

1. Fill in your responses in table 1
2. Calculate your total score, noting the asterisks in table 2
3. Calculate your average for each dimension in table 3

The following 27 statements are designed to provide insights into how you see yourself. In the blank space next to each of these statements, write the number that best describes how strongly you agree or disagree with the statement, or how true or false the statement is as it applies to you. The numbers represent the following:

- 5 Strongly Agree, or Definitely True
- 4 Generally Agree, or Mostly True
- 3 Neither Agree nor Disagree, Neither True nor False
- 2 Generally Disagree, or Mostly False
- 1 Strongly Disagree, or Definitely False

Table 1

	Statement	Response
1	In some circumstances in the past you have taken the initiative	5
2	Everyone should place trust in a supernatural force whose decisions he or she always obeys	1
3	You like to perform activities involving selling or salesmanship	1
4	As a rule you assess your previous actions closely	4
5	You often observe those around you to see how your words and actions affect them	4
6	What you earn depends on what you know and how hard you work	5
7	Generally, those in authority do their share of the unpleasant jobs without passing them on to others	1
8	The remedy for social problems depends on eliminating dishonest, immoral, and mentally inferior people	3
9	Most people today earn their pay by their own work	1
10	The lowest type of person is the one who does not love and respect his parents	4

11	There are two kinds of people: the weak and the strong	4
12	You are the kind of person who tends to look into and analyze himself or herself	4
13	Job promotions depend more on whom you know than on how well you do your job	2
14	All children should be taught obedience and respect for authority	3
15	Those who are in public offices usually put their own interest ahead of the public interest	3
16	Many bosses actually deserve lower pay than their employees	3
17	Taking on important responsibilities like starting your own company is something you would like to do	5
18	An insult to your good name should never go unpunished	5
19	In a meeting you will speak up when you disagree with someone you are convinced is wrong	4
20	Thinking about complex problems is enjoyable to you	4
21	Generally, people are well paid for their contributions to society	1
22	It is better to work for a good boss than for yourself	1
23	Many times you would like to know the real reasons why some people behave as they do	4
24	In the long run, we each get what we deserve	4
25	Most organizations believe in paying a fair day's wages for a fair day's work	4
26	Getting ahead is based more on your performance than your politics	3
27	You can't expect to be treated fairly by those above you unless you insist on it	4

Take your answers to the above questions and enter them below in the appropriate space.

In those cases where there is an asterisk before the number, use *reverse scoring* by subtracting your score from 6, that is, a 1 becomes 5, a 4 becomes a 2, and so forth. Asterisks indicate that you must change originally high scores to low ones and *vice versa*.

Table 2

Group 1		Group 2		Group 3		Group 4	
6	5	1	5	*2	4	4	4
7	1	3	1	*8	3	5	4
9	1	17	5	*10	2	12	4
*13	4	19	4	*11	2	20	4
*15	3	*22	5	*14	3	23	4
*16	3			*18	1		
21	1						
24	4						
25	4						
26	3						
*27	2						
Total	31	Total	20	Total	15	Total	20
2.82		4		2.5		4	

Now take each of your totals and divide by the number of answers to obtain your average response for each dimension. On a scale of 1-5, this measures how you see yourself in each of these four areas.

Table 3

Ave	#	Dimension	Description
	1	Fair	Extent to which you see the world as treating you fairly
	2	Assertive	Extent to which you see yourself as aggressive
	3	Equalitarian	Extent to which you see yourself as non-authoritarian.
	4	Introspective	Extent to which you see yourself as thinking about things that go on around you & trying to determine why they occur

Adapted from: Bass, B. *et al*, *Subordinates' management styles survey*.