

Assumptions and Values

Review the following list of statements and descriptions. From this list, select the **fifteen** statements that reflect the most **important and valid assumptions and values regarding employee motivation and effective management**. Circle the checkmark beside each of your choices. If you do not agree with the statement, do not mark it in any way. Keep in mind that these are general assumptions, values, and beliefs and even though they do not necessarily apply directly to your current project, the ones that you hold will affect the problems that you identify and the solutions that you propose.

After you have made your selections, please indicate the **extent of your commitment** to each of the items that you have chosen. Circle "1" if your commitment to the item is **low**; circle "2" if your commitment to the item is **moderate**; and circle "3" if your commitment to the item is **high**.

NOTE: Please use a ball-point pen or pencil and press hard. If you change any of your answers, do not erase. Instead, cross out your first choice and circle the new one.

	STEP 1			STEP 2				
	Yours	Your Commitment			Team's	Team's Commitment		
1 Work simplification and strict departmentalization are desirable characteristics for today's organizations.	✓	1	2	3	✓	1	2	3
2 Introduction of technological advancements will continue to increase individual productivity.	✓	1	2	3	✓	1	2	3
3 The main determinants of employee satisfaction are benefits and salary.	✓	1	2	3	✓	1	2	3
4 One of the best ways to achieve high productivity is to precisely regulate employees' time.	✓	1	2	3	✓	1	2	3

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Assumptions & Values

Participant's Booklet

Page Sample 1

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Assumptions and Values

Your assumptions, values and patterns of thinking have a strong influence on your behavior and, subsequently, the performance of your employees. As you review the rationales and point values assigned to the items, consider how the views you hold influence others in your organization.

Scoring: To calculate your Individual Score and Team Score, multiply the circled numbers in the "Points" columns by the numbers circled in the "Commitment" columns. Within each column, add the positive scores and record the sum in the "+" box at the bottom of the column. Then, within each column, add the negative scores and record the sum in the "-" box at the bottom of the column. Subtract your "-" scores from your "+" scores and record the subtotals in the bottom boxes. Add your two individual subtotals and record the sum in the box labeled "Individual Score." Add your two team subtotals and record the sum in the box labeled "Team Score." (Note: Scores are negative when your negative subtotals are greater than your positive subtotals.)

	STEP 1					STEP 2						
	Points		Commitment			Your Score	Points		Commitment			Team Score
1 Work simplification and strict departmentalization can lead to greater control and efficiency in stable and certain environments; however, such designs are also associated with employee dissatisfaction and boredom. Most of today's organizations operate in unstable and uncertain environments that require the flexibility and responsiveness afforded by broadly defined tasks and loosely constructed internal boundaries.	-4	x	1	2	3	=	-4	x	1	2	3	=
2 Research on sociotechnical design indicates that introducing new technology does not guarantee increased productivity. The values, skills, and needs of employees must be taken into account, along with the social system and organizational culture.	-6	x	1	2	3	=	-6	x	1	2	3	=
3 While economic rewards are important to employees, they are not necessarily of primary importance. If economic rewards are equitable, then opportunities for achievement, recognition, responsibility, and advancement are more important to most people than pay and benefits.	-4	x	1	2	3	=	-4	x	1	2	3	=
4 Closely monitoring time and attendance will not increase productivity. At best, it will increase people's "on-the-clock" time and attendance. At worst, it will further decrease productivity and efficiency.	-6	x	1	2	3	=	-6	x	1	2	3	=

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Page Sample 2

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