

MANAGEMENT ATTITUDE QUESTIONNAIRE

- 1 - How would you rate TI as a place to work compared with other companies you know about?
- 1 () One of the best
 - 2 () Above average
 - 3 () Average
 - 4 () Below average
 - 5 () One of the worst
- 2 - How do you feel about your position in TI?
- 1 () Satisfied to go on in my present situation.
 - 2 () Interested in moving to a higher position but doubt if I ever will
 - 3 () Want to move up as quickly as possible
 - 4 () If I can't move up, I'll look elsewhere
- 3 - What kinds of opportunity do you see for improving your position in TI? (Check three most applicable to you)
- 1 () Educational assistance and TI sponsored training programs
 - 2 () Increased salary with added experience on this job
 - 3 () Promotion, as added experience makes this possible
 - 4 () Expanding work force, increasing responsibilities of managers and supervisors
 - 5 () A program of job rotation to give broader experience
 - 6 () Through friendships with people higher in the company
 - 7 () Transfer to some other kind of work within the company
 - 8 () Company reorganization, creating new positions
 - 9 () See no opportunities for improving my position
- 4 - How do you feel about the amount of work expected of you in your present position?
- 1 () Too much expected of me
 - 2 () About the right amount expected
 - 3 () Can do more than is expected
- 5 - Authority delegated to me is. . .
- 1 () Adequate for my responsibilities
 - 2 () Enough for minor responsibilities but not enough for major responsibilities
 - 3 () Generally inadequate for my responsibilities
- 6 - When a problem comes up in their work what do most of the people who report to you do about it?
- 1 () Bring the problem to you and ask you for a solution
 - 2 () Give you two or three possible solutions and get you to make the decision
 - 3 () Come to you with a solution and get you to approve it
 - 4 () Usually work out the problem as best they can by themselves
- 7 - What would you prefer them to do when they have a problem?
- 1 () Bring the problem to you and ask you for a solution
 - 2 () Give you two or three possible solutions and get you to make the decision
 - 3 () Come to you with a solution and get you to approve it
 - 4 () Work out the problem as best they can by themselves

	<u>Completely Unsatis- factory</u>	<u>Generally Unsatis- factory</u>	<u>Generally Satis- factory</u>	<u>Fully Satis- factory</u>
8 - The feeling of security in my management position	1 ()	2 ()	3 ()	4 ()
9 - The fairness of my salary for my management position	1 ()	2 ()	3 ()	4 ()
10 - The opportunity, in my management position, to give help to other people	1 ()	2 ()	3 ()	4 ()
11 - The opportunity to develop close friendships in my management position	1 ()	2 ()	3 ()	4 ()
12 - The feeling of self-esteem a person gets from being in my management position	1 ()	2 ()	3 ()	4 ()
13 - The prestige of my management position inside TI (that is, the regard received from others in TI)	1 ()	2 ()	3 ()	4 ()
14 - The prestige of my management position outside TI (that is, the regard received from others not in the company)	1 ()	2 ()	3 ()	4 ()
15 - The authority connected with my management position	1 ()	2 ()	3 ()	4 ()
16 - The budget allowed for my management responsibility	1 ()	2 ()	3 ()	4 ()
17 - The opportunity for independent thought and action in my management position	1 ()	2 ()	3 ()	4 ()
18 - The freedom from unnecessary pressure in my management position	1 ()	2 ()	3 ()	4 ()
19 - The opportunity, in my management position, for participation in the setting of goals	1 ()	2 ()	3 ()	4 ()
20 - The opportunity, in my management position, for participation in the determination of methods and procedures	1 ()	2 ()	3 ()	4 ()
21 - The recognition and appraisal of my management achievements by higher-ups	1 ()	2 ()	3 ()	4 ()
22 - The opportunity for personal growth and development in my management position	1 ()	2 ()	3 ()	4 ()
23 - The feeling of being highly stimulated and motivated in my management position	1 ()	2 ()	3 ()	4 ()
24 - The feeling of self-fulfillment a person gets from being in my management position (that is, the feeling of being able to use one's own unique capabilities, realizing one's potentialities)	1 ()	2 ()	3 ()	4 ()
25 - The feeling of worthwhile accomplishment in my management position	1 ()	2 ()	3 ()	4 ()

In an average week how much time outside of working hours do you give to each of the following:

	<u>Less than 1 hour per week</u>	<u>1-3 hours per week</u>	<u>4 or more hours per week</u>
26 - Reading daily newspapers	1 ()	2 ()	3 ()
27 - Reading magazines for pleasure	1 ()	2 ()	3 ()
28 - Reading books for pleasure	1 ()	2 ()	3 ()
29 - Watching television	1 ()	2 ()	3 ()
30 - Going to see sports events	1 ()	2 ()	3 ()
31 - Going to plays or concerts	1 ()	2 ()	3 ()
32 - Attending lectures or adult classes	1 ()	2 ()	3 ()
33 - Going to movies	1 ()	2 ()	3 ()
34 - Family activities	1 ()	2 ()	3 ()
35 - Working in yard or garden	1 ()	2 ()	3 ()
36 - Visiting, entertaining friends or relatives	1 ()	2 ()	3 ()
37 - Church or other religious activities	1 ()	2 ()	3 ()
38 - Clubs or organizational activities	1 ()	2 ()	3 ()
39 - Civic or community activities	1 ()	2 ()	3 ()
40 - Participating in local politics	1 ()	2 ()	3 ()
41 - Carpentry, photography, other hobbies	1 ()	2 ()	3 ()
42 - Participating in sports	1 ()	2 ()	3 ()
43 - Traveling for pleasure	1 ()	2 ()	3 ()
44 - Hunting, fishing, boating, etc.	1 ()	2 ()	3 ()
45 - Thinking about or planning work	1 ()	2 ()	3 ()
46 - Reading things related to work	1 ()	2 ()	3 ()
47 - Reading business or professional journals	1 ()	2 ()	3 ()
48 - Discussing your work	1 ()	2 ()	3 ()
49 - Business travel	1 ()	2 ()	3 ()
50 - Doing work for TI	1 ()	2 ()	3 ()

One of the unique features of TI management is its practice of being informal and playing down the importance of traditional status symbols. However not all managers agree on this philosophy. Please indicate how you feel about each of the following six practices:

	<u>Good practice, needs reinforcing</u>	<u>Good practice as is</u>	<u>Good prac- tice, but carried to extremes</u>	<u>Disagree with practice</u>
51 - Use of first name	1 ()	2 ()	3 ()	4 ()
52 - Informal attire	1 ()	2 ()	3 ()	4 ()
53 - Functional office furnishings	1 ()	2 ()	3 ()	4 ()
54 - Common dining facilities, all levels	1 ()	2 ()	3 ()	4 ()
55 - Identif. badges reflect tenure, not rank	1 ()	2 ()	3 ()	4 ()
56 - Equal parking privileges, all levels	1 ()	2 ()	3 ()	4 ()

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>
57 - It's realistic to expect people to show the same enthusiasm for their work as for their favorite leisure-time activities	1 ()	2 ()	3 ()	4 ()
58 - Even when given encouragement by the boss, very few people show the desire to improve themselves on the job.	1 ()	2 ()	3 ()	4 ()
59 - If you give people enough money, they are less likely to worry about such intangibles as status or individual recognition.	1 ()	2 ()	3 ()	4 ()
60 - Being tough with people will usually get them to do what you want.	1 ()	2 ()	3 ()	4 ()
61 - Because most people don't like to make decisions on their own it's hard to get them to assume responsibility.	1 ()	2 ()	3 ()	4 ()
62 - A good way to get people to do more work is to crack down on them once in a while.	1 ()	2 ()	3 ()	4 ()
63 - It weakens a man's prestige when he has to admit that a subordinate has been right and he has been wrong.	1 ()	2 ()	3 ()	4 ()
64 - The most effective supervisor is one who gets the results management expects, regardless of the methods he uses in handling people.	1 ()	2 ()	3 ()	4 ()
65 - It's too much to expect that people will try to do a good job without being prodded by their boss.	1 ()	2 ()	3 ()	4 ()
66 - The boss who expects his people to set their own standards for superior performance will probably find they set them pretty high.	1 ()	2 ()	3 ()	4 ()
67 - If people don't use much imagination and ingenuity on the job, it's probably because relatively few people have much of either.	1 ()	2 ()	3 ()	4 ()
68 - One problem in asking for the ideas of subordinates is that their perspective is too limited for their suggestions to be of much practical value.	1 ()	2 ()	3 ()	4 ()
69 - It's only human nature for people to try to do as little work as they can get away with.	1 ()	2 ()	3 ()	4 ()

Which statements more nearly describe how things are done in TI on control?

- 70 - 1 () Supervisors keep a close check on TIers under their supervision.
2 () Supervisors try to build a good working relationship with TIers.
- 71 - 1 () People are expected to follow established company procedures.
2 () People can question or improve established company procedures.
- 72 - 1 () Great care is taken to have only essential controls and red tape.
2 () Controls and red tape seem to increase unnecessarily.
- 73 - 1 () Having some influence in TI depends mostly on demonstrating ability.
2 () Having some influence in TI depends importantly on who your friends are.

Which statements more nearly describe how things are done in TI on delegation?

- 74 - 1 () Delegation is an important part of the training of subordinates.
2 () The main function of delegation is to get the routine details done by the right people.
- 75 - 1 () The details on operations are left up to the subordinate.
2 () Top people expect subordinates to keep them posted on operating details.
- 76 - 1 () At lower levels it's a good idea to check most operating decisions with the boss.
2 () Operating decisions at lower levels rarely have to be checked with the boss.

Which statements more nearly describe how things are done in TI on communications?

- 77 - 1 () Information you need for your job is sometimes hard to get.
2 () You can easily get any information you need on the job.
- 78 - 1 () Every so often there is a big drive to improve quality or costs or safety, etc.
2 () Continuing attention is expected from everyone to find ways to improve quality or costs or safety, etc.
- 79 - 1 () Employees are encouraged to contribute their ideas on the operation but not much use is made of them.
2 () There is a considerable effort to make the best use of employees' suggestions.

Which statements more nearly describe your immediate supervisor on control?

- 80 - ¹ () Tries to see the merit in your ideas even if they conflict with his.
² () Because he's the boss, he tends to assume his ideas are the best.
- 81 - ¹ () Tries to promote harmony and avoid open disagreement.
² () Believes some disagreement can lead to better problem-solving.
- 82 - ¹ () Keeps detailed records to show how you are performing.
² () Doesn't believe records are necessary for you to know how you are performing.
- 83 - ¹ () Consistent, high expectations of subordinates.
² () His expectations of subordinates can be very changeable from day to day.
- 84 - ¹ () May ask for ideas, but usually his mind is already made up.
² () Tries to get subordinates' ideas before he makes up his mind.

Which statements more nearly describe your immediate supervisor on delegation?

- 85 - ¹ () Takes your mistakes in stride, so long as you learn from them.
² () Allows little room for mistakes, especially those that might embarrass him.
- 86 - ¹ () Tries to protect his people from taking big risks.
² () Tries to encourage people to reach out in new directions.
- 87 - ¹ () Checks with you to make sure all details have been attended to.
² () Assumes subordinates will take care of the details by themselves.
- 88 - ¹ () When something goes wrong, tries primarily to find out who caused it.
² () He tries mainly to correct mistakes and figure out how they can be prevented in the future.

Which statements more nearly describe your immediate supervisor on communication?

- 89 - ¹ () You have to pick carefully the time when you talk to him.
² () Easy to talk to even when under pressure.
- 90 - ¹ () Tries to help his people understand company objectives.
² () Lets his people figure out for themselves how company objectives apply to them.
- 91 - ¹ () He tries to give his people all the information they want.
² () He provides his people with as much information as he thinks they need.
- 92 - ¹ () Maintains his own private information sources.
² () Feels he can rely on the established information sources.
- 93 - ¹ () Expects you to do an adequate job, doesn't say much unless something goes wrong.
² () Expects superior performance and gives credit when you do it.

94 - From what you have observed of your supervisor, how successful do you feel he is in stimulating people to be enthusiastic about their work?

- 1 () Not successful
- 2 () Average
- 3 () Above average
- 4 () Exceptionally successful

95 - There is a lot of discussion these days about better ways to deal with people in organizations. So far as you know, would you say your immediate supervisor talks about this . . .

- 1 () A great deal
- 2 () Now and then
- 3 () Rarely
- 4 () Never

96 - How do you think your own supervisor would feel about the following statement: "The most important thing determining the success of this operation is the people in this organization and the way they are handled." Do you think he would . . .

- 1 () Agree with this statement and act accordingly
- 2 () Agree with this statement and try, unsuccessfully, to act accordingly
- 3 () Agree with this statement, but not act accordingly
- 4 () Not agree with this statement

97 - How do you feel about working for your present supervisor?

- 1 () I would rather work for someone else.
- 2 () He makes it harder to work for him than it needs to be.
- 3 () I would just as soon work for him as anybody else.
- 4 () I like to work for him.
- 5 () I value the opportunity to work for him.

98 - This may seem to be a difficult question, but please try to be frank in your answer. Compared with other managers or supervisors at your job level, how successful do you feel you are in stimulating people to be enthusiastic about their work?

- 1 () Not successful
- 2 () Average
- 3 () Above average
- 4 () Exceptionally successful

99 - How much of a share do you feel you have in determining the success of TI?

- 1 () A small share
- 2 () An average share
- 3 () A fairly important share
- 4 () A very important share

Separator Sheet

January, 1963

The attitude measurement and motivation studies initiated in 1962 focused primarily on non-supervisory Tiers. Many TI managers have recommended greater manager participation in future surveys. This makes good sense of course, as managers are the climate setters -- attitude formation and motivation being inextricably related to the behavior and values of managers. The enclosed questionnaire, which is being mailed to several hundred Tiers in management positions, extends these studies to gain the benefit of information from all levels of management.

Simply stated, three tangible benefits are expected from this survey:

- 1 - Input for motivation seminars for supervisors being initiated in 1963.
- 2 - Insights for self-development on the part of participating managers.
- 3 - Normative data against which to measure future trends.

Please complete this questionnaire and return it in the enclosed envelope. Try to answer these questions according to the way you actually feel rather than the way you think you are expected to feel. Please do not identify yourself on this questionnaire. You may answer these questions with complete candor with the assurance that your name will never be identified with the results of this survey.

It is hoped you will find the completion of this questionnaire a stimulating experience, well worth the 15-20 minutes of your thoughtful attention which it will require. You will be given the results of this study before year-end and I'm sure you'll find them both meaningful and interesting.



M. Scott Myers
Manager, Personnel Research
Corporate Personnel Activity

/bjp

Separator Sheet

MANAGEMENT ATTITUDE QUESTIONNAIRE

Hypotheses to be tested

- 1 - Commitment of TI managers is positively related to their level of responsibility in the organization.
- 2 - TI managers may be ordered on a theory x-theory y continuum.
- 3 - Managers who report to theory y supervisors are more committed than managers who report to theory x bosses.
- 4 - Appraisal of self-advancement opportunities is related to personal commitment.
- 5 - Dissatisfaction expressed in connection with lower order needs (economic, social) is a function of the thwarting of higher order needs (esteem, self-realization).
- 6 - Turnover of personnel is greater in an environment of theory x than in an environment of theory y.
- 7 - Theory x managers are less critical of theory x bosses than theory y managers are.
- 8 - The manager's perception of company practices in control, delegation and communications is related to his appraisal of his supervisor's practices in these areas.
- 9 - Managers who do not return questionnaires have less committed subordinates than those who do.
- 10 - TI's philosophy of being informal and minimizing status symbols is more broadly supported by theory y managers than by theory x managers.
- 11 - Theory y managers are more effective in stimulating enthusiasm but theory x managers tend to rate themselves higher in this regard.
- 12 - Theory x and theory y managers tend to exist in separate clusters.
- 13 - Conflict is more likely to exist in an environment of theory x than in theory y, and to an even greater extent in a mixed x-y environment.
- 14 - Theory y managers tend to hold more group meetings than theory x managers.

- 15 - SRA attitudes are higher in a theory y environment than in a theory x environment.
- 16 - Theory x managers and theory y managers have a different pattern of after hours activities (if so, a basis for selection).
- 17 - There will be a positive relationship existing between the ratings of immediate supervisors and ratings of TI.
- 18 - Self ratings tend to be inversely related to ratings by subordinates.
- 19 - Uncommitted managers tend to feel overworked to a greater extent than committed managers.