

## THE EDINBURGH QUESTIONNAIRES

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### Section 3 : Consequences

This questionnaire assesses the consequences which you expect (or fear) if you were to try to do something about a particular problem you have at work. To complete the questionnaire you will first have to identify a problem which you — or someone else — cares about.

There are three alternative ways in which this can be done:

- 1) If you have completed the *Quality of Working Life Questionnaire*, you could select an item which you have rated "Very Important" but about which you were either "in some ways dissatisfied" or "very dissatisfied".
- 2) If you have completed the *Important Activities Questionnaire*, you could select an activity which you have rated "Very Important", but which you are either not good at or where your ability is not appreciated.
- or 3) You, or someone else, can select a task from our list of *Important Tasks in Organisations*.

When you have selected a "problem", write its Section, Group and Item numbers in these boxes

Section

Group

Item

Then write out the wording of the item (e.g. *Getting other people to do things which you think need to be done*) below:

.....

Finally, try to think of a specific situation in which you have done, or would like to do, this and try to say exactly what you would have to do to solve the "problem" on the following lines

.....

.....

.....

Now please ring the number to the left of all the following that you think would happen if you did, or tried to do, this.

Ring the number in this column if you think this would be likely to happen.

#### *Part A : Compatibility*

- A1 I'd feel I was **not** the right sort of person to do this
- A2 I'd feel I could be persuasive enough to do this.
- A3 I would have to be more underhand and/or manipulative than I would like to be to do this.
- A4 I'd have to be more determined than I am to do this.
- A5 I would need to be more outspoken than I am to do this.
- A6 I'd feel that I can be aggressive enough to do this.
- A7 I would feel that this a job for someone higher up in the organisation than myself.
- A8 I would have no idea where to begin.
- A9 I would feel confident about tackling this.
- A10 I'd lack the abilities needed to do this.
- A11 I would be able to find all the information I would need.
- A12 I would feel that someone in my position should do this.
- A13 I'd feel confident about getting everyone to agree about what should be done.

#### *Part B : Perceptions of Task and Personal Reactions*

- B1 I'd get too upset and frustrated when things went wrong to make it worthwhile.
- B2 I would enjoy doing this.
- B3 I would worry about this.
- B4 I would feel I was doing something worthwhile.
- B5 I would end up with more work to do.
- B6 I would feel a sense of achievement after doing this.
- B7 It would stop me getting on with my usual work.
- B8 I would benefit personally from doing this.
- B9 I would have to overcome a lot of difficulties.
- B10 I would feel I was doing something which would benefit society.

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Ring the number in this column if you think this would be likely to happen.

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#### Part C : Reactions of Superiors

- C1 I would have to find a job with another organisation to do this.
- C2 My promotion prospects would improve.
- C3 Shortage of time, money or manpower would prevent me from doing this.
- C4 Those responsible would pay no attention.
- C5 I would have good opportunities to do this.
- C6 I would risk dismissal.
- C7 Management would obstruct me and make things more difficult.
- C8 Management would think it was important for me to do this.
- C9 I would not be encouraged to do this, as change is not welcome in the organisation.
- C10 I would get credit if I was successful.
- C11 My superiors would be helpful.
- C12 My superiors would think I was invading their territory.
- C13 My superiors would think I was an asset to the organisation.

#### Part D : Reactions of Colleagues and Workmates

- D1 I would be labelled as a troublemaker.
- D2 I would be thought of as someone with an interest in the well being of the organisation.
- D3 I would become unpopular.
- D4 Most of my colleagues would be helpful and supportive.
- D5 Most people would blame me, and say I shouldn't have tried, if things went wrong.
- D6 People whose opinions matter would say I couldn't do my job properly.
- D7 Too many people would say I was doing it for some hidden motive or benefit.
- D8 Most people would respect me for doing it.
- D9 Even those who would benefit from it would be indifferent.
- D10 Influential people would say I was interfering.
- D11 Those who matter would see it as a threat to their jobs.

#### Part E : Benefits and Disbenefits to Others

- E1 This would benefit society.
- E2 This would increase efficiency in the organisation.
- E3 This would stir up discontent in the organisation.
- E4 This would help to reduce dis-satisfaction in the organisation.
- E5 This would cause conflicts/arguments in the organisation.
- E6 This would help other people to make best use of their abilities.
- E7 This would make extra work for others.
- E8 This would lead to improved quality of decisions.

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## Section 3 : Consequences : Part F : Competencies Engaged

The following instructions apply only if parts A to E of the Consequences Questionnaire have not been completed.

This questionnaire assesses the consequences which you expect (or fear) if you were to try to do something about a particular problem you have at work. To complete the questionnaire you will first have to identify a problem which you — or someone else — cares about.

There are three alternative ways in which this can be done:

- 1) If you have completed the *Quality of Working Life Questionnaire*, you could select an item which you have rated "Very Important" but about which you were either "in some ways dissatisfied" or "very dissatisfied".
- 2) if you have completed the *Important Activities Questionnaire*, you could select an activity which you have rated "Very Important", but which you are either not good at or where your ability is not appreciated.
- or 3) You, or someone else, can select a task from our list of *Important Tasks in Organisations*.

When you have selected a "problem", write its Section, Group and Item numbers in these boxes

  
Section

  
Group

  
Item

Then write out the wording of the item (e.g. *Getting other people to do things which you think need to be done*) below:

.....

Finally, try to think of a specific situation in which you have done, or would like to do, this and try to say exactly what you would have to do to solve the "problem" on the following lines

.....

.....

.....

**To all completing the Questionnaire**

In trying to solve this problem, how well would you be able to do each of the following?  
(Please ring one number, or an x, under the answer which is right for you, on each line).

	ABILITY I would be able to do this				I would have no opportunity to do this
	very well	well	satis- factorily	not very well	
1. Take full responsibility for a particular task .....	1	2	3	4	x
2. Persuade others to support my ideas .....	1	2	3	4	x
3. Plan and present my case to others .....	1	2	3	4	x
4. Use my judgement and intuition in areas in which it is good .....	1	2	3	4	x
5. Be inventive and creative .....	1	2	3	4	x
6. Introduce new products, services or technical innovations .....	1	2	3	4	x
7. Try out new ways of doing things to see if they work .....	1	2	3	4	x
8. Study other people's reactions to my behaviour, goods or services .....	1	2	3	4	x
9. Set myself challenging targets and study how well I am reaching them .....	1	2	3	4	x
10. Pay attention to detail .....	1	2	3	4	x
11. Develop new skills, as I go along .....	1	2	3	4	x
12. Find the resources/techniques I need to do my job well .....	1	2	3	4	x
13. Establish a network of contacts, in order to keep up with developments .....	1	2	3	4	x
14. Build up a unique store of specialist information .....	1	2	3	4	x
15. Put forward new arguments or controversial suggestions .....	1	2	3	4	x
16. Question the views of experts/authorities .....	1	2	3	4	x
17. Anticipate future opportunities and take action to capitalise on them .....	1	2	3	4	x
18. Find the causes of problems in the organisation, and do something about them .....	1	2	3	4	x
19. Overcome unanticipated difficulties or problems .....	1	2	3	4	x

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### Part F (Continued)

In trying to solve the problem identified earlier, how well do you think you would be able to do each of the following?  
(Ring one number, or an x, under the answer which is right for you, on each line)

	ABILITY I would be able to do this:				I would have no opportunity to do this
	very well	well	satisfactorily	not very well	
20. Persist for long periods at a particular task in order to achieve a worthwhile outcome	1	2	3	4	x
21. Pay attention to feelings of unease and make the basis for these explicit	1	2	3	4	x
22. Work out what needs to be done, and take action without having to check with others first	1	2	3	4	x
23. Persuade other people to share their ideas with me	1	2	3	4	x
24. Control the activities of others	1	2	3	4	x
25. Lead others	1	2	3	4	x
26. Motivate others	1	2	3	4	x
27. Put others at ease	1	2	3	4	x
28. Work out the unexpressed thoughts and feelings that lie behind what people say	1	2	3	4	x
29. Ensure that important differences of opinion are brought out into the open	1	2	3	4	x
30. Ensure that people work together well	1	2	3	4	x
31. Ensure that my office/dept. is well organised and run	1	2	3	4	x
32. Take other peoples ideas and suggestions and act on them	1	2	3	4	x
33. Widen my colleagues sights and get them to accept wider responsibilities	1	2	3	4	x
34. Invent new ways of thinking about things	1	2	3	4	x
35. Encourage others to be forward looking and developmental	1	2	3	4	x
36. Do new things which have not been done before	1	2	3	4	x
37. Learn more about the situation being dealt with from studying the effects of my actions	1	2	3	4	x
38. Study and do something about the problems which stop people working well and effectively	1	2	3	4	x
39. Ensure that groups of which I am a member do not get side tracked on to irrelevant issues and personal bickering	1	2	3	4	x
40. Help my workmates to overcome difficulties	1	2	3	4	x
41. Plan ahead	1	2	3	4	x
42. Branch out into areas which are new to me	1	2	3	4	x
43. Ensure that the contributions of subordinates are recognised and appreciated	1	2	3	4	x
44. Ensure that subordinates have an opportunity to exercise discretion, initiative and responsibility	1	2	3	4	x
45. Ensure that subordinates have an opportunity to do things they want to do and enjoy	1	2	3	4	x
46. Ensure that subordinates are set challenging but realistic targets	1	2	3	4	x
47. Ensure that colleagues and subordinates are well-informed and can make good decisions	1	2	3	4	x
48. Encourage all colleagues and subordinates to participate in clarifying the goals of the office/dept., and working out how best to achieve them	1	2	3	4	x
49. Encourage colleagues and subordinates to try to find out how well they are doing and take corrective action when necessary.	1	2	3	4	x
50. Get together groups in which one person's strengths compensate for another's weaknesses	1	2	3	4	x