

## 9.8: Management Skills Application Exercises

1. To assist in your analysis, you may wish to complete this self-assessment. Simply think of a group you have belonged to, and answer each question as honestly as possible. When you are through, refer to **Appendix B** for interpretation.

### How Do You Behave in a Group?

*Instructions:* Think of a typical group situation in which you often find yourself (e.g., a club, study group, small work group), and answer the following items as accurately as possible.

	Never	Seldom	Fairly Often	Frequently
In a group, how often do you:				
1. Keep the group focused on the task at hand?	1	2	3	4
2. Help the group clarify the issues?	1	2	3	4
3. Pull various ideas together?	1	2	3	4
4. Push the group to make a decision or complete a task?	1	2	3	4
5. Support and encourage other groups members?	1	2	3	4
6. Try to reduce interpersonal conflicts?	1	2	3	4
7. Help the group reach a compromise?	1	2	3	4
8. Assist in maintaining group harmony?	1	2	3	4
9. Seek personal recognition from other group members?	1	2	3	4
10. Try to dominate group activities?	1	2	3	4
11. Avoid unpleasant or undesirable group activities?	1	2	3	4
12. Express your impatience or hostility with the group?	1	2	3	4

2. To see how group effectiveness works, try this self-assessment. Choose a work group (or groups) to which you belong (or did belong in the past). Once you have selected a group, simply answer the items on the questionnaire by checking either “mostly yes” or “mostly no.” When you have finished, refer to **Appendix B** for scoring.

### How Effective Is Your Work Group?

*Instructions:* Select a group to which you belong, and use this group to answer the following questions. Check “mostly yes” or “mostly no” to answer each question.

	Mostly Yes	Mostly No
1. The atmosphere is relaxed and comfortable.	___	___
2. Group discussion is frequent, and it is usually pertinent to the task at hand.	___	___

3. Group members understand what they are trying to accomplish.	___	___
4. People listen to each other's suggestions and ideas.	___	___
5. Disagreements are tolerated, and an attempt is made to resolve them.	___	___
6. There is general agreement on most courses of action taken.	___	___
7. The group welcomes frank criticism from inside and outside sources.	___	___
8. When the group takes action, clear assignments are made and accepted.	___	___
9. There is a well-established, relaxed working relationship among the members.	___	___
10. There is a high degree of trust and confidence among the leader and subordinates.	___	___
11. The group members strive hard to help the group achieve its goal.	___	___
12. Suggestions and criticisms are offered and received with a helpful spirit.	___	___
13. There is a cooperative rather than a competitive relationship among group members.	___	___
14. The group goals are set high but not so high as to create anxieties or fear of failure.	___	___
15. The leaders and members hold a high opinion of the group's capabilities.	___	___
16. Creativity is stimulated within the group.	___	___
17. There is ample communication within the group of topics relevant to getting the work accomplished.	___	___
18. Group members feel confident in making decisions.	___	___
19. People are kept busy but not overloaded.	___	___
20. The leader of the group is well suited for the job.	___	___
Source: Adapted from A. J. DuBrin from <i>The Human Side of Enterprise</i> (New York: McGraw-Hill, 1960).		

This page titled [9.8: Management Skills Application Exercises](#) is shared under a [not declared](#) license and was authored, remixed, and/or curated by [OpenStax](#).