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.
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. 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: ________
(B) Add together your scores for items 3, 8, 13, and 18: ________
(C) Add together your scores for items 2, 7, 12, and 17: ________
(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. 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.

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

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.

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?

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 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 = \[ \frac{6}{5} = \] (your average for Anti-social Behavior)
Orderliness/Diligence:
12. regular score
13. regular score
TOTAL = \( \frac{\text{sum}}{4} = \text{(your average for Orderliness/diligence)} \)

Positive Outlook:
9. reverse score
10. regular score
11. reverse score
TOTAL = \( \frac{\text{sum}}{6} = \text{(your average for Positive Outlook)} \)

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. Answer each of the questions using the following scale:

1. Strongly disagree
2. Disagree
3. Not sure
4. Agree
5. Strongly Agree

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

This assessment will provide some baseline information on attitudes you might have that will relate to your management skills. 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. 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:

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

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

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.

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

Rating Scale

6 Strongly Agree
5 Agree
4 Mildly Agree
3 Mildly Disagree
2 Disagree
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. In this assessment, indicate the extent to which you agree or disagree with the following statements. Use this scale for your responses:

<table>
<thead>
<tr>
<th>7</th>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>Agree</td>
<td>Slightly agree</td>
<td>Neutral</td>
<td>Slightly disagree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>reverse score</th>
<th>regular score</th>
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</thead>
<tbody>
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<td>1.</td>
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<td>10.</td>
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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. 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:

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<thead>
<tr>
<th>7</th>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>Agree</td>
<td>Slightly agree</td>
<td>Neutral</td>
<td>Slightly disagree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>reverse score</th>
<th>regular score</th>
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<td>1.</td>
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<td>19.</td>
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<td>20.</td>
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</table>

Add together to compute your TOTAL.
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
2. reverse score
3. reverse score
4. reverse score
5. reverse score
6. reverse score
7. reverse score
8. reverse score
9. reverse score
10. reverse score
11. regular score
12. reverse score
13. regular score
14. regular score
15. regular score
16. regular score
17. regular score
18. reverse score
19. 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. 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
4 Agree
3 Neutral
2 Disagree
1 Strongly disagree

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, 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. 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:

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>6</td>
<td>Agree</td>
</tr>
<tr>
<td>5</td>
<td>Slightly agree</td>
</tr>
<tr>
<td>4</td>
<td>Neutral</td>
</tr>
<tr>
<td>3</td>
<td>Slightly disagree</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
</tr>
<tr>
<td>1</td>
<td>Strongly disagree</td>
</tr>
</tbody>
</table>

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). 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.

<table>
<thead>
<tr>
<th>Adjective Pair</th>
<th>8</th>
<th>7</th>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pleasant Unpleasant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friendly Unfriendly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rejecting Accepting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tense Relaxed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distant Close</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cold Warm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive Hostile</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boring Interesting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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. Circle the appropriate responses. Please be candid.

1. I want to listen to what others have to say when they are talking.
   - Almost always: 5
   - Often: 4
   - Sometimes: 3
   - Seldom: 2
   - Almost Never: 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 = ___ + ___ + ___ + ___ + ___ =

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

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
24. I don’t care either way if people see me asking my supervisor (instructor) for feedback

25. Obtaining useful feedback information is not very important to me.

26. I worry about receiving feedback that is likely to be negative because it hurts to be criticized.

27. I am usually concerned about other people hearing the content of the individual feedback I receive.

28. I hope positive feedback about my performance will make a good impression on others.

29. I don’t really require more feedback to let me know how I am performing.

30. Negative feedback doesn’t really worry me because I still have a positive attitude towards myself.

31. It doesn’t worry me if people know how I’ve performed at something.

32. I don’t really need to impress others by letting them know about the positive feedback I receive regarding my performance.

**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.

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

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? Be candid as you complete the assessment by circling the appropriate responses.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I hesitate to use a computer for fear of making mistakes that I cannot correct.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. The challenge of learning about computers is exciting.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. I feel apprehensive about using computers.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
Appendix 625

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

TOTAL =

**Scoring**

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).

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.

<table>
<thead>
<tr>
<th>Customer Orientation</th>
<th>Selling Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. regular score</td>
<td>2. regular score</td>
</tr>
<tr>
<td>3. regular score</td>
<td>4. regular score</td>
</tr>
<tr>
<td>7. regular score</td>
<td>5. regular score</td>
</tr>
<tr>
<td>10. regular score</td>
<td>6. regular score</td>
</tr>
<tr>
<td>11. regular score</td>
<td>8. regular score</td>
</tr>
<tr>
<td>12. regular score</td>
<td>9. regular score</td>
</tr>
<tr>
<td>14. regular score</td>
<td>13. regular score</td>
</tr>
<tr>
<td>16. regular score</td>
<td>15. regular score</td>
</tr>
<tr>
<td>18. regular score</td>
<td>17. regular score</td>
</tr>
<tr>
<td>19. regular score</td>
<td>20. regular score</td>
</tr>
<tr>
<td>22. regular score</td>
<td>21. regular score</td>
</tr>
<tr>
<td>23. regular score</td>
<td>24. regular score</td>
</tr>
</tbody>
</table>

TOTAL =  
TOTAL = 

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