

Quality	Indicative questions
1. Command of basic facts	<ul style="list-style-type: none"> - How much do you know about what's going on in your organization? - What are your sources of information? - How extensive are your contacts? - How much people do you know in your organization? - What do you know about the way other people feel about your organization? 'Other people' should include those superior to you, at your own level, more junior to yourself, owners, management, and workforce; customers, consumers, and clients. - Can you think of some recent example of occasions when you needed to know more basic facts? - How much do you know about your organization's medium- and long-terms plans? - What do you do to keep informed about all these things?
2. Relevant professional knowledge	<ul style="list-style-type: none"> - What do you do to keep up to date with new techniques and with the latest thinking in your area? - How much time do you spend reading specialist journals? - How do you get guidance on technical or specialist aspects of your job? - How well-informed are you about possible legislative, governmental, and international changes and the effect these might have on your organization?
3. Continuing sensitivity to events	<ul style="list-style-type: none"> - What do you do to make sure that you are tuned in to what's happening in a given situation? - How sensitive are you to the way other people are feeling, or to the way in which they are likely to react? What steps do you take to develop this sensitivity? - How perceptive are you? - How do you make sure that your assumptions about what's going on are correct? - What types of situation do you find hardest to weigh up?
4. Problem solving, analytical, and decision/judgement-making skills	<ul style="list-style-type: none"> - What do you find most difficult about making decisions? - How do you feel about having to make judgements in situations in which ideally you would have more information? - What range of decision-making techniques do you have available to help you when appropriate? - Can you think of some recent examples of good and bad decisions you made/ - In general, how confident are you in your decision-making abilities?
5. Social skills and abilities	<ul style="list-style-type: none"> - How much difficulty do you have with other people? What types of such difficulty do you have? - What do you do in some recent examples of situations in which you needed to use social skills? What happened? - How much do you know about what other people think and feel about you? - How do you respond to anger, hostility, suspicion? - How do you try when you communicate with them? How do you ensure that you understand others?
6. Emotional resilience	<ul style="list-style-type: none"> - How do you cope with feelings of stress, tension, anxiety, fatigue? - With whom do you discuss your worries and anxieties? - Think of the most tense, stressful situations that you have been in recently. How did you behave? - What do you do when you become emotional? - How do you behave in situations of great ambiguity? (i.e., when you don't know what's going to happen next, when everything seems very uncertain). Can you give some examples? - What do you do to make sure that you neither become thick-skinned nor over-affected by emotions?

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7. Proactivity –inclination to respond purpose-fully to events	<ul style="list-style-type: none"> - What steps do you take to ensure that you’re in control of your own behavior, rather than allowing yourself to be controlled or manipulated by others or by situational pressures? - In which situations do you tend to be independent and proactive as compared with situations in which you tend to be dependent and reactive? - How good are you at taking the initiative? - To what extent are you thrusting, active, self-starting, rather than sleeping, passive, following?
8. Creativity	<ul style="list-style-type: none"> - How easy do you find it to come up with new ideas? - How do you feel when all the well-tried solutions to a problem have failed? - What do you do to try to see new ways of doing things? - How often do you try out new methods, approaches, and solutions to problems? - What are the most creative things you have done in the past 12 months? - How often do you get seemingly crazy ideas which, on further development, turn out to be good and useful?
9. Mental agility	<ul style="list-style-type: none"> - How good are you at coping with several problems or tasks at the same time? - Can you think of a few examples of situations in which you really needed to think quickly? What happened in each case? - How often do you get sudden flashes of insight, in which ‘all the pieces seem to come together’ to solve a problem? Can you think of some examples of this? - How do you feel when faced with the need for rapid thinking? - What do you do when faced with seemingly contradictory information, data, or ideas?
10. Balanced learning habits and skills	<ul style="list-style-type: none"> - How good are you at relating theory and practice in management? - Can you think of examples of occasions when you were able to draw general conclusions, or generate mini-theories, from your own practical experiences? - Can you think of examples of occasions on which you <ul style="list-style-type: none"> (a) Preferred to rely on the guidance of an expert rather than trust your own judgement? And (b) Preferred to trust your own judgement rather than rely on the guidance of an expert? - What do you do to ensure that you use a balanced range of learning habits?
11. Self-knowledge	<ul style="list-style-type: none"> - What do you do to increase your level of self-knowledge? - Can you give examples of instances when knowledge or understanding of how yur were feeling or behaving affected what you were doing? - To what extend are you consciously aware of your own goals, values, beliefs, feelings, behavior? - How often do you stop to consider your own behavior, its causes and its effects?

THE QUESTIONNAIRE

1. I find I don't know enough about what's going on around me.
2. I find that I don't know enough about the technical aspects of my job.
3. I don't seem able to pick up quickly what's going on.
4. I dither when faced with a decision.
5. I find that other people don't listen to me properly.
6. I try to be objective and not to worry about my feelings.
7. I respond to the pressures of the instant, thus losing sight of longer-term considerations.
8. I find it difficult to come up with new ideas.
9. Compared with other people, I'm rather slow on the uptake.
10. I don't see much connection between theory and practice in management.
11. I find it difficult to ask other people what they really think of me.
12. I make plans or decisions only to find later on that they are no longer valid because of something that I should have known but didn't.
13. Many of the people working with or for me seem to know more about various aspects of the job than I do.
14. I'm not very good at knowing or recognizing what other people are thinking or feeling.
15. I have difficulty in analyzing a situation into its various aspects.
16. There are times when I just don't seem to be able to get other people to see my point of view.
17. I get worried because there's no way of knowing in advance whether or not I have made the right decision.
18. I find that after a while there's no point in keeping up a losing struggle.
19. I'm not an imaginative person.
20. I have difficulty in thinking on my feet in tricky situations.
21. Experience is the only valid teacher.
22. It's dangerous to be introspective.
23. I get caught out because I don't know what's happening in my organization.
24. I would like to be more up to date on the technical aspects of my job.
25. I find that when something happens I'm only aware of part of what's going on-I overlook other aspects of the situation or problem.
26. I find it difficult to weigh up the pros and cons of a solution to a problem.
27. Anger and conflict tend to frighten or upset me.
28. I have difficulty in sleeping at night.
29. It's difficult to think very far ahead, since the immediate goal is more important.
30. I don't think that people with other specialist interests have much to offer me in my particular job.
31. I prefer to work on one thing at a time rather than be dealing with several things at once.
32. I'm not able to convert my own experiences into valid theories.
33. There's just not enough time in my job to sit around talking about how we feel about each other.
34. People don't seem to tell me enough about what's going on in the organization.
35. It would help me in my job if I could learn more about relevant techniques.
36. Other people seem to notice more than I do about what's happening around them.
37. I tend to jump to instant conclusions-acting quickly without spending much time thinking.
38. I avoid telling people what I really think about them.
39. When I'm nervous or tired I snap at people or get moody and irritable.
40. I'm passive rather than active.
41. My job is unique, so I don't think that people from other backgrounds could be of much help to me.
42. Once I get stuck into a task I try to remain with it rather than switch to something else and then back again.
43. I don't sit and think abstract thoughts about management.

44. I'm basically a logical person, and I don't let my feelings influence me.
45. I find that I need more information about the organization but don't know how to get it.
46. I am not very well versed in the range of techniques that could be relevant to my job.
47. I don't really feel tuned-in to what's happening in a situation.
48. I find it difficult to trust my own judgement.
49. I find myself irritated by other people.
50. I don't think that feelings should be brought into issues.
51. I need to temper initiative with caution.
52. I am better at implementing well-tired solutions rather than experimenting with new ones.
53. To see the whole situation one must carefully consider all the parts.
54. It's best to rely on experts when seeking ideas about specialized aspects of one's job.
55. I don't think we should let our values and feelings affect the way we behave at work.
56. I don't have a clear understanding of how my organization works.
57. I would like to have more theoretical knowledge that would help me in my job.
58. I have difficulty in knowing what other people are up to.
59. Having made up my mind about something I like to get somebody else's opinion about my decision.
60. I don't really know what others think of me.
61. I don't get emotional in my job- I just stick to the facts.
62. I find it difficult to stick at it when things aren't going too well.
63. I get mental blockages when trying to think of new ways of doing things.
64. 'Slow and steady wins the race' is a pretty good motto.
65. When I get an idea I like, if possible, to have it checked out by an expert.
66. My medium- and long-term ambitions are not clear.
67. I have difficulty in getting all the information I need.
68. I find that I don't seem to know enough about external factors such as market changes, new legislation, and the like.
69. I find myself surprised because I've only been seeing 'part of the picture'.
70. I would like some sort of a formula that I could apply to problems so as to work out the best solutions or decision.
71. I usually lose arguments.
72. I find myself aware that I'm behaving inappropriately, but don't seem to be able to stop or change the way I'm acting.
73. I feel a need to have more 'get-up-and-go'.
74. I have difficulty in coming up with new ideas.
75. I can't cope with more than one or two problems at a time.
76. If I go on a course I would like the teachers or trainers to be able to give me a lot of information and ideas.
77. There's not much point in thinking about oneself and 'contemplating one's navel'.
78. Many of my colleagues seem to know more about the organization than I do.
79. I have difficulty in keeping up with new techniques and developments.
80. If people change their hair-styles, or the way they dress, I probably wouldn't notice.
81. I get confused when faced with several alternative courses of action.
82. I don't really see it as part of my job to step in between two people who don't get on with each other, as long as they do their job satisfactorily.
83. I worry about problems over and over in my mind.
84. If forced to choose between two descriptions of myself, I would say that I am steady and reliable rather than adventurous and risk taking.
85. Other people seem better than me at thinking of new ways of solving problems.
86. I'm not what you'd call a quick thinker.

87. If I hear of new theory I find it difficult to translate it into practical terms relevant to my job.
88. I wouldn't like other people to tell me exactly what they think of me.
89. I don't really know who the important people are in my organization.
90. I would welcome the opportunity to learn more about the theoretical background to my job.
91. I have difficulty in knowing how other people are feeling.
92. When trying to make a decision I find that I've got so much information that I don't know what to do with it.
93. I find that I simply cannot understand why someone else feels the way he does.
94. I don't discuss my feelings or worries with other people.
95. I prefer to follow someone else's plans or instructions rather than act on my own initiative.
96. I don't seem as good as other people at getting creative ideas.
97. The trouble with my job is that I'm never left alone to get on with it-there are too many interruptions.
98. I dislike jargon or over-theoretical ways of talking,
99. It's a good job we can't read the thoughts of others.
100. I would like to know more about my organization's policies and future plans.
101. I am not really sufficiently *au fait* with the technical requirements of my job.
102. I find myself surprised at the way other people react to what's happening.
103. I tend to find that I can't make a decision because I don't have enough relevant information.
104. Many of the people in my organization can't be trusted to get on with their job without constant supervision.
105. Most days I wake up with a 'Monday-morning' feeling.
106. It's better to be safe than sorry.
107. Compared with other people, my ideas seem to be stuck in a rut, or fixed by well-established ways of doing things.
108. When I'm under pressure, in a tight spot, or being challenged, I can't seem to think straight or express my ideas clearly.
109. I'm the sort of person who goes around saying 'no one can tell me how to do my job'.
110. I don't spend much time thinking about myself-my strengths and weaknesses.

LEARNING AREA ACTIVITIES	SITUATIONAL FACTS	PROFESSIONAL KNOWLEDGE	SENSITIVITY TO EVENTS	ANALYTICAL SKILL	SOCIAL SKILLS	EMOTIONAL RESILIENCE	PROACTIVITY	CREATIVITY	MENTAL AGILITY	BALANCED LEARNING HABITS	SELF-KNOWLEDGE
1. Extend your knowledge of situational facts	X		X								
2. Making contacts	X				X		X				
3. Managing your time	X	X		X							
4. Keeping up to date		X								X	
5. Facts and assumptions			X		X						X
6. Personal journal			X	X						X	X
7. Decision making				X							
8. Planning and decision-making techniques		X		X							
9. Choosing solutions with a chance				X	X		X				
10. Role set analysis	X			X							
11. Planning change				X			X				
12. Analysis of experiences			X	X						X	X
13. Catastrophic contingencies				X		X	X	X			X
14. Budgetary control	X	X		X					X		
15. Asserting yourself					X	X	X				X
16. Response to conflict			X		X	X					
17. Practicing new group behaviours			X	X	X		X				
18. Interpreting yourself and others				X	X						X
19. Counseling style inventory			X		X						X
20. Getting to know you					X						X
21. Looking after yourself						X	X				X
22. Relaxation						X					
23. Fitness						X					
24. Managing your feelings					X	X					X
25. Stability zones						X					
26. Who's the boss				X	X		X				
27. Practicing change			X			X	X				
28. Action planning				X			X		X		
29. Imaging			X				X	X			
30. Accepting other people's ideas				X				X			X
31. Brainstorming			X					X			
32. Approaches to creativity								X			
33. Attribute alternatives								X			
34. Coping with complexity						X			X		
35. Quick thinking					X				X		
36. Developing a helicopter mind								X	X	X	
37. Managing your dependency										X	
38. Understanding your learning processes			X							X	X
39. Study skills		X								X	X
40. How do you learn?			X							X	X
41. Conversations with yourself								X			X
42. Backwards review			X			X					X

