

'X-Y Theory' Questionnaire

Score the statements (5 = always, 4 = mostly, 3 = often, 2 = occasionally, 1 = rarely, 0 = never)

To indicate whether the situation and management style is 'X' or 'Y':

1. My boss asks me politely to do things, gives me reasons why, and invites my suggestions.
2. I am encouraged to learn skills outside of my immediate area of responsibility.
3. I am left to work without interference from my boss, but help is available if I want it.
4. I am given credit and praise when I do good work or put in extra effort.
5. People leaving the company are given an 'exit interview' to hear their views on the organisation.
6. I am incentivised to work hard and well.
7. If I want extra responsibility my boss will find a way to give it to me.
8. If I want extra training my boss will help me find how to get it or will arrange it.
9. I call my boss and my boss's boss by their first names.
10. My boss is available for me to discuss my concerns or worries or suggestions.
11. I know what the company's aims and targets are.
12. I am told how the company is performing on a regular basis.
13. I am given an opportunity to solve problems connected with my work.
14. My boss tells me what is happening in the organisation.
15. I have regular meetings with my boss to discuss how I can improve and develop.

Total score

60-75 = strong Y-theory management (effective short and long term)

45-59 = generally Y-theory management

16-44 = generally X-theory management

0 -15 = strongly X-theory management (autocratic, may be effective short-term, poor long-term)

To indicate whether the person prefers being managed by 'X' or 'Y' style:

1. I like to be involved and consulted by my boss about how I can best do my job.
2. I want to learn skills outside of my immediate area of responsibility.
3. I like to work without interference from my boss, but be able to ask for help if I need it.
4. I work best and most productively without pressure from my boss or the threat of losing my job.
5. When I leave the company I would like an 'exit interview' to give my views on the organisation.
6. I like to be incentivised and praised for working hard and well.
7. I want to increase my responsibility.
8. I want to be trained to do new things.
9. I prefer to be friendly with my boss and the management.
10. I want to be able to discuss my concerns, worries or suggestions with my boss or another manager.
11. I like to know what the company's aims and targets are.
12. I like to be told how the company is performing on a regular basis.
13. I like to be given opportunities to solve problems connected with my work.
14. I like to be told by my boss what is happening in the organisation.
15. I like to have regular meetings with my boss to discuss how I can improve and develop.

Total score

60-75 = strongly prefers Y-theory management

45-59 = generally prefers Y-theory management

16-44 = generally prefers X-theory management

0 -15 = strongly prefers X-theory management

Most people prefer 'Y-theory' management. These people are generally uncomfortable in 'X-theory' situations and are unlikely to be productive, especially long-term, and are likely to seek alternative situations. This quick test provides a broad indication as to management style and individual preference, using the 'X-Y Theory' definitions. This assessment tool was developed by alan chapman and you may use it personally or within your organisation provided copyright and www.businessballs.com is acknowledged. Not to be sold or published. User accepts sole risk; alan chapman assumes no liability. More free online development resources (and explanation of McGregor's X-Y Theory) are at <http://www.businessballs.com/>.