

self-assessment appendix

Chapter 1

As you learned in Chapter 1, many managers begin their careers in management with specific notions about what it means to be the boss. This assessment is meant to establish your baseline interests in the skills covered in the chapter. It will not tell you whether you should or should not be a manager, nor whether you have “what it takes” to be a manager. It will, however, give you feedback on whether you are interested in the kinds of things that managers do in their jobs. Be candid as you complete the assessment by circling the appropriate responses.¹

ML = Most like me

SL = Somewhat like me

NS = Not sure

SU = Somewhat unlike me

MU = Most unlike me

- | | | | | | |
|--|----|----|----|----|----|
| 1. I can get others to do what I want them to do. | ML | SL | NS | SU | MU |
| 2. I frequently evaluate my job performance. | ML | SL | NS | SU | MU |
| 3. I prefer not to get involved in office politics. | ML | SL | NS | SU | MU |
| 4. I like the freedom that open-ended goals provide me. | ML | SL | NS | SU | MU |
| 5. I work best when things are orderly and calm. | ML | SL | NS | SU | MU |
| 6. I enjoy making oral presentations to groups of people. | ML | SL | NS | SU | MU |
| 7. I am confident in my abilities to accomplish difficult tasks. | ML | SL | NS | SU | MU |
| 8. I do not like to write. | ML | SL | NS | SU | MU |
| 9. I like solving difficult puzzles. | ML | SL | NS | SU | MU |
| 10. I am an organized person. | ML | SL | NS | SU | MU |
| 11. I have difficulty telling others they made a mistake. | ML | SL | NS | SU | MU |
| 12. I like to work set hours each day. | ML | SL | NS | SU | MU |
| 13. I view paperwork as a trivial task. | ML | SL | NS | SU | MU |
| 14. I like to help others learn new things. | ML | SL | NS | SU | MU |
| 15. I prefer to work alone. | ML | SL | NS | SU | MU |
| 16. I believe it is who you know, not what you know, that counts. | ML | SL | NS | SU | MU |
| 17. I enjoy doing several things at once. | ML | SL | NS | SU | MU |
| 18. I am good at managing money. | ML | SL | NS | SU | MU |
| 19. I would rather back down from an argument than let it get out of hand. | ML | SL | NS | SU | MU |
| 20. I am computer literate. | ML | SL | NS | SU | MU |

Scoring

Start by reversing your scores for items 5, 8, 11, 15, and 16. For example, if you used ML, change it to MU, and vice versa; if you used SL, change it to SU, and vice versa. Now assign each answer a point value.

Number of ML answers _____ times 5 points each = _____
 Number of SL answers _____ times 4 points each = _____
 Number of NS answers _____ times 3 points each = _____
 Number of SU answers _____ times 2 points each = _____
 Number of MU answers _____ times 1 points each = _____
 TOTAL = _____

You can find the interpretation for your score on Xtra! at <http://1pass.thomson.com>.

Chapter 2

If you are completing this assessment after reading Chapter 2, you know that Mary Parker Follett advanced several management theories that are now the underpinnings of the human resources field.² As was suggested at the end of Chapter 2, you can use this assessment as a precursor to doing the Management Team Decision on page 65, which will help you—and your team—be more effective.

Rate each question according to a scale where 1 = not at all, and 5 = very much.

When I have a conflict at work, I do the following:

- _____ 1. I give in to the wishes of the other party.
- _____ 2. I try to realize a middle-of-the-road solution.
- _____ 3. I push my own point of view.
- _____ 4. I examine issues until I find a solution that really satisfies me and the other party.
- _____ 5. I avoid a confrontation about our differences.
- _____ 6. I concur with the other party.
- _____ 7. I emphasize that we have to find a compromise solution.
- _____ 8. I search for gains.
- _____ 9. I stand for my own and other's goals and interests.
- _____ 10. I avoid differences of opinion as much as possible.
- _____ 11. I try to accommodate the other party.
- _____ 12. I insist we both give in a little.
- _____ 13. I fight for a good outcome for myself.
- _____ 14. I examine ideas from both sides to find a mutually optimal solution.
- _____ 15. I try to make differences loom less severe.
- _____ 16. I adapt to the other parties' goals and interests.
- _____ 17. I strive whenever possible towards a fifty-fifty compromise.
- _____ 18. I do everything to win.
- _____ 19. I work out a solution that serves my own as well as other's interests as much as possible.
- _____ 20. I try to avoid a confrontation with the other person.

This inventory can be broken down into 5 sections:

- (A) Add together your scores for items 1, 6, 11, and 16: _____
- (C) Add together your scores for items 2, 7, 12, and 17: _____
- (B) Add together your scores for items 3, 8, 13, and 18: _____
- (D) Add together your scores for items 4, 9, 14, and 19: _____
- (E) Add together your scores for items 5, 10, 15, and 20: _____

You can find the interpretation for your score on Xtra! at <http://1pass.thomson.com>.

Chapter 3

Complete the following questionnaire to get a sense of your tolerance for ambiguity.³ Indicate the extent to which you agree with the statements using the following scale:

- | | |
|-----------------------|--------------------|
| 1 Strongly disagree | 5 Slightly agree |
| 2 Moderately disagree | 6 Moderately agree |
| 3 Slightly disagree | 7 Strongly agree |
| 4 Neutral | |

- _____ 1. I don't tolerate ambiguous situations well.
- _____ 2. I find it difficult to respond when faced with an unexpected event.
- _____ 3. I don't think new situations are any more threatening than familiar situations.
- _____ 4. I am drawn to situations which can be interpreted in more than one way.
- _____ 5. I would rather avoid solving problems that must be viewed from several different perspectives.
- _____ 6. I try to avoid situations which are ambiguous.
- _____ 7. I am good at managing unpredictable situations.
- _____ 8. I prefer familiar situations to new ones.
- _____ 9. Problems which cannot be considered from just one point of view are a little threatening.
- _____ 10. I avoid situations which are too complicated for me to easily understand.
- _____ 11. I am tolerant of ambiguous situations.
- _____ 12. I enjoy tackling problems which are complex enough to be ambiguous.
- _____ 13. I try to avoid problems which don't seem to have only one "best" solution.

- ___ 14. I often find myself looking for something new, rather than trying to hold things constant in my life.
- ___ 15. I generally prefer novelty over familiarity.
- ___ 16. I dislike ambiguous situations.
- ___ 17. Some problems are so complex that just trying to understand them is fun.
- ___ 18. I have little trouble coping with unexpected events.
- ___ 19. I pursue problem situations which are so complex some people call them “mind-boggling.”
- ___ 20. I find it hard to make a choice when the outcome is uncertain.
- ___ 21. I enjoy an occasional surprise.
- ___ 22. I prefer a situation in which there is some ambiguity.

- ___ 5. I’ve had fellow employees show me how to take things from where I work.
- ___ 6. I will usually take someone up on a dare.
- ___ 7. I’ve always driven insured vehicles.
- ___ 8. If you were sent an extra item with an order, would you send it back?
- ___ 9. Would you say everyone is a little dishonest?
- ___ 10. Most supervisors treat their employees fairly.
- ___ 11. I worry about getting hurt at work.
- ___ 12. People say that I’m a workaholic.
- ___ 13. I like to plan things carefully ahead of time.
- ___ 14. Have you found a way a dishonest person in your job could take things from work?
- ___ 15. I often act quickly without stopping to think things through.
- ___ 16. It doesn’t bother me what other people think.
- ___ 17. I have friends who are a little dishonest.
- ___ 18. I am not a thrill seeker.
- ___ 19. I have had my driver’s license revoked.
- ___ 20. Are you too honest to steal?
- ___ 21. Do most employees take small items from work?
- ___ 22. Do most employees get along well with their supervisors?
- ___ 23. I’m lucky to avoid having accidents.
- ___ 24. I always finish what I start.
- ___ 25. I make sure everything is in its place before leaving home.

Scoring

Determine your score by entering your response to each survey item below, as follows. In blanks that say *regular score*, simply enter your response for that item. If your response was a 6, place a 6 in the *regular score* blank. In blanks that say *reverse score*, subtract your response from 8 and enter the result. So if your response was a 6, place a 2 (8 - 6 = 2) in the *reverse score* blank. Add up your total score.

1. regular score	___	12. reverse score	___
2. regular score	___	13. regular score	___
3. reverse score	___	14. reverse score	___
4. reverse score	___	15. reverse score	___
5. regular score	___	16. regular score	___
6. regular score	___	17. reverse score	___
7. reverse score	___	18. reverse score	___
8. regular score	___	19. reverse score	___
9. regular score	___	20. regular score	___
10. regular score	___	21. reverse score	___
11. regular score	___	22. reverse score	___
		TOTAL =	___

You can find the interpretation for your score on Xtra! at <http://1pass.thomson.com>.

Chapter 4

Answer each of the questions using the following scale: ⁴

- | | |
|------------------|---------------------|
| 1 Strongly agree | 4 Disagree |
| 2 Agree | 5 Strongly disagree |
| 3 Not sure | |

- ___ 1. Did you ever think about taking money from where you worked, but didn’t go through with it?
- ___ 2. Have you ever borrowed something from work without telling anyone?
- ___ 3. There are times I’ve been provoked into a fist fight.
- ___ 4. Is it okay to get around the law if you don’t break it?

Scoring

Determine your average score for each category by entering your response to each survey item below, as follows. In blanks that say *regular score*, simply enter your response for that item. If your response was a 4, place a 4 in the *regular score* blank. In blanks that say *reverse score*, subtract your response from 6 and enter the result. So if your response was a 4, place a 2 (6 - 4 = 2) in the *reverse score* blank. Total your scores then compute your average score for each section.

Antisocial Behavior:

1. regular score	___	14. regular score	___
2. regular score	___	15. regular score	___
3. regular score	___	16. regular score	___
4. regular score	___	17. regular score	___
5. regular score	___	18. reverse score	___
6. regular score	___	19. regular score	___
7. reverse score	___	20. reverse score	___
8. reverse score	___		
TOTAL =		___ ÷ 15 = ___ (your average for Antisocial Behavior)	

Orderliness/Diligence:

12. regular score ___ 24. regular score ___
 13. regular score ___ 25. regular score ___
 TOTAL = ___ ÷ 4 = ___ (your average for
 Orderliness/diligence)

Positive Outlook:

9. reverse score ___ 21. reverse score ___
 10. regular score ___ 22. regular score ___
 11. reverse score ___ 23. regular score ___
 TOTAL = ___ ÷ 6 = ___ (your average for Positive
 Outlook)

You can find the interpretation for your scores on Xtra! at <http://1pass.thomson.com>.

Chapter 5

A part of planning, and therefore, management, is setting goals and tracking progress toward goal achievement.⁵ Answer each of the questions using the following scale:

- | | |
|---------------------|------------------|
| 1 Strongly disagree | 4 Agree |
| 2 Disagree | 5 Strongly Agree |
| 3 Not sure | |

- ___ 1. I regularly set goals for myself.
 ___ 2. I keep track of how well I've been doing.
 ___ 3. I generally keep the resolutions that I make.
 ___ 4. I often seek feedback about my performance.
 ___ 5. I am able to focus on positive aspects of my work.
 ___ 6. I'll sometimes deny myself something until I've set my goals.
 ___ 7. I use a to-do list to plan my activities.
 ___ 8. I have trouble working without supervision.
 ___ 9. When I set my mind on some goal, I persevere until it's accomplished.
 ___ 10. I'm a self-starter.
 ___ 11. I make lists of things I need to do.
 ___ 12. I'm good at time management.
 ___ 13. I'm usually confident that I can reach my goals.
 ___ 14. I am careful about how I manage my time.
 ___ 15. I always plan my day.
 ___ 16. I often find I spend my time on trivial things and put off doing what's really important.
 ___ 17. Unless someone pushes me a bit, I have trouble getting motivated.
 ___ 18. I reward myself when I meet my goals.
 ___ 19. I tend to dwell on unpleasant aspects of the things I need to do.
 ___ 20. I tend to deal with life as it comes rather than to try to plan things.
 ___ 21. I generally try to find a place to work where I'll be free from interruptions.
 ___ 22. I'm pretty disorganized.
 ___ 23. The goals I set are quite specific.
 ___ 24. Distractions often interfere with my performance.
 ___ 25. I sometimes give myself a treat if I've done something well.
 ___ 26. I am able to focus on positive aspects of my activities.
 ___ 27. I use notes or other prompts to remind myself of schedules and deadlines.
 ___ 28. I seem to waste a lot of time.
 ___ 29. I use a day planner or other aids to keep track of schedules and deadlines.
 ___ 30. I often think about how I can improve my performance.
 ___ 31. I tend to lose track of the goals I've set for myself.
 ___ 32. I tend to set difficult goals for myself.
 ___ 33. I plan things for weeks in advance.
 ___ 34. I try to make a visible commitment to my goals.
 ___ 35. I set aside blocks of time for important activities.

Scoring

Determine your score by entering your response to each survey item below, as follows. In blanks that say *regular score*, simply enter your response for that item. If your response was a 4, place a 4 in the *regular score* blank. In blanks that say *reverse score*, subtract your response from 6 and enter the result. So if your response was a 4, place a 2 (6 - 4 = 2) in the *reverse score* blank. Add up your total score.

- | | |
|--------------------------|--------------------------|
| 1. regular score ___ | 17. reverse score ___ |
| 2. regular score ___ | 18. regular score ___ |
| 3. regular score ___ | 19. reverse score ___ |
| 4. regular score ___ | 20. reverse score ___ |
| 5. regular score ___ | 21. regular score ___ |
| 6. regular score ___ | 22. reverse score ___ |
| 7. regular score ___ | 23. regular score ___ |
| 8. reverse score ___ | 24. reverse score ___ |
| 9. regular score ___ | 25. regular score ___ |
| 10. regular score ___ | 26. regular score ___ |
| 11. regular score ___ | 27. regular score ___ |
| 12. regular score ___ | 28. reverse score ___ |
| 13. regular score ___ | 29. regular score ___ |
| 14. regular score ___ | 30. regular score ___ |
| 15. regular score ___ | 31. reverse score ___ |
| 16. reverse score ___ | 32. regular score ___ |

33. regular score _____ 35. regular score _____

34. regular score _____

TOTAL = _____

You can find the interpretation for your score on Xtra! at <http://1pass.thomson.com>.

Chapter 6

This assessment will provide some baseline information on attitudes you might have that will relate to your management skills.⁶ Answer each of the questions either true or false. Try not to spend too much time on any one item, and be sure to answer all the questions.

- _____ 1. I get satisfaction from competing with others.
- _____ 2. It's usually not important to me to be the best.
- _____ 3. Competition destroys friendships.
- _____ 4. Games with no clear cut winners are boring.
- _____ 5. I am a competitive individual.
- _____ 6. I will do almost anything to avoid an argument.
- _____ 7. I try to avoid competing with others.
- _____ 8. I would like to be on a debating team.
- _____ 9. I often remain quiet rather than risk hurting another person.
- _____ 10. I find competitive situations unpleasant.
- _____ 11. I try to avoid arguments.
- _____ 12. In general, I will go along with the group rather than create conflict.
- _____ 13. I don't like competing against other people.
- _____ 14. I don't like games that are winner-take-all.
- _____ 15. I dread competing against other people.
- _____ 16. I enjoy competing against an opponent.
- _____ 17. When I play a game, I like to keep score.
- _____ 18. I often try to outperform others.
- _____ 19. I like competition.
- _____ 20. I don't enjoy challenging others even when I think they are wrong.

To determine your score, count the number of responses marked "True" and enter it here _____.

You can find an interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 7

This assessment will provide some baseline information you can use as you develop your managerial skills.⁷ Indicate the extent to which each of the following statements is true of either your actual behavior or your intentions at work. That is, describe the way you are or the way you intend to be on the job. Use this scale for your responses:

- | | |
|----------------------|---------------------|
| 5 Almost always true | 2 Seldom true |
| 4 Often true | 1 Almost never true |
| 3 Not applicable | |

- _____ 1. I openly discuss with my supervisor how to get ahead.
 - _____ 2. I try new ideas and approaches to problems.
 - _____ 3. I take things or situations apart to find out how they work.
 - _____ 4. I welcome uncertainty and unusual circumstances related to my tasks.
 - _____ 5. I negotiate my salary openly with my supervisor.
 - _____ 6. I can be counted on to find a new use for existing methods or equipment.
 - _____ 7. Among my colleagues and coworkers, I will be the first or nearly the first to try out a new idea or method.
 - _____ 8. I take the opportunity to translate communications from other departments for my work group.
 - _____ 9. I demonstrate originality.
 - _____ 10. I will work on a problem that has caused others great difficulty.
 - _____ 11. I provide critical input toward a new solution.
 - _____ 12. I provide written evaluations of proposed ideas.
 - _____ 13. I develop contacts with experts outside my firm.
 - _____ 14. I use personal contacts to maneuver into choice work assignments.
 - _____ 15. I make time to pursue my own pet ideas or projects.
 - _____ 16. I set aside resources for the pursuit of a risky project.
 - _____ 17. I tolerate people who depart from organizational routine.
 - _____ 18. I speak out in staff meetings.
 - _____ 19. I work in teams to try to solve complex problems.
 - _____ 20. If my co-workers are asked, they will say I am a wit.
- _____ = TOTAL

You can find an interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 8

This assessment has three parts: Step 1, Complete the questionnaire shown below; Step 2, Determine your score; Step 3, Develop a plan to increase your global managerial potential.⁸

Step 1: Use the six-point rating scale to complete the 32-question inventory shown below.

Rating Scale

- | | |
|------------------|---------------------|
| 6 Strongly Agree | 3 Mildly Disagree |
| 5 Agree | 2 Disagree |
| 4 Mildly Agree | 1 Strongly Disagree |

- _____ 1. Our country should have the right to prohibit certain racial and religious groups from entering it to live.

- ___ 2. Immigrants should not be permitted to come into our country if they compete with our own workers.
- ___ 3. It would set a dangerous precedent if every person in the world had equal rights that were guaranteed by an international charter.
- ___ 4. All prices for exported food and manufactured goods should be set by an international trade committee.
- ___ 5. Our country is probably no better than many others.
- ___ 6. Race prejudice may be a good thing for us because it keeps many undesirable foreigners from coming into this country.
- ___ 7. It would be a mistake for us to encourage certain racial groups to become well educated because they might use their knowledge against us.
- ___ 8. We should be willing to fight for our country without questioning whether it is right or wrong.
- ___ 9. Foreigners are particularly obnoxious because of their religious beliefs.
- ___ 10. Immigration should be controlled by a global organization rather than by each country on its own.
- ___ 11. We ought to have a world government to guarantee the welfare of all nations irrespective of the rights of any one.
- ___ 12. Our country should not cooperate in any global trade agreements that attempt to better world economic conditions at our expense.
- ___ 13. It would be better to be a citizen of the world than of any particular country.
- ___ 14. Our responsibility to people of other races ought to be as great as our responsibility to people of our own race.
- ___ 15. A global committee on education should have full control over what is taught in all countries about history and politics.
- ___ 16. Our country should refuse to cooperate in a total disarmament program even if some other nations agree to it.
- ___ 17. It would be dangerous for our country to make international agreements with nations whose religious beliefs are antagonistic to ours.
- ___ 18. Any healthy individual, regardless of race or religion, should be allowed to live wherever he or she wants to in the world.
- ___ 19. Our country should not participate in any global organization that requires that we give up any of our national rights or freedom of action.
- ___ 20. If necessary, we ought to be willing to lower our standard of living to cooperate with other countries in getting an equal standard for every person in the world.
- ___ 21. We should strive for loyalty to our country before we can afford to consider world brotherhood.
- ___ 22. Some races ought to be considered naturally less intelligent than ours.
- ___ 23. Our schools should teach the history of the whole world rather than of our own country.

- ___ 24. A global police force ought to be the only group in the world allowed to have armaments.
- ___ 25. It would be dangerous for us to guarantee by international agreement that every person in the world should have complete religious freedom.
- ___ 26. Our country should permit the immigration of foreign peoples, even if it lowers our standard of living.
- ___ 27. All national governments ought to be abolished and replaced by one central world government.
- ___ 28. It would not be wise for us to agree that working conditions in all countries should be subject to international control.
- ___ 29. Patriotism should be a primary aim of education so that our children will believe our country is the best in the world.
- ___ 30. It would be a good idea if all the races were to intermarry until there was only one race in the world.
- ___ 31. We should teach our children to uphold the welfare of all people everywhere, even though it may be against the best interests of our own country.
- ___ 32. War should never be justifiable, even if it is the only way to protect our national rights and honor.

Step 2: Determine your score by entering your response to each survey item below, as follows. In blanks that say *regular score*, simply enter your response for that item. If your response was a 4, place a 4 in the *regular score* blank. In blanks that say *reverse score*, subtract your response from 7 and enter the result. So if your response was a 4, place a 3 ($7 - 4 = 3$) in the *reverse score* blank.

- | | |
|-----------------------|-----------------------|
| 1. reverse score ___ | 17. reverse score ___ |
| 2. reverse score ___ | 18. regular score ___ |
| 3. reverse score ___ | 19. reverse score ___ |
| 4. regular score ___ | 20. regular score ___ |
| 5. regular score ___ | 21. reverse score ___ |
| 6. reverse score ___ | 22. reverse score ___ |
| 7. reverse score ___ | 23. regular score ___ |
| 8. reverse score ___ | 24. regular score ___ |
| 9. reverse score ___ | 25. reverse score ___ |
| 10. regular score ___ | 26. regular score ___ |
| 11. regular score ___ | 27. regular score ___ |
| 12. reverse score ___ | 28. reverse score ___ |
| 13. regular score ___ | 29. reverse score ___ |
| 14. regular score ___ | 30. regular score ___ |
| 15. regular score ___ | 31. regular score ___ |
| 16. reverse score ___ | 32. regular score ___ |

Total your scores from items 1-16 ___

Total your scores from items 17-32 ___

Add together to compute TOTAL = ___

You can find an interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 9

Every organization needs some degree of flexibility to adapt to new situations, and some degree of standardization to make routine tasks and decisions as efficient and effective as possible.⁹ In this assessment, indicate the extent to which you agree or disagree with the following statements. Use this scale for your responses:

- | | |
|------------------|---------------------|
| 7 Strongly agree | 3 Slightly disagree |
| 6 Agree | 2 Disagree |
| 5 Slightly agree | 1 Strongly disagree |
| 4 Neutral | |

- ___ 1. If a written rule does not cover some situation, we make up informal rules for doing things as we go along.
- ___ 2. I feel that I am my own boss in most matters.
- ___ 3. There are many things in my business that are not covered by some formal procedure.
- ___ 4. A person can make his or her own decisions without checking with somebody else.
- ___ 5. Usually, my contact with my company and its representatives involves doing things “by the rule book.”
- ___ 6. How things are done here is left up to the person doing the work.
- ___ 7. Contacts with my company and its representatives are on a formal, preplanned basis.
- ___ 8. People here are allowed to do almost anything as they please.
- ___ 9. I ignore the rules and reach informal agreements to handle some situations.
- ___ 10. Most people here make their own rules on the job.
- ___ 11. When rules and procedures exist in my company, they are usually written agreements.
- ___ 12. The employees are constantly being checked on for rule violations.
- ___ 13. People here feel as though they are constantly being watched, to see that they obey all the rules.

Scoring

Determine your score by entering your response to each survey item below, as follows. In blanks that say *regular score*, simply enter your response for that item. If your response was a 6, place a 6 in the *regular score* blank. In blanks that say *reverse score*, subtract your response from 8 and enter the result. So if your response was a 6, place a 2 ($8 - 6 = 2$) in the *reverse score* blank.

- | | | | |
|-------------------|-----|-------------------|-----|
| 1. reverse score | ___ | 4. reverse score | ___ |
| 2. reverse score | ___ | 5. regular score | ___ |
| 3. reverse score | ___ | 6. reverse score | ___ |
| 7. regular score | ___ | 11. regular score | ___ |
| 8. reverse score | ___ | 12. regular score | ___ |
| 9. reverse score | ___ | 13. regular score | ___ |
| 10. reverse score | ___ | | |

Add together to compute your TOTAL ___.

You can see where you fall on the formality continuum and find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 10

The following 20-question survey assesses your thoughts about working in teams.¹⁰ Indicate the extent to which you agree with each of the following statements. Try not to spend too much time on any one item, and be sure to answer all the questions. Use this scale for your responses:

- | | |
|------------------|---------------------|
| 7 Strongly agree | 3 Slightly disagree |
| 6 Agree | 2 Disagree |
| 5 Slightly agree | 1 Strongly disagree |
| 4 Neutral | |

- ___ 1. Only those who depend on themselves get ahead in life.
- ___ 2. To be superior, a person must stand alone.
- ___ 3. If you want something done right, you’ve got to do it yourself.
- ___ 4. What happens to me is my own doing.
- ___ 5. In the long run, the only person you can count on is yourself.
- ___ 6. Winning is everything.
- ___ 7. I feel that winning is important in both work and games.
- ___ 8. Success is the most important thing in life.
- ___ 9. It annoys me when other people perform better than I do.
- ___ 10. Doing your best isn’t enough; it is important to win.
- ___ 11. I prefer to work with others in a group rather than working alone.
- ___ 12. Given the choice, I would rather do a job where I can work alone rather than doing a job where I have to work with others in a group.
- ___ 13. Working with a group is better than working alone.
- ___ 14. People should be made aware that if they are going to be part of a group, then they are sometimes going to have to do things they don’t want to do.
- ___ 15. People who belong to a group should realize that they’re not always going to get what they personally want.
- ___ 16. People in a group should realize that they sometimes are going to have to make sacrifices for the sake of the group as a whole.
- ___ 17. People in a group should be willing to make sacrifices for the sake of the group’s well-being.
- ___ 18. A group is more productive when its members do what they want to do rather than what the group wants them to do.
- ___ 19. A group is most efficient when its members do what they think is best rather than doing what the group wants them to do.
- ___ 20. A group is more productive when its members follow their own interests and desires.

Scoring

Determine your score by entering your response to each survey item below, as follows. In blanks that say *regular score*, simply enter your response for that item. If your response was a 3, place a 3 in the *regular score* blank. In blanks that say *reverse score*, subtract your response from 8 and enter the result. So if your response was a 3, place a 5 ($8 - 3 = 5$) in the *reverse score* blank..

- | | | | |
|-------------------|-------|-------------------|-------|
| 1. reverse score | _____ | 11. regular score | _____ |
| 2. reverse score | _____ | 12. reverse score | _____ |
| 3. reverse score | _____ | 13. regular score | _____ |
| 4. reverse score | _____ | 14. regular score | _____ |
| 5. reverse score | _____ | 15. regular score | _____ |
| 6. reverse score | _____ | 16. regular score | _____ |
| 7. reverse score | _____ | 17. regular score | _____ |
| 8. reverse score | _____ | 18. reverse score | _____ |
| 9. reverse score | _____ | 19. reverse score | _____ |
| 10. reverse score | _____ | 20. reverse score | _____ |

Add together to compute your TOTAL _____

You can find the interpretation for your score on Xtra! at <http://1pass.thomson.com>.

Chapter 11

Complete the assessment below by indicating the extent to which you agree with each of the following statements.¹¹ Try not to spend too much time on any one item, and be sure to answer all the questions. Use this scale for your responses:

- | | |
|------------------|---------------------|
| 5 Strongly agree | 2 Disagree |
| 4 Agree | 1 Strongly disagree |
| 3 Neutral | |

- _____ 1. I become so apprehensive in job interviews that I am unable to express my thoughts clearly.
- _____ 2. I often feel uneasy about my appearance when I am being interviewed for a job.
- _____ 3. While taking a job interview, I become concerned that the interviewer will perceive me as socially awkward.
- _____ 4. In job interviews, I get very nervous about whether my performance is good enough.
- _____ 5. During job interviews, my hands shake.
- _____ 6. I get so anxious while taking job interviews that I have trouble answering questions that I know.
- _____ 7. Before a job interview I am so nervous that I spend an excessive amount of time on my appearance.
- _____ 8. I become very uptight about having to socially interact with a job interviewer.
- _____ 9. I am overwhelmed by thoughts of doing poorly when I am in job interview situations.
- _____ 10. My heartbeat is faster than usual during job interviews.
- _____ 11. During job interviews, I often can't think of a thing to say.

- _____ 12. In job interviews, I worry that the interviewer will focus on what I consider to be my least attractive physical features.
- _____ 13. I get afraid about what kind of personal impression I am making on job interviews.
- _____ 14. I worry that my job interview performance will be lower than that of other applicants.
- _____ 15. It is hard for me to avoid fidgeting during a job interview.
- _____ 16. I feel that my verbal communication skills are strong.
- _____ 17. If I do not look my absolute best in a job interview, I find it very hard to be relaxed.
- _____ 18. During a job interview, I worry that my actions will not be considered socially appropriate.
- _____ 19. During a job interview, I am so troubled by thoughts of failing that my performance is reduced.
- _____ 20. Job interviews often make me perspire (e.g., sweaty palms and underarms).
- _____ 21. During job interviews, I find it hard to understand what the interviewer is asking me.
- _____ 22. I feel uneasy if my hair is not perfect when I walk into a job interview.
- _____ 23. I worry about whether job interviewers will like me as a person.
- _____ 24. During a job interview, I worry about what will happen if I don't get the job.
- _____ 25. My mouth gets very dry during job interviews.
- _____ 26. I find it easy to communicate my personal accomplishments during a job interview.
- _____ 27. During a job interview, I worry about whether I have dressed appropriately.
- _____ 28. When meeting a job interviewer, I worry that my handshake will not be correct.
- _____ 29. While taking a job interview, I worry about whether I am a good candidate for the job.
- _____ 30. I often feel sick to my stomach when I am interviewed for a job.
- _____ TOTAL (Reverse your score on items 16 and 26. That is, if you wrote in a "5," change it to a "1" and vice versa; if you wrote in a "4," change it to a "2" and vice versa.)

You can find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 12

Unlike the other assessments in this appendix, this one requires you to go online. Each Project Implicit test, which is also called an Implicit Association Test (IAT), takes about 10 minutes to complete. However, you'll find it worthwhile to complete all of the different IATs. The researchers ask that you complete the initial surveys so that they can further enrich their data, but you needn't worry about privacy issues. They are only interested in the raw data and not in who actually contributed it.

1. To begin, go to <https://implicit.harvard.edu> and click on “**Demonstration.**”
 2. You will then be given a brief description of the project and prompted to “**Go to the demonstration tests.**” Click on that hot link.
 3. The front page of the demonstration tests is a more detailed synopsis of the project and a disclaimer. Read the information and then click on “**I wish to proceed.**”
 4. You will then reach the list of all the tests: age, gender-science, race, presidents, sexuality, gender-career, Arab-Muslim, weight, religion, disability, Native, Asian, weapons, and skin-tone. The tests most closely related to Chapter 12’s content on diversity are age, race, sexuality, gender-career, weight, disability, Native, Asian, and skin-tone. Each time you complete an IAT, return to the list to select the next relevant test for this course. We’ll use the age IAT as the basis for these instructions. Once you get the hang of it, you will be able to move through the preliminaries on any of IATs. To begin, click on “**Age IAT.**”
 5. You will be directed to a page of technical information related to your computer settings. If you can see the green check mark, then click to begin. At the next page, click on “**Continue.**”
 6. A survey of general information will pop up. The survey for each IAT is slightly different, except for the main demographic information at the bottom (age, race, etc.). Once you complete the survey, click on “**Proceed.**”
 7. Read the instructions carefully. In essence, each time a certain word or image appears, you will need to either respond by typing an “e” or an “i.” The words used are purposely set to be obviously good or bad. For example, few people would dispute that *evil* goes in the category labeled “bad,” and *love* goes in the category labeled “good.” Don’t get caught up in semantics; just classify the terms as they are understood in the common language.
 8. The test will ask you to classify the words and images several times, switching the words and images from the left hand to the right hand. That way, your right hand isn’t always typing an “i” for good and your left an “e” for bad. Pay attention to the changes.
 9. Once you have finished the IAT on a particular topic, you will receive a results page. Check with your professor if he or she wants you to print it out or keep track of results in any way. Your instructor may want to average class results.
- After completing the IATs, think about your results. Do any surprise you, or were you aware that you were making the unconscious associations the software identified?

Chapter 13

Not everyone needs or wants the same things from their jobs.¹² Indicate the extent to which you agree with each of the following statements. Try not to spend too much time on any one item, and be sure to answer all the questions. Use this scale for your responses:

- | | |
|------------------|---------------------|
| 7 Strongly agree | 3 Slightly disagree |
| 6 Agree | 2 Disagree |
| 5 Slightly agree | 1 Strongly disagree |
| 4 Neutral | |

- _____ 1. I get enough money from my job to live comfortably.

- _____ 2. Our benefits cover many of the areas they should.
- _____ 3. My boss encourages people to make suggestions.
- _____ 4. I can count on my co-workers to give me a hand when I need it.
- _____ 5. I always get the feeling of learning new things from my work.
- _____ 6. I often think about how to improve my job performance.
- _____ 7. My pay is adequate to provide for the basic things in life.
- _____ 8. The benefit program here gives nearly all the security I want.
- _____ 9. My boss takes account of my wishes and desires.
- _____ 10. My co-workers will speak out in my favor if justified.
- _____ 11. My job requires that a person use a wide range of abilities.
- _____ 12. I will actively try to improve my job performance in the future.
- _____ 13. Considering the work required, the pay is what it should be.
- _____ 14. Compared to other places, our benefits are excellent.
- _____ 15. My boss keeps me informed about what is happening in the company.
- _____ 16. I can tell my co-workers how I honestly feel.
- _____ 17. My job requires making one (or more) important decision(s) every day.
- _____ 18. I intend to do a lot more at work in the future.
- _____ 19. Compared to the rates for similar work, here, my pay is good.
- _____ 20. The benefit program here is adequate.
- _____ 21. My boss lets me know when I could improve my performance.
- _____ 22. My co-workers welcome opinions different from their own.
- _____ 23. I have the opportunity to do challenging things at work.
- _____ 24. I will probably do my best to perform well on the job in the future.

Scoring

- (A) Add together your scores for items 1, 2, 7, 8, 13, 14, 19, and 20: _____
- (B) Add together your scores for items 3, 4, 9, 10, 15, 16, 21, and 22: _____
- (C) Add together your scores for items 5, 6, 11, 12, 17, 18, 23, and 24: _____

You can find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 14

Below is Fiedler’s least-preferred co-worker scale (LPC).¹³ To complete it, you need to think of the one person with whom you worked least well. In other words, the person with whom you accomplished the least or with whom you had the most difficulty getting the job done. Once you have that person in mind, think of how you would describe him or her to another person. The LPC scale uses 18 oppositional adjective pairs to help you build your description. For each pair, choose the number closest to the word which best describes your LPC.

Pleasant	8	7	6	5	4	3	2	1	Unpleasant
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	1	2	3	4	5	6	7	8	Accepting
Tense	1	2	3	4	5	6	7	8	Relaxed
Distant	1	2	3	4	5	6	7	8	Close
Cold	1	2	3	4	5	6	7	8	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	1	2	3	4	5	6	7	8	Interesting

Quarrelsome	1	2	3	4	5	6	7	8	Harmonious
Gloomy	1	2	3	4	5	6	7	8	Cheerful
Open	8	7	6	5	4	3	2	1	Guarded
Backbiting	1	2	3	4	5	6	7	8	Loyal
Untrustworthy	1	2	3	4	5	6	7	8	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	1	2	3	4	5	6	7	8	Nice
Agreeable	8	7	6	5	4	3	2	1	Disagreeable
Insincere	1	2	3	4	5	6	7	8	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind

TOTAL = ____

Scoring

Determine your leadership style by totaling all the numbers you selected into a single sum. Your score will fall between 18 and 96.

You can find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 15

The following items relate to listening style.¹⁴ Circle the appropriate responses. Please be candid.

	Almost always	Often	Sometimes	Seldom	Almost Never
1. I want to listen to what others have to say when they are talking.	5	4	3	2	1
2. I do not listen at my capacity when others are talking.	1	2	3	4	5
3. By listening, I can guess a speaker’s intent or purpose without being told.	5	4	3	2	1
4. I have a purpose for listening when others are talking.	5	4	3	2	1
5. I keep control of my biases and attitudes when listening to others speak so that these factors won’t affect my interpretation of the message.	5	4	3	2	1
6. I analyze my listening errors so as not to make them again.	5	4	3	2	1
7. I listen to the complete message before making judgments about what the speaker has said.	5	4	3	2	1
8. I cannot tell when a speaker’s biases or attitudes are affecting his or her message.	1	2	3	4	5
9. I ask questions when I don’t fully understand a speaker’s message.	5	4	3	2	1
10. I am aware of whether or not a speaker’s meaning of words and concepts is the same as mine.	5	4	3	2	1
	SUBTOTAL = ____ + ____ + ____ + ____ + ____ =				
	GRAND TOTAL = ____				

You can find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 16

As you complete this feedback inventory, be candid as you circle the appropriate responses.¹⁵

	Extremely Untrue					Extremely True
1. It is important for me to obtain useful information about my performance.	1	2	3	4	5	6
2. If I receive negative feedback, I would have a negative attitude towards myself, so I try to avoid criticism.	1	2	3	4	5	6
3. I am not really worried about what people will think of me if I ask for feedback about my performance.	1	2	3	4	5	6
4. I like people to hear about my good performance at work (or at college).	1	2	3	4	5	6
5. Receiving feedback about my performance helps me to improve my skills.	1	2	3	4	5	6
6. Negative feedback doesn't really lower my self worth, so I don't go out of my way to avoid it.	1	2	3	4	5	6
7. I'm concerned about what people would think of me if I were to ask for feedback.	1	2	3	4	5	6
8. Seeking feedback from my supervisor (instructor) is one way to show that I want to improve my performance.	1	2	3	4	5	6
9. I would like to obtain more information to let me know how I am performing.	1	2	3	4	5	6
10. Receiving negative feedback wouldn't really change the way I feel about myself.	1	2	3	4	5	6
11. I am worried about the impression I would make if I were to ask for feedback.	1	2	3	4	5	6
12. I want people to know when I ask for feedback so I can show my responsible nature.	1	2	3	4	5	6
13. I would like to receive more useful information about my performance.	1	2	3	4	5	6
14. It's hard to feel good about myself when I receive negative feedback.	1	2	3	4	5	6
15. I don't really worry about what others would think of me if I asked for feedback.	1	2	3	4	5	6
16. I don't really care if people hear the good feedback that is given to me.	1	2	3	4	5	6
17. I'm not really concerned about whether I receive useful information about my performance.	1	2	3	4	5	6
18. I don't really worry about getting negative feedback because I still feel I am a person of worth.	1	2	3	4	5	6
19. I don't really care if people know the type of feedback I get.	1	2	3	4	5	6
20. When I receive praise, I don't really want others to hear it.	1	2	3	4	5	6
21. Feedback is not really useful to help me improve my performance.	1	2	3	4	5	6
22. I try to avoid negative feedback because it makes me feel bad about myself.	1	2	3	4	5	6
23. If I sought feedback about my performance, I wouldn't want other people to know what type of feedback I received.	1	2	3	4	5	6

	Extremely Untrue					Extremely True
24. I don't care either way if people see me asking my supervisor (instructor) for feedback	1	2	3	4	5	6
25. Obtaining useful feedback information is not very important to me.	1	2	3	4	5	6
26. I worry about receiving feedback that is likely to be negative because it hurts to be criticized.	1	2	3	4	5	6
27. I am usually concerned about other people hearing the content of the individual feedback I receive.	1	2	3	4	5	6
28. I hope positive feedback about my performance will make a good impression on others.	1	2	3	4	5	6
29. I don't really require more feedback to let me know how I am performing.	1	2	3	4	5	6
30. Negative feedback doesn't really worry me because I still have a positive attitude towards myself.	1	2	3	4	5	6
31. It doesn't worry me if people know how I've performed at something.	1	2	3	4	5	6
32. I don't really need to impress others by letting them know about the positive feedback I receive regarding my performance.	1	2	3	4	5	6

Scoring

Determine your average score for each category by entering your response to each survey item below, as follows. In blanks that say *regular score*, simply enter your response for that item. If your response was a 4, place a 4 in the *regular score* blank. In blanks that say *reverse score*, subtract your response from 7 and enter the result. So if your response was a 4, place a 3 (7 - 4 = 3) in the *reverse score* blank. Total your scores then compute each average score.

<i>Desire for Useful Information:</i>		<i>Ego Defense:</i>		<i>Defensive Impression Management:</i>		<i>Assertive Impression Management:</i>	
1. regular score	___	2. regular score	___	3. reverse score	___	4. regular score	___
5. regular score	___	6. reverse score	___	7. regular score	___	8. regular score	___
9. regular score	___	10. reverse score	___	11. regular score	___	12. regular score	___
13. regular score	___	14. regular score	___	15. reverse score	___	16. reverse score	___
17. reverse score	___	18. reverse score	___	19. reverse score	___	20. reverse score	___
21. reverse score	___	22. regular score	___	23. regular score	___	24. reverse score	___
25. reverse score	___	26. regular score	___	27. regular score	___	28. regular score	___
29. reverse score	___	30. reverse score	___	31. reverse score	___	32. reverse score	___
TOTAL =	___	TOTAL =	___	TOTAL =	___	TOTAL =	___

You can find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 17

How do you feel about using computers and technology?¹⁶ Be candid as you complete the assessment by circling the appropriate responses.

	Strongly disagree					Strongly agree
1. I hesitate to use a computer for fear of making mistakes that I cannot correct.	1	2	3	4	5	
2. The challenge of learning about computers is exciting.	1	2	3	4	5	
3. I feel apprehensive about using computers.	1	2	3	4	5	

	Strongly disagree				Strongly agree
4. I am confident that I can learn computer skills.	1	2	3	4	5
5. I feel insecure about my ability to interpret a computer printout.	1	2	3	4	5
6. I look forward to using a computer on my job.	1	2	3	4	5
7. I have avoided computers because they are unfamiliar and somewhat intimidating to me.	1	2	3	4	5
8. Learning to operate computers is like learning any new skill—the more you practice, the better you become.	1	2	3	4	5
9. It scares me to think that I could cause the computer to destroy a large amount of information by hitting the wrong key.	1	2	3	4	5
10. If given the opportunity, I would like to learn about and use computers.	1	2	3	4	5
11. I have difficulty in understanding the technical aspects of computers.	1	2	3	4	5
12. I am sure that with time and practice, I will be as comfortable working with computers as I am working with a typewriter.	1	2	3	4	5
13. You have to be a genius to understand all the special keys contained on most computer terminals.	1	2	3	4	5
14. Anyone can learn to use a computer if they are patient and motivated.	1	2	3	4	5
15. I do not think I would be able to learn a computer programming language.	1	2	3	4	5
16. I feel computers are necessary tools in both educational and work settings.	1	2	3	4	5
17. I dislike working with machines that are smarter than I am.	1	2	3	4	5
18. I feel that I will be able to keep up with the advances happening in the computer field.	1	2	3	4	5
19. I am afraid that if I begin using computers, I will become dependent upon them and lose some of my reasoning skills.	1	2	3	4	5
TOTAL =	_____				

Scoring ¹⁷

Reverse scores on even-numbered items. Reverse means, for instance, a 1 becomes a 5; a 4 becomes a 2, etc. Using the reversed scores and the remaining scores, compute your score for the 19 items by adding up the scores.

You can find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.

Chapter 18

The following assessment will evaluate your perspectives on relationship a company has with its customers. Be candid as you respond to the questions using a scale from 1 to 9 in which 1 means you strongly disagree, 5 means you are neutral, and 9 means you strongly agree (other numbers indicate varying degrees of agreement or disagreement).¹⁸

- _____ 1. I try to bring a customer with a problem together with a product/service that helps solve that problem.
- _____ 2. I keep alert for weaknesses in a customer's personality so I can use them to put pressure on them to agree with me.
- _____ 3. I try to influence a customer by information rather than pressure.

- _____ 4. It is necessary to stretch the truth in describing a product to a customer.
- _____ 5. I decide what product/service to offer on the basis of what I can convince customers to accept, not on the basis of what will satisfy them in the long run.
- _____ 6. I paint too rosy a picture of my product/service to make them sound as good as possible.
- _____ 7. I try to find out what kind of products/services will be most helpful to a customer.
- _____ 8. I try to sell a customer all I can convince them to buy, even if I think it is more than a wise customer would buy.
- _____ 9. I begin talking about the product/service before exploring a customer's need with him or her.

- ___ 10. I try to help a customer achieve their goals.
- ___ 11. I try to figure out what a customer's needs are.
- ___ 12. A good employee has to have the customer's best interest in mind.
- ___ 13. I try to sell as much as I can rather than to satisfy a customer.
- ___ 14. I try to give customers an accurate expectation of what our product/service will do for them.
- ___ 15. I imply to a customer that something is beyond my control when it is not.
- ___ 16. I try to achieve my goals by satisfying customers.
- ___ 17. If I am not sure if our product/service is right for a customer, I will still apply pressure to get him or her to buy.
- ___ 18. I answer a customer's question about product/services as correctly as I can.
- ___ 19. I offer the product/service that is best suited to the customer's problem.
- ___ 20. I treat a customer as a rival.
- ___ 21. I spend more time trying to persuade a customer to buy than I do trying to discover his or her needs.
- ___ 22. I am willing to disagree with a customer in order to help him or her make a better decision.
- ___ 23. I try to get the customer to discuss their needs with me.
- ___ 24. I pretend to agree with a customer to please them.

Scoring

Determine your score by entering your response to each survey item below, as follows. Total each column to derive two scores.

<i>Customer Orientation</i>	___	<i>Selling Orientation</i>	___
1. regular score	___	2. regular score	___
3. regular score	___	4. regular score	___
7. regular score	___	5. regular score	___
10. regular score	___	6. regular score	___
11. regular score	___	8. regular score	___
12. regular score	___	9. regular score	___
14. regular score	___	13. regular score	___
16. regular score	___	15. regular score	___
18. regular score	___	17. regular score	___
19. regular score	___	20. regular score	___
22. regular score	___	21. regular score	___
23. regular score	___	24. regular score	___
TOTAL =	___	TOTAL =	___

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You can find the interpretation of your score on Xtra! at <http://1pass.thomson.com>.