

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) _____

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) _____

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) _____

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) _____

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) _____

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) _____

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) _____

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) _____

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

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Relationship Management

This instrument is not a statistically validated survey, however it will give you a quick idea of the way you probably manage relationships with others - i.e. your Management Style.

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Your Management Style

- How You Interact with Others
- Subordinates, Peers, Superiors
- Empowering, Mixed, Controlling
- More Empowering Is More Inviting & Engaging

Your Management Style Score

- 8 to 16 - More Empowering Style
- 16 to 30 - Mixed Style or Transitional Style
- 31 to 40 - More Controlling Style