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THE EDINBURGH QUESTIONNAIRES
SECTION 4
(1988 edition  c  J. Raven)

NUMBER 2                    HIERARCHICAL AND NETWORK MANAGEMENT SYSTEMS
                                 Version Date: Unknown

This questionnaire asks you to imagine the best type of managment structure.  You may have actually worked within a similar structure, or you may be asked to imagine something which does not, as yet exist.
Part A will ask you questions which will allow you to build up the picture of this structure, and the other parts will ask you questions about it.

## Part A

HOW IMPORTANT IS IT TO YOU THAT AN ORGANISATION SHOULD . . . ?

| | |
|---|---|
| Very important | 1 |
| Important | 2 |
| Neither | 3 |
| Important not to do this | 4 |
| Very important not to do this | 5 |

insert your
number here

1.  Have regular meetings between departments, subordinates and managers
    where people can discuss problems and ideas.                                    _____

2.  Give subordinates more training so that they rarely have
    to approach managers for instructions.                                          _____

3.  Give all employees an undersanding of the organisation's goals and procedures.  _____

4.  Give staff a very general job description so they can do other things if    their job required it.    _____

5.  Encourage employees to tackle any social and political factors which
    limit what the organisation can do.

_____

6.  Ensure that new ideas work.                                                     _____

7.  Tackle problems with temporary groups which disband as soon as the problems have been solved.    _____

8.  Allow subordinates more responsibility.                                         _____

9.  Have managers who ask the opinions of their
subordinates.                                                                       _____

10. Persuade workers that a new decision is correct, rather than issuing immediate orders.    _____

11. Give incompetent workers different jobs rather than sacking them.               _____

## PART B

Every organisation has to make some compromises. In the following questions you will find out the strengths and weaknesses of your organisation.

HOW LIKELY IS IT THAT THE ORGANISATION WHICH YOU HAVE ENVISAGED WOULD. . . ?

Very likely     1
Likely          2
Possibly        3
Unlikely        4
Highly unlikely 5

1. Have a commited staff. _____

2. Encourage respect for the competence of others.
_____

3. Produce a drive for personal advancement.
_____

4. Exploit its subordinates. _____

5. Encourage awareness of class distinction. _____

6. Waste time investigating impractical decisions. _____

7. Have too many complaints about bad decisions. _____

8. Stop one department working against another. _____

9. Eliminate unnecessary activities. _____

10. Have a lot of demarcation disputes. _____

11. Have effective committee decisions. _____

12. Use new ideas and suggestions effectively. _____

13. Be efficient. _____

14. Spend a lot of money and managerial time on staff
training. _____

15. Have poor co-ordination between departments. _____

16. Waste time trying to secure agreement. _____

17. Make it more difficult to dismiss incompetent
workers. _____

18. Give people responsibiliy which they do not want. _____

19. Produce an inability to respond to change. _____

20. Give job satisfaction. _____

21. Allow managers to get to know their subordinates better.  _____

22. Stimulate personal growth.  _____

23. Have informed managerial decisions.*  _____

24. Have subordinates and managers competing for the same posts.  _____

25. Leave managers free to move on to new and more important tasks.  _____

26. Unnecessarily duplicate jobs.  _____

27. Foster distrust and recrimination.  _____

28. Produce top quality decisions.  _____

29. Throw the blame for mistakes onto managers.  _____

30. Bring out people's enthusiasm.  _____

31. Reduce the need to constantly give people detailed instructions.  _____

32. Give managers an understanding of their subordinates' strengths.  _____

33. Give subordinates an opportunity to develop their talents.  _____

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## Part C

*Circle the number of your choice.*

HOW EFFICIENT WOULD THE ORGANISATION WHICH YOU HAVE ENVISAGED BE IN THE AREAS BELOW?

|  | Efficient | | | | Inefficient |
|---|---|---|---|---|---|
| Research | 1 | 2 | 3 | 4 | 5 |
| Development of new products or services | 1 | 2 | 3 | 4 | 5 |
| Manufacturing | 1 | 2 | 3 | 4 | 5 |
| Sales | 1 | 2 | 3 | 4 | 5 |
| Service support | 1 | 2 | 3 | 4 | 5 |
| Marketing | 1 | 2 | 3 | 4 | 5 |

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## Part D

### COMMITTEE MANAGEMENT

TO WHAT EXTENT HAS EACH OF THE FOLLOWING CONTRIBUTED TO THE GROWTH OF COMMITTEES IN RECENT YEARS?

Circle the number which best shows your opinion.

| | Greatly | | | | Very little |
|---|---|---|---|---|---|
| 1. People are nosier nowadays. | 1 | 2 | 3 | 4 | 5 |
| 2. People prefer talking to working. | 1 | 2 | 3 | 4 | 5 |
| 3. Managers prefer committees to take responsibility for decisions. | 1 | 2 | 3 | 4 | 5 |
| 4. People want to stop managers having too much power. | 1 | 2 | 3 | 4 | 5 |

5. People don't trust others to use money wisely.                          1     2     3
    4     5

| | | | | | |
|---|---|---|---|---|---|
| 6. People want to be able to find out what is going to happen to them. | 1 | 2 | 3 | 4 | 5 |
| 7. People want to be able to block things they don't like. | 1 | 2 | 3 | 4 | 5 |
| 8. Problems are more complex nowadays and individuals cannot cope. | 1 | 2 | 3 | 4 | 5 |
| 9. People want to be involved in the decisions which directly affect them. | 1 | 2 | 3 | 4 | 5 |

*Part E*

*In this section you will be asked about committees.*
*Even if you have no experience of committees, record what you*
*think they might be like.*

HOW COMMON DO YOU THINK EACH OF THESE POSSIBLE CONSEQUENCES OF COMMITTEE MANAGEMENT ARE?

| | common | | | | rare |
|---|---|---|---|---|---|
| 1. Committees rarely solve problems or develop new services and products. | 1 | 2 | 3 | 4 | 5 |

2. Management loses its power of judgement and discretion when governed by committees.          1     2     3
    4     5

| | | | | | |
|---|---|---|---|---|---|
| 3. Managers make better decisions after committee discussion. | 1 | 2 | 3 | 4 | 5 |
| 4. No one feels personally responsible for ensuring that committee decisions work. | 1 | 2 | 3 | 4 | 5 |
| 5. Committees make decisions which should really be made by those directly involved in the work. | 1 | 2 | 3 | 4 | 5 |

6. Committees combine people with all the different specialities necessary to tackle a problem.          1     2     3
    4     5

| | | | | | |
|---|---|---|---|---|---|
| 7. Good new ideas emerge in the course of committee discussion. | 1 | 2 | 3 | 4 | 5 |
| 8. There are always factions who think and vote the same way irrespective of the argument. | 1 | 2 | 3 | 4 | 5 |
| 9. Committees prevent managers from pursuing half-baked ideas on their own. | 1 | 2 | 3 | 4 | 5 |
| 10. Committees are slowed down by too many rules and regulations. | 1 | 2 | 3 | 4 | 5 |
| 11. Subordinates have more responsibility for the decisions they make. | 1 | 2 | 3 | 4 | 5 |

12. It is more difficult for a committee than a manager to change its
    strategy when a mistake has been made.                          1     2     3     4

5

13. Committees choose the well argued presentation rather than the best plan.      1   2   3   4   5

14. Committee members do not have the specialist knowledge and skills
    needed to make decisions.      1   2   3   4   5

15. Managers rely too much on committees to hire and fire subordinates.      1   2   3   4   5

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Part F

### STAFF DEVELOPMENT

HOW USEFUL HAVE YOU FOUND EACH OF THE FOLLOWING TYPES OF STAFF DEVELOPMENT?

*Circle the number of your choice.*

|  | Helpful | | | Unhelpfu |
|---|---|---|---|---|
| 1. Working alongside a manager to see how he or she operates. | 1 | 2 | 3 | 4 |
| 2. Going on courses. | 1 | 2 | 3 | 4 |
| 3. Trying out a variety of different jobs. 5 | 1 | 2 | 3 | 4 |
| 4. Working under different managers. | 1 | 2 | 3 | 4 |
| 5. Offering rewards for useful suggestions. 5 | 1 | 2 | 3 | 4 |
| 6. Working with and helping different managers. 4  5 | 1 | 2 | 3 | |

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Part G

### PROMOTION

IN YOUR EXPERIENCE, HOW HAS PROMOTION FUNCTIONED IN THE ORGANISATIONS IN WHICH YOU HAVE WORKED?

|  | Usually | | | Neve |
|---|---|---|---|---|
| 1. As a reward for loyal service? | 1 | 2 | 3 | 4 |
| 2. As picking the best person for the job? 5 | 1 | 2 | 3 | 4 |
| 3. As providing those concerend with an opportunity to move on to more interesting and important things? | 1 | 2 | 3 | 4 |
| 4. Causing more problems than it solves? 5 | 1 | 2 | 3 | 4 |
| 5. As eventually moving people who are good at doing a job into jobs they cannot do? | 1 | 2 | 3 | 4 |
| 6. As sometimes pushing people who like their jobs into jobs they do not want to do? | 1 | 2 | 3 | 4 |

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