

ASSESSMENT 20**Time Management Profile****Instructions**

Complete the following questionnaire by indicating “Y” (yes) or “N” (no) for each item. Be frank and allow your responses to create an accurate picture of how you tend to respond to these kinds of situations.

- ___ 1. When confronted with several items of similar urgency and importance, I tend to do the easiest one first.
- ___ 2. I do the most important things during that part of the day when I know I perform best.
- ___ 3. Most of the time I don’t do things someone else can do; I delegate this type of work to others.
- ___ 4. Even though meetings without a clear and useful purpose upset me, I put up with them.
- ___ 5. I skim documents before reading them and don’t complete any that offer a low return on my time investment.
- ___ 6. I don’t worry much if I don’t accomplish at least one significant task each day.
- ___ 7. I save the most trivial tasks for that time of day when my creative energy is lowest.
- ___ 8. My workspace is neat and organized.

Source: Suggested by a discussion in Robert E. Quinn, Sue R. Faerman, Michael P. Thompson, and Michael R. McGrath, *Becoming a Master Manager: A Contemporary Framework* (New York: John Wiley & Sons, Inc., 1990), pp. 75–76.

- ___ 9. My office door is always “open”; I never work in complete privacy.
- ___ 10. I schedule my time completely from start to finish every workday.
- ___ 11. I don’t like “to do” lists, preferring to respond to daily events as they occur.
- ___ 12. I “block” a certain amount of time each day or week that is dedicated to high-priority activities.

Scoring

Count the number of “Y” responses to items 2, 3, 5, 7, 8, 12. [Enter that score here ____.] Count the number of “N” responses to items 1, 4, 6, 9, 10, 11. [Enter that score here ____.] Add together the two scores.

Interpretation

The higher the total score, the closer your behavior matches recommended time management guidelines. Reread those items where your response did not match the desired one. Why don’t they match? Do you have reasons why your behavior in this instance should be different from the recommended time management guideline? Think about what you can do (and how easily it can be done) to adjust your behavior to be more consistent with these guidelines.

For further reading, see Alan Lakein, *How to Control Your Time and Your Life* (New York: David McKay), and William Oncken, *Managing Management Time* (Englewood Cliffs, NJ: Prentice Hall, 1984).

ASSESSMENT 21**Organizational Design Preference****Instructions**

To the left of each item, write the number from the following scale that shows the extent to which the statement accurately describes your views.

- 5 = strongly agree
- 4 = agree somewhat
- 3 = undecided
- 2 = disagree somewhat
- 1 = strongly disagree

I prefer to work in an organization where:

- 1. Goals are defined by those in higher levels.
- 2. Work methods and procedures are specified.
- 3. Top management makes important decisions.
- 4. My loyalty counts as much as my ability to do the job.

Source: John F. Veiga and John N. Yanouzas, *The Dynamics of Organization Theory: Gaining a Macro Perspective* (St. Paul, MN: West, 1979), pp. 158–160. Used by permission.

5. Clear lines of authority and responsibility are established.
6. Top management is decisive and firm.
7. My career is pretty well planned out for me.
8. I can specialize.
9. My length of service is almost as important as my level of performance.
10. Management is able to provide the information I need to do my job well.
11. A chain of command is well established.
12. Rules and procedures are adhered to equally by everyone.
13. People accept authority of a leader's position.
14. People are loyal to their boss.
15. People do as they have been instructed.
16. People clear things with their boss before going over his or her head.

Scoring

Total your scores for all questions. Enter the score here [____].

Interpretation

This assessment measures your preference for working in an organization designed along "organic" or "mechanistic" lines. The higher your score (above 64), the more comfortable you are with a mechanistic design; the lower your score (below 48), the more comfortable you are with an organic design. Scores between 48 and 64 can go either way. This organizational design preference represents an important issue in the new workplace. Indications are that today's organizations are taking on more and more organic characteristics. Presumably, those of us who work in them will need to be comfortable with such designs.

ASSESSMENT 22

Which Culture Fits You?

Instructions

Check one of the following organization "cultures" in which you feel most comfortable working.

1. A culture that values talent, entrepreneurial activity, and performance over commitment; one that offers large financial rewards and individual recognition.
2. A culture that stresses loyalty, working for the good of the group, and getting to know the right people; one that believes in "generalists" and step-by-step career progress.
3. A culture that offers little job security; one that operates with a survival mentality, stresses that every individual can make a difference, and focuses attention on "turnaround" opportunities.
4. A culture that values long-term relationships; one that emphasizes systematic career development, regular

training, and advancement based on gaining of functional expertise.

Scoring

These labels identify the four different cultures: 1 = "the baseball team," 2 = "the club," 3 = "the fortress," and 4 = "the academy."

Interpretation

To some extent, your future career success may depend on working for an organization in which there is a good fit between you and the prevailing corporate culture. This assessment can help you learn how to recognize various cultures, evaluate how well they can serve your needs, and recognize how they may change with time. A risk taker, for example, may be out of place in a "club" but fit right in with a "baseball team." Someone who wants to seek opportunities wherever they may occur may be out of place in an "academy" but fit right in with a "fortress."

Source: Developed from Carol Hymowitz, "Which Corporate Culture Fits You?" *Wall Street Journal* (July 17, 1989), p. B1.