

Management Style Questionnaire

(Adapted from Haire, Chiselli & Porter's Managerial Thinking: An International Study)

*Please respond according to your first reaction to each statement.
Circle your answer (SA, A, N, D, SD) and write the score (5,4,3,2,1) in the blank on the right.
When you are finished, total your score in the blank at the bottom.*

1. The average human being prefers to be directed, wishes to avoid responsibility, and has very little ambition.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

2. Leadership depends on having the right inborn traits and abilities.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

3. The use of rewards (for example, pay and promotion) and punishment (for example, failure to promote) is the best way to get subordinates to do their work.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

4. In a work situation, if your subordinates can influence you, you lose of your influence over them.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

5. A good leader gives detailed and complete instructions to subordinates rather than giving them general directions and depending on their initiative to work out the details.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

6. Individual goal setting is superior to group goal setting.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

7. A superior should give subordinates only the information necessary for them to do their immediate tasks.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

8. A superior's influence over subordinates in an organization is primarily economic.

SA-Strongly Agree (5) / A-Agree (4) / N-Neutral (3) / D-Disagree (2) / SD-Strongly Disagree (1)
SA A N D SD _____

Total Score (for each: SA score 5 / A score 4 / N score 3 / D score 2 / SD score 1) _____

Listening Style Questionnaire

(Adapted from Bone's The Business of Listening: A Practical Guide to Effective Listening)

Please respond according to your first reaction to each statement.

Circle your answer (Y, N).

When you are finished, total the Ys and Ns in the blanks at the bottom.

- | | | |
|---|---|---|
| 1. I am interested in many subjects and do not knowingly tune out dry-sounding information. | Y | N |
| 2. I listen carefully for a speaker's main ideas and supporting points. | Y | N |
| 3. I take notes during meetings to record key points. | Y | N |
| 4. I am not easily distracted. | Y | N |
| 5. I keep my emotions under control. | Y | N |
| 6. I concentrate carefully and do not fake attention. | Y | N |
| 7. I wait for the speaker to finish before finally evaluating the message. | Y | N |
| 8. I respond appropriately with a smile, nod or a word of acknowledgement, as a speaker is talking. | Y | N |
| 9. I am aware of mannerisms that may distract a speaker and keep mine under control. | Y | N |
| 10. I understand my biases and control them when I am listening. | Y | N |
| 11. I refrain from constantly interrupting. | Y | N |
| 12. I value eye contact and maintain it most of the time. | Y | N |
| 13. I often restate or paraphrase what the speaker said to make sure I have the correct meaning. | Y | N |
| 14. I listen for the speaker's emotional meaning as well as subject matter content. | Y | N |
| 15. I ask questions for clarification. | Y | N |
| 16. I do not finish other people's sentences unless asked to do so. | Y | N |
| 17. When listening on the telephone one hand is kept free to take notes. | Y | N |
| 18. I attempt to set aside my ego and focus on the speaker rather than on myself. | Y | N |
| 19. I am careful to judge the message rather than the speaker, | Y | N |
| 20. I am a patient listener most of the time. | Y | N |

Total Score

Total Y _____

Total N _____

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Personal Attributes Questionnaire

1. Knowledge (what to do)

2. Skills (how to do)

3. Abilities (where to do)

4. Behavior (why to do - approach)

5. Experience (when to do)

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Resource Questionnaire

1. People

2. Places

3. Things

4. Functions

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Environmental Questionnaire

1. Who are your key internal customers?

2. Who are your internal suppliers?

3. Who are your key external customers?

4. Who are your external suppliers?

5. Who makes decisions that affect your fate?

6. Where is information generated that you really need to know?

7. List some contacts with whom you have not spoken in the last 3 months, but should have.

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Definitions

Networking Terms

- **Network** [n] (1) an interconnected or intersecting configuration or system of components; (2) a communication system consisting of a group of broadcasting stations that all transmit the same program simultaneously; (3) an intricately connected system of things or people such as "a network of spies"; "a web of intrigue".
- **Network** [v] to communicate with and within a group; "You have to network if you want to get a good job"

Resources (Developed by SentientPoint, Inc)

- **People** - Persons or the role a person plays such as "Ralph", "Gertrude", "customer" or "manager".
- **Places** - Locations, organizations or groupings of people that perform a function such as "downtown", "corporation", "society" or "club".
- **Things** - Tangible or intangible non-persons such as a product, service, form, system or status.
- **Functions** - Activities performed to accomplish a specific transaction such as "pay bill" or "close meeting" or "manage team".

Personal Attributes

- **Knowledge** - Knowing what to do - Example: Understanding your roles & responsibilities
- **Skills** - Knowing how to do - Example: Having good insight in applying your knowledge
- **Abilities** - Knowing where to do - Example: Taking the initiative to resolve unexpected and/or difficult situations
- **Behavior** - Knowing why to do - approach to work - Example: Understanding how what you are doing relates to the bigger picture
- **Experience** - Knowing when to do - Example: Understanding your personal limitations