



MC GREGOR'S XY THEORY

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QUESTIONNAIRE

The intention of this part is going to be made from ourselves honest self – appraisal which may result in seeing things we do not want to see them.

More we know about our personality, the more insight we will have concerning our basic behavioral tendencies and inclinations for dealing with others.

Now we will deal with completion of the next questionnaire which will measure our three characteristics:

- ❖ Interpersonal Values
- ❖ Interpersonal Needs
- ❖ Interpersonal Style Scoring



INTERPRETATION OF SAQ 1

Douglas McGregor (1960) proposed that manager's view of the nature of human beings tends to fall into two sets. In the first, which is called **Theory X**, managers assume:

1. Employees inherently dislike work, they must be coerced, whenever possible, will attempt to avoid it.
2. Since employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.
3. Employees will shirk responsibility and seek formal direction whenever possible.
4. Most workers place security above all other factors associated with work and will display little ambition.



Douglas McGregor

INTERPRETATION OF SAQ 1

In contrast to these negative views about the nature of human beings, Douglas McGregor listed other assumptions that constituted what he called **Theory Y**:

1. Employees can view work as natural as rest or play.
2. People will exercise self-direction and self-control if they are committed to the other objectives.
3. The average person can learn to accept, and even seek responsibility.
4. The ability to make innovative decisions is widely dispersed throughout the population and is not necessarily the sole province of those in management positions.



Douglas McGregor

YOUR SCORES

❖ Your **Theory X** score is the sum of:

A, D, E, G, J, L, M, O, R and **S**.

❖ Your **Theory Y** score is the sum of:

B, C, F, H, I, K, N, P, Q and **T**.

Theory X and Theory Y (Douglas McGregor)

Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.



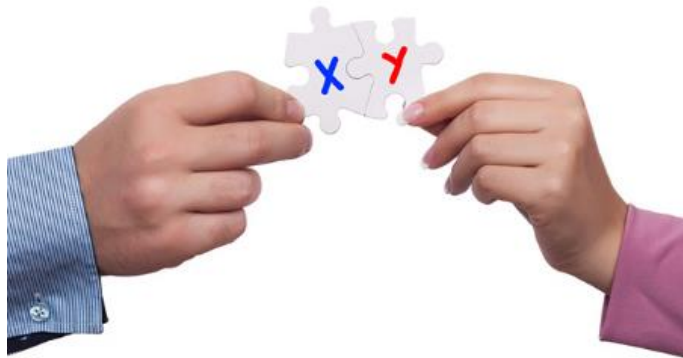
Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.

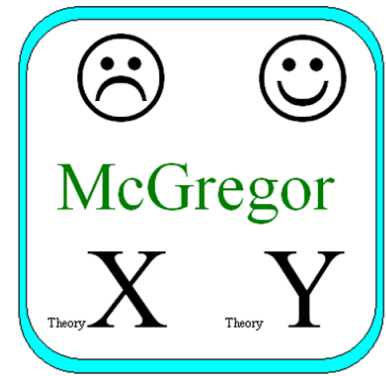


IN WHICH BOX DID YOU SCORE HIGHEST?

- ❖ Now, subtract your low score from your highest.
- ❖ The larger the number is, the more strongly you hold to the assumption of the higher category (conversly, the lower the number, the more flexibility you show).
- ❖ The closer each of your Theory X and Y scores is to 50, the less intensity you have about the fixed nature of human behaviour.



INTERPRETATION



If you scored high only on **Theory X** (**above 65 points**), you do not have much confidence in others – an attitude that is likely to show itself in behaviour like unwillingness to delegate, authoritarian leadership and excessive concern with closely monitoring, leadership and controlling the people who work for you.

A similar high score on **Theory Y** assumption indicates great deal of confidence in other people and may lead at the extreme, to ineffective managerial performance (excessive delegation of authority, inadequate coordination of subordinate's activities, and unawareness of problems that need attention are some of the possible dysfunctional outcomes of an unrealistic confidence in one's employees).

INTERPRETATION OF SAQ 2

The questionnaire is divided into three interpersonal needs that vary among individuals:

1. **Inclusion** – the need to establish and maintain a relationship with other people.
2. **Control** – the need to maintain a satisfactory balance of power and influence in relationships.
3. **The need for affection** – the need to form close and personal relationships with others.

Each of these has two sub-dimensions: the need from desire to give the need and wanted desire to receive the next need from others.

KEY

- ❖ There are six columns.
- ❖ Each column refers to one of the boxes in the matrix.
- ❖ The term „Item Key“ refers to answers on each of those items.
- ❖ If you answered an item using any of the alternatives in the corresponding key column, circle the item in the matrix (if not, do not circle anything).
- ❖ When you have checked all of the items for a single column, count up the number of circled items and place that number in the corresponding box in the matrix.

KEY CONT.

- ❖ These numbers will tell you the strength of your interpersonal need in each of the six areas.
- ❖ Your score in each box will range between 0 and 9.
- ❖ Your total interpersonal needs score is calculated by summing up the numbers in all six boxes.
- ❖ That overall summation score should be placed in the small box to the matrix.

KEY CONT.

- ❖ Your total score will fall somewhere between 0 and 54.
- ❖ According to national studies, the average person scores 29 points and 50% of adult respondents scores fell between 20 and 38.
- ❖ A high score indicates that you have strong interpersonal needs, you like people and have a strong desire to interact with others (a low score means the opposite).
- ❖ There is no „right“ score; what you should do is to use this information to assess your interpersonal skills.

INTERPRETATION OF SAQ 3

❖ Your **Passive score:**

Sum up your answers to the items **1, 4, 7, 10, 13** and **16**.

❖ Your **Aggressive score:**

Sum up your answers to the items **2, 5, 8, 11, 14** and **17**.

❖ Your **Assertive score:**

Sum up your answers to the items **3, 6, 9, 12, 15** and **18**.



Each score will range between 6 and 24

INTERPRETATION

- ❖ The questionnaire evaluates our basic interpersonal style in terms of the emphasis we place on passive, aggressive and assertive behaviours.
- ❖ Individuals who score high in passive behaviour seek to avoid conflicts and tend to sublimate their own needs and feelings in order to satisfy other people.
- ❖ Aggressive behaviour is in opposite of passiveness, it is dominating, and without regard for the feelings or right of others.
- ❖ People who score high in assertiveness express their ideas and feelings openly, stand up for their rights and do so in a way that makes it easier for others to do the same; the assertive person is therefore straightforward, yet sensitive to the needs of others.
- ❖ Assertiveness improves interpersonal communication because the more assertive you are, the more assertive you engage others to be.



THANK YOU FOR YOUR ATTENTION