

LONDON BUSINESS SCHOOL DECISION MAKING STYLES RESEARCH

You have been invited to participate in a research project being carried out by London Business School. The research programme aims to identify a number of characteristics that have important influences on the way we work. The results of this research will be used to optimise skills and aptitudes by placing people in the most appropriate jobs. This organisation is one of several organisations participating in the research.

The questionnaire is purely for research purposes. We guarantee that the results of this questionnaire will not be used in any decisions concerning your employment.

The decision style questionnaire has been developed by London Business School researchers. The results of this questionnaire are absolutely confidential. Your answers will not be divulged to anyone outside the research team. Your answers will be anonymously coded in our database. You are asked for your name so that we can give you individual feedback. The feedback will give you a decision styles profile and explain how to interpret the results.

The questionnaire will take about 15 minutes to complete. Please answer all the questions. This is not a test and there are no right or wrong answers.

This questionnaire comprises two types of questions. Some questions ask you to type in a response. Please put your answer in the grey box on the right hand side of each question. Some questions ask you to select an option. Please complete these items by clicking on the arrow by each drop-down box and selecting your answer.

When you have completed the questionnaire, please save the document as 'dmsq[your initials].doc', then close the file and send it as an email attachment to dmsq.survey@london.edu.

Thank you very much for your participation.

LONDON BUSINESS SCHOOL

DECISION MAKING STYLES QUESTIONNAIRE

The questionnaire is used solely for research purposes. Data are coded anonymously on our database. However, if you would like individual feedback, please write your name in the space provided. Your name will NOT be entered into our database. Only the research team associated with this project will have access to the database.

YOUR NAME (to be used for the purposes of giving you personalised feedback)

BIOGRAPHICAL

1. **Your age** _____
2. **What is your nationality?** (at birth if changed) _____
3. **Are you female or male?** (please circle) Female Male
4. **What is your job function or area of work?** (circle one number)

[responses are appropriate to the participating organisation]

other (please write in) _____

5. **What is your job title?** _____
6. **How many levels from the top of your organisation are you?**
(If you are the top person, write 0. If you reported directly to the top person write 1, and so on.)
_____ levels
7. **How long have you worked for your employer?**
_____ years _____ months
8. **How many different employers/companies have you worked for in your career?**
(please exclude casual jobs, student vacation jobs etc.) _____ employers
9. **How many times in your career have you made a radical shift between job functions/areas of work?**
(please write "0" if you have worked in the same general area (e.g. finance, academia, general management) for most of your career; write "1" if you have made one major career change etc.)
number of major career changes _____
10. **How likely are you to make a major career change in the next three years?**
(please circle one number)
very likely..... 5
quite likely..... 4
not sure..... 3
quite unlikely..... 2
very unlikely..... 1
11. **Have you ever been involved in a business start-up as a co-owner/founder?**
number of business start-ups _____

Risk taking

We are interested in everyday risk-taking. Please could you tell us if any of the following have ever applied to you, now and in your adult past?

Please use both scales as follows:

1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often

	<i>Now</i>	<i>In the Past</i>
a) recreational risks (e.g. rock-climbing, scuba diving).....	1 2 3 4 5	1 2 3 4 5
b) health risks (e.g. smoking, heavy drinking).....	1 2 3 4 5	1 2 3 4 5
c) career risks (e.g. quitting a job without another to go to).....	1 2 3 4 5	1 2 3 4 5
d) financial risks (e.g. gambling, risky investments).....	1 2 3 4 5	1 2 3 4 5
e) safety risks (e.g. fast driving, city cycling without a helmet)	1 2 3 4 5	1 2 3 4 5
f) social risks (e.g. standing for election, publicly challenging a rule or decision).....	1 2 3 4 5	1 2 3 4 5

Emotions

Thinking of the past few weeks, how much time has your work made you feel each of the following?

Please use the scales as follows:

1 = Never, 2 = Occasionally, 3 = Some of the time, 4 = Most of the time, 5 = All of the time.

1. Tense	1	2	3	4	5
2. Miserable	1	2	3	4	5
3. Depressed	1	2	3	4	5
4. Optimistic	1	2	3	4	5
5. Calm	1	2	3	4	5
6. Relaxed	1	2	3	4	5
7. Worried	1	2	3	4	5
8. Enthusiastic	1	2	3	4	5
9. Uneasy	1	2	3	4	5
10. Contented	1	2	3	4	5
11. Gloomy	1	2	3	4	5
12. Cheerful	1	2	3	4	5

Attitudes and perceptions

Please use the scales as follows:

1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree

1. My style is more spontaneous action than cool deliberation.	1	2	3	4	5
2. When things go wrong at work it takes me a while to get over it.	1	2	3	4	5
3. High risk activities excite me.	1	2	3	4	5

4. I am someone who prefers routine to uncertainty.	1	2	3	4	5
5. I would rather achieve balance than success in my life.	1	2	3	4	5
6. I like to make decisions quickly and instinctively.	1	2	3	4	5
7. I never upset people	1	2	3	4	5
8. Before buying a quite expensive item I do exhaustive research.	1	2	3	4	5
9. I am the sort of person who can easily shrug off a set-back and keep on going.	1	2	3	4	5
10. I like to put myself in situations where anything can happen.	1	2	3	4	5
11. I feel happiest working with tried and tested methods.	1	2	3	4	5
12. I am much less concerned with achievement than with my personal fulfilment.	1	2	3	4	5
13. Nothing makes me angry	1	2	3	4	5
14. I prefer to jump into new situations rather than trying to calculate in advance what might happen.	1	2	3	4	5
15. I like to gather a lot of data on any new opportunities that arise.	1	2	3	4	5
16. My mood goes up and down as a result of what happens at work.	1	2	3	4	5
17. I find it is best to trust instinctive reactions to situations.	1	2	3	4	5
18. To help ensure things run smoothly I like routines and systems.	1	2	3	4	5
19. When I play a game the only thing that matters is winning.	1	2	3	4	5
20. I have no bad habits	1	2	3	4	5
21. I like areas of work where gut feeling rather than careful analysis is needed.	1	2	3	4	5
22. I can shut off emotionally from things that happen at work.	1	2	3	4	5
23. I love taking chances.	1	2	3	4	5
24. I like tasks where the end result is unpredictable.	1	2	3	4	5
25. Occasionally people make me angry	1	2	3	4	5
26. Success is all that matters to me.	1	2	3	4	5
27. When undertaking a task, my style is to take a highly structured approach.	1	2	3	4	5
28. I tend to be very emotionally involved with almost any role I perform.	1	2	3	4	5
29. I find the uncertainty of big changes stimulating.	1	2	3	4	5
30. I'm always patient with people	1	2	3	4	5
31. I prefer situations that are not guided by the rules.	1	2	3	4	5
32. My main motivation is to be a star in my field.	1	2	3	4	5
33. I like to study the evidence in detail before making choices.	1	2	3	4	5

34. When there is a big event coming up at work, I find it hard to put it out of my mind.	1	2	3	4	5
35. I feel at home in situations where I am under pressure to make quick decisions.	1	2	3	4	5
36. I rarely act on impulse	1	2	3	4	5
37. I feel too tied down when I have to follow standard operating procedures for any length of time.	1	2	3	4	5
38. I don't mind losing in most competitive situations.	1	2	3	4	5
39. I always devote a lot of time to evaluating options fully before coming to important decisions.	1	2	3	4	5
40. A lot of the emotions I experience in my leisure time are work related.	1	2	3	4	5
41. I like to take my time over most decisions.	1	2	3	4	5

Your characteristics

Here are a number of characteristics. Please indicate the extent to which you agree or disagree with each statement.

Please use the scales as follows:

1 = *Strongly disagree*, 2 = *Disagree*, 3 = *Neither agree nor disagree*, 4 = *Agree*, 5 = *Strongly agree*

I see myself as someone who....

1. Is talkative.	1	2	3	4	5
2. Tends to find fault with others.	1	2	3	4	5
3. Does a thorough job.	1	2	3	4	5
4. Gets depressed, blue.	1	2	3	4	5
5. Is original, comes up with new ideas.	1	2	3	4	5
6. Is reserved.	1	2	3	4	5
7. Is helpful and unselfish with others.	1	2	3	4	5
8. Can be somewhat careless.	1	2	3	4	5
9. Is relaxed, handles stress well.	1	2	3	4	5
10. Is curious about many different things.	1	2	3	4	5
11. Is full of energy.	1	2	3	4	5
12. Starts quarrels with others.	1	2	3	4	5
13. Is a reliable worker.	1	2	3	4	5
14. Can be tense.	1	2	3	4	5
15. Is ingenious, a deep thinker.	1	2	3	4	5
16. Generates a lot of enthusiasm.	1	2	3	4	5

17. Has a forgiving nature.	1	2	3	4	5
18. Tends to be disorganised.	1	2	3	4	5
19. Worries a lot.	1	2	3	4	5
20. Has an active imagination.	1	2	3	4	5
21. Tends to be quiet.	1	2	3	4	5
22. Is generally trusting.	1	2	3	4	5
23. Tends to be lazy.	1	2	3	4	5
24. Is emotionally stable, not easily upset.	1	2	3	4	5
25. Is inventive.	1	2	3	4	5
26. Has an assertive personality.	1	2	3	4	5
27. Can be cold and aloof.	1	2	3	4	5
28. Perseveres until the task is finished.	1	2	3	4	5
29. Can be moody.	1	2	3	4	5
30. Values artistic, aesthetic experiences.	1	2	3	4	5
31. Is sometimes shy, inhibited.	1	2	3	4	5
32. Is considerate and kind to almost everyone.	1	2	3	4	5
33. Does things efficiently.	1	2	3	4	5
34. Remains calm in tense situations.	1	2	3	4	5
35. Prefers work that is routine.	1	2	3	4	5
36. Is outgoing, sociable.	1	2	3	4	5
37. Is sometimes rude to others.	1	2	3	4	5
38. Makes plans and follows through with them.	1	2	3	4	5
39. Gets nervous easily.	1	2	3	4	5
40. Likes to reflect, play with ideas.	1	2	3	4	5
41. Has few artistic interests.	1	2	3	4	5
42. Likes to co-operate with others.	1	2	3	4	5
43. Is easily distracted.	1	2	3	4	5
44. Is sophisticated in art, music or literature.	1	2	3	4	5

Person-job fit

The following questions are designed to help us to examine the fit between individuals and jobs. Please indicate the statement that is most appropriate to you

1. How well do you feel your preferred style of acting in tasks and relationships fits the role that you are in right now?
1. Not well – I am seeking to change jobs.
 2. So-so – it could be better.
 3. Good –but there is scope for improvement.
 4. Excellent – this position suits my style.

2. How would you feel about occupying a position with major responsibility for other people?
1. This would not be a good fit for me.
 2. I would have mixed feelings.
 3. This is a role that could be attractive.
 4. I feel well suited to this role.

3. Please rate the nine items below in terms of their fit with your style on a scale of 1 to 9, where 1 indicates a poor fit, 4 is a moderately good fit and 9 indicates an excellent fit. Please write your rating in the box. Please try to use the full extent of the scale, and try not to give the same rating to more than 3 items.

- a. Decision maker – working under pressure to make quick decisions on important issues. _____
- b. Advisor – giving support to people who need specialist technical guidance. _____
- c. Trouble shooter – working solo to solve complex technical problems. _____
- d. Negotiator – influencing and selling ideas and propositions to people. _____
- e. Administrator – taking responsibility for the smooth running of important business and operational systems. _____
- f. Coach – working closely with people to enhance their skills. _____
- g. Planner – formulating operational strategies on behalf of a unit. _____
- h. Boss – taking responsibility for other people and their work. _____
- i. Innovator – having to come up with creative ideas. _____

THANK YOU VERY MUCH FOR YOUR HELP

If you have any queries about this study please contact esoane@london.edu

LONDON BUSINESS SCHOOL JOB CHARACTERISTICS RATING SCALE

To what extent does the job of _____ involve the following?

	<i>Not at all</i>	<i>Rarely</i>	<i>Some of the time</i>	<i>Often</i>	<i>Very often</i>
1. Focus on detail	1	2	3	4	5
2. Rapid decision making	1	2	3	4	5
3. Working evenings and weekends	1	2	3	4	5
4. Commitment to the job	1	2	3	4	5
5. Coping with stress	1	2	3	4	5
6. Taking risk	1	2	3	4	5
7. Coping with uncertainty	1	2	3	4	5
8. Using routines and systems	1	2	3	4	5
9. Unpredictability	1	2	3	4	5
10. Competition with colleagues	1	2	3	4	5
11. Drive to achieve	1	2	3	4	5
12. Management of staff	1	2	3	4	5

**Description of variables in database for research project reference number RO22250177
Decision making styles in financial behaviour – towards a method for measurement and
application**

**London Business School
June 2001**

Each of the variables in the data file LBS ROPA.por are described below in terms of the SPSS variable label, the item, and the value label.

Biographical variables

number: each individual was assigned a code number

sample: sample derivation of participants. 1 = database sample, 2 = Organisation A job applicants, 3 = Organisation A job holders

age. Your age (number)

sex. Are you female or male? Code 1 = female, 2 = male

national. What is your nationality? (*at birth if changed*)

Codes are as follows:

- 1 UK
- 2 USA
- 3 Canada
- 4 Ireland
- 5 Australia/NZ
- 6 South Africa/Zimbabwe
- 7 Denmark
- 8 Sweden
- 9 Norway
- 10 Finland
- 11 Germany
- 12 Netherlands
- 13 Belgium/Lux
- 14 Switzerland
- 15 Austria
- 16 Italy
- 17 Spain
- 18 Portugal
- 19 France
- 20 Greece/Malta/Turkey
- 21 E. Europe
- 22 FSU/Russia
- 23 S. America
- 24 Black Africa
- 25 India
- 26 Pakistan
- 27 China
- 28 Malaysia/Singapore/Indonesia/Vietnam
- 29 Japan/Korea
- 30 Hong Kong
- 31 Arabic states

- 32 Baltic states
- 33 West Indies
- 34 Central America/Mexico
- 35 Israel

business. What is (was) the business of your organisation?

Manufacturing/agriculture = 1, retail = 2, sales/marketing = 3, financial = 4, transport = 5, education & science = 6, media/publishing = 7, professional service firm = 8, utilities = 9, public service/government/ military = 10, telecoms/IT = 11, diversified/ conglomerate = 12, advertising/ PR = 13, consultancy & info services = 14, arts/ entertainment/ sports = 15, other services = 16.

orgsize. How many employees are there in the total organisation?

1 – 10 = 1, 11 – 50 = 2, 51 – 100 = 3, 101 – 250 = 4, 251 – 750 = 5, 751 – 1,500 = 6, 1,500 – 3,000 = 7, 3,000 – 5,000 = 8, 5,000 – 15,000 = 9, 15,000 – 30,000 = 10, more than 30,000 = 11

func. What is your job function or area of work?

general or line management = 01, finance = 02, sales/marketing = 03, HR, PR, communications = 04, distribution, supply, purchasing = 05, educational, scientific = 06, engineering, operations, quality..... 07, IT/ systems = 08, R&D = 09, consulting, advisory = 10, planning, information services = 11, other specialist professional (e.g. legal) = 12

senior. How many levels from the top of your organisation are you? (If you are the top person, write 0. If you reported directly to the top person write 1, and so on.)

The data are in the form of a number representing the number of levels

loemp. How long have you worked for your employer?

The data are in the form of a number representing the number of years and months (e.g. 7.6)

nemp. How many different employers/companies have you worked for in your career? (please exclude casual jobs, student vacation jobs etc.)

The data are in the form of a number representing the number of employers

ncarch. How many times in your career have you made a radical shift between job functions/areas of work?

(please write "0" if you have worked in the same general area (e.g. finance, academia, general management) for most of your career; write "1" if you have made one major career change etc.)

The data are in the form of a number representing the number of major career changes

expcarch. How likely are you to make a major career change in the next three years?

1 = very unlikely, 2 = unlikely, 3 = not sure, 4 = likely, 5 = very likely

ownfound. Have you ever been involved in a business start-up as a co-owner/founder?

The data are in the form of a number representing the number of business start-ups

setupnew. This variable is derived from 'ownfound'. Code 0 = Have not set up own business, 1 = Have set up own business.

degree 1. Undergraduate degree subject

- 1 Science e.g. biology, chemistry, physics
- 2 Maths e.g. maths, stats, finance, accounting
- 3 Engineering
- 4 Social science e.g. psychology, sociology, politics, economics, law, geography
- 5 Business degree
- 6 Languages, including English

- 7 Arts e.g. classics, history
- 8 Combined degrees, where two or more of the above categories are combined

degree2. MSc/MA subject (coding as for degree1)

degree3. PhD subject (coding as for degree1)

The next 36 variables are the factor scores and the scores for each facet of the NEO PI- R (Costa & McCrae, 1991) derived by summing the items within each factor or facet. The variables are labelled as they are shown in the questionnaire (e.g. N1).

Ntot: sum of N1 – N6

Etot: sum of E1 – E6

Otot: sum of O1 – O6

Atot: sum of A1 – A6

Ctot: sum of C1 – C6

N1 anxiety

N2 angry hostility

N3 depression

N4 self consciousness

N5 impulsiveness

N6 vulnerability

E1 warmth

E2 gregariousness

E3 assertiveness

E4 activity

E5 excitement seeking

E6 positive emotions

O1 fantasy

O2 aesthetics

O3 feelings

O4 actions

O5 ideas

O6 values

A1 trust

A2 straightforwardness

A3 altruism

A4 compliance

A5 modesty

A6 tender-mindedness

C1 competence

C2 order

C3 dutifulness

C4 achievement striving

C5 self discipline

C6 deliberation

Risk taking

We are interested in everyday risk-taking. Please could you tell us if any of the following have ever applied to you, now and in your adult past?

riska1. Recreational risks now (e.g. rock-climbing, scuba diving)

1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often

riska2. Recreational risks past (e.g. rock-climbing, scuba diving)

1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often

riskb1. Health risks now (e.g. smoking, heavy drinking)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskb2. Health risks past (e.g. smoking, heavy drinking)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskc1. Career risks now (e.g. quitting a job without another to go to)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskc2. Career risks past (e.g. quitting a job without another to go to)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskd1. Financial risks now (e.g. gambling, risky investments)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskd2. Financial risks past (e.g. gambling, risky investments)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riske1. Safety risks now (e.g. fast driving, city cycling without a helmet)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riske2. Safety risks past (e.g. fast driving, city cycling without a helmet)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskf1. Social risks now (e.g. standing for election, publicly challenging a rule or decision)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskf2. Social risks past (e.g. standing for election, publicly challenging a rule or decision)
 1 = never, 2 = rarely, 3 = quite often, 4 = often, 5 = very often
 riskrec. Sum of riska1 and riska2
 riskhlt. Sum of riskb1 and riskb2
 riskcar. Sum of riskc1 and riskc2
 riskfin. Sum of riskd1 and riskd2
 risksaf. Sum of riske1 and riske2
 risksoc. Sum of riskf1 and riskf2
 risktot. Sum of riska1 to riskf2. A high score represents frequent risk taking.

Emotions

The emotion items were derived from:

Warr, P. (1987). *Work, unemployment, and Mental Health*. Oxford: Oxford University Press.

Warr, P. (1990a). The measurement of well-being and other aspects of mental health. *Journal of Occupational Psychology*, 63, 193 – 210.

Thinking of the past few weeks, how much time has your work made you feel each of the following?

em1. Tense

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em2. Miserable

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em3. Depressed

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em4. Optimistic

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em5. Calm

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em6. Relaxed

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em7. Worried

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em8. Enthusiastic

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

em9. Uneasy

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time
em10. Contented

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time
em11. Gloomy

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time
em12. Cheerful

1 = never, 2 = occasionally, 3 = some of the time, 4 = most of the time, 5 = all of the time

ancont. Anxiety contentment scale (high score = contentment)

depenh. Depression enthusiasm scale (high score = enthusiasm)

Cognitive Style Index items

This scale was developed by Allinson and Hayes. Reference: Allinson, C. W. and Hayes, J. (1996). The Cognitive Style Index: A measure of intuition-analysis for organizational research. *Journal of Management Studies*, 33 (1), 119 – 135.

Each item has the response range of true, uncertain, false. The data have been recoded in accordance with the authors' scaling procedure.

csi1. In my experience, rational thought is the only realistic basis for making decisions.

csi 2. To solve a problem, I have to study each part of it in detail.

csi 3. I am most effective when my work involves a clear sequence of tasks to be performed.

csi 4. I have difficulty working with people who 'dive in at the deep end' without considering the finer aspects of the problem.

csi 5. I am careful to follow rules and regulations at work.

csi 6. I avoid taking a course of action if the odds are against its success.

csi 7. I am inclined to scan through reports rather than read them in detail.

csi 8. My understanding of a problem tends to come more from thorough analysis than flashes of insight.

csi 9. I try to keep to a regular routine in my work.

csi 10. The kind of work I like best is that which requires a logical, step-by-step approach.

csi 11. I rarely make 'off the top of the head' decisions.

csi 12. I prefer chaotic action to orderly inaction.

csi 13. Given enough time, I would consider every situation from all angles.

csi 14. To be successful in my work, I find that it is important to avoid hurting other people's feelings.

csi 15. The best way for me to understand a problem is to break it down into its constituent parts.

csi 16. I find that to adopt a careful, analytical approach to making decisions takes too long.

csi 17. I make most progress when I take calculated risks.

csi 18. I find that it is possible to be too organised when performing certain kinds of task.

csi 19. I always pay attention to detail before I reach a conclusion.

csi 20. I make many of my decisions on the basis of intuition.

csi 21. My philosophy is that it is better to be safe than risk being sorry.

csi 22. When making a decision, I take my time and thoroughly consider all relevant factors.

csi 23. I get on best with quiet, thoughtful people.

csi 24. I would rather than my life was unpredictable than that it followed a regular pattern.

csi 25. Most people regard me as a logical thinker.

csi 26. To fully understand the facts I need a good theory.

csi 27. I work best with people who are spontaneous.

csi 28. I find detailed, methodological work satisfying.

csi 29. My approach to solving a problem is to focus on one part at a time.

csi 30. I am constantly on the lookout for new experiences.

csi 31. In meetings, I have more to say than most.

- csi 32. My 'gut feeling' is just as good a basis for decision making as careful analysis.
- csi 33. I am the kind of person who casts caution to the wind.
- csi 34. I make decisions and get on with things rather than analyse every last detail.
- csi 35. I am always prepared to take a gamble.
- csi 36. Formal plans are more of a hindrance than a help in my work.
- csi 37. I am more at home with ideas rather than facts and figures.
- csi 38. I find that 'too much analysis results in paralysis'.

csitot. Individual scale scores are the sum of the recoded items. A high score indicates analytical thinking. A low score indicates intuitive thinking

Decision making style scale items

- dmsq1. My style is more spontaneous action than cool deliberation.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq2. When things go wrong at work it takes me a while to get over it.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq3. High risk activities excite me.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq4. I am someone who prefers routine to uncertainty.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq5. I would rather achieve balance than success in my life.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq6. I like to make decisions quickly and instinctively.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq7. I never upset people
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq8. Before buying a quite expensive item I do exhaustive research.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq9. I am the sort of person who can easily shrug off a set-back and keep on going.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq10. I like to put myself in situations where anything can happen.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq11. I feel happiest working with tried and tested methods.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq12. I am much less concerned with achievement than with my personal fulfilment.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq13. Nothing makes me angry
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq14. I prefer to jump into new situations rather than trying to calculate in advance what might happen.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq15. I like to gather a lot of data on any new opportunities that arise.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq16. My mood goes up and down as a result of what happens at work.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq17. I find it is best to trust instinctive reactions to situations.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq18. To help ensure things run smoothly I like routines and systems.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq19. When I play a game the only thing that matters is winning.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq20. I have no bad habits
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

- dmsq21. I like areas of work where gut feeling rather than careful analysis is needed.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq22. I can shut off emotionally from things that happen at work.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq23. I love taking chances.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq24. I like tasks where the end result is unpredictable.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq25. Occasionally people make me angry
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq26. Success is all that matters to me.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq27. When undertaking a task, my style is to take a highly structured approach.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq28. I tend to be very emotionally involved with almost any role I perform.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq29. I find the uncertainty of big changes stimulating.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq30. I'm always patient with people
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq31. I prefer situations that are not guided by the rules.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq32. My main motivation is to be a star in my field.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq33. I like to study the evidence in detail before making choices.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq34. When there is a big event coming up at work, I find it hard to put it out of my mind.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq35. I feel at home in situations where I am under pressure to make quick decisions.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq36. I rarely act on impulse
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq37. I feel too tied down when I have to follow standard operating procedures for any length of time.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq38. I don't mind losing in most competitive situations.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq39. I always devote a lot of time to evaluating options fully before coming to important decisions.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq40. A lot of the emotions I experience in my leisure time are work related.
1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
- dmsq41. I like to take my time over most decisions.

Decision making style scales

The following five scales were derived from the variables dmsq1 – dmsq41.

ach. The achievement drive scale measures the extent to which the participant focuses upon being the best. A high score suggests that they are highly motivated by success. A low score suggests that winning is less important than other values.

delib. This scale measures preferences or style of decision making in terms of fast versus more considered choices. A high score suggests a tendency to take an impulsive, intuitive approach to tasks. A low score suggests a deliberative, information-based approach to situations.

eminv. This scale assesses the degree to which the participant is emotionally involved in your work. A high score on this scale indicates a strong emotional involvement with work. A low score indicates emotional detachment.

rpref. The risk preference scale assesses the degree to which the participant is willing to take a chance. A high score is associated with a liking for risk and uncertainty. A low score is associated with a preference for certainty and risk avoidance.

rou. This scale assesses the participant's preferred level of routine and structure. A high score indicates a preference for using routines and systems. A low score indicates a preference for unstructured situations and an uncertain environment.

Big Five Personality Inventory

The BFI is a five factor personality inventory.

John, O., Donahue, E. M. and Kentle, R. L. (1991). *The "Big Five" Inventory – Versions 4a and 54*. Berkeley: University of California, Berkeley Institute of Personality and Social Research.

I see myself as someone who....

bfi1. Is talkative.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi2. Tends to find fault with others.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi3. Does a thorough job.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi4. Gets depressed, blue.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi5. Is original, comes up with new ideas.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi6. Is reserved.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi7. Is helpful and unselfish with others.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi8. Can be somewhat careless.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi9. Is relaxed, handles stress well.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi10. Is curious about many different things.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi11. Is full of energy.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi12. Starts quarrels with others.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi13. Is a reliable worker.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi14. Can be tense.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi15. Is ingenious, a deep thinker.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi16. Generates a lot of enthusiasm.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi17. Has a forgiving nature.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfi18. Tends to be disorganised.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi19. Worries a lot.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi20. Has an active imagination.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi21. Tends to be quiet.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi22. Is generally trusting.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi23. Tends to be lazy.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi24. Is emotionally stable, not easily upset.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi25. Is inventive.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi26. Has an assertive personality.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi27. Can be cold and aloof.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi28. Perseveres until the task is finished.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi29. Can be moody.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi30. Values artistic, aesthetic experiences.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi31. Is sometimes shy, inhibited.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi32. Is considerate and kind to almost everyone.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi33. Does things efficiently.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi34. Remains calm in tense situations.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi35. Prefers work that is routine.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi36. Is outgoing, sociable.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi37. Is sometimes rude to others.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi38. Makes plans and follows through with them.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi39. Gets nervous easily.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi40. Likes to reflect, play with ideas.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi41. Has few artistic interests.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi42. Likes to co-operate with others.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi43. Is easily distracted.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree
bfi44. Is sophisticated in art, music or literature.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

bfin. Big Five Inventory Neuroticism scale. A high score represents a high level of neuroticism.
bfie. Big Five Inventory Extraversion scale. A high score represents a high level of extraversion.
bfio. Big Five Inventory Openness scale. A high score represents a high level of openness.
bfia. Big Five Inventory Agreeableness scale. A high score represents a high level of agreeableness.
bfc. Big Five Inventory Conscientiousness scale. A high score represents a high level of conscientiousness.

Person-job fit

The following questions are designed to help us to examine the fit between individuals and jobs.

jobfit1. How well do you feel your preferred style of acting in tasks and relationships fits the role that you are in right now?

1 = not well, 2 = so-so, 3 = good, 4 = excellent

jobfit2. How would you feel about occupying a position with major responsibility for other people?

1 = this would not be a good fit for me, 2 = I would have mixed feelings about this, 3 = this is a role that could be attractive, 4 = I feel very well suited to this kind of role.

Please rate the nine items below in terms of their fit with your style on a scale of 1 to 9, where 1 indicates a poor fit, 4 is a moderately good fit and 9 indicates an excellent fit. Please write your rating in the box. Please try to use the full extent of the scale, and try not to give the same rating to more than 3 items.

The data for each of the following items is a number in the range of 1 – 9.

jobfit3. Decision maker – working under pressure to make quick decisions on important issues.

jobfit4. Advisor – giving support to people who need specialist technical guidance.

jobfit5. Trouble shooter – working solo to solve complex technical problems.

jobfit6. Negotiator – influencing and selling ideas and propositions to people.

jobfit7. Administrator – taking responsibility for the smooth running of important business and operational systems.

jobfit8. Coach – working closely with people to enhance their skills.

jobfit9. Planner – formulating operational strategies on behalf of a unit.

jobfit10. Boss – taking responsibility for other people and their work.

jobfit11. Innovator – having to come up with creative ideas.

Job characteristics

Each individual's job was rated on 12 rating scales.

To what extent does the job of _____ involve the following?

jobcha1. Focus on detail

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha2. Rapid decision making

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha3. Working evenings and weekends

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha4. Commitment to the job

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha5. Coping with stress

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha6. Taking risk

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha7. Coping with uncertainty

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha8. Using routines and systems

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha9. Unpredictability

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha10. Competition with colleagues

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha11. Drive to achieve

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often

jobcha12. Management of staff

1 = not at all, 2 = rarely, 3 = some of the time, 4 = often, 5 = very often