The ‘X – Y Theory’ Questionnaire (Page 1 of 2)

Indicates whether the situation and management style is the ‘X’ or ‘Y’ style:

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

____ 01) My boss asks me politely to do things, gives me reasons why, and invites my suggestions.
____ 02) I am encouraged to learn skills outside of my immediate area of responsibility.
____ 03) I am left to work without interference from my boss, but help is available if I want it.
____ 04) I am given credit and praise when I do good work or put in extra effort.
____ 05) People leaving the company are given an 'exit interview' to hear their views on the organisation.
____ 06) I am incentivised to work hard and well.
____ 07) If I want extra responsibility my boss will find a way to give it to me.
____ 08) If I want extra training my boss will help me find how to get it or will arrange it.
____ 09) 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 long & short term)
45 - 59 = Generally Y Theory Management
16 - 44 = Generally X Theory Management
0 - 15 = Strongly X Theory Management (Autocratic leadership may be effective in the short term but poor in the long term)

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.

The ‘X – Y Theory’ Questionnaire (Page 2 of 2)

Indicates whether the person prefers being managed by the ‘X’ or ‘Y’ style:

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

01) I like to be involved and consulted by my boss about how I can best do my job.

02) I want to learn skills outside of my immediate area of responsibility.

03) I like to work without interference from my boss, but be able to ask for help if I need it.

04) I work best and most productively without pressure from my boss or the threat of losing my job.

05) When I leave the company, I would like an ‘exit interview’ to give my views on the organisation.

06) I like to be incentivised and praised for working hard and well.

07) I want to increase my responsibility.

08) I want to be trained to do new things.

09) 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 (Effective long & short term)
45 - 59 = Generally prefers Y Theory Management
16 - 44 = Generally prefers X Theory Management
0 - 15 = Strongly prefers X Theory Management (Autocratic leadership may be effective in the short term but poor in the long term)

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.