



SCORING KEYS FOR “LEARNING ABOUT YOURSELF” EXERCISES

Chapter 1: How Does Your Ethical Behavior Rate?

Give yourself 1 point for each N answer, 2 points for each S answer, 3 points for each O answer, and 4 points for each R answer. Now total your score. It will fall somewhere between 15 and 60 points. Since all of the items in this exercise are considered unethi-

cal, the lower your score the higher your ethical standards.

Chapter 2: What’s Your Learning Style?

This instrument measures cognitive, affective and motivational elements that affect learning. While all 13 items did not prove

statistically meaningful, it is possible to identify your dominant or preferred learning style from this questionnaire.

Pragmatic learners prefer to learn applications first and then learn the theory underlying applications. Real-world problem-solving is your forte. To calculate your pragmatic score, add up your circled answers to questions 1 and 5, and reverse the number for question 11 (5 becomes 1, 4 becomes 2, etc.).

Discovery learners prefer instructors to allow them to discover the underlying principles rather than tell them the principles in a lecture. Question 9 taps this style.

Critical inquirers prefer to know the why behind the subject and go beyond the factual material. They want analysis, synthesis, and evaluation. They see learning as an intellectual pursuit. To calculate your critical inquiry score, add up your circled answers to questions 6 and 10, and reverse the number for question 13.

Lack of commitment refers to people who are unwilling to spend the time it takes to master a subject. To calculate your lack of commitment score, add up your circled answers to questions 7, 8, and 11.

Now place your scores below and compute the average:

Calculated score

Pragmatic learner ___ divided by 3 = ___

Discovery learner ___ transfers to = ___

Critical inquiry ___ divided by 3 = ___

Lack of commitment ___ divided by 3 = ___

On which learning style did you score *lowest*? That tells you your preferred learning style. Note, for instance, that a relatively high score on the pragmatic scale suggests you like abstract ideas and theory.

No one style is better than any other. The value of this exercise is to help you better understand yourself. You can then use this information to help guide you in selecting among learning techniques and methods.

Chapter 3: Decision-Making Style Questionnaire

Mark each of your responses on the following scales. Then use the point value column to arrive at your score. For example, if you

answered a to the first question, you would check 1a in the feeling column.

This response receives zero points when you add up the point value column. Instructions for classifying your scores are indicated following the scales.

	Point Value	Intuition	Point Value	Thinking	Point Value	Feeling	Point Value
2b _____	1	2a _____	2	1b _____	1	1a _____	0
4a _____	1	4b _____	1	3b _____	2	3a _____	1
5a _____	1	5b _____	1	7b _____	1	7a _____	1
6b _____	1	6a _____	0	8a _____	0	8b _____	1
9b _____	2	9a _____	2	10b _____	2	10a _____	1
12a _____	1	12b _____	0	11a _____	2	11b _____	1
15a _____	1	15b _____	1	13b _____	1	13a _____	1
16b _____	2	16a _____	0	14b _____	0	14a _____	1
	_____		_____		_____		_____
Maximum							
Point Value	(10)		(7)		(9)		(7)

Write *intuition* if your intuition score is equal to or greater than your sensation score. Write *sensation* if your sensation score is greater than your intuition score. Write *feeling* if your feeling score is greater than your thinking score. Write *thinking* if your thinking score is greater than your feeling score.

A high score on *intuition* indicates you see the world in holistic terms. You tend to be creative. A high score on *sensation* indicates that you are realistic and see the world

in terms of facts. A high score on *feeling* means you make decisions based on gut feeling. A high score on *thinking* indicates a highly logical and analytical approach to decision making.

Chapter 4: What Do You Value?

Transfer the numbers for each of the 16 items to the appropriate column; then add up the two numbers in each column.

	Professional	Financial	Family	Social
	1. _____	2. _____	3. _____	4. _____
	9. _____	10. _____	11. _____	12. _____
Totals	_____	_____	_____	_____
	Community	Spiritual	Physical	Intellectual
	5. _____	6. _____	7. _____	8. _____
	13. _____	14. _____	15. _____	16. _____
Totals	_____	_____	_____	_____

The higher the total in any value dimension, the higher the importance you place on that value set. The closer the numbers are in all eight dimensions, the more well rounded you are.

Chapter 5: What Motivates You?

To determine your dominant needs—and what motivates you—place the number 1 through 5 that represents your score for each statement next to the number for that statement.

	Achievement	Power	Affiliation
	1.	2.	3.
	4.	5.	6.
	7.	8.	9.
	10.	11.	12.
	13.	14.	15.
Totals:	_____	_____	_____

Add up the total of each column. The sum of the numbers in each column will be between 5 and 25 points. The column with the highest score tells you your dominant need.

Chapter 6: How Equity Sensitive Are You?

Sum up the points you allocated to the following items: 1B; 2A; 3B; 4A; and 5B. Your total will be between zero and 50.

Researchers have identified three equity-sensitive groups. They are labeled and defined as follows:

- ◆ Benevolents—Individuals who prefer that their outcome/input ratios be less than the comparison others.
- ◆ Equity Sensitives—Individuals who prefer outcome/input ratios to be equal.
- ◆ Entitleds—Individuals who prefer that their outcome/input ratios exceed those of the comparison others.

Based on data from more than 3,500 respondents, the researchers have found that scores less than 29 are classified as Entitleds; those between 29 and 32 are Equity Sensitives; and those with scores above 32 are Benevolents.

What does all this mean? First, not all individuals are equity sensitive. Second, equity theory predictions are most accurate with individuals in the Equity Sensitives group. And third, Benevolents actually prefer lower outcome/input ratios and tend to provide higher levels of inputs than either Equity Sensitives or Entitleds.

Chapter 8: Do Others See Me as Trustworthy?

Add up your total score for the seven statements. The following provides general guidelines for interpreting your score.

- 57–70 points = You're seen as highly trustworthy.
- 21–56 points = You're seen as moderately trustworthy.
- 7–20 points = You're rated low on this characteristic.

Chapter 9: Listening Self-Inventory

The correct answers to the 15 questions, based on listening theory, are as follows: (1)

No; (2) No; (3) No; (4) Yes; (5) No; (6) No; (7) No; (8) No; (9) No; (10) No; (11) No; (12) Yes; (13) Yes; (14) No; (15) Yes. To determine your score, add up the number of incorrect answers, multiply by 7, and subtract that total from 105. If you scored between 91 and 105, you have good listening habits. Scores of 77 to 90 suggest significant room for improvement. Scores below 76 indicate that you're a poor listener and need to work hard on improving this skill.

Chapter 10: What's Your Basic Leadership Style?

Count the number of situations to which you responded by marking A. This is your *delegating* score. Similarly, count the number of situations to which you responded B, C, and D. These are your *participating*, *selling*, and *telling* scores, respectively.

These responses align with Hersey and Blanchard's situational leadership model. Your basic or preferred leadership style is the response that you selected most often.

Chapter 11: How Political Are You?

According to the author of this instrument, a complete organizational politician will answer "true" to all ten questions. Organizational politicians with fundamental ethical standards will answer "false" to questions 5 and 6, which deal with deliberate lies and uncharitable behavior. Individuals who regard manipulation, incomplete disclosure, and self-serving behavior as unacceptable will answer "false" to all or almost all of the questions.

Chapter 12: What Is Your Primary Conflict-Handling Intention?

To determine your primary conflict-handling intention, place the number 1 through 5 that represents your score for each statement next to the number for that statement. Then total up the columns.

Your primary conflict-handling intention is the category with the highest total. Your fall-back intention is the category with the second-highest total.

Competing	Collaborating	Avoiding	Accommodating	Compromising
1. ___	4. ___	6. ___	3. ___	2. ___
5. ___	9. ___	10. ___	11. ___	8. ___
7. ___	12. ___	15. ___	14. ___	13. ___
Totals	___	___	___	___

Chapter 13: Bureaucratic Orientation Test

Give yourself one point for each statement for which you responded in the bureaucratic direction:

- | | |
|--------------------|---------------------|
| 1. Mostly agree | 11. Mostly agree |
| 2. Mostly agree | 12. Mostly disagree |
| 3. Mostly disagree | 13. Mostly disagree |
| 4. Mostly agree | 14. Mostly agree |
| 5. Mostly disagree | 15. Mostly disagree |
| 6. Mostly disagree | 16. Mostly agree |
| 7. Mostly agree | 17. Mostly disagree |
| 8. Mostly agree | 18. Mostly agree |
| 9. Mostly disagree | 19. Mostly agree |
| 10. Mostly agree | 20. Mostly disagree |

A very high score (15 or over) suggests that you would enjoy working in a bureaucracy. A very low score (5 or lower) suggests that you would be frustrated by working in a bureaucracy, especially a large one.

Chapter 14: Is an Enriched Job for You?

This questionnaire taps the degree to which you have a strong versus weak desire to obtain growth satisfaction from your work. Each item on the questionnaire yields a score from 1 to 7 (that is, “Strongly prefer A” is scored 1; “Neutral” is scored 4; and “Strongly prefer B” is scored 7). To obtain your individual growth need strength score, average the 12 items as follows:

Numbers 1, 2, 7, 8, 11, 12 (direct scoring)

Numbers 3, 4, 5, 6, 9, 10 (reverse scoring)

Average scores for typical respondents are close to the midpoint of 4.0. Research indicates that if you score high on this measure, you will respond positively to an enriched job. Conversely, if you score low, you will tend *not* to find enriched jobs satisfying or motivating.

Chapter 15: How Good Are Your Interviewing Skills?

Add up your score for the seven statements. Your score will range between 7 and 35. The higher your score, the better your interviewing skills. For instance, scores of 30 or higher indicate you should do pretty well in job interviews.

You can use this questionnaire to identify areas where you can improve your interview skills. If you scored 3 or less on any statement, you should consider what you can do to improve that score.

Chapter 16: What Kind of Organizational Culture Fits You Best?

For items 5 and 6, score as follows:

Strongly agree = +2

Agree = +1

Uncertain = 0

Disagree = -1

Strongly disagree = -2

For items 1, 2, 3, 4, and 7, reverse the score (Strongly agree = -2, and so on). Add up your total. Your score will fall somewhere between +14 and -14.

What does your score mean? The higher your score (positive), the more comfortable you'll be in a formal, mechanistic, rule-oriented, and structured culture. This is often associated with large corporations and government agencies. Negative scores indicate a preference for informal, humanistic, flexible, and innovative cultures, which are

more likely to be found in research units, advertising firms, high-tech companies, and small businesses.

Chapter 17: Managing-in-a-Turbulent-World Tolerance Test

Score 4 points for each A, 3 for each B, 2 for each C, 1 for each D, and 0 for each E. Compute the total, divide by 24, and round to one decimal place.

While the results are not intended to be more than suggestive, the higher your score, the more comfortable you seem to be with change. The test's author suggests analyzing scores as if they were grade-point averages.

In this way, a 4.0 average is an A, a 2.0 is a C, and scores below 1.0 flunk.

Using replies from nearly 500 MBA students and young managers, the range of scores was found to be narrow—between 1.0 and 2.2. The average score was between 1.5 and 1.6—equivalent to a D+/C- grade! If these scores are generalizable to the work population, clearly people are not very tolerant of the kind of changes that come with a turbulent environment. However, this sample is now nearly a decade old. We should expect average scores today to be higher as people have become more accustomed to living in a dynamic environment.