

Use any past or present experience in leading a group of people to respond to the statements. Circle the appropriate response

A Always		F Frequently		O Occasionally		S Sometimes		N Never		
A	F	O	S	N	1	1	I would most likely act as the spokesperson of the group			
A	F	O	S	N		2	I would encourage staff to work overtime			
A	F	O	S	N		3	I would allow employees 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 employees to use their own judgment in solving problems			
A	F	O	S	N	1	6	I would stress that my group be ahead of competing groups			
A	F	O	S	N	1	7	I would speak as a representative of the group			
A	F	O	S	N		8	I would encourage members to exert greater effort			
A	F	O	S	N	1	9	I would try out my ideas on the group			
A	F	O	S	N		10	I would let members do their work the way they think is best			
A	F	O	S	N	1	11	I would be working hard for a promotion			
A	F	O	S	N	1	12	I would tolerate postponement & uncertainty			
A	F	O	S	N	1	13	I would speak for the group if there were visitors present			
A	F	O	S	N	1	14	I would keep the work moving at a rapid pace			
A	F	O	S	N	1	15	I would turn members loose on a job & let them go to it			
A	F	O	S	N	1	16	I would settle conflicts when they occurred 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	1	19	I would be reluctant to allow the members any freedom of action			
A	F	O	S	N	1	20	I would decide what should be done & how it is to be done			
A	F	O	S	N		21	I would give some members some of my authority			
A	F	O	S	N	1	22	Things would usually turn out how I predicted			
A	F	O	S	N		23	I would allow the group a high degree of initiative			
A	F	O	S	N	1	24	I would assign group members to particular tasks			
A	F	O	S	N	1	25	I would be willing to make changes			
A	F	O	S	N	1	26	I would ask members to work harder			
A	F	O	S	N		27	I would trust the group members to exercise good judgment			
A	F	O	S	N	1	28	I would schedule the work to be done			
A	F	O	S	N	1	29	I would refuse to explain my actions			
A	F	O	S	N	1	30	I would persuade others that my ideas are to their advantage			
A	F	O	S	N	1	31	I would permit the group to set its own pace			
A	F	O	S	N	1	32	I would urge the group to beat its previous record			
A	F	O	S	N	1	33	I would act without consulting the group			
A	F	O	S	N		34	I would ask group members to follow standard rules & regulations			

T 15

P 6

Score your results as follows:

- a. Circle the item numbers for statements: 8, 12, 17, 18, 19, 29, 33, and 34.
- b. Write the number 1 in front of a *circled item number* if you responded S (seldom) or N (never)
- c. Also write a number 1 in front of *item numbers not circled* if you responded A (always) or F (frequently)
- d. Circle the numbers that you have written in front of the following statements: 3, 5, 8, 10, 15, 18, 19, 21, 23, 25, 27, 29, 31, 33, and 34
- e. Count the *circled number 1s*. This is your score for concern for people. Record the score in the blank cell following the letter P.
- f. Count the *uncircled number 1s*. This is your score for concern for task. Record the score in the blank cell following the letter T.

Adapted from:

Ritchie, J. & Thompson, P. (1984). *Organizations and People*, New York: West.