Polychronic/Monochronic Personal Cultural Preferences

Instructions

This instrument is designed to assist you in understanding your personal cultural preferences, and therefore, how naturally adaptable you might be in certain organizations and global regions. You will derive the greatest value from this survey if you answer each statement as honestly as possible, based upon your own thinking and behavior.

Circle the letter that best describes your preferred opinion or preferred behavior in an organizational situation. The two endpoints of the scale, A and E, are defined as written. The midpoint, C, represents that position occurring about equally between the two endpoint descriptions. The designations B and D favor A and E, respectively, though not as strongly in inclination or frequency of occurrence. As best you can, determine where your opinion or behavior would occur most consistently on the scale for each of the situations below.

1. When working on a project, you find it most effective to:

   A       B       C       D       E
   |       |       |       |       |
   Work through each part of the project in an orderly fashion. Work on many different parts of the project at the same time.

2. You work most effectively in an organization when:

   A       B       C       D       E
   |       |       |       |       |
   You are seldom interrupted by and rarely interact with other employees. You are constantly interacting with and interrupted for discussions by other employees.
3. When you are assigned a project that is due at a specific time, you:

   A   B   C   D   E
   |   |   |   |   |
Establish a specific plan for achieving the project by the deadline, if not before.

Create a flexible plan which may or may not accomplish the project by the exact deadline.

4. Organizational information is most efficiently shared and disseminated through:

   A   B   C   D   E
   |   |   |   |   |
Detailed written memos or internal communication systems.

Informal interoffice verbal communication among employees.

5. To be successful, an organization must focus most on:

   A   B   C   D   E
   |   |   |   |   |
Reaching projected goals and accomplishing task objectives.

Developing each worker and establishing quality relationships among employees.

6. The best project results are produced when everyone agrees:

   A   B   C   D   E
   |   |   |   |   |
To a detailed plan which is executed and completed according to the original design.

To an informal plan that is adjusted as the project proceeds.
7. When you want to discuss something with a co-worker whose office door is closed, you would probably:

A   B   C   D   E

| Walk away, assuming he or she does not want to be disturbed. | Knock, open the door, and ask for a few minutes to discuss your concern. |

8. With respect to your valued possessions, you:

A   B   C   D   E

| Almost never lend them to anyone. | Lend them easily and often. |

9. When you are late for a scheduled appointment, you feel that:

A   B   C   D   E

| You should apologize for being late. | You should not apologize, assuming he/she will understand that something important came up. |

10. In general, after you no longer serve a valued client, you tend to:

A   B   C   D   E

| Lose contact with him/her because of your busy schedule and/or you no longer work with him/her directly. | Stay in communication to know how his/her life is progressing. |
11. A sign of a good manager is her or his ability to:

A  B  C  D  E

| Solicit employee input, but use executive decision making where vital business and policy issues are concerned. |

| Extensively involve employees in deciding vitally important business and policy-making issues. |

12. Your business presentation style tends to be:

A  B  C  D  E

| Orderly, sequential, and logical. |

| Flexible, spontaneous, and adaptable. |

13. Businesses run best when job responsibilities are:

A  B  C  D  E

| Fixed and uniquely adapted to each employee. |

| Constantly changing and overlapping between employees. |

14. In a fast-paced decentralized information-oriented society, important business matters:

A  B  C  D  E

| Require immediate and decisive decision making. |

| Demand sufficient time for discussion, consensus, and deliberation. |
15. The most successful business ventures are dependent upon:

A. An in-depth analysis and thorough discussion of all information relevant to the transaction.
B. The people involved and their ability to work together effectively.

16. The most effective way to contribute to an organization is to:

A. Specialize in one area and become an expert on a subject.
B. Accumulate cross-disciplinary knowledge in as many areas as possible.

Scoring Instructions

For each letter chosen, A, B, C, D, or E, write the number of times it was circled next to the appropriate letter in the spaces below, and multiply this number by the figure shown. For example, if B was circled five (5) times, write “5” in the blank space beside B and complete the multiplication, “5” x 2 = “10”. Finally, add the products in this column to obtain a Total numerical score.

A. __ x 0 = ____
B. __ x 2 = ____
C. __ x 5 = ____
D. __ x 8 = ____
E. __ x 10 = ____

TOTAL ____
Interpretation of Scores

0 - 40  
*Highly Monochronic* = A ➔ B range on the scale.

These individuals approach work with specific and detailed plans and schedules, to which they are highly committed. The realization of business objectives is their highest priority, and personal relationships are one dimension among many toward this end. These individuals prefer specialized and unique work responsibilities, private working conditions, and short-term, formal work relationships. They are inclined to communicate impersonally and in low context. Their decision making tends to be individualistic, timely, and based on their position of influence within the organization. The essence of leadership is individualistic vision of the future.

41 - 80  
*Moderately Monochronic* = B ➔ C range on the scale.

These individuals demonstrate an organized approach to projects and are committed to their completion on time. They ultimately prioritize the successful completion of projects, and tend to address tasks in an analytical and information-oriented manner. These individuals tend to prefer an isolated and uninterrupted work environment; social interaction has its appropriate time and place. Their significant communications are usually to the point, logical, and written. Though group input is an important element in these individuals’ decision-making process, they ultimately rely on personal judgment to make important final decisions.

81 - 120  
*Moderately Polychronic* = C ➔ D range on the scale.

These individuals tend to assign work projects into a general time frame for completion, flexibly approaching project implementation and readily adjusting its execution when something more important comes along. They prefer performing many activities at the same time and working in teams. These individuals develop many informal, long-term working relationships as their means to realizing goals. Their communication of information tends to be personal and informal, rather than through official channels. They solicit and rely heavily on employee input for most decision making.

121 - 160  
*Highly Polychronic* = D ➔ E range on the scale.

These individuals multidimensionally approach work projects with flexible, adjustable plans and shared responsibilities. They tend to believe success of business transactions is ultimately determined by the individuals involved and their cohesiveness as a team. Work is founded upon quality interpersonal interaction and long-term investment in community, which takes precedence over all forms of activity. Communication tends to be spontaneous and high context. Decision making is based on extensive group involvement, discussion, and consensus. The essence of leadership is the subtle balance of group consensus and personal vision.