

## APPENDIX - I

**XLRI**  
**Jamshedpur**

### EGO-STATE INVENTORY\*

**Instructions:** Consider each of the statements given below and indicate how frequently you behave in the manner indicated by the statement by entering the appropriate number from the rating scale in the blank beside the statement number.

**Rating Scale:** Very Frequently = 4, Frequently = 3, Sometimes = 2, Rarely = 1, Almost Never = 0.

- 1. When things go wrong, I try to find out why without getting upset or dejected.
- 2. I do my best to fulfil the expectations of my superiors or seniors.
- 3. I expect my subordinates or juniors to do what I say.
- 4. I try to obtain information and to check out facts before deciding on a course of action.
- 5. When my boss or other superiors, ask me to do something, I try to do it even if I disagree or find their requests unreasonable.
- 6. I feel guilty if any work I am involved in goes wrong.
- 7. I like working on problems that require novel and creative solutions.
- 8. I am open and spontaneous in my behaviour.
- 9. I readily show sympathy for others who are in trouble.
- 10. I feel offended when other people don't do things my way.
- 11. I tend to judge people's behaviour by what I think is right or wrong.
- 12. I don't like people giving me instructions about what and how to do things.
- 13. I find ways of making boring tasks interesting.
- 14. I try to improve my knowledge and skills by reading, attending lectures and seminars, and so on.
- 15. Even before somethings happens, I am able to guess that it is going to happen.
- 16. I like dealing with problems which have clearcut logical solutions.
- 17. I try to help others out of their difficulties.
- 18. I feel quite free to laugh and joke with people.
- 19. I do not hesitate to correct others when I think they are wrong.
- 20. When I want something, I cleverly figure out ways of getting it even at others' cost.
- 21. I keep cool, even in an emotionally charged atmosphere.
- 22. People tend to come to me for help and guidance when they are in trouble.
- 23. I carefully follow prescribed rules and procedures when working on any task.

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\* Prepared by Prof. Keith C. D'Souza, XLRI, Jamshedpur. This inventory is a substantially modified version of the Ego-State Checklist in Dorothy Jongeward and Philip Seyer's *Choosing Success*, (New York: John Wiley, 1978). The validity and reliability of the inventory are subject to further testing.

- 24. I tend to criticize or put people down without thinking.
- 25. When others put pressure on me I rebel against them.
- 26. I am polite and courteous toward others.
- 27. I find myself helping others even when they do not need my help.
- 28. When I am faced with a difficult problem, I deal with it rationally and objectively rather than emotionally.
- 29. I dislike taking orders from people.
- 30. When I do not have sufficient information to decide on a course of action, I rely on my intuition to make a decision.
- 31. I take care to look after the welfare of others with whom I work.
- 32. I try to do something for the development of others, especially my subordinates or juniors.
- 33. My behaviour is influenced by the opinions of others.
- 34. I like to try out new ways of doing things even if they appear illogical or impossible.
- 35. When I am in charge of a task, I strictly monitor the performance of the people involved.
- 36. I emphasize the need for discipline and proper behaviour on the part of people with whom I work.