

THE EDINBURGH QUESTIONNAIRES
SECTION 4
(1988 edition c J. Raven)

NUMBER 1

ROLES IN ORGANISATIONS
12/01/88

*This questionnaire asks what you think is important for a manager to do.
Give your personal views about what a manager should do.*

Part A

HOW IMPORTANT IS IT FOR A MANAGER TO. . . ?

Use the numbers from the list below to record your opinion in column A.

- | | |
|--------------------------------------|---|
| Very important <u>to</u> do this | 1 |
| Important | 2 |
| Does not matter | 3 |
| Important not to do this | 4 |
| Very important <u>not</u> to do this | 5 |

A (B C D)

- | | | | | |
|--|-------|-------|-------|-------|
| 1. Encourage contact between seniors and subordinates. | ----- | ----- | ----- | ----- |
| 2. Encourage all staff to keep in touch with other organisations. | ----- | ----- | ----- | ----- |
| 3. Get people with different talents and concerns to work together effectively. | ----- | ----- | ----- | ----- |
| 4. Discourage people from scorning the ideas of others. | ----- | ----- | ----- | ----- |
| 5. Be comfortable managing groups of adventurous, independent people. | ----- | ----- | ----- | ----- |
| 6. Use initiative, enthusiasm and dedication as standards for judging performance. | ----- | ----- | ----- | ----- |
| 7. Follow rules to the letter. | ----- | ----- | ----- | ----- |
| 8. Get subordinates to participate in management tasks. | ----- | ----- | ----- | ----- |
| 9. Study and modify the goods or service provided. | ----- | ----- | ----- | ----- |
| 10. Question current goals and see whether they are met. | ----- | ----- | ----- | ----- |
| 11. Make sure that worthwhile new ideas succeed. | ----- | ----- | ----- | ----- |
| 12. Act on hunches and carefully study the effects. | ----- | ----- | ----- | ----- |
| 13. Embark on new policies only if convinced they are right. | ----- | ----- | ----- | ----- |
| 14. Take the initiative to introduce better ways of doing things. | ----- | ----- | ----- | ----- |
| 15. Develop the skills of disruptive people. | ----- | ----- | ----- | ----- |

A (B C D)

- 16. Develop the talents of subordinates. -----
- 17. Create an atmosphere where everyone tries to do things well. -----
- 18. Give directions, but let subordinates work the details out themselves. -----
- 19. Get the agreement of others for any proposed course of action. -----
- 20. Try to influence central and local government officials. -----
- 21. Move into positions where he or she can improve society. -----
- 22. Identify external forces which prevent the organisation operating as effectively as it might. -----
- 23. Ask whether their own organisation adopts unethical or wasteful practices. -----
- 24. Question whether the organisation acts in the best interests of society. -----
- 25. Seek concessions from the government for the organisation. -----
- 26. Try to improve the way society is run. -----
- 27. Share ideas for improvement with their superiors. -----
- 28. Recognise and act on unspoken feelings and opinions in subordinates. -----
- 29. Discuss decisions with subordinates so that they understand them. -----
- 30. Listen to and act on the ideas of subordinates. -----

What kind of manager had you in mind when answering the above questions?

When you have completed column A, choose one of the following occupations and return to the start of the questionnaire.

- column B; a bus driver.
- column C; a teacher.
- column D; a public servant.

If you answered for teacher/public servant, say what kind you had in mind.

Part B

Public servants are many and varied. Most of us have had some experience of the tax office, customs, hospitals or education. Overall, do you agree with these statements?

TO WHAT PROPORTION OF PUBLIC SERVANTS DO THE FOLLOWING STATEMENTS APPLY?

Please enter one number on each line in column A

Most of them 1
Around half of them 2
Very few of them 3

Table with 7 rows of statements and 3 columns labeled A, B, and C. Each row has three dashed lines for data entry.

COLUMN B

NOW PLEASE GO BACK TO COLUMN B AND INDICATE WHAT PROPORTION OF MANAGERS IN BUSINESS THE STATEMENTS APPLY TO.

COLUMN C

NOW RETURN TO COLUMN C AND INDICATE WHAT PROPORTION OF POLITICIANS THE STATEMENTS APPLY TO.

Number 1

Part C

The following questions are about how private and public sector managers should deal with investment.

Answer using the scale below.

Yes
Don't know
No

1. Should businessmen take risks and invest in schemes which are as likely to yield a substantial loss as a substantial profit?
2. Should public servants take similar risks with public money?
3. Should central and local government take similar risks with public money?
4. Should public servants take similar risks in areas which might turn out to be are in the public interest but are non profit-making?
5. Should central and local government take similar risks with public money in areas which are in the public interest but are non profit-making?

THANKYOU