Assumptions About People

This instrument is designed to help you better understand the assumptions you make about people and human nature. There are ten pairs of statements. Assign a weight from 0-10 to each statement to show the relative strength of your belief in the statements in each pair. The points assigned for each pair must in each case total ten. Be as honest with yourself as you can and resist the natural tendency to respond as you would "like to think things are." This instrument is not a "test." There are no right or wrong answers. It is designed to be a stimulus for personal reflection and discussion.

1. It's only human nature for people to do as little work as they can get away with. _____(a)
   
   When people avoid work, it's usually because their work has been deprived of its meaning. _____(b)
   10

2. If employees have access to any information they want, they tend to have better attitudes and behave more responsibly. _____(c)
   
   If employees have access to more information than they need to do their immediate tasks, they will usually misuse it. _____(d)
   10

3. One problem in asking for the ideas of employees is that their perspective is too limited for their suggestions to be of much practical value. _____(e)
   
   Asking employees for their ideas broadens their perspective and results in the development of useful suggestions. _____(f)
   10

4. If people don't use much imagination and ingenuity on the job, it's probably because relatively few people have much of either. _____(g)
   
   Most people are imaginative and creative but may not show it because of limitations imposed by supervision and the job. _____(h)
   10

5. People tend to raise their standards if they are accountable for their own behavior and for correcting their own mistakes. _____(i)
   
   People tend to lower their standards if they are not punished for their misbehavior and mistakes. _____(j)
   10
6. It's better to give people both good and bad news because most employees want the whole story, no matter how painful.

   It's better to withhold unfavorable news about business because most employees really want to hear only the good news.

7. Because a supervisor is entitled to more respect than those lower in the organization, it weakens a supervisor's prestige to admit that a subordinate was right and show that the supervisor was wrong.

   Because people at all lower levels are entitled to equal respect, a supervisor's prestige is increased when this principle is supported by admitting that a subordinate was right and the supervisor was wrong.

8. If you give people enough money, they are less likely to be concerned with such intangibles as responsibility and recognition.

   If you give people interesting and challenging work, they are less likely to complain about such things as pay and supplemental benefits.

9. If people are allowed to set their own goals and standards of performance, they tend to set them higher than the boss would.

   If people are allowed to set their own goals and standards of performance, they tend to set them lower than the boss would.

10. The more knowledge and freedom people have regarding their job, the more controls are needed to keep them in line.

    The more knowledge and freedom people have regarding their job, the fewer controls are needed to insure satisfactory job performance.

Score = Sum of (b), (c), (f), (h), (i), (k), (n), (p), (q), (s), and (t).
Attitude Check Questionnaire

Instructions: Read the definitions of Theory X and Theory Y and then, on the scale below, estimate where your attitude lies. Write A (for Attitude) at that point.

<table>
<thead>
<tr>
<th>Theory X</th>
<th>Neutral</th>
<th>Theory Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

. The average human being has an inherent dislike of work and will avoid it if possible.

. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

Theory Y

. The expenditure of physical and mental effort in work is as natural as play or rest.

. External control and the threat of punishment are not the only means of inducing effort toward organizational objectives. People will exercise self-direction and self-control in the service of objectives to which they are committed.

. Commitment to objectives is a function of the rewards associated with their achievement.

. The average human being learns, under proper conditions, not only to accept but to seek responsibility.

. The capacity to exercise a high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.

. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.