

## LEADERSHIP ORIENTATION INVENTORY

Consider all of the "1" statements (i.e. 1.1, 1.2, 1.3, 1.4, 1.5) and select from them the one which best describes you. Do the same for all "2" elements circling the one which typifies you. Follow the same procedures for the "3", "4", "5" and "6" elements.

### Element 1: Decisions

- 1.1 I place high value on maintaining good relations
- 1.2 I accept decisions of others
- 1.3 I place high value on getting sound creative decisions that result in understanding and agreement
- 1.4 I place high value on making decisions that stick
- 1.5 I search for workable, even though not perfect, decisions

### Element 2: Conviction

- 2.6 I stand up for my ideas, opinions and attitudes, even though it sometimes results in stepping on toes
- 2.7 I listen for and seek out ideas, opinions and attitudes different from my own. I have clear convictions but respond to sound ideas by changing my mind
- 2.8 I go along with opinions, attitudes and ideas of other or avoid taking sides
- 2.9 I prefer to accept opinions, attitudes and ideas of others rather than to push my own
- 2.10 When ideas, opinions or attitudes different from my own appear, I initiative middle ground positions

### Element 3: Conflict

- 3.11 When conflict arises, I try to remain neutral or stay out of it
- 3.12 When conflict arises, I try to identify reasons for it and to resolve underlying causes
- 3.13 When conflict arises, I try to be fair but firm and to get an equitable solution
- 3.14 When conflict arises, I try to cut it off or to win my position
- 3.15 I try to avoid generating conflict, but when it does appear, I try to soothe feelings and to keep people together

### Element 4: Emotions (Temper)

- 4.16 Because of the disturbance tensions can produce, I react in a warm and friendly way
- 4.17 When things are not going right, I defend, resist or come back with counter arguments
- 4.18 Under tension, I feel unsure which way to turn or shift to avoid further pressure
- 4.19 By remaining neutral, I rarely get stirred up
- 4.20 When aroused, I contain myself, though my impatience is visible

#### Element 5: Humour

- 5.21 My humour fits the situation and gives perspective; I retain a sense of humour even under pressure
- 5.22 My humour is hard hitting
- 5.23 My humour aims at maintaining friendly relations or when strains do arise, it shifts attention away from the serious side
- 5.24 My humour sells myself or a position
- 5.25 My humour is seen by others as rather pointless

#### Element 6: Effort

- 6.26 I exert vigorous effort and others join in
- 6.27 I put out enough effort to get by
- 6.28 I drive myself and others
- 6.29 I rarely lead but extend help
- 6.30 I seek to maintain a good steady pace

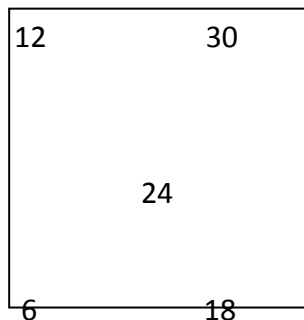
After reading the paper, it will be possible for you to interpret your rankings.

## SCORING AND INTERPRETING YOUR SELF-ASSESSMENT OF KEY ORIENTATIONS

The questionnaire is designed to give you a rough approximation of where you think you are on the Managerial Grid. Each statement, within an element, describes an assumption typical of one of the five 'pure' Grid positions. You can discover which of the five style positions you come closest to by totalling your score using the following key:

Statement	Style	Score
1.1	1.9	2
1.2	1.1	1
1.3	9.9	5
1.4	9.1	3
1.5	5.5	4
2.6	9.1	3
2.7	9.9	5
2.8	1.1	1
2.9	1.9	2
2.10	5.5	4
3.11	1.1	1
3.12	9.9	5
3.13	5.5	4
3.14	9.1	3
3.15	1.9	2

Statement	Style	Score
4.16	1.9	2
4.17	9.1	3
4.18	5.5	4
4.19	1.1	1
4.20	9.9	5
5.21	9.9	5
5.22	9.1	3
5.23	1.9	2
5.24	5.5	4
5.25	1.1	1
6.26	9.9	5
6.27	1.1	1
5.28	9.1	3
6.29	1.9	2
6.30	5.5	4
Total Score		



Find which number on the Grid your total score comes closest to. Scores closest to:

- 6 depict a 1.1 management style
- 12 depict a 1.9 management style
- 18 depict a 9.1 management style
- 24 depict a 5.5 management style
- 30 depict a 9.9 management style

A word of caution in interpreting your score. You may have misjudged yourself! If you asked those with whom you work and who know you well to complete the questionnaire for you, would the result be the same? Also, if you completed the questionnaire before reading the paper, now that you have read it, you may see yourself differently.

## UNDERSTANDING ORGANISATIONS

### “THE MANAGEMENT GRID”

C O N C E R N  F O R  P E O P L E	9	<b>Country Club Management (1,9)</b> Productivity is incidental to lack of conflict and ‘good fellowship’				<b>Team Management (9,9)</b> Productivity is from integration of task and human requirements			
	8								
	7								
	6								
	5			<b>Dampened Pendulum (5,5)</b> (Middle of the Road) Push for productivity but don’t go ‘all out’. Give some but not all: ‘be fair but firm’					
	4								
	3								
	2	<b>Improvised Management (1,1)</b> Effective productivity is unobtainable because people are lazy, apathetic and indifferent. Sound and mature relationships are difficult to achieve				<b>Task Management (9,1)</b> Men are a commodity just as machines. A manager’s responsibility is to plan, direct			
	1	because (human nature being what it is) conflict is inevitable				and control the work of those subordinate to him			
	1	2	3	4	5	6	7	8	9
	<b>C O N C E R N F O R T A S K</b>								