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The effect of a management development programme on need for achievement

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5. In general, are you

   A very concerned about the future

   B concerned about the future

   C not so concerned about the future

   D not at all concerned about the future?

6. Do you ..... do things 'today' rather than putting them off to do 'tomorrow'?

   A always

   B often

   C hardly ever

   D never

7. Do you find colleagues who work hard

   A very pleasant

   B agreeable

   C not so agreeable

   D most unpleasant?

8. When on holiday

   A can you easily forget your work for the entire period

   B do you often think of your work

   C can you forget your work most of the time

   D can you never get the thought of your work out of your mind?

9. When you begin something do you

   A never carry it to a successful conclusion

   B sometimes carry it to a successful conclusion

   C usually carry it to a successful conclusion

   D always carry it to a successful conclusion?

10. If there is work to be done which requires great responsibility

A would it be completely unattractive to you

B do you think you would be capable of doing it

C would you very much like to do it

D would you only do it if you were put under an obligation to do it?

11. Do you always choose tasks which

A you will only be able to do well if you really exert yourself and work at them

B are so difficult that there is very little chance of your doing them well

C you will be able to do well if luck is on your side

D are so easy that you are certain you will be able to do them well?

12. Do you think ..... to spend a long time preparing for an important task?

A that it really is senseless

B that it can be useful

C that it is necessary for success

D that it is often unnecessary.

13. Are you

A usually bored

B sometimes bored

C hardly ever bored

D never bored?

14. Can you work at something for ..... without getting tired?

A a very long time

B a long time

C not too long a time

D only a very short time.

15. At work, good relations with the 'boss'

A are considered completely unimportant

B seldom have any influences

C are considered to be extremely important

D are appreciated when they occur.

16. When doing something difficult do you

A give up rather quickly

B usually see it through

C not give up too soon

D give up almost immediately?

17. At work, are you considered

A very hardworking

B not always so hardworking

C rather easy going

D very easy going?

18. Do you usually do

A much more than you resolved to do

B a little less than you resolved to do

C a bit more than you resolved to do

D much less than you resolved to do?

19. Is the amount of work you do ..... influenced by those around you?

A always

B often

C hardly ever

D never

20. Would you find a life in which you wouldn't have to work at all

A ideal

B pleasant

C unpleasant

D very unpleasant?

21. If you have not obtained your goal and have not done a task well

A are you inclined to give up

B do you exert yourself once again to attain the goal, but find it difficult to not lose heart

C do you continue to do your best to obtain the goal

D do you usually give up?

22. Would you describe yourself as

A always energetic

B energetic most of the time

C energetic on rare occasions

D never energetic?

23. When you are working, are the demands which you make upon yourself

A very high

B high

C not so high

D low?

24. When working on a project do you

A do a thorough survey of all the possible implications, spending a lot of time and energy on the project

B spend a little time on it to examine some of its implications

C examine most of its implications

D do the minimum of work required to complete it?

25. Is work something

A you would rather not do

B you don't like doing very much

C you like doing

D you like doing very much?

APPENDIX 3

In the present study, the Kepner-Tregoe 'Apex' programmes were held on a residential basis in hotels, from Sunday evenings through to the following Friday afternoons. Daily sessions began at 8 a.m. and continued with breaks for teas, lunch and dinner until approximately 10 p.m. On most evenings groups continued working on case assignments or preparations for the following day's schedule, until the early hours of the morning.

Daily sessions were divided up into lecture periods, periods devoted to analysing case studies and the subsequent evaluation of these analyses. Lectures, given by the course leader, were usually held during the first part of both the morning and afternoon sessions, and were usually followed by case study analysis and evaluation based on the content of the preceding lecture. Evening sessions were usually devoted to case study analyses, and individual members' objectives for the course could be discussed.

Managers met as a whole group for the lecture periods and for the evaluation of the case study analyses. However, case studies were usually analysed in separate groups of three to five managers each. Each manager was assigned a different functional position in the case study, for example, production manager, sales manager or financial manager, and information pertinent to 'his' role was given him. Hence each member of a group was supplied with different information both relevant and irrelevant to the case study being analysed. Managers were assigned to different functional positions in different groups for each case study that was analysed.

The one week 'Apex' course formed the initial part of the six month development programme designed by Kepner and Tregoe (1965; 1968). Shortly after completing the 'Apex' course and at regular intervals for the following six months, each course participant received, by post, documentation containing assignments and additional help and suggestions concerning applications of the Kepner-Tregoe sequences to the work situation. Finally, the group leader usually met with the course participant and his immediate superior to assess the results which had been achieved by the participant over the six month period following the course.

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