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## **"Global Work Styles Inventory Self-Assessment"**

### ***A Personal Profile of Work Styles***

#### **Instructions**

Please complete the following statements, choosing the answer that most closely reflects your preference by encircling the number next to the statement. It is very important to read through all answers before selecting your answer as subtle differences can alter the validity of the final outcome.

#### **Questions**

##### **1. How do you relate to people and events in your work environment?**

1. I enjoy my work and feel that I have control over what happens to me at work.
2. External forces can be controlled or managed to my advantage.
3. I adjust my behavior to take advantage of changes in my work environment.
4. Other people and events dictate how I should direct my behavior and actions on a daily basis.
5. I have no real control over what happens to me at work.

##### **2. What provides the best basis for a successful business relationship?**

1. Identifying and establishing clear policies and procedures, which are honored by all.
2. Discarding policies only if absolutely necessary.
3. Policies are guidelines only - maintaining the business relationship takes precedence.
4. Adjusting your policies as often as necessary in order to enhance the relationship.
5. Mutual goodwill is the foundation of business relationships, not rigid policies.

##### **3. As a Manager, it is your expectation that upon delegating a task your subordinate will...**

1. Take ownership of the task and see to it that it is completed quickly and efficiently, problem solving on his/her own as necessary.
2. Assume responsibility for the task and either complete it himself/herself in a timely fashion, only asking questions when absolutely necessary.
3. Accept the task and complete it to the best of his/her ability asking questions and seeking some feedback from you along the way.
4. Accept the task and ask co-workers and colleagues rather than your boss if help is needed.
5. Collaborate with and enlist the assistance from your boss, co-workers and colleagues to complete the task successfully.



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**4. What is the best way to communicate in business?**

1. Frank, direct and honest at all times.
2. One should be frank and honest, but permit leeway for retreat or change.
3. Although one should attempt to be direct, there are times when it is more important to take feelings into account.
4. Use language that avoids direct denials or negatives; it is important that all parties maintain their dignity and respect.
5. Diplomatic efforts to create a harmonious atmosphere are always more productive.

**5. You will be adding a new member to your management team. Colleagues referred three highly qualified candidates. What will be the most important criteria for choosing among them?**

1. Many years of experience and a proven ability for getting the job done efficiently no matter how difficult the circumstances. Your personal feelings for the individual are unimportant.
2. A friendly working relationship is somewhat important, but competence and efficiency are very important.
3. Competence, efficiency and a friendly working relationship are equally important.
4. A friendly working relationship is very important; efficiency and competence are less important.
5. Friendly working relationships are most important. Efficiency will take care of itself if there is good communication and excellent working relationships in place.

**6. How important is it for all employees to understand and follow the lines of authority within the organization?**

1. Rarely important; results are what count.
2. Important only if it doesn't interfere with getting results.
3. Somewhat important for success.
4. Very important; lines of authority should be adhered to as closely as possible.
5. Vitally important in order for the organization to run successfully.

**7. A meeting has been scheduled from 1:00 p.m. to 3:00 p.m. Ten minutes before the meeting is due to conclude, one of the attendees asks a question that raises a related issue that has not yet been discussed. How should the question be handled?**

1. The issue should be put on the agenda for next week's meeting. This current meeting needs to end on time.
2. All other meeting participants should be polled to see if they are free to extend the meeting time.
3. Agree to discuss the issue, but set a time limit without polling the attendees.



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4. Agree to discuss the issue; but close the discussion after a reasonable length of time.
  5. Extend the meeting and let the discussion continue for as long as necessary.

### **8. What is the best way to make a decision?**

1. Use whatever information is immediately available and make a decision quickly.
2. Decisions should not be delayed except in the event that a crucial piece of information is missing.
3. Before making a decision, there should always be sufficient information.
4. Never rush decisions. Always double-check available information.
5. Wait until you have all possible information, even if it means delaying a decision.

### **9. You have just been laid off. Your ability to get a new job quickly depends upon:**

1. Your previous education, experience and skills.
2. Being proactive and networking with others who may have a lead for a new job.
3. Colleagues and friends telling you about job openings in their company.
4. Being at the right place at the right time with the right person.
5. The economy improving to create more job opportunities for you or others.

### **10. What role does a formal agenda play in most business meetings?**

1. Agendas create the vital framework of meetings and should be followed closely, item-by-item and adhering to the time allocated for each item.
2. Agendas should be followed step-by-step unless there is an urgent and pressing reason for modifying the agenda.
3. An agenda is a guideline and should be used to generally keep the meeting on track and on schedule.
4. A formal agenda should demonstrate flexibility and responsiveness to the needs of the meeting participants.
5. No formal agenda is needed. An informal understanding of what will be addressed at the meeting is usually sufficient.

### **11. Teamwork is best achieved...**

1. by providing individuals with the resources they need to succeed independently.
2. by allowing individuals to share in the work according to their ability.
3. when each team member makes their main goal the support of their colleagues.
4. when each team member subordinates his or her agenda to the greater goals of the team.
5. when individual weaknesses are superseded by the strengths of other team members.



**12. A subordinate hands you a completed report as you are walking out of your office. You immediately notice that it is not what you requested. What do you do?**

1. Immediately point out the error and tell him/her to redo the report.
2. Ask him/her to step into your office; explain how he/she can correct the errors.
3. Ask him/her to meet with you later that day; offer suggestions on how he/she can improve the report without criticizing his/her effort.
4. Take the report; make the final corrections yourself, but provide your subordinate with a copy of the final version so that he/she will see how to do it properly the next time.
5. Take the report and make the final corrections yourself without providing feedback at this time.

**13. You are the new project manager of a global development team working on a mission critical and time sensitive project with teams in the US, Russia, India and China. If budget were not an issue, what would your first step be in taking control of this project?**

1. Send an e-mail to set up a videoconference or teleconference to introduce yourself to all teams at the same time. Announce your intentions to develop a project plan at the meeting to begin work immediately.
2. Set up individual team videoconferences or teleconferences with each team to introduce yourself and to talk about this mission critical project. Ask for their input on the project plan in these meetings.
3. Set up a series videoconference meetings to build rapport and trust among team members. Schedule additional meetings to discuss in more detail the long-term project before getting started.
4. Set up a series of individual meetings by traveling to each country to introduce yourself and get each teams input on the project. Share your findings with each team.
5. Set up a kickoff meeting in a neutral location to introduce yourself, build team cohesion and develop a project plan with deadlines and process steps. Follow-up with a series of project update meetings virtually.

**14. I believe that I am able to do my best work and contribute to the organization when...**

1. I can work independently and have complete autonomy to make decisions.
2. I can work mostly on my own with minor oversight by my supervisor.
3. my supervisor and I review my tasks and decide together how to proceed.
4. my supervisor and I discuss in some detail how I am to complete my tasks.
5. I am given specific instructions from my supervisor.



**15. You are the project manager implementing a new global standard in Europe, Latin American and the Middle East. When you announced the deadline for completion of the first phase of this project you...**

1. require all regions to adhere to this deadline regardless of how difficult it might be.
2. expect all regions to do their best to ensure that the deadline is met, contacting you immediately as complications arise.
3. follow-up regularly with the three regions, understanding there may be unforeseen local challenges and offer assistance to ensure compliance with the established deadline.
4. know that the deadline may or may not be met depending on how difficult it is to implement global standards locally.
5. understand that deadlines are guidelines and local requirements may impact how global standards are implemented

**16. You have been asked to take an assignment in a different country where your company is experiencing tremendous growth and market share penetration. If you accept this assignment you will need to relocate your family within the next two months.**

1. You are thrilled about the opportunity even though you don't know many people there and will need to learn a great deal about the country before going. You look forward to the adventure.
2. You are enthusiastic about the opportunity to live and work abroad for your company and begin preparing yourself and your family for the assignment.
3. You are pleased to be asked to work overseas and expect that this will boost your career in the company. You expect that you and your family will adjust well to the new environment with careful planning and support.
4. You will need to confer with your family members about this new career opportunity before accepting the assignment. You are quite hesitant to take the position without extensive research on the impact this will have on your family and your career.
5. You will need assurances that there will be a position upon your return from overseas as well as extensive training for you and your family before accepting this overseas assignment

**17. As a manager when a problem arises in your group you should:**

1. Take ownership of the problem and take steps to resolve it quickly.
2. Inform the group of your decision and ask them for their support.
3. Consult with your group and then make a decision yourself.
4. Adjust your solution or decision based on the group's input.
5. Let the group decide collectively what steps to take to solve the problem.



**18. You have a close friend who is about to be hired by your company based on his/her outstanding academic background. You happen to know that he/she “overstated” the academic credentials on his resume (c.v.) and never graduated from the top university he lists as his alma mater. What do you do?**

1. You inform the Human Resources Department of this fact because you know he is being hired based on false information.
2. You send an anonymous e-mail to the decision-makers for this position suggesting that they may want to research the academic credentials for all finalists for this prestigious position.
3. You confront your friend and recommend that he/she correct the “mistake” on his resume, or that you may feel compelled to inform Human Resources.
4. Meet with your friend and indirectly talk about the importance of hiring people who are honest. Hopefully your friend will correct their resume before being hired.
5. Ignore the fact that you know the truth and decide that if no one else knows, it will be okay. You are happy for your friend when the company hires him/her.

**19. When working with others...**

1. individual achievement and self-initiative are much more important than cooperative work.
2. individual achievement and self-initiative are somewhat more important than cooperative work.
3. individual achievement, self initiative and cooperative work are all equally important.
4. cooperative work is somewhat more important than individual achievement and self- initiative.
5. cooperative work is much more important than individual achievement and self-initiative.

**20. When differences arise in business, what is the best way to handle them?**

1. The people involved should face their problems openly and work it out, even if it means that feelings get hurt.
2. The people involved should address differences openly, but with sensitivity toward the other person's feelings.
3. The people involved should discuss the problem with a third party to get a neutral opinion.
4. An intermediary should be used to resolve the conflict; it is not productive for the people involved to confront each other.
5. One should avoid confrontation and conflict at any cost.



**21. You have recently been promoted to lead an international sales team with sales managers from 5 different countries. You have never met or worked with any of these managers prior to this promotion. You will be meeting in a central location in Europe for a your first face-to-face meeting with the team. What is the best way to initially establish your credibility? At your first meeting:**

1. you should “get down to business” as soon as possible to demonstrate your leadership and competency. Provide your command of the situation by stating your expectations of each sales manager.
2. you should build critical alliances with your sales team by focusing on immediate tasks and assessing who will be the most helpful.
3. you should spend some time gathering information from your sales managers in business discussions to get to know them better. Begin by asking what is working well currently and seek consensus on how to move forward.
4. you should be a good listener and demonstrate a genuine interest in the sales team even if it delays discussion of the business issues. Exchange some personal stories.
5. you should be sure a social event is planned before any working sessions are scheduled. Getting to know the team as people before discussing business will be vital to the long-term success of the team.

**22. You are the CEO of a fast growing company and will be conducting an important meeting to inform the entire senior management team of a major organizational restructuring. To ensure that the background leading up to this restructuring is understood by all you...**

1. ...expect an open dialogue with your team to discuss the facts, answer questions, calm fears and receive feedback and suggestions.
2. ...expect an interactive exchange of information since everyone will be equally impacted by this restructuring. You are open to some discussion after explaining the facts.
3. ...present the information clearly and formally, expecting only limited participation from the team as they learn the details of the reorganization. You expect that team members will ask questions regarding the reasons behind the changes and how to implement them.
4. ...outline the facts of the reorganization knowing the team will absorb what you present and will likely keep comments to themselves during the meeting. At best you should limit questions to those related to how to implement the new and impending changes.
5. ...clearly state the facts as inevitable realities of growth and expect the team to accept this new information without question. You expect them to prepare for the change based on their new roles and responsibilities.



**23. You run into an old friend on your way to a business meeting. You have not seen this individual in several months and are pleased to see them. You...**

1. greet your friend, but explain that you are on your way to an important appointment and have to leave in order to arrive at your meeting in plenty of time.
2. stop to briefly visit with your friend, but leave, explaining that you have a meeting; you arrive at your meeting just in time.
3. chat for a few minutes with your friend knowing that it will be acceptable to arrive a few minutes late to your meeting..
4. have a conversation with your friend, knowing that the people you are meeting will understand if you show up late for your meeting.
5. stop and have a lengthy conversation with your friend; after all, people, and particularly time with friends, should not be ruled by the clock.

**24. Your supervisor gives you a task that you are not sure how he/she wants completed. What action do you take?**

1. Complete the task as you think it should be done, expecting that any errors will be corrected.
2. Devise a plan for completing the task, and ask your supervisor to okay it.
3. Ask your supervisor for guidance to determine your final approach.
4. Ask your supervisor for a meeting to provide instruction and a possible approach.
5. No action; you will wait for your supervisor to provide you with explicit instructions.

**Please turn to the next page and record your answers.**



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### Scoring Your Self-Assessment

1. Transfer your responses from the previous questions to the appropriate question number below.
2. Add the numbers together on each row and divide by 3 to get an average for each category.

#### CONTROL: Inner vs. Outer Directed Control

Question 1	Question 9	Question 17	Add ÷ 3	Average Score

#### RULES: Universal vs. Particular

Question 2	Question 10	Question 18	Add ÷ 3	Average Score

#### IDENTITY: Individual vs. Group

Question 3	Question 11	Question 19	Add ÷ 3	Average Score

#### COMMUNICATION: Direct vs. Indirect

Question 4	Question 12	Question 20	Add ÷ 3	Average Score

#### APPROACH: Task vs. Relationships

Question 5	Question 13	Question 21	Add ÷ 3	Average Score

#### POWER: Equality vs. Hierarchy

Question 6	Question 14	Question 22	Add ÷ 3	Average Score

#### TIME: Single/Fixed vs. Multi/Fluid View Toward Time

Question 7	Question 15	Question 23	Add ÷ 3	Average Score

#### CHANGE: Comfort with Uncertainty vs. Needs Certainty (Avoids Risk)

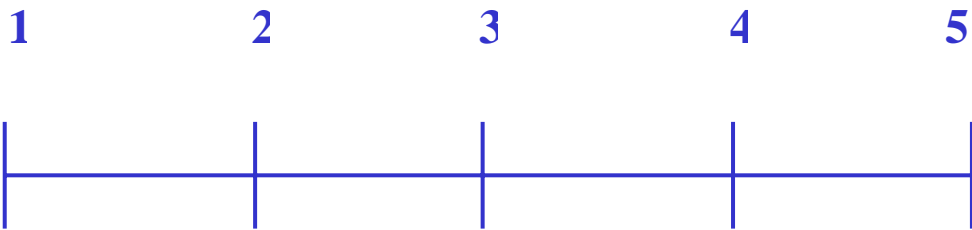
Question 8	Question 16	Question 24	Add ÷ 3	Average Score



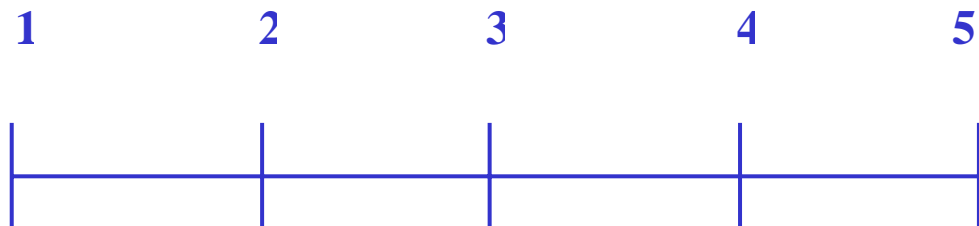
## Conclusion

Place a mark on the graphs below that represents the score for each personal preference. Use these graphs to compare them with others on your team.

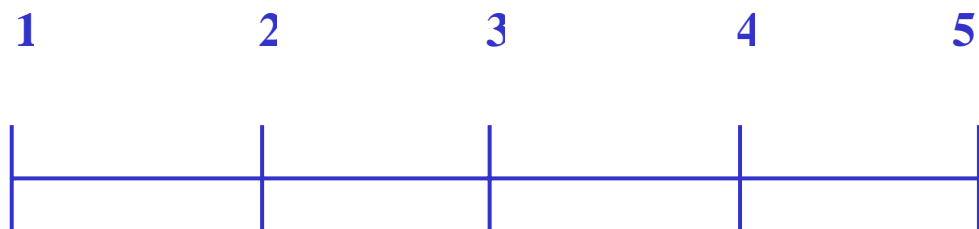
### CONTROL: Inner vs. Outer-Directed Control



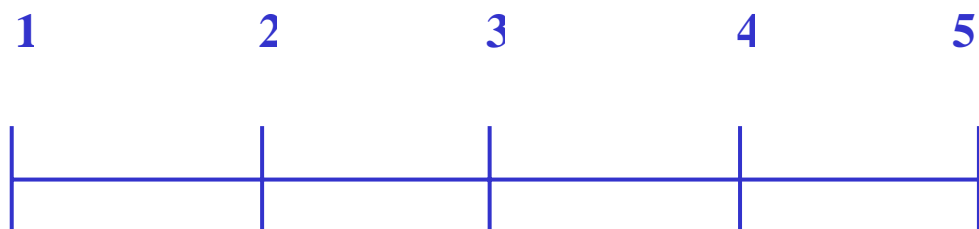
### RULES: Universal vs. Particular



### IDENTITY: Individual (Independence) vs. Group

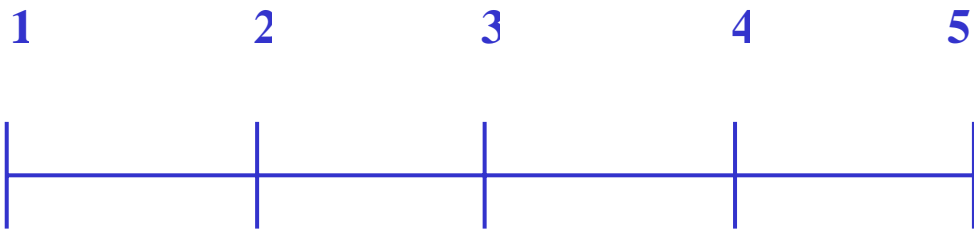


### COMMUNICATION: Direct vs. Indirect

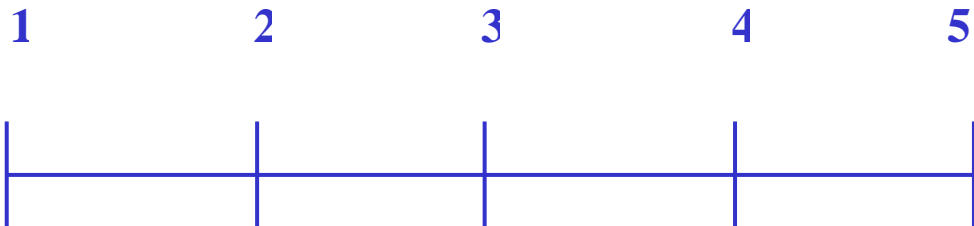




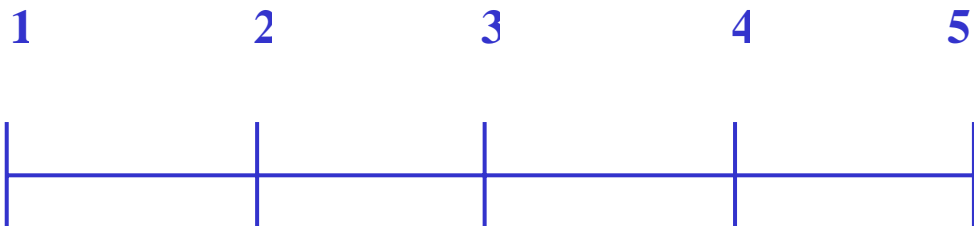
**APPROACH: Task-driven vs. Relationship-driven**



**POWER: Equality vs. Hierarchy**



**TIME: Single/Fixed vs. Multi/Fluid View Toward/Use of Time**



**CHANGE: Comfort with Uncertainty vs. Need for Certainty**

