

## 'X-Y Theory' Questionnaire

Score the statements (5 = always, 4 = mostly, 3 = often, 2 = occasionally, 1 = rarely, 0 = never)

### To indicate whether the situation and management style is 'X' or 'Y':

1. My boss asks me politely to do things, gives me reasons why, and invites my suggestions.
2. I am encouraged to learn skills outside of my immediate area of responsibility.
3. I am left to work without interference from my boss, but help is available if I want it.
4. I am given credit and praise when I do good work or put in extra effort.
5. People leaving the company are given an 'exit interview' to hear their views on the organisation.
6. I am incentivised to work hard and well.
7. If I want extra responsibility my boss will find a way to give it to me.
8. If I want extra training my boss will help me find how to get it or will arrange it.
9. I call my boss and my boss's boss by their first names.
10. My boss is available for me to discuss my concerns or worries or suggestions.
11. I know what the company's aims and targets are.
12. I am told how the company is performing on a regular basis.
13. I am given an opportunity to solve problems connected with my work.
14. My boss tells me what is happening in the organisation.
15. I have regular meetings with my boss to discuss how I can improve and develop.

Total score

60-75 = strong Y-theory management (effective short and long term)

45-59 = generally Y-theory management

16-44 = generally X-theory management

0 -15 = strongly X-theory management (autocratic, may be effective short-term, poor long-term)

### To indicate whether the person prefers being managed by 'X' or 'Y' style:

1. I like to be involved and consulted by my boss about how I can best do my job.
2. I want to learn skills outside of my immediate area of responsibility.
3. I like to work without interference from my boss, but be able to ask for help if I need it.
4. I work best and most productively without pressure from my boss or the threat of losing my job.
5. When I leave the company I would like an 'exit interview' to give my views on the organisation.
6. I like to be incentivised and praised for working hard and well.
7. I want to increase my responsibility.
8. I want to be trained to do new things.
9. I prefer to be friendly with my boss and the management.
10. I want to be able to discuss my concerns, worries or suggestions with my boss or another manager.
11. I like to know what the company's aims and targets are.
12. I like to be told how the company is performing on a regular basis.
13. I like to be given opportunities to solve problems connected with my work.
14. I like to be told by my boss what is happening in the organisation.
15. I like to have regular meetings with my boss to discuss how I can improve and develop.

Total score

60-75 = strongly prefers Y-theory management

45-59 = generally prefers Y-theory management

16-44 = generally prefers X-theory management

0 -15 = strongly prefers X-theory management

Most people prefer 'Y-theory' management. These people are generally uncomfortable in 'X-theory' situations and are unlikely to be productive, especially long-term, and are likely to seek alternative situations. This quick test provides a broad indication as to management style and individual preference, using the 'X-Y Theory' definitions. This assessment tool was developed by alan chapman and you may use it personally or within your organisation provided copyright and [www.businessballs.com](http://www.businessballs.com) is acknowledged. Not to be sold or published. User accepts sole risk; alan chapman assumes no liability. More free online development resources (and explanation of McGregor's X-Y Theory) are at <http://www.businessballs.com/>.