td>A. <em>How much is there now?</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. <em>How much should there be?</em></td>
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<td></td>
<td></td>
<td>C. <em>How important is this to me?</em></td>
</tr>
<tr>
<td>3.</td>
<td>The feeling of security in my position.</td>
<td>A. <em>How much is there now?</em></td>
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<td></td>
<td></td>
<td>B. <em>How much should there be?</em></td>
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<td></td>
<td></td>
<td>C. <em>How important is this to me?</em></td>
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<tr>
<td>4.</td>
<td>The opportunity in my position for participation in the determination of methods and procedures.</td>
<td>A. <em>How much is there now?</em></td>
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<tr>
<td></td>
<td></td>
<td>B. <em>How much should there be?</em></td>
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<td></td>
<td></td>
<td>C. <em>How important is this to me?</em></td>
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<tr>
<td>5.</td>
<td>The pay in my job.</td>
<td>A. <em>How much is there now?</em></td>
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<tr>
<td></td>
<td></td>
<td>B. <em>How much should there be?</em></td>
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<td></td>
<td></td>
<td>C. <em>How important is this to me?</em></td>
</tr>
<tr>
<td>6.</td>
<td>The prestige of my job inside the Company (i.e., the regard received from others in the Company).</td>
<td>A. <em>How much is there now?</em></td>
</tr>
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<td></td>
<td></td>
<td>B. <em>How much should there be?</em></td>
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<td></td>
<td></td>
<td>C. <em>How important is this to me?</em></td>
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<tr>
<td>No.</td>
<td>ITEM</td>
<td>RATING</td>
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<td></td>
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<td>(Min)</td>
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<td></td>
<td><strong>The prestige of my job inside the Company (i.e., the regard received from others, not in the Company?</strong></td>
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<tr>
<td></td>
<td>A. <em>How much is there now?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td>B. <em>How much should there be?</em></td>
<td>1 2 3 4 5 6 7</td>
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<td></td>
<td>C. <em>How important is this to me?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td><strong>The feeling of worthwhile accomplishment in my position.</strong></td>
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<tr>
<td></td>
<td>A. <em>How much is there now?</em></td>
<td>1 2 3 4 5 6 7</td>
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<td></td>
<td>B. <em>How much should there be?</em></td>
<td>1 2 3 4 5 6 7</td>
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<td></td>
<td>C. <em>How important is this to me?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td><strong>The authority connected with my position.</strong></td>
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<tr>
<td></td>
<td>A. <em>How much is there now?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td>B. <em>How much should there be?</em></td>
<td>1 2 3 4 5 6 7</td>
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<td></td>
<td>C. <em>How important is this to me?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td><strong>The opportunity in my position for participation in the setting of goals.</strong></td>
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<tr>
<td></td>
<td>A. <em>How much is there now?</em></td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td></td>
<td>B. <em>How much should there be?</em></td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td></td>
<td>C. <em>How important is this to me?</em></td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td></td>
<td><strong>The opportunity in my position to give help to other people.</strong></td>
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<tr>
<td></td>
<td>A. <em>How much is there now?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td>B. <em>How much should there be?</em></td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td></td>
<td>C. <em>How important is this to me?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td><strong>The feeling of self esteem a person gets from being in my position.</strong></td>
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<tr>
<td></td>
<td>A. <em>How much is there now?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td>B. <em>How much should there be?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td></td>
<td>C. <em>How important is this to me?</em></td>
<td>1 2 3 4 5 6 7</td>
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<tr>
<td>Sl. No.</td>
<td>ITEM</td>
<td>RATING (Min)</td>
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<tr>
<td>13.</td>
<td>The opportunity for independent thought and action in my job.</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td></td>
<td>A. How much is there now?</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td></td>
<td>B. How much should there be?</td>
<td>1 2 3 4 5 6</td>
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<td></td>
<td>C. How important is this to me?</td>
<td>1 2 3 4 5 3</td>
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<tr>
<td>14.</td>
<td>The feeling of self fulfillment a person gets from being in my</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td></td>
<td>position (i.e., the feeling of being able to use one's own unique</td>
<td>1 2 3 4 5 6</td>
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<td></td>
<td>capabilities realising one's potentialities).</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td></td>
<td>A. How much is there now?</td>
<td>1 2 3 4 5 6</td>
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<td>B. How much should there be?</td>
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<td>C. How important is this to me?</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td>15.</td>
<td>The feeling of “being-in-the-know” in my position.</td>
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<td></td>
<td>A. How much is there now?</td>
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<td></td>
<td>B. How much should there be?</td>
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<td></td>
<td>C. How important is this to me?</td>
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Roy