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Soft Skills Assessment Model

Judgment test for employee’s soft skills identification

I. Introduction

This Soft Skills Assessment Model was developed within Action 4 under the project "Integrated Solutions for Employment in Culinary Arts and the Restaurant Sector for a Qualified and Inclusive Bulgarian-Romanian Cross-Border Region", financed by the INTERREG VA Romania-Bulgaria Program, Priority Axis 4; Investment priority: 1, Project code: 16.4.2.104, e-MS code: ROBG-192 and co-funded by the European Union through the European Regional Development Fund under the Interreg VA Program Romania -Bulgaria. The project is implemented by the Dobrudja Agrarian and Business School Association (DABU), Dobrich, Bulgaria in partnership with the "Choose Your Occupation" Association - Centre for Vocational Training, Constanta, Romania.

ICARUS seeks to facilitate labor mobility in the restaurant/culinary business in the RO-BG cross border (CB) area through joint skill-building and employment mobility support services. It aims at creating preconditions for CB labor integration by developing a comprehensive support scheme based on the following key activities and tools:

- VET training programs fine-tuned to the needs of CB business
- Methods and tests for assessing potential employees’ personal skills
- Pilot vocational training with CB mobility for 120 persons
- Pilot assessment of the personal skills of 150 persons
- Continuous VET and lifelong learning pathways
- A sustainable RO-BG Cross Border Center for the Facilitation of Labor Mobility in the Culinary and Restaurant Business - a support structure linking education providers, job seekers and business, and providing possibilities for personalized advisory services and counseling for mobile workers and CB employers.

These activities should result in improved transferability of employees’ professional and personal skills to business conditions at the other side of the border and should alleviate the uncertainties (for both employees and employers) about the consequences of CB employment. The overall project impact should be to increase labor force preparedness for employment mobility and raise the attractiveness of CB employment among employers and the labor force.



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II. About ICARUS

The main project objective: to facilitate labour mobility in the restaurant/culinary business through joint skill-building and support services in the CB area.

Project activities:

Activity 1 Project preparation

Activity 2 Research and analysis of the training and employment support needs of potential employees and employers in the culinary and restaurant sector in the Romania-Bulgaria cross border region - professional skills

Activity 3 Research and analysis of the training and employment mobility support needs of potential employees and employers in the culinary and restaurant sector in the Romania-Bulgaria cross border region - soft skills

Activity 4 Development of an Integrated Training and Employment Mobility Support Scheme for the RO-BG Cross Border Area

Activity 5 Institutionalization of Romania-Bulgaria Cross Border Centre for the Facilitation of Labour Mobility in the Culinary and Restaurant Business

Activity 6 Pilot Implementation of the Integrated Training and Employment Mobility Support Scheme for the RO-BG Cross Border Area - hard skills

Activity 7 Pilot Implementation of the Integrated Training and Employment Mobility Support Scheme for the RO-BG Cross Border Area - soft skills assessment and labor mobility preparedness

Activity 8 Capacity-Building for VET providers in the CB area in view of stimulating cross border labour mobility

Activity 9 Publicity and Visualization

Activity 10 Management and Quality Control

Target group: young people aged 16-28 years, job seekers, persons already employed in the CB area.

III. Soft Skills Assessment Model

The Soft Skills Assessment Model is a result from the realization on the Activity 3 Research and analysis of the training and employment mobility support needs of potential employees and employers in the culinary and restaurant sector in the Romania-Bulgaria cross border region - soft skills.

The focus is on the soft skills that every person has and develop throughout life. Soft skills are the skills of the person we carry and are applicable in any professional environment. They can not be assessed, but they are essential and fundamental to the development of further competencies. At the end of XX century a number of scientists referring the theories of Leger define “soft” and “hard” values in human resources management. Professional skills are only 15% of our total skills. They are visible and assessable. „The hard“ skills are related to abilities, skills and capacity to cover the requirements of already established standards. “The hard” values stress on the administrative ruling, on disciplinary regulations and developed standards. Maintaining the “hard” values managers do not estimate motivational



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factors and do not require the workers and personnel to be engaged with the corporative objectives. They require keeping the working and production standards of the organization. The most important for them is following the working and production standards of the organization hence the rest is an obligation of the management. The remaining 85% of our skills are hidden, they can not be evaluated, but they are extremely important for our labour realization. These are so-called soft skills that remain under the surface and determine our development because they can be used in every life situation - professional and personal. Soft skills can be developed, provoked depending on the environment we have come to and built. Perhaps they can be deliberately developed if it is established that there is a lack and necessity of them. To achieve a good work organization, the following skills are valuable: time management, motivation, adaptability and flexibility, management of responsibilities. For better social skills - teamwork, customer or colleague care, conflict management, communication skills. For results achievement - problem solving, creativity and innovation, critical and structured thinking, decision-making ability. Personal skills are built on long term; they are a long-term investment and require personal efforts. Provide the individual with mobility, flexibility, dynamic toward different and changeable standards as required by the contemporary situation. The soft skills are inherent for a dynamic operating person so they are not strictly fixed and are constantly developing. In general, the soft skills types are as follows:

- Communicative skills - the ability to communicate, establish trust, long-time relationships, effective information receiving and transferring;
- Decision-making - logical analysis of facts and numbers, balanced risk assessment and undertaking personal responsibility;
- Inner motivation - initiative for quality action, ambition, desire for situation improvement, skills development;
- Leadership skills - strategic thinking, organization and planning, good management of time, tasks and team, risk management, problems management, negotiation ability, people attraction, public speaking;
- Team working - careful listening and understanding of the other's point of view, self-esteem and self-criticism, respect, trust;
- Creativity and problems solving - innovative thinking and changes management, problems identification, decision-making and action;
- Conflicts solving - ability to listen different view points, tolerance toward the differences, decision-making, analytical and critical thinking;
- Adaptiveness - acceptance and understanding of different environment, following rules, established habits and relationships, acceptance of the new and the different;
- Multicultural understanding - interest and respect toward other cultures, tolerance and unobtrusiveness.

Prof. Kamenova has made the following differentiation of the soft skills types:

Abilities for work and working place organization:

- Knowledge management (transformation of information into knowledge);
- Designer thinking (concepts development);
- Planning ability;
- Time management;



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- Motivation;
- Adaptiveness and flexibility;
- Responsibilities management;
- Discipline, etc.

Social skills:

- Team working;
- Concern about colleagues and customers (careful attitude);
- Labor assessment skill;
- Conflicts management;
- Communication skills - dialogue, presentation, persuasion, discussion, dispute, debate, etc.
- Mentoring skills;
- Intermediation skills (mediation);
- Coaching and training skills;
- Moderator skills;
- Facilitation skills;
- Trust development skills;
- Ability to cope with resistance toward novelties.

Results achievement skills:

- Problems solving;
- Creativeness and innovativeness;
- Critical and conceptual (structural) thinking;
- Decision-making ability;
- Negotiation skills (including commercial);
- Team-leading skills (leadership skills);
- Career starting and development;
- Leader following skills, etc.

Reflective skills (self-realization):

- Self-realization;
- Self-potential manifestation ability;
- Self-assessment ability;
- Self-control ability;
- Personal development ability.

IV. Methodology

The term test is borrowed from English (test) and means checkup. "The test as a measuring tool represents a set of incentives, tasks and questions, rules on the conditions of observation. The test is a model situation in which we get patterns of behavior or experiences that we view as a set of indicators for the studied attribute." (Georgi Bijkov, 1992). The test is a routine measurement feature that is used under standardized conditions. The set of tests intended for the purpose of the research is a repository of questions.



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The development and use of tests requires a lot of time, the work of many experts and a mandatory statistical procedure to prove their objectivity, reliability and validity. There is a theoretical and methodological basis for the development of tests.

Critical importance for the use of tests is also the problem of drafting standards to evaluate the results. The norms for different age groups, sexes, etc. are also different. In addition, they should be systematically updated.

Internal Test Structure - the word test itself has many meanings - we designate it as a checkup, an examination, a sample, a research, a method. In a narrower sense, the test is a scientific method for the study of certain qualities, abilities and knowledge of the person under certain conditions, has a specific and scientifically grounded goal, is created according to established requirements, and the results are evaluated numerically and are compared to pre-established norms. Therefore, not every examination and sample is a test, but each test is related to meeting significant requirements. Each test consists of a series of questions that check the level and level of performance of the learner's requirements in a particular area.

Depending on the objectives of the test, the nature of the area under consideration, the learner's age characteristics and the type of tasks used, their number for a given test may vary within a wide range (5-10 to 50-100 and in some cases more). A decision can only be made in accordance with the objectives, needs and conditions. Tests consist of multiple tasks with structured responses to which the following types apply:

- A. tasks with choice - one or more correct answers
- B. dichotomous tasks
- C. matching tasks
- D. Tasks take and place or better known as "Drag and Drop"
- E. Tasks depending on the capabilities of the computer environment
 - group,
 - individual,
 - with fixed questions,
 - with mixed questions,
 - random selected questions,
 - adaptable

The basis of the task may be a matter of fact, a statement or an unfinished sentence; alternatives should be no less than 3. Preferably, give 4 or 5 answers. The greater number of alternatives reduces the possibility of finding the right answer by guessing.

The problem presented at the core of the task must be formulated accurately and clearly. Everyone tested, even the weakest, must be able to understand what they are asking before reading the answers. Most of the problem is laid in the task, and the responses should be made as short as possible. The tester should be confident that the wrong answers are acceptable and plausible. Alternative answers should be homogeneous, so that the wrong



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answers "resemble" the correct one. Tasks should not contain unwanted "keys" to the correct answer.

Developing Test Questions and Tasks - After defining the objectives and tasks of the created test, it goes to the development of the individual questions and tasks. As a basic building block, they perform important functions that must be known and respected. The main principle, in principle, in this respect is the situation in which individual questions and tasks in a test are developed and implemented as a system. This means that the simple set of tasks can not yet be declared a test. It takes a long and highly competent job to get a test. Therefore, a number of situations need to be considered:

- The development of the test tasks is based on predetermined and specific objectives and tasks, the achievement of which will be diagnosed with a test.
- Questions and tasks in a test must match the content and form of the age psychophysiological features of the test subjects for whom they are intended. This requires the authors of the test tasks not only to have an excellent knowledge of the subject matter, but to have a high level of language culture, also inner, deeply personal sense of expression of thoughts, the "tone" of the task, the created emotional background; writing test tasks is both creative work and art.
- It is necessary to ensure a greater variety in the form, structure and linguistic presentation of the individual issues and tasks in order to overcome moments of boredom, unwillingness to work by the testers, and their inadequately serious and positive treatment attitude towards the diagnostic method. It is precisely because of this importance of the form of the test tasks in the theory and practice that different possibilities have been developed.
- Questions and tasks should cover the content of all the levels of the curriculum for the diagnostics of the test. This requirement is relatively easy to meet if the previously set objectives are to be operationalized using appropriate approaches and methods.
- The formulation of the individual questions and tasks must be flawlessly linguistic, stylistic and meaningful, to be technically and polygraphically finished, at the highest aesthetic level to attract visually.
- In principle, up to 50% more questions and tasks are developed than the planned volume of the test. The reasons for this are different, but the leading ones are: not all the initial questions and tasks have the necessary qualities (difficulty, discriminatory power), the individual contingents tested have different preferences for different types of questions and tasks; the different professions examined on the content of the tests require different types of tasks which subsequently prove to be inappropriate for other reasons.

Test Specification

1. Identify areas of knowledge and skills in the various professions that are subject to evaluation (sections, themes, notions, principles, laws, etc.)
2. The percentage distribution of tasks in the respective professions reflects the view of the relative importance, importance of sections, themes, concepts, etc., which are subject to evaluation



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3. Identifying the type of knowledge to be tested - reproduction, simple tasks solving, creative applications to solve more complicated and complex problems, and weighting them by relevance through the percentage of tasks to evaluate each type of skill.

4. Task type assignment - multiple choice tasks with 3, 4 or 5 alternatives, dichotomous tasks, or matching tasks

V. Typology of tests

A. Standardized and non-standardized tests

The term standardized means the test, which is made up of professionals on the basis of the existing theory and established procedures. Such a test has norms for comparison of individual and group achievements, calculated odds of objectivity, reliability and validity as well as difficulty and discriminatory power of individual tasks. To this test there are developed methodological instructions for its implementation, as well as interpretation of the results.

Unstandardized tests are created by teachers for immediate implementation at an educational establishment.

B. Overall performance tests

These are tests that measure learner's achievements for a set time. Such a test includes minor tasks and calculates how many of them each tested person solves for a predetermined time. The achievements of the tested are reported by the number of right answers and, in some cases, by the number of errors made.

C. Diagnostic tests

They have a higher degree in the development of tests, along with the diagnosis of achievements, they make it possible to identify the mistakes that learners make as well as the possible causes for them.

D. Preliminary

This type of test is usually conducted before the start of the training to establish the learner's entry level. According to N. Gronlund their aim is to answer the questions: To what extent have the prior skills and abilities of the tested people been developed and whether and to what extent some of them have previously achieved the planned learning objectives.

E. Procedural, formative tests

They are used after learning a complete part of the curriculum (section, methodological unit, separate lesson) usually in the process of the educational work itself. Based on the results, no grades are usually given, but the aim is to check for any gaps in the learner's knowledge and then to fill it out.

F. Concluding tests

These are tests that take place at the end of a certain period of training. The main questions to be answered with them relate to the effectiveness of the educational work.



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G. Group and individual tests

The characteristic of a group or individual test comes from the psychology and the tests used there.

H. Normative and Criteria Tests

Classical test theory is related to so-called normative tests, while the new stage in their further development leads to the creation of the test tests. The main objective of the normative tests is to establish the individual status of the test person compared to the achievements of other test subjects.

The criteria tests seek to answer the question whether the objectives and tasks of the educational work on individual subjects, as well as some general skills, have been achieved in the relevant documents (mostly curricula).

I. Tests by content

Depending on the specifics of the learning content monitored by the test, distinctions can be made between school maturity tests, combined tests of adequacy and achievement, suitability and intelligence, attention and concentration, social tests and others. Each of the tests can be both normative and critical, carried out with pencil and paper, using audiovisual means or a computer.

J. Practical Skills Diagnostic Tests

They have a wide application in the system of vocational and labor-polytechnical training. The aim is to diagnose whether and to what extent the basic labor skills that are important for the professional formation of the future specialist are mastered.

K. Tests related to a particular material

In such cases there are tests that suggest the study of a specific material, and there are those that do not make such a condition.

L. Tests based on how they were performed

According to the way the tests and the requirements for them were carried out.

M. Adaptive tests

These tests are one of the most recent trends in modern testology. In the beginning they were also called "Tailored-test", which means "custom-made tests". They implement such a strategy, in which test subjects are offered test questions according to their preparation. First of all, questions of a diagnostic nature are suggested, and then, depending on the results shown, difficult or lighter questions are given. This strategy allows the test itself to be shortened, instead of the full volume of the test being offered only a portion of it, adapted to the test's preparation. Of course, its realization implies the inclusion of an electric computing machine for which adequate programs have been developed.

Whether a test will be a good or bad measuring tool depends mostly on the preliminary solving of two major problems: WHAT and HOW we will measure with the test.

Successful solving of the first problem largely assures the high validity of the test, while the second problem is mainly related to its reliability.



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The question of WHAT we will measure with the help of a test is in direct connection with the previously set goals, as its main purpose is to determine whether and to what extent these goals have been achieved. It is not always easy to formulate goals precisely, clearly and unambiguously.

The more specific the pre-set goals, the clearer and more unambiguous the words we use in their description, more adequately the test we are planning will measure their achievement.

In this sense, the kind of objectives are:

- comprehensive personality development;
- creating creative individuals with self-critical and critical thinking;
- formation of a technical culture, etc.; though well-sounding, are inappropriate because their formulation is blurred. It allows for multiple interpretations; hence the measurement will prove impossible

In formulating the learning objectives from the point of view of measuring their achievement, the most appropriate is the Extended Goal Description Approach. It includes three main components:

- Behavioral term a verb indicating what should be the expected result in the sense of a behavioral reaction;
- Description of the stimulus, what should be the conditions under which the appropriate behavioral response should occur;
- Criteria of success when will we say that the expected result (target) is achieved.

However, several basic principles must be observed when selecting claims:

- The statement of the claim should be short, clear and accurate.
- The claim is to be true according to the experts in the field.
- Claiming to be important in terms of training in the next stages.
- The true answer to the statement is the result of the previous training, not just based on a broad general culture.

When preparing tests, cases and tasks, the recipient is placed in a new, problematic situation. By comparing this new situation with those already familiar to him/her, he/she has to choose from all the rules (methods, algorithms, formulas, instructions, procedures) he/she knows, those whose execution will lead him/her to the desired result.

The necessary steps are summarized in the following skill categories:

- 1.To model a new situation;
- 2.Classify the received model;
- 3.To choose adequate methods for solving;
4. Solve the problem.

According to Benjamin Bloom, synthesis as an approach to applying in the preparation of tests and case studies is the combination of individual elements and parts in such a way as to form a whole. This includes the process of working with individual pieces, items, and so



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on and their arrangement and combination in such a way as to create a pattern or structure that has not been previously defined.

Another important point is that the tasks of the Synthesis category in most cases do not have a single true solution. The number of true answers may vary and they more or less reflect some of the essential personality characteristics of their author.

All learning objectives related to the formation and development of the creative capabilities of test users are also relevant to this level.

Behavioral terms that describe the outcome of a synthesis activity are words such as: create, construct, plan, design, experiment, extrapolate, interpret, combine, compose, generate, revise, organize, arrange, and more.

Due to the possibility of having more than one true answer for tasks of this type, the problem of evaluating their performance arises. The main assessment criteria should be the adequacy of the product, which may be sought with regard to:

- The effect on the audience (listeners, viewers, users, including examiners);
- Choice of materials and procedures used;
- Precision of performance;
- The degree of compliance with the pre-instructions.

As far as the assessment of the level of development of creative abilities is concerned, it is usually based on four main indicators:

- Productivity;
- Originality;
- Flexibility;
- Precision.

The final stage of B. Bloom's taxonomy covers all the learning objectives related to the development of the skills to determine the quality of the objects, materials, ideas, methods, solutions, etc. On the basis of own or predefined criteria.

At first glance, it seems strange that this category is considered to be the highest level in the classification of learning objectives. People so easily make judgments of the kind of good or bad, I like or dislike, I want or I do not want that as if there is no need for special training in this direction.

On the other hand, however, when it comes to the formation of assessment skills, the question is based not on a spontaneous assessment but on a process of analysis of the main features of the subject of evaluation, their comparison with the pre-selected criteria (own or set from the outside) this base assessment. In this respect, the assessment requires knowledge of the subject, analysis of its characteristics, selection of criteria for evaluation and application of assessment skills.

Decision making, which is an integral part of our everyday life, is always associated with preliminary evaluation. The better it is, the greater the guarantee that the solution will be the best of all possible.



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Forming assessment skills is a prerequisite for our successful realization in life, and it can and should take place in the course of the school course.

Behavioral terms that can be used to formulate goals at this level when words such as: evaluate, compare, criticize, argue, defend, accept, reject, select, choose, etc.

CASE STUDY OR SITUATIONAL JUDGMENT TESTS

Situational methods

Situational methods are one of the most up-to-date innovations in the twentieth-century didactics, competing only with the application of computer and multimedia in education. They are used to mimic professional or organizational activity for learning purposes. They were created in the practice of the Jesuit schools in the 18th century. After World War II they spread around the world, revived in Harvard and Jels (Harvard Methods) in training managers.

Situational methods occupy an important place in today's educational and learning process - for illustration, feedback, skills and habits, training, knowledge and skills consolidation, verification and evaluation.

1.1. Case-specific method (case-stages)

In this method, learning is the development of certain qualities of thinking - curiosity, rationality, wisdom; personal qualities - firmness, responsibility. The main principles of the method are: Selection of the situation - specific images, scenes, events in the text; Problematic and projected situation; The primacy of situational analysis - "How is it?" (Reality), not "How can it be?" Or "How do I want it to be?"; Orientation in the situation (a specific set of parameters), not general talk and reasoning; Mandatory connection of the analysis with the practice; Advantage of the action to knowledge; Active intellectual and emotional participation of the participants; Non-traditional role of the Leader - openness, cooperation, support; direction, not management; Unity of content and procedural purposes of learning.

The following stages of work are recommended:

- Analyze (study the problem).
- Clarify alternatives (selecting the necessary facts).
- Choose an alternative.
- Develop a solution.
- Presentation to others who are observers and commentators.

However, from a practical point of view, it can be thought that, in essence, the method of case-specific situations involves trainees in active and guided individual and group work on solving complex, specific situations that are somewhat analogous to reality. It belongs to the group of non-interactive imitation interactive teaching methods.

Why is the method of case-specific situations suitable for diagnosing the skills of different staff in tourism? The reasons are several and are rooted in its capabilities and the nature of professional tourism. The method of concrete situations is effective in building social competences. It finds a good ground in training in disciplines where there is no single criterion of truth, ie. it is pluralistic. It is preferable to overcome the theoretical dryness of



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training and build practical skills and competencies. Includes learners in active work on understanding situations, finding solutions, defending them and presenting them.

Cases are generally complex in content, they contain many problems in themselves, while tasks are relatively simple. At first, the information may be bulky and unstructured, and in tasks it is often not. Cases typically have multiple solutions requiring a set of methods and tools, while tasks typically have a limited number of solutions and ways, usually based on rules and algorithms. This is because these pedagogical situations are not imposed as a method of learning nor do they change the nature of learning but only diversify it; they illustrate something from the theory or try to activate the training through them. Conversely, introducing and absorbing the method of specific situations in the training of future cadres in the field of tourism implies a change in the nature of the training, on its methodological basis. On a methodological level, the availability of cases, ready-made cadres who compile them, and others to use them are considered. History shows that the development of the tourism and management method is related to a long-term strategy and work on collecting multiple and different content and character situations from business practice. The research on the case-method in the field of tourism, law, psychology is the basis on which, by analogy, some specific requirements for its meaningful concretization in the training of cadres - the case-specific method of situations - can be formulated.

Modern digital video technology provides excellent opportunities not only to gather empirical material on which to build the method of concrete situations, but also to process, structure and present the real situation in an easier and more accessible type with the importance of a method of study.

1.2. Case study

The case is as close as possible to the reality description of the real situation for decision-making. Description of as many facts as possible, not just those who need the task of analysis and decision-making. The learner must distinguish between important and non-important information, analyze the situation and develop proposals for solutions, and in some cases even understand the problem first. There is no right solution, but different alternatives, which have different advantages and disadvantages. The following types of cases are known:

- for decision-making (a lot of information and an accurate description of the situation);
- for judgment (information plus a ready solution together with the arguments); to find the problem (lots of information - and superfluous);
- case study (description of the problem without information);
- for study (observed directly in practice).

The variants of work organization are different:

- self-study (eg homework);
- group discussion (consensus or generating different opinions);
- plenary (comparison of group opinions, evaluation);
- synthesis (second round - discussing different group decisions), etc.



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1.3. Simulation

In the simulation the participants perform a certain activity in conditions as close as possible to the real situation. The method is useful when some tasks require practice, and it is not possible to practice the task. The method allows participants to apply directly the learning outcomes. The simulation can only be a part of the activity. The simulation needs to be as close as possible to the actual conditions so as to allow the participant to directly translate what's learned into reality.

1.4. Game

The game is a type of active participation requiring the use of learned knowledge. It imposes real activity in one or another artificially created situation. Participants either perform certain roles or are active viewers (jury). Its purpose is to form skills and habits for real action. Efficiency (time) is 4-5 times higher than traditional methods. The game diversifies frequent exercises. It does not bother the participants and is fun and attractive. With fun moments, it is very easy to achieve consistency in the group and provide a more open atmosphere of mutual attention. It helps to promote communication effectively, therefore it is a particularly suitable method for non-competitive participants or those who are not familiar. Time is required to explain the procedure and rules, as well as to supply the required materials. The game enhances interest in learning, develops autonomy, introduces them to the role of the activity. It serves as a transfer of knowledge and forms basic social skills. The leader/expert is most often an arbitrator.

The learning activity is based on the following principles: activity, dynamism, animation, role play, collective character (teamwork), activity modeling, feedback, problem, coercion, performance, autonomy, system. In violation of these principles, errors occur, the most common of which is game play because of the game itself when ignoring the learning objective. In role-play, recipients tend to fuse into hypothesis and reality in relation to some activity or function, and as a result they play it. Participants simulate a certain situation to play what they have mastered or do in order to develop new abilities. The participant can confront another person and will have to answer questions, direct the problem in different directions or respond to criticism.

Role play is believed to develop a number of social skills in the participants: communication (formulating opinions, listening to opinions, verbal and non-verbal expression); for cooperation; for negotiation; to overcome conflicts. The basis of role-playing is the understanding of social roles. They are seen as forms of behavior by which the individual studies and builds his social life. Everyone is socialized, ie. familiarizes himself with the form of behavior that is expected of him. The main theories of the role are two, of which two forms of role play come from.

The integrationist thesis involves partners in a situation to plan and implement their behavioral strategies according to the situation and thus adjust to the peculiarities of their interaction partner. They meet their individual needs and realize their own views within the given assigned role space.

Modern role-playing variants are of the second type. They have no exact scenario. Instead of requiring the role to be rigorously performed, participants are given the freedom to navigate the group and define their own actions within a brief description of the content of the roles and plenty of accompanying information. Typically, only the framework is fixed,



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and the respondents have the freedom to act or reason in it, but in their own way. The performance can be guided or completely free. In each case, a significant amount of activity is required in the planning and explanation of the manager and organization of the play to the participants. The staging should not last for more than 5-10 minutes and the subsequent discussion - about 10-15 minutes.

By using the situational approach, we are getting closer to the real life and practical experience of people. The method is particularly suitable for vocational education. A distinctive feature of the method is the selection of a real life situation that is typical of a type of human activity. Using this method, inductive learning is first and foremost, but it does not follow that an inductive path cannot be made. The method offers good opportunities for a rise from actual to abstract and vice versa. The facilitator presents the situation, guides the multilateral analysis and discussion, stimulates the participation of all, encourages assumptions, exerts tolerance and tact on the stated reason, stimulates the critical evaluation of the solutions proposed, leads to wider generalizations, draws particular attention to the advantages and disadvantages of the offered solutions to learn to analyze complex problems. The method has several options. If the actual situation is presented in full with the full information needed for the decision, the analysis begins immediately. This option is used when the interviewees have little experience and have little time. But real life does not always have the full information to solve the situation. In this situation, the situation is studied analytically. Surveyors should search, select and match the information themselves

It encourages independent work with sources of information and the exact formulation of questions that interest them and whose answers matter to the decision. In the organizational didactic plan, the situation can be presented to the whole class, to individual groups of the class or to just one group, to each pupil separately with a subsequent analysis of the best solution or to each pupil for self-employment at home. The situational method is also an important method of playing games. Under the situational method, the expert leader places the recipients in a situation approximated to real life. The analysis of the situation from different points of view prompts the recipients to look for different options for solution and this stimulates their thinking, updating the acquired knowledge, skills and habits in a new context. The most important feature of the method is not so much the acquisition of new knowledge as the creative application of the acquired cognitive experience in new conditions and its reconstruction in the effort to find an optimal solution to the new situation.

Definitions:

Soft skills - Soft skills are the skills of the person we carry and they develop throughout life in different situations and are applicable in any professional environment.

Soft skills evaluation - A process where the person is put in different situations that want adequate reactions. In relation the steps that the person make and the decisions that takes it's determine the level of the soft skills.

Methodology objectives:

- To ensure standart principles for soft skills evaluation on the person
- To help the process for comparing betwin the skills that are necessary and that are real

Principies for garantiered objective and quality results from tne soft skills evaluation:



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- Validity - The interpretation and the results of the evaluation are supported by evidence.
- Reliability - ensures consistency of measurement; monitors the mitigation
- Justice
- Internal and external personnel selection.

Performance appraisal.

- Training and development.
- Continuity.

Methods for soft skills evaluations (types):

- Situations with 5 potential answers
- Questions with 5 potential answers
- Case studies - several group decisions
- Psychometric - general and specific abilities, skill assessment, emotional intelligence
- Simulation exercises

Classification on the Method and instruments for soft skills evaluation:

- According to the purpose of the evaluation - for improve on the soft skills on the employed in culinary sector
- According to the professions - cook, bartender/waiter, baker/pastry maker and restaurateur
- According to the type evaluation soft skills - every soft skill type is assessed through specific questions and thematical situations. One skill could be applicable for a number of professions, for example team-working for a cook and a baker, but along with the common questions it is mandatory to have distinguishing (specific) ones.

Soft skills assessment stages:

Stage 1 Preliminary - Introduction of the assessment subject. Evaluation of the soft skills assessment model. For skills assessment it is important to have necessary knowledge on every skill essence. The assessment shall comply with the following rules:

- Distinctness - relevant for soft skills we are assessing; reflects all five soft skills for all four professions - cook, barkeepr/waiter, baker/pastry-maker, restaurant manager;
- Significance - they are listed according to their significance by respresentatives of the culinary sector on the grounds of a thematic study aiming to evaluate the level of particular individual's abilities for all five relevant soft skills demonstrated in different context;
- Availability - the skills or knowledge can be actually applied by the assessed individual in a working situation;
- Authenticity - the proof reflects the activity of the assessed individual. The assessment results shall be provided to the assessed person in order to improve their skills.

Stage 2 Actual - Applicants instruction and soft skills assessment. The applicants are informed in advance with the tests completing method, different question types, possible answers and types of situations and their solution options are explained. Provided are the necessary conditions for assessment - tests, completion time, consultations with the



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moderator if necessary. Provided are feedback and complaints acceptance. Assessment and presentation of the results.

- Observation of training situations during the soft skills trainings - activity simulations. Questionnaires - self-assessment tests.
- Feedback instruments - working groups on particular cases that could be similar aiming to compare the options for problems solution or different for each group aiming to comprise more situations. Presentation of each group's solution with questions and answers session by the audience. It must be led by a moderator or a trainer to direct the debate and summarize the conclusions.

Stage 3 Conclusive - Complaints management. Assessment evaluation.

Notice: The methodology can be applied to all kind of soft skills and every activity field.

V. Soft skills - cook, bartender / waiter, baker / pastry-maker, restaurateur

"Dobrudja Agricultural and Business School" association is organized on February 2018 three work meetings with representatives of the culinary and restaurant business from Romania and Bulgaria on "Soft skills of the employees in the culinary and restaurant sector" in order to define the basic five soft skills that are needed for the employed in the following professions - chef, bartender / waiter, baker /pastry maker and restaurateur. The participants are acquainted with the essence of the personal skills, their role in the work process and how they influence the outcome of the work. During the work meetings, the Personal skills experts have explain what soft skills actually represent and how they influence the workflow. As a result, from the practical group work in which the participants had to determine which skills, beyond the professional ones, are important for the culinary sector and in particular for their companies are definite the 5 soft skills that are include in the tests. Skill lists are divided into two groups - Bulgarian and Romanian, for comparing what skills are the ones with priorities on both sides of the border. As a result, more matches are deduced than differences. During the discussions, the participants determinate what are the qualities of employees that would be most valuable and the actual state of the labour force. The work meetings are ended with completing a detailed questionnaire with soft skills for four main professions in the culinary sector - cook, bartender / waiter, baker / pastry-maker, restaurateur. For each occupation, 15 soft skills are defined and the respondent person had to rank them in order of importance, with 1 being the most valuable skill for the profession. After the end of the meetings, the questionnaires are processed and based on the results obtained; this model of soft skills was compiled for the four professions in the culinary sector.

1. Cook - As a result of the interviews with representatives of the culinary industry, discussions and group work carried out the most important five soft skills that a cook need have been estimated - Organization and prioritization of tasks, Teamwork, Communication skills, Ability to work under pressure, Time management.

Organization and prioritization of tasks - these skills are significant in the kitchen and are put first on purpose by culinary business representatives, the kitchen is like a house and everything in it must be tidy, organized, consequent, distributed between the different staff members and shall follow a particular order. In order to develop this skill fist of all cooks shall know in detail the production processes in the kitchen, their sequence, each process timing and last but not least how to combine them. Usually the meals in the kitchen shall be



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prepared for a short fixed period of time and simultaneously. Here comes the significance of cook's ability to organize and prioritize the tasks. The good tasks distribution between the staff members, their consecutive or simultaneous implementation and the preliminary preparation determine the successful working process. The estimation how to distribute tasks between the kitchen staff is also an important part of organizational process. Therefore it is necessary that the cook to know the weak and the strong professional characteristics of each and every kitchen staff member in order to take advantage of their strong sides and avoid mistakes by placing inappropriate tasks. This skill is complex and its development is a guarantee for successful kitchen tasks implementation.

Teamwork - very often team work is considered an implementation of one task by several persons. By its essence the team work means that a group of people with different skills implement a particular task each of them possessing and applying a skill different from the others'. In the kitchen tasks vary depending on the orders and the preliminary assessment of each staff member's strong sides in order to be assigned a task they will perform better than any other worker. On other hand the kitchen processes are interconnected and one member's work reflects on everyone else's. Even if one of the tasks is not performed properly or in time, it will fail everybody's work and efforts. Therefore the managers have put this skill on second place of importance.

Communication skills - it is considered one of the skills recommendable for all professions. The good communication is the ground for successful work performance, it creates smooth working environment and prevents mistakes and failures. The appropriate communication language and the set and accepted by all staff members interaction norm are the ground for smooth working process and internal tension avoidance. In multicultural working environment it is important to know the type of communication for the particular nationality and to comply with the specifics of different staff members.

Ability to work under pressure - for many people working under pressure is a hard to be developed skill but it is extremely valuable in the real life. The tension is everywhere in the modern person's daily life - everything must be done fast; most of the time the customers are nervous, capricious and have particular expectations; the colleagues we are working with are also nervous due to this tension. The cook's work is creative and requires a calm environment in order to work qualitatively. To avoid the tension key role has the ability to organize and prioritize the tasks, to prepare in advance whatever we need, to rely on our staff members and to have good working communication. The skill to work under pressure is directly related to all other skills and if the cooks in the kitchen are put under pressure it is recommendable to develop a stress-reduction method in order to achieve working perfection.

Time management - time is the most variable quantity; sometimes it is in surplus but mostly is insufficient. To manage the time we need to have mastered the above skills - to be organized; to have set the priorities; to have created a smooth working team where every member knows their tasks and responsibilities; to rely on effective communication and last but not least to have established a creative and qualitative working environment.

2. Baker/Pastry-maker - As a result of the interviews with representatives of the culinary industry, discussions and group work carried out the most important five soft skills that a cook need have been estimated - Teamwork, Food Presentation Skills, Organizing and Prioritizing Tasks, Time Management, Ability to work under pressure.



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Teamwork - This skill is defined as the most important by the representatives of the culinary industry. In one production unit - an oven or pastry shop, everyone works together, the preparation of the products has stages and every stage is very important for the good final result. If the team does not work synchronously and responsibly, the probability of making mistakes is very high and leads to lower quality or failure. Therefore, good communication, trust, personal responsibility and collegial attitude are an integral part of teamwork. People in the team must also be supportive, accepting creativity and experimentation, motivated to achieve their own and team development.

Food Presentation Skills - The bread, bakery products, cakes and pastries are selected from the shop window. Good looks always sell, so it is very important for bakers and even more confectioners to be aesthetics, to be creative, to have an artistic sight, to look for and apply new trends. Particularly in confectionery, the accent is increasingly shifted over the appearance of product. The ability to present what is made is important when there is an opportunity, but here the product has to speak for itself as mastery, aesthetics, culture, the worldview of the one who has prepared it is clear from the first look at the product.

Organization and prioritization of tasks - Good workflow organization is an important skill in every profession. Grading of tasks is important both in the oven facility and in the confectionery workshop, especially when the processes are continuously related and dependent on one another. An organized baker or confectioner should personally assign tasks clearly over time based on a overall vision of the process. Tasks should be clearly explained and repeated by colleagues to make sure everyone understands them. Be precisely distributed and determine what resource is needed for each task - products, technology, time and human. Here, as well as in the kitchen, updating tasks and resources is a very important moment, as the process is dynamic. Priority ranking helps to cope with a time factor that is never sufficient to ensure that the tasks are handled on time, and this also has influence on the quality of the finished product. First, everyone must be able to prioritize and organize his/her work and then to do the same in the team, taking into account general priorities and organization. The process is complex and requires work on that skill.

Time management - Time is an important factor in the kitchen, the bakery and the pastry shop. Every area of human life leads this race with time, and coping with it is a skill that implies the possession of other extra qualities. Important skills for successful time management in bakery and confectionery are organization, order, consistency, good communication, teamwork, concentration, compliance with established rules, etc. Sometimes even a strong desire for work and motivation positively influence in the absence of time. Calmness and concentration are very important in bakery and confectionery. There is a belief that bread is made in a pure heart, silent and calmness. The patience to make a beautiful and delicious product and the technological stages through which it passes take time and only a good organization ensures that time. Everyone in the workshop and the oven facility are working with working time, but whether it will be filled with inspiration or stress depends on the personal and team organization.

Ability to work under pressure - When time is not enough, tensions come. This skill is directly related to the previous one. The work of the baker and the confectioner is essentially creative and requires a calm and pleasant atmosphere. When there is no time, the environment is unhealthy and there is a crisis situation, then the ability to work in such an environment is manifested. Many employers already place this requirement to the jobseekers when recruiting staff, as if it is a natural human quality and we must own it. It has been proven that most people, when put under tension, can do their best, but this is for a very short time. If the process continues, it collapses. But when it comes to a creative approach to work as required in bakeries and confectionery, working under pressure does not make the best, but on the contrary, the risk of failure is very high. There is a belief that the bread feels when the baker is happy and when he/she is not.

3. Restaurateur - As a result of the interviews with representatives of the culinary industry, discussions and group work carried out the most important five soft skills that a cook need



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have been estimated - Communication Skills, Organization and Prioritization of Tasks, Decision Making, Teamwork, Time Management.

Communication Skills - The work of the restaurateur is related to direct communication on several levels. At the staff level, he / she is the one who contacts each worker, monitors the processes, and synchronizes them. He/she contacts the clients and takes care of the overall atmosphere of the restaurant to be comfortable and enjoyable for guests. When a problem arises, thanks to good communication skills, the restaurateur resolves conflicts with the least damage. This skill is not accidentally placed as the most important by the representatives of the culinary and restaurant industry. To find the right tone and words towards each client and each staff member is skill which is very hard to develop and requires additional skills - culture, tact, discipline of emotions, coolness, discretion, etc. It can be said that the restaurateur is between the hammer and the anvil, i.e. between the client and the staff. If for the other professions we have considered communication is in most cases a one-way process - colleague or a client, in this profession the communication is multidirectional - with cooks and confectioners working in the kitchen, the bartender and the waiter, the customers, the suppliers of products, maintenance, cleaning staff, manager or owner, arranger, and so on. Regardless of the type of group whose representative he/she is communicating with, the restaurateur must achieve a success and a good result, and this requires excellent communication skills.

Organization and Prioritization of Tasks - The restaurateur's main work is to organize. How each work process will take place depends on his/her abilities. From this point of view, organizational skills can be considered as professional or even hard skills. It would be very useful for the restaurateur to have an innate sense of organization, order and rank in the importance of tasks. But in essence creating a good organization, prioritizing and distributing the tasks properly, as well as monitoring their performance, is part of the professional duties of the restaurateur and, if he/she has not learned to do so, can not fulfil his/her official duties. The representatives of this profession are responsible for the synchronization of all activities in the establishment - basic and additional, for the people who perform them and receive the direct feedback from the client about the quality of the work done. They are the people who accept the expectations of the guests, hand them over to the staff, and first learn if they have done their job properly. To achieve quality results, a set of qualities is needed, besides the ability to organize and prioritize. Qualities like flexibility, foresight, tactility, combinability, awareness, and so on. It can be said that for the profession of restaurateur, this important skill - organization and prioritization of tasks is not on a strict place, but rather belongs to both skills - hard and soft.

Decision Making - Decision-making is a skill that implies the availability of sufficient information, the ability to analyze and assess the consequences of decisions. Because the restaurateur is responsible for the work of everyone in the establishment, it is necessary to be able to judge at what point in time what decisions are most appropriate. Rational decision-making is not a gift, it is something that is learned - a process in which the information is placed on one of the scales and emotions on the other, then weighed. Because, if no decision is made based on the choice, the situation will take it for you. But whether it's a company manager, a department manager, or even a non-managerial staff, the most important thing is good information.

Teamwork - This skill has been selected for all the professions in the survey but with varying degrees of importance and yet is among the five most important skills. The restaurateur works with a large team, practically working with all staff. And that ability to work



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successfully and productively with team members is essential. He /she needs to see the whole picture of the workflow, to know every detail, assess what resource is needed, and how it can be secured and distribute all the tasks to the people who will perform them best and most effectively. This is the person who needs to know the skills and abilities of the team to do the right job distribution to expect a positive result. He/she has to have the ability to work with each of the team and to be able to adequately respond to a problem. The restaurateur anticipates the risks and avoids them as much as possible, depending on the responsibility, discipline and commitment of each colleague. Successful management of the team also requires additional skills. The restaurateur should be able to organize, be disciplined, arranged, have a broad view of things, be able to predispose and motivate people, take personal responsibility and share responsibility. This profession implies that the restaurateur is the leader in the team and its manager.

Time Management - One of the serious problems in time management are the organizational disorders. They waste the time of many people, and sometimes of the whole organization. That is why they must be kept to a minimum. Here are some of the factors that create organizational problems: Lack of planning - Every team member needs to know what and when should be done and who is responsible. Unclear goals and priorities - if a person does not know why he is doing something, he is badly-motivated and works poorly. Whenever you assign a task to someone, explain the purpose. Incomplete instructions - Clear and accurate instructions for assigning tasks. This will avoid misunderstandings and confusion. Ambiguous goals and incomplete instructions are a problem associated with task assignment itself.

4. Bartender / waiter - As a result of the interviews with representatives of the culinary industry, discussions and group work carried out the most important five soft skills that a cook need have been estimated - Communication Skills, Creativity and Innovation, Foreign Language Skills, Teamwork, Food Presentation Skills.

Communication Skills - Good bartenders can communicate with customers so that they can become the closest person with whom they share intimate things. That is why communication skills are one of the main qualities of bartenders. The bartender performs a performance for people who do not even know how hard it is to listen to thousands of stories while making cocktails. They are modern psychiatrists, exist in a reality in which no one wants to go home". But to be this person, the bartender must have the ability to talk to different types of people, with different problems and desires. Communicative skills are the bartenders' trademark and they have earned them the fame of people you share without committing in any way. The waiter has a very different task than the bartender. With the waiter, you do not share, communication starts and ends with the order. Despite the fact that communication with clients is business and the personal element almost does not exist, communicative skills are important on another basis. A good waiter can recommend food and a suitable drink to it, she/he can advise the customer if she/he has specific desires or needs - dietary, vegetarian, lean, organic, etc. The professional offers the new product skilfully to make it room in the market. Even if a product is wonderful, if the waiter does not present it in the right way, it will not reach the customer and establish on the market. The role of the waiter for the realization of food and drinks is extremely important because he/she not only sells it, but advertises it, presents it, serves it appropriately, and all based on good communication skills. For a waiter, communication with the client is important to win it as a consumer, not only in a verbal way, but also using the body language - positive



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radiance, calmness and confidence, readiness to always serve the client and follow his wishes. This is a skill that is difficult to master, especially if there is no inherent talent and thoughtful thinking in this direction. Besides, the waiter should look good and radiate tidiness, cleanness, well-kept appearance, because he/she is the face of the company in front of the customers and his/her appearance forms the impression and feeling of the client. The appearance is also part of the communication because it visually speaks to customers.

Creativity and Innovation - Given that they have a direct relationship with the customer and offer everything that the facility provides, the role of that staff is one of the most important. The bartender can think of new products, a new way of presenting them, apply an artistic approach, even to perform a show. He/she creates an atmosphere, and it is an endless field for creativity and innovation. This is indicated by the many competitions that are organized for creativity and innovation in the bartending. As far as waiters are concerned, they are related to process innovations. Many establishments rely on service innovations - attractive uniforms, new customer approaches, contactless payments, interesting presentations of products, offering promotional food and drink packages in an attractive way. Whether a product will be commercialized depends on the waiters, and in order to do so, it is necessary to apply a new approach and creativity. Sometimes the return of something old and forgotten turns into innovation and wins many customers. The modern, casual behaviour of waiters who communicate with customers as old acquaintances, which has become common in recent years, is no longer applicable and the old remote customer- service staff is restored. In prestigious restaurants the waiter is not a friend of the client, but the inconspicuous person who professionally consults, satisfies the desires and discreetly brings the bill. The waiter shows creativity when there is a conflict situation, because no matter how trained how to react in such cases, each person is different and sometimes the standard approach is not appropriate. In general, when work is about people and the satisfaction of their wishes, the creative approach is very important.

Foreign Language Skills - For the bartender and the waiter, knowing a foreign language is already part of the communicative skills. The globalized world and the free movement of people predetermine the need for this skill, and anyone who wants to develop in the sphere of services must necessarily know at least one foreign language at communication level. There is, of course, also profiled foreign language skills - it includes concepts specific to the area, but this does not apply to the work of the bartender and the waiter because their communication with the client is open and goes beyond the professional vocabulary.

Teamwork - The teamwork skills are already detailed in the profile of the bartender, and here we will note only the features of a bartender and a waiter. The good work is the good teamwork - this understanding applies in full force when it comes to working in a restaurant. Synchronizing the actions of bartenders and waiters is a guarantee that the service process is going well. Successful teamwork requires good communication and understanding of the team, mutual assistance, taking initiative and responsibility. The whole process is important, not the individual in it. When every employee is in his / her place and responsibly approached to work, teamwork is very easy. When a critical situation arises, it is the team that can cover the gap and serve as a buffer to prevent the problem from reaching the customer. For teamwork, it is important to have established rules, working methodology, and responsible people to carry out their duties. Compliance with the established order prevents foreseeable problems and creates order and ensures a relaxed working atmosphere. Every firm should have a specific methodology on how the team should act in a critical situation, and each



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member knows exactly what to do and with whom. A key element in teamwork is trust. The bartender trusts the waiter to give a correct order to the bar, and the waiter trusts the bartender that the order has been properly executed. So the customer will be pleased. Another important element is correctness to the colleague. If a problem arises, do not transfer the blame from one colleague to another, but approach the preservation of the reputation of the restaurant and the satisfaction of the client. A strong team is a guarantee for a successful outcome.

Food Presentation Skills - Much of the enjoyment of eating comes also with the appearance of the served dish. Good presentation and decoration of a dish is just as important as its taste. They make the most the simplest dish into a sophisticated one and turn it into a culinary masterpiece. The decoration adds personality to the dish. Decorating a dish is a major aspect of gastronomy. Some specialists accept the presentation of food as a metaphor of the way of a society's thinking. In modern culinary practices in decoration, simple shapes and clean lines are a sign of quality and professionalism. The appearance of food and drinks is important, but the same importance is given to the presentation of the product by the waiter and the bartender. This requires knowledge about the products, their qualities, their processing, how they affect the organism and rich general knowledge. Of particular importance are the knowledge of the nationalities that customers are, because each nationality has specific taste preferences and attitude towards nature. The waiter who is involved in selecting a dish from the menu needs to take into consideration these features when offering a product and when presenting it. Cruel mistakes can be made of ignorance of cultural peculiarities. For example, there are nations that have risen an animal in cult, but our cuisine is preparing it, and in that case dishes from this animal must not be mentioned. The waiter must discretely find out whether the customer is a vegetarian or a on a special diet, to know the religious holidays and the ban on a particular meal, if any, to avoid making mistakes when offering or presenting a dish. Presenting food requires multicultural knowledge. Another area of competence is the ability to combine food and drink, as the waiter should be able to offer the appropriate beverage to any dish.

The ability of the bartender to present drinks is closely related to creativity and innovation. A drink may remain inconspicuous despite its high taste if it is not presented in an interesting way. The preparation and presentation of drinks has become an attraction and even a spectacle. There are world competitions for preparing and presenting beverages and the Bulgarian bartenders are leaders in this.



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Cook

The statements below aim to lead you in a self-reflection and self-assessment of your strengths and weaknesses concerning 5 soft skills. These skills are supposed to be most important for the given profession and especially useful in performing the job of concern.

Choose in each section only one statement, the most suited for you.

Organization and prioritization of tasks

1. In order to prioritize your time most efficiently, which of the following do you think is №1 priority?	
Create a master list of every single task	
Categorize your tasks	
Rank each tasks	
Determine the time to do each task	
Do nothing for organization	
2. How do you plan what you want to achieve in a typical day?	
You create a prioritised To-Do list that forms the basis of what you do	
You rarely start till you have thoroughly planned and prepared for the day	
You only attempt the jobs you know you can do properly	
You start with a mental plan but can often get pulled away from what you are doing	
You don't really plan your days	
3. It's early in the morning and you have a busy day ahead. How do you decide how to work?	
You don't have a set system: you tend to pick things to do as the day progresses	
You prefer to start with the most interesting jobs to get you going	
You try to multi-task because that's more productive	
All your jobs need to be done, so you do them with equal effort, one by one	
You prioritise the most important tasks and work through them in order	
4. Someone asks you to do something but you're already working on another job which is quite urgent. What do you do?	
You are likely to put off what you are doing so you can take on the new job	
You try to squeeze both tasks into your daily schedule, even if it puts you under pressure	
You don't mind working on more than one thing at a time, so you try to do both jobs	
You ask them to come back later	
You explain that you can't do it at the moment as you're doing something else, but will see what you can do once this is done	
5. Which one is MOST like you when replying to incoming emails?	
You don't use email	
You have set times in the day when you check your emails and you always try to stick to them	
You like to save time by combining multiple tasks, so you often check emails while on the phone or working on something else	
You don't pay much attention to emails and aren't worried if you have a backlog	
You try to answer each email as soon as it comes in	
6. I have to take work home in order to get it done.	
Not At All	
Rarely	
Sometimes	



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Often	
Very Often	
7. I miss important deadlines at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. My boss or colleagues are kept waiting because I don't complete my work on time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. If the task at hand is something I don't necessarily want to do, I use rewards, visualization techniques (e.g. imagining how proud I'll be once it's completed), etc. for motivation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I set goals for myself at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. I start projects/assignments that I just can't seem to finish.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I get hung up on minor details.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I have difficulty communicating my thoughts to colleagues in writing.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I tidy up my workspace and keep piles from accumulating.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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15. I arrive at work on time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I underestimate the time it will take me to finish a project or assignment at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I misplace work-related items.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I forget important events (meetings, deadlines, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I employ strategies to avoid disorganization at work (writing notes, making to do lists, using binders/folders, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I go through my records and files to ensure that I have everything in order.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. The quality of my work suffers when I leave tasks to the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. When I'm having personal problems, I find it difficult to concentrate at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. When I set out to complete a task, I have a good idea how long it will take me.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
24. I always keep my pens, notepad, etc. and anything else I need on a regular basis in the same place at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. I have a clear picture of what I want to accomplish in my career.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I arrange my work materials (books, notes, folders, tools, etc.) through some type of system.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. In order to get where I want to be in my work and career, I accept that, on occasion, I have to do mundane things.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. When I have to do something that I don't particularly enjoy, I manage to find at least some aspect of the task that I find appealing.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I derive satisfaction from keeping an organized workspace.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. When faced with a challenging long-term project, I find it difficult to keep myself on track.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



31. Whenever possible, I schedule the more important tasks at work during the time of day when I am most productive.

Not At All	
Rarely	
Sometimes	
Often	
Very Often	

32. When I am learning or gathering new information, I have a systematic way of doing so (highlighting, making charts or outlines, color coding, etc.).

Not At All	
Rarely	
Sometimes	
Often	
Very Often	

33. If a co-worker asked to see documents from a project I hadn't touched in months, I'd know exactly where to find it.

Not At All	
Rarely	
Sometimes	
Often	
Very Often	
Very Often	

34. How organize is this in your opinion? Give it a grade, according to your standards.



Source: <https://www.google.bg/>

A to A-	
B to B-	
C to C-	
F	

35. How organize is this in your opinion? Give it a grade, according to your standards.



Source: <https://www.google.bg/> 5M:

A to A-	
B to B-	
C to C-	
F	



35. How organize is this in your opinion? Give it a grade, according to your standards.



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Source: <https://www.google.bg>

A to A-

B to B-

C to C-

F

37. How long will it take you to organize this room?



Source: <https://www.google.bg/>

Less than a hour

within 2 hours

within 4 hours

More than 4 hours or impossible

38. How often do you delay in starting a job, or deciding what to do?

Not At All

Rarely

Sometimes

Often

Very Often

39. Do you know how much time you will spend on each of the task you need to do during the day?

Not At All

Rarely

Sometimes

Often

Very Often

40. Do you know whether the tasks you are working on are high, medium, or low value.

Not At All

Rarely

Sometimes

Often

Very Often

41. When I need to get down to business, I am able to motivate myself.

Not At All



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Rarely	
Sometimes	
Often	
Very Often	
42. I put things back in their proper place when I'm finished using them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. When I tackle a complex task or project, I make sure I have a "Plan B" in case something goes wrong.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I back up important computer files	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. I organize my emails or incoming paperwork (filing, responding, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. I have trouble communicating my thoughts verbally to my colleagues.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. Do you estimate if the results will be worth the time put in before starting to do something?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. When you are given a new assignment, do you analyze it for importance and prioritize it accordingly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
49. When you make your Action Plan for the day, do you change it?	
Sometimes, when I realize I can organize the work better I quickly make changes.	
Rarely, even if I have to reorganize the work I will waste time to do it.	



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Never, even if I realize I can organize the work better I stick to the plan I have.	
Often, my plans are always penultimate.	
Very Often, my work can not be organized once for all.	
50. I estimate what needs to be done by what deadline, and break down the work packages into smaller and more manageable pieces.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I identify as many potential risks as I can, and I develop a plan to manage or minimize each one of them, large or small	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. Your cooking utensils are arranged by:	
How much I use an item	
By type	
They are just on the shelf, no particular order	
By color	
They are always scattered around, I am using them all the time, no need to arrange them	
53. You just scheduled an important event. Where do you put the details?	
I enter it in my smartphone: date, time, specifics	
I email it to myself and read it later	
I repeat it several times to remember it	
I write it in my notebook which is my office always on the desk	
I write the details on a piece of paper/napkin and put it in my pocket, I have no time for something else, I will think about it later	
54. I get working on things as soon as possible as I don't believe in doing things at the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. I am very punctual.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. I always manage to finish all my work, both in my personal and professional life, way before it is due.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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57. I believe in getting the most important things done first so that even if in the end, I have to make a rush for it, I know that at least the important part of the job is already done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. I never take on more than what I can handle.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I am able to get a lot more done in a day than most people.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. It is always better to get a few things done right rather than to get a lot of things done wrong.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I never procrastinate and believe that it is better to do today what can be done tomorrow.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. I believe that time is money, and I never waste either.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I always plan my day the night before.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. I always work in an organized fashion and like to stick to a schedule or routine.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



65. I am always on the move and am always trying to get the maximum work done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. I plan my day so that I do the most exacting jobs in the time when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. I prepare a weekly plan for myself that includes specific goals, activities and priorities.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. Once I make a list of things to be done, I make sure that I stick to it, no matter what.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. I tend to get stressed if things don't get done the way that I want or the way that I planned.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. When family and friends come to visit, you feel:	
Pretty good. You're happy to have guests to your home, even if they drop by unannounced.	
You love having people over, but in order for them to sit down, you sometimes have to clear a chair of clutter.	
You visit other people at their homes rather than let them see your clutter.	
71. Your garage:	
Is an organized space that serves its purpose well.	
Your car fits, but everything else is a mess.	
You have everything but the kitchen sink (and your car) in there.	
72. If you needed to locate stamps, you'd find them:	
Organized in your bill paying center, where you keep the checkbook, bills, & envelopes.	
You know you bought some a few weeks ago...now where are they?	
You have to run to the post office or gas station each time you need a stamp.	
73. When looking at the amount of "stuff" you own:	
You feel content. You get rid of anything that isn't useful, beautiful, or loved.	
You have some clutter you don't need or want, but don't know where to start.	



You have so much “stuff” that you can’t find what you need when you need it.	
74. In your purse, you’ll find:	
Wallet, lipstick, comb and keys.	
All of the above, plus old receipts, crumpled tissues, ticket stubs, and cracker crumbs.	
All of the above, plus more. It weighs so much you get a backache lugging it around!	
75. When you look for your keys:	
You know right where they are—they go in the same place every day.	
You toss them down as you rush through the door—they sometimes get lost in a mound of clutter.	
One day you spent an hour looking for your keys, but you found your lost eyeglasses instead!	
76. When paying bills:	
You have a set spot for bills and pay them twice a month.	
You make a few trips around the house to locate stamps, bills, and checkbook.	
You usually pay them when you receive the second or third “past due” notice.	
77. Reflecting on your day:	
You enjoyed some private time to do yoga, enjoy a cup of tea, or read the paper.	
You have so much going on, that you were barely able to make it to this workshop.	
You spend so much time attending to everyone else in your life, that you don’t leave any time for yourself.	
78. If a friend peeked in your closet, she’d discover:	
An organized and useful wardrobe. If you haven’t worn something in a year, you give it away.	
You love to shop and your closet is packed full! But you don’t have the patience to clear it out.	
You never use the closet—your clothes are in piles around the bedroom.	
79. At the end of the day, you feel:	
Satisfied – you could see the big picture and accomplished many things in an efficient manner.	
You got a lot done, but stalled out on some of the “big picture” tasks. You hope you can get going tomorrow.	
You gave a lot to everyone else, but need to get yourself organized soon.	
80. How do you organize your work?	
I expect that others explain me the responsibilities which are related to the tasks I have been assigned to.	
I take responsibility for my actions in routine situations. In more complex situations I may need others’ guidance or support to identify tasks, risks and responsibility.	
I generally understand tasks, purposes, risks and associated responsibilities related to the situation and the role I have been assigned to. I can understand how my tasks contribute to the works of others and I generally like to feel myself owner of the outcomes of my actions. In complex situation I prefer to take responsibility for my actions only under the supervision of a coach.	
I am able to analyze situations and take calculated risks. I work alone and in team with a strong sense of responsibility. I always feel personal ownership of goals, plans, decisions and outcomes, being aware of possible mistakes. In non-routine situations I take responsibility for my personal actions and identify changes to improve the outputs of the group.	



I always consider my own tasks and role as a contribution to achieve broader goals inside my organization. If the situation requires a quick intervention, I analyze situations, take risks and decisions also when not all information is available. I am not afraid to adapt and renegotiate roles and responsibilities according to the circumstances. I have no problem in recognizing and reminding others their own responsibilities.	
81. Who organizes your work?	
I expect my supervisor/manager to organize my tasks.	
All my tasks are equally important and I need to do them personally unless my supervisor tells me something else.	
I understand that the tasks are of different significance but I find it difficult to classify them myself	
I understand the grading of the tasks and I can prioritize my duties and organize my work	
I am able to analyze the tasks and organize the work of my colleagues and myself in order to achieve the results we expect.	
82. I break big projects down into smaller steps.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. I combine tasks that are similar into blocks to deal with them at the same time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. I can not say what are my daily priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. I go to work earlier so that I have enough time to drink my coffee and think what to do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I do my daily schedule the night before	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. I write down the things I have to do and check the list during the day to see my progress	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
88. I write down the things I have to do the next day because I can not remember everything	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. I do not make schedule for the day because there is always something unexpected, so I just follow the flow	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. I can not organize my tasks, I prefer somebody to tell me what to do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. I can not think for more than one thing in the same time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. If I have to do many things simultaneously I usually panic	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. I am not able to organize my day so that the time is enough for everything. So I usually work until later in order to finish my tasks	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. I usually finish everything I have to do for the day at least an hour before the end of the working day, so I have time to prepare my workplace for the next day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I spend a lot of time thinking what to do next during the workday.	
Not At All	
Rarely	
Sometimes	



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Often	
Very Often	
96. I often start doing something and in some point I decide that it should have been better if I had done something else before that.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I tend to leave some of my tasks unfinished in order to do something else	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. I am the person who organize the work of the others and the overall work process	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
99. I am very well organized person in relation to my personal life and at work	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
100. I easily get confused which task to implement first	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
101. I am unable to set priorities regarding my work tasks. Everything at work seems equally important to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
102. When I get distracted I become unorganized and start to act chaotic	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
103. I implement the easiest task first as they require less time and then I focus on the ones which I need more time to get done.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
104. I tend to start the day with the most difficult task for the day since I am more productive in the morning	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
105. I am very well organized person in general	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
106. My home is always very tidy and well organized	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
107. I know the exact location of everything I may need during the day	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
108. I have a specific way for organization of my staff /alphabetical order, by color, etc./	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
109. I tend to spend a lot of time cleaning and organizing my house and then in two days it need to be organized again since it is chaos.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
110. I always loose something in my apartment and I do not know where it is	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
111. I need to wake up at least three hours before work	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
112. When your chef gives you the task, are you motivated to start the task?	



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If I do not like the task assigned to me, I have difficulties in finding driving forces (internal or external) to fulfill it. In such event I may not feel encouraged to perform the given tasks.	
I need feedbacks or encouragement to seek new learning opportunities and to propose my own ideas. I generally expect to be motivated by my chief at work.	
I often reflect on my own performance as an occasion for further job and personal improvement. I can find self-motivation forces, but I generally prefer to be encouraged.	
I generally have a pro-active attitude and ask for feedbacks from others on my own strengths and weaknesses to improve myself. I reflect on my own performance and job experience as an occasion to improve myself or look for learning opportunities. I am able to motivate myself.	
I am engaged in a continuing self-improvement and I am able to motivate other persons working with me.	
113. Are you responsible to your engagements for timely realization?	
I expect that others explain me the responsibilities which are related to the tasks I have been assigned to.	
I take responsibility for my actions in routine situations. In more complex situations I may need others' guidance or support to identify tasks, risks and responsibility.	
I generally understand tasks, purposes, risks and associated responsibilities related to the situation and the role I have been assigned to. I can understand how my tasks contribute to the works of others and I generally like to feel myself owner of the outcomes of my actions. In complex situation I prefer to take responsibility for my actions only under the supervision of a coach.	
I am able to analyze situations and take calculated risks. I work alone and in team with a strong sense of responsibility. I always feel personal ownership of goals, plans, decisions and outcomes, being aware of possible mistakes. In non-routine situations I take responsibility for my personal actions and identify changes to improve the outputs of the group.	
I always consider my own tasks and role as a contribution to achieve broader goals inside my organization. If the situation requires a quick intervention, I analyze situations, take risks and decisions also when not all information is available. I am not afraid to adapt and renegotiate roles and responsibilities according to the circumstances. I have no problem in recognizing and reminding others their own responsibilities.	
114. Your manager has informed you that you shall be assigned the responsibility to develop an important report due in two weeks and that you shall be notified of the next steps by e-mail. However you do not receive any further information and instructions on the commencement of the task for five days. What will you do in this situation? Define your "Most likely" reaction.	
Reaction	Most Likely
Wait to receive the information that your manager mentioned and expect changes in the deadline and time-schedule	
Discuss with your colleagues if they have information on the report to find out informally what is the current status of the task and reschedule your other activities so that you can concentrate only on this report in the coming five days.	
Approach your manager requesting further information and instructions on the commencement of the task.	
Approach your manager informally and request that he appoints another team-member to help you with finalization of the report so that the deadline is met.	

<https://www.activia.co.uk/questionnaire04-submit>



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Team work

1. I help others to find compromises between differing viewpoints.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I introduce new ideas to groups in which I work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. I am willing to compromise my own view to obtain a group consensus.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. I listen carefully to what the other team members have to say and try to get all the group members to contribute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. I prefer discussing ideas and solutions with other people rather than thinking things through and working them out on my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. When solving difficult problems, working in a group motivates me to try harder, compared to solo work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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7. Teamwork keeps my enthusiasm alive more than individual work does.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. When working in a team, the potential for error is much higher than when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. I worry that working with others will slow me down.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. There are always some team members who cannot keep up with the group's pace.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. Most of the time, all team members put forth equal effort.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I worry that I will not be able to accomplish all the work assigned to me in my group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. The pressure of knowing that other people were waiting on my work in order to be able to start theirs would really get to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I worry that my part of the work will be the one to cause a project to fail.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I worry about whether other people like to work with me.	



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Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. The social aspect of teamwork makes me uncomfortable.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. In teamwork, there is always at least one person whom I find really difficult to work with	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I feel inferior to my co-workers.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I feel that the opinions of others are more important than my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. It makes me feel insecure when others in my group perform better than I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I get stressed out just at the thought of my work or ideas being criticized by others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. Delays before starting a group project irritate me; I feel I would get going faster on my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I can set aside personal goals to cooperate with others.	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
24. I have trouble adapting to people who hold a different belief system from my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. Once I make up my mind about something, it's a waste of time listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. A problem with teamwork is that members often aren't sure what role they should play.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. Even when my ideas are clear in my own mind, I find it difficult to express them to others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. It would bother me having to discuss decisions with teammates rather than making them myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I would be frustrated with the increased need for communication in teamwork.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. If a team member isn't expressing him/herself clearly, it is difficult for me to understand his/her point of view.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



31. In conversations with team members, I generally do most of the talking.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Even when I have a clear idea in mind, I am open to listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. You cannot depend on others if you want to get ahead in life.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. The following thought is typical of me: "If you want something done right, you have to do it yourself!"	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. I worry that I will make a fool of myself if I speak up in front of a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. I tend not to share my thoughts with my team members because I have trouble expressing them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. In the end, the only person you can count on is yourself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. Even if I am having trouble accomplishing the work assigned to me, I am reluctant to ask for help from others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



39. Which answer is MOST like you?	
I am used to and prefer working alone because I generally meet difficulties in finding my place in a working group and in sharing information.	
I can understand the importance of team working, but I generally need to be encouraged to contribute to workgroup process. I prefer to cooperate with others in short-term tasks.	
Cooperating with others is part of my routine activities; I am able to play an active role in workgroup discussions paying attention to the perspectives of others. I voluntarily keep others informed of my work, share information, discuss problems and seek/give help when required. I am aware of consequences of behaviors which may undermine group cohesion (e.g. malicious gossip, individual work). I try to build up and cultivate informal networks with others who can contribute to effective work outcomes.	
I always cooperate with others to achieve common outcomes. I am able to adapt my behavior when working in team and play an active role in facilitating group interaction. I know I am able to influence the group and play a lead role on occasion. I look for strengths in others and find ways to work with them sharing knowledge, experiences and ideas freely. I try to avoid behaviors which may undermine group cohesion (e.g. private criticisms, prejudices, breaking confidences). I strive to be a good example for others within the work team. I engage to build and cultivate formal and informal networks within and beyond work context (e.g. community of practices, professional associations...).	
I invest time and energy in building and maintaining effective working relations. I like to encourage a collaborative culture within my own sphere of influence and act as a facilitator of group cohesion. I play a lead role in all situations which require effective collaboration, being able to influence, engage and motivate others. I give feedbacks to others in a way that everyone can easily understand. I actively build formal and informal networks within and beyond work context, including key people (e.g. theme experts, think tanks, decision makers...).	
40. More solutions or ideas are generated when working in a team situation than when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. I think that the statement "If you want a job done well, do it yourself" is true.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. Team work is overrated in terms of the actual results produced	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. The tasks I work on are the ones with the highest priority. My colleagues are always working less than me.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
44. A team is most productive when its members do what they think is best rather than what others in the group want them to do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. A group is most productive when its members follow their own instincts.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. Having to discuss and make decisions together as a group is one of the most difficult challenges of teamwork.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I worry about not having the final say over my work when in a team situation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Only having control over certain aspects of a project, rather than the entire process, is disturbing to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
49. The only role I would be comfortable with in a group is one with a lot of the decision-making power.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. The potential for individual glory is much lower when working in a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I resent having to share my good ideas with other people in my group.	
Not At All	
Rarely	
Sometimes	



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Often	
Very Often	
52. It would bother me to only be praised as a member of the group instead of getting individual recognition from supervisors.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. In teamwork, there is always at least one person who doesn't pull his or her own weight.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. Some people in a group will inevitably be less capable than others, leading to unfair balance of workload.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. When working in a team situation, I worry that I will put my foot in my mouth.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. In a group setting, I feel that others are more valuable than me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. I can listen to someone point out a mistake I made without becoming defensive or upset.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. When someone does something that bothers me, I am able to express my feelings calmly and constructively	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I am comfortable speaking up to give people feedback about their performance.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
60. I can speak in front of a group (5 to 10 people) without becoming visibly anxious.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I am able to ask questions and request further information without fear of sounding incompetent.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. Generally, my energy is highest when I work alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. Working with a group of people generally drags me down - I am more eager to get things going when I work alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. When it comes to complex assignments I prefer to complete the entire assignment in collaboration with a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I think I do my best work when I am working independently	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. In a typical team environment, I generally feel I am useless and may as well not be there	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. In a typical team environment, I generally feel like I am doing everything	
Not At All	
Rarely	



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Sometimes	
Often	
Very Often	
68. When something occurs that sets my team back I am confident that I will not be the one blamed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. Supporting team decisions when my point of view was criticized is not a problem for me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. When working with several people, reaching for quality and excellence is impossible.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. When my attitude and behaviors are not compatible with a situation or group, I adapt quickly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. When my attitude and behaviors are not compatible with a situation or group, I prefer to quit and work alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. In my experience, I have estimated that generally people like to work with me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. When working in a team, I am	
Very flexible and always try to alter ineffective habits	
Flexible and generally try to alter ineffective habits.	
Somewhat flexible and will occasionally alter my habits.	
Generally disinclined to alter my behavior.	



Averse to the idea of altering my behavior.	
75. I am comfortable telling members of a team what I need from them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. When working in a team, I generally listen to what people have to say	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. In teamwork, the fact that I have to wait for others to finish their part irritates me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. Teamwork usually makes my efforts invisible	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I prefer to be a solo player because this way I can easily show my qualities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
80. Some things can not be done individually	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. Teamwork shortens the time needed to accomplish a task	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. In teams there is always someone who doesn't work as efficient as the others but the team manages to cope up with that.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. Teamwork and equal amount of work are not compatible concepts	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. When working in a team wherein I cannot attend to all the details of a project, I can generally trust my team members to attend to them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. Even if the team works for the good of the company, I believe that team members compete and can compromise one another	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I believe my team and I am sure no one will ever mislead me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. When working in a team you can not organize the work as good as you can when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. In teamwork, the fact that other team members depend on me to do my part of a project makes me nervous	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. In teamwork, the fact that other team members depend on me to do my part of a project gives me confidence that I am trustworthy	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. Unless you are assigned to a team that includes members just like yourself, your team is not likely to succeed	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
91. A team will operate best if I am in charge	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. When you are working in a team you should know all the strengths and weaknesses of the other as well as they should know yours so that everyone can be replaced by suitable person.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. Teamwork is overrated because people waste time to discuss instead of just knowing what to do by themselves	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. Some tasks are only implemented in teams	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I can not trust anyone to do the job as good as me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I feel like I am the only person working in this team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I think if we are a team we should receive equal salaries	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. A team should have a person in charge who distribute the tasks among the members	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
99. I feel more confident to express myself when I am part of a team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
100. I do not feel stressed to make a mistake when I am part of a team because the others will fix it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
101. It makes me feel good to be part of a team because I like to compete.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
102. Situation	
<p>You have been recently promoted to manage the restaurant you have been working in for less than 2 years. All of your colleagues have larger work experience and longer carriers in the company than you. Even though you receive many congratulations and good words from the superior managers, your team starts failing to complete their everyday routine tasks unless explicitly instructed to do so.</p> <p>What will you do in this situation? Define your “Most likely” reaction.</p>	
Reaction	Most likely
Speak to your team members on one-by-one basis in an informal way to find out what is the problem.	
Report the problem to your direct manager and request some personal changes and reorganization to improve the situation immediately.	
Start each day with a formal meeting where each team member receives formal instructions on their routine duties.	
Arrange a meeting with the whole team to discuss with your team the reason for their lack of motivation.	
Explain to the team that a failure to perform everyday routine task will entail a penalty from now on.	
103. Situation	
<p>You have been working with other two colleagues for the dinner preparation at a special event held in the restaurant you work in. However, due to various reasons the three of you did not manage to prepare everything fast enough which caused delay in serving the dinner. The next day, your boss arranges meeting with the three of you to clarify the reasons for the delay. Generally you should not worry since you did your part of the job as planned but the fact that the dinner was served later caused inconvenience for the customers and may lead to decline in the restaurant’s reputation.</p> <p>What will you do in this situation? Define your “Most likely” reaction.</p>	
Reaction	Most likely
Initiate a meeting with your colleagues to analyze the reasons for the delay and propose a remedy strategy to your boss.	



Approach your manager before the meeting and explain to him that you completed your part of the work on time and suggest an explanation for the delay as well as remedy strategy.	
You go to the meeting and prepare to explain your position in an amicable way and without blaming your co-workers - anyway the delay was not due to your fault.	
Talk informally to your colleagues and tactfully explain to them that since the delay was not due to your fault they should recognize this before your manager and suggest a remedy strategy.	
During the meeting explain directly that you cannot be held responsible for the delay and indicate your colleagues' mistakes.	
104. Situation	
There is going to be a huge event and organizers have ordered large amount of pastries and bakery products from the bakery you work in. You are assigned to work together with a colleague who is preoccupied with another order and also with volunteer work in his community outside the office. As a result she/he delays tasks, overacts at moments and you worry that this might affects the accomplishment of your common task as well. What will you do in this situation? Define your "Most likely" reaction.	
Reaction	Most likely
Speak to your colleague in private and ask him/her how you could help in the short-term so that you manage to complete the task.	
Explain to your colleague that these delays frustrate many colleagues on the team.	
Approach your manager requesting support and help from the other team-members to complete the work as planned.	
Approach your manager informally and request him to reschedule the some of the tasks of your colleague so that he/she could become more efficient.	
Propose to your colleague to help him/her with the community work and in the meantime persuade him/her to set your common task as a priority.	
105. Situation	
You were just appointed as a team leader. The team consists of three people - a specialist in his early-thirties, a young intern and an established expert in the last year before retirement. The team has been appointed to complete a joint project. Even though you have distributed the tasks, clarified the structure, and explained the priorities, the work is not processing well and your team members struggle with their assignments. What will you do in this situation? Define your "Most likely" reaction.	
Reaction	Most Likely
Approach your manager and solicit that everyone receives a bonus if the job is done on time; inform your colleagues immediately.	
Gather your team and explain once again the goals of the company and how important is your project for meeting these tasks.	
Organize an informal meeting to recognize each member's achievement and ask them for suggestions to improve the work process.	
Talk to each of your team-members individually to identify their individual preferences as to the job; then work with each one to improve their individual performance.	
You do not interfere in the situation - the team-members will learn to work with each other with time.	
106. Situation	
One of your colleagues has young children and she is often late in the morning. You often have to cover her up before the clients in the beginning of the day. Normally this is not a	



problem but now you are overloaded with servicing the clients that you are directly responsible for and cannot handle both hers and yours at a time. Otherwise your colleague is a diligent worker and has no difficulties in making up for the delay during the day. What will you do in this situation? Define your “Most likely” reaction.

Reaction	Most Likely
Request another colleague to assist you in the morning so that you manage to serve all clients and keep the situation under control.	
Talk to your colleague in private and request that she starts coming on time; offer help in devising a time-management plan for the morning so that both of you manage to serve well the morning clients.	
Talk to your colleague and ask her to approach the management with a request for relocation and avoid having a problem with the morning customers.	
Serve your clients with priority and approach your manager and suggest another form of organization of the work in the office according to which your colleague is engaged with clients only after 11.00 am.	
Decide to work on a “first come, first served” basis with the clients - you can keep them waiting for a while.	

107. Situation

You have recently promoted to manage a small team of workers, all of whom have larger work experience and longer carriers in the company than you. Even though you receive many congratulations and good words from the superior managers, your team starts failing to complete their everyday routine tasks unless explicitly instructed to do so. What will you do in this situation? Define your “Most likely” reaction.

Reaction	Most likely
Speak to your team members on one-by-one basis in an informal way to find out what is the problem.	
Report the problem to your direct manager and request some personal changes and reorganization to improve the situation immediately.	
Start each day with a formal meeting where each team member receives formal instructions on their routine duties.	
Arrange a meeting with the whole team to discuss with your team the reason for their lack of motivation.	
Explain to the team that a failure to perform everyday routine task will entail a penalty from now on.	

108. How is your opinion for teamwork?

I am used to and prefer working alone because I generally meet difficulties in finding my place in a working group and in sharing information.	
I can understand the importance of team working, but I generally need to be encouraged to contribute to workgroup process. I prefer to cooperate with others in short-term tasks.	
Cooperating with others is part of my routine activities; I am able to play an active role in workgroup discussions paying attention to the perspectives of others. I voluntarily keep others informed of my work, share information, discuss problems and seek/give help when required. I am aware of consequences of behaviors which may undermine group cohesion (e.g. malicious gossip, individual work). I try to build up and cultivate informal networks with others who can contribute to effective work outcomes.	
I always cooperate with others to achieve common outcomes. I am able to adapt my behavior when working in team and play an active role in facilitating group interaction. I know I am able to influence the group and play a lead role on occasion. I look for strengths in others and find ways to work with them sharing	



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<p>knowledge, experiences and ideas freely. I try to avoid behaviors which may undermine group cohesion (e.g. private criticisms, prejudices, breaking confidences). I strive to be a good example for others within the work team. I engage to build and cultivate formal and informal networks within and beyond work context (e.g. community of practices, professional associations...).</p>	
<p>I invest time and energy in building and maintaining effective working relations. I like to encourage a collaborative culture within my own sphere of influence and act as a facilitator of group cohesion. I play a lead role in all situations which require effective collaboration, being able to influence, engage and motivate others. I give feedbacks to others in a way that everyone can easily understand. I actively build formal and informal networks within and beyond work context, including key people (e.g. theme experts, think tanks, decision makers...).</p>	

Communication skills

1. I can detect the mood of others by looking at them as we converse.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I find it easy to see things from someone else's point of view.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. When I talk to someone, I put myself in his or her shoes.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. I can tell when someone doesn't understand what I'm saying.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. When talking to people, I pay attention to their body language (ex. facial expression, hand movement, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I manage to express my ideas clearly.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
7. I feel free to politely voice my disagreement with someone in a position of authority.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. I am completely at ease when a conversation shifts to the topic of feelings.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. People don't get what I am saying.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. When I know what someone is going to say, I finish the sentence for him or her.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. Emotionally charged situations make me uncomfortable.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. People tend to misinterpret what I say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I find it hard to express my feelings to others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I have difficulty putting my thoughts into words.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



15. I have to repeat myself often because people don't understand my message the first time around.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. If I don't understand someone's explanation the first time around, I feel stupid asking for clarification.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I tend to postpone or avoid discussing touchy topics.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I find it difficult to express my opinions when others don't share them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I tend to clam up when dealing with someone I find intimidating.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I try to divert or end conversations that don't interest me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. If I have something relevant to add, I'll interrupt someone to make certain my views are heard.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I will stop a speaker in mid-sentence if I disagree with a statement he or she has made.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



23. I am uncomfortable if I'm not leading the conversation (ex. choosing the topic, controlling the pace).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I'm better off hiding my weaknesses so that no one will use them against me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. When other people become emotional around me, I'm not sure how to react.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. When I communicate with people, I use the same communication approach with each person	
I can not speak with my subordinate employees the same way I speak with my supervisor for example.	
My attitude is equally respectful to everybody but my communication approach depends on the person I speak with. I am good in estimating how to express myself to be best understood.	
I don't make any difference in the communication approach I use. I can only communicate one way	
My communication approach is based on the subject I discuss, not on the person I speak with.	
I don't think that communication skills are essential for my job.	
27. How do you usually participate in group discussions?	
You usually prefer not to get involved	
You get involved and interact freely with the group	
You listen and only speak when you have a suggestion	
You prefer to focus on helping people to reach the best decision	
You lead the discussion and express your thoughts	
28. How would other people say you communicate?	
Quiet and thoughtful	
Reserved and hesitant	
Supportive and encouraging	
Driven and vocal	
Outgoing and engaging	
29. When making a major purchasing decision, you are likely to:	
Talk to other people to get their views	
Let someone else make the decision for you	
Consider how other people will be affected	
Read reviews, then ask others what they think	
Trust your ability to research and make your own decision	
30. If you disagree with someone's opinion, what do you do?	
Attempt to understand their point of view	
Try to persuade them to agree with you	



Avoid confronting them in case their feelings are hurt	
Say nothing because you prefer to avoid an argument	
Tell them that you disagree and say why	
31. When working on a problem with other people, you:	
Prefer to take the initiative and sort it out quickly	
Try to find a collective solution	
Let other people find the answer	
Allow others to lead and help if needed	
Devise a plan and look for ways to assist others	
32. How do you feel about speaking in front of a group?	
You try to avoid it if at all possible	
You enjoy the opportunity to convey your ideas	
You like the idea but not the pressure it creates	
You will do it as long as it helps out in some way	
You don't mind doing it, if you are able to plan	
33. How do you feel about asking others for help?	
You don't mind: you often ask	
You feel uncomfortable so you try to avoid it	
You prefer to find your own solutions to problems	
It's usually you who gives help to others	
You generally don't need to do this	
34. While having a conversation, you:	
Enjoy sharing your views and opinions	
Actively take part but can get distracted	
Like to learn from other people	
Easily lose interest	
Often lead the conversation	
35. When someone has a new way of doing something, do you:	
Welcome it and see whether you can use it	
Discuss and exchange thoughts with them	
Assess the merits of their approach before you react	
Let them go their own way	
Try to adapt and improve it	
36. How do you feel about giving orders or instructions?	
It's OK, provided you have proper justification	
You prefer to collaborate with others, not give orders	
You instinctively try to avoid it	
You are wary in case there is any opposition	
You are very happy to do it	
37. When attending a social event, you are most likely to:	
Talk to people you already know	
Interact with different people, even if you don't know them	
See if anyone looks out of place and speak to them	
Observe others and see who is more approachable	
You don't go to social events very much	
38. I'm able to communicate my needs, and make sure that I am understood.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



39. When there's conflict, I use my communication skills to find solutions and work things through.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. When discussing an issue with someone, I try to stay one step ahead in the conversation, and I actively think about what I'm going to say next.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. If I don't understand something, I tend to keep this to myself and figure it out later.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. I try to help people understand the underlying concepts behind the point I am discussing. This reduces misconceptions and increases understanding.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. I do not make eye contact when talking to people.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I'm usually open to getting to know people personally and establishing relationships with them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. I usually react quickly and spontaneously.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. I'm usually open to other people's use of my time.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
47. I usually wait for others to introduce themselves to me at social gatherings.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. I usually focus my conversations on the interests of the people involved, even if that means straying from the business or subject at hand.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
49. I'm usually not assertive, and I can be patient with a slow pace	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. I usually make decisions based on facts or evidence	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I usually contribute frequently to group conversations.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. I usually prefer to work independently or dictate the conditions in terms of how others are involved.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. I usually ask questions or speak tentatively and indirectly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. I usually focus primarily on ideas, concepts, or results.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. I usually focus primarily on persons, interactions, and feelings.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. I usually use gestures, facial expression, and voice intonations to emphasize points	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. I usually don't accept others' points of view (ideas, feelings, and concerns)	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. I usually respond to risk and change in dynamic or unpredictable manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I usually prefer to keep personal feelings and thoughts private, sharing only when I wish to do to.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I usually choose known or similar situations and relationships.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I'm usually responsive to others' agendas, interests, and concerns	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. I usually respond to conflict slowly and indirectly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I do often interrupt other people when they are speaking if I have to say something more important.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
64. When someone is speaking to me, I often think of something else.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I find that people are often receptive to my ideas and suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. I ask questions to encourage others to contribute their thoughts and ideas to a conversation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. I find it hard to accept that not everyone sees things the way I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. I am aware of the impact my own non-verbal signals have on how my message is received and understood.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. I check with my listeners from time to time to see if they are listening or if they have understood me correctly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. I am not concerned about what others may already know or expect and see no need to adapt what I have to say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. Others view me as critical and judgmental.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
72. If I commit to doing something, I follow through on my promise.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. I am uncomfortable with silence and quick to fill gaps in the conversation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. I know how to offer fair and constructive feedback when others express their thoughts and ideas.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
75. I am generally interested in other people and what they have to say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. I find it hard to build consensus when it is needed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. I frequently have to explain things several times in order to get what I have asked for.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. What I say is more important than how I say it.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. If somebody did not understand what I have said, he/she is the one to be blamed.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
80. Do you have the problem when you communication with the people?	
I generally understand what to communicate, with whom and how in routine work and highly familiar situations. I am not properly aware of different types of communication and how communication may vary according to the different contexts.	
I am aware of different types of communication (written, spoken, non-verbal) understanding the main features in different contexts (formal, informal, scientific, journalistic...) and how they are important for social interaction. I am aware of the importance of body language, but I am not sure to use it properly in different contexts. I can adapt myself to formal communication protocols.	
I understand the variability of language and communication forms in different contexts. I am able to use properly body language in different contexts. I understand what to communicate, with whom and how, in routine work situations and in a limited set of unfamiliar situations. I am able to paraphrase and make additional questions to verify if I have understood. I try to adapt communication to the context.	
I am always able to express my opinion (either in favor or against) both in written and spoken language in a convincing manner. I evaluate pros and cons of media and strategies communication. I am able to use active listening and organize information in a systematic way. I take into consideration points of view of others and their feedbacks when communicating. I seek new strategies in new situations and select appropriate communication protocols and conventions in a broad range of situations, being aware of the impacts of my choices. I feel confident in cross-cultural communication.	
I like to approach the opinions and arguments of others with an open mind attitude and engage in constructive and critical dialogue in any contexts and circumstances, taking accounts of other points of view. I can argue and disagree without adopting defensive or aggressive attitudes because I am aware of the impact of explicit and implicit communication. I am confident with public speaking. I have a positive pro-attitude towards cross-cultural communication.	

<https://www.activia.co.uk/questionnaire04-submit>

81. Situation	
<p>You were requested to send out a formal e-mail to several subcontractors in requesting them to send back the full list of invoices issued to your company in the previous 2 months until the end of the week. Half of the companies did not respond. The accounting department threatens that they would cease all payments to the companies who failed to provide the necessary documents.</p> <p><i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
You send a general reminder with a deadline forwarding the message of the accounting department.	



You call each one of the non-responding companies to request that they send the documents immediately.	
You send a general e-mail to all companies thanking for the reaction of the companies who fulfilled your request on time and asking the rest if they had some unclear issues in the request.	
You transfer the issue to the accounting department and they send a general e-mail declaring that they will not pay if they do not receive the requested invoices immediately.	
You threaten the companies that you are going to cease their payments.	

Ability to work under pressure

1. How do you react on changes/problems/pressure?	
I am not able to control my emotions and feelings and I can not concentrate when I am under pressure.	
I can work under pressure independently but I easily get upset or defensive when others offer me constructive feedback.	
I have the ability to work under pressure in teams, one-on-one or independently but not in my full capacity.	
I am able to stay focused and efficient under pressure.	
I adapt easily to time- and resource-limitations and when I am working in team I can help my team to cope up with the situation.	
2. You have far too much work to do and you are getting stressed, so what do you decide?	
You try to do as much as you can, even if some things don't get the attention they need	
You grab a coffee with a friend to relieve the stress	
You take a short break to decide which jobs need to be done, and which can wait	
You continue working as normal, and whatever isn't finished today has to wait	
You spend as much time on each job as they need, even if you overwork, so that everything gets done well	
3. You're in the middle of an important job when someone stops and interrupts you. What do you do?	
You don't want to fall behind so you continue your work but try to listen to what the other person is saying at the same time	
You find out what they want and how urgent it is, and decide whether to deal with it now or leave it for later	
You politely let them know that you're busy and they should come back later	
You stop working and talk because social interaction helps us all	
You don't respond and hope they go away	
4. Today, everyone seems to be wanting too much from you. How do you handle it?	
You switch off and just do what you can in the time available	
You reach a point where you say you can't take on any more	
You re-assess what you can do in the time available	
You try to get everything done even though you probably can't	
You work through, completing every job to your best ability until time runs out	
5. Which of these statements describes you best?	



You generally enjoy staying busy and can juggle many tasks and responsibilities at once	
Sometimes distractions keep you from working on important tasks	
You have very high standards and will make sure you do everything you can to the best of your ability	
You tend to work best under pressure	
You regularly prioritise jobs so that important things get done first	
6. I lose time during the day because I'm not sure what I need to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I'm motivated to complete all of my work in a timely manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. I routinely set realistic goals for myself, and I track my progress until I've reached them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. When it comes to managing my workload, I know my priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I actively look for ways to avoid wasting time and effort - both for myself and for my team.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. I prepare a specific timeline and sequence of tasks, and I use this schedule to manage the overall work process to ensure its timely completion.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. My mind tends to drift away when I'm working on something.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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13. I become defensive when criticized.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I handle setbacks and failures effectively.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I am able to manage anxiety stress and fear in pursuit of a goal.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I utilize feedback and criticism for growth.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I recognize how my behavior affects others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I remain positive despite trying circumstances.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I maintain a sense of humor when under pressure.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I try to see things from another's perspective.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I turn to substitute activities to take my mind off things	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
22. I get upset and let my emotions out	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I try to get advice from someone about what to do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I concentrate my efforts on doing something about the situation even though I am passing the deadline	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. When I am under pressure at work, I say to myself 'this isn't real and keep working as usual	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I can not change my pace of work based on the circumstances. I can not work faster than usual even if I need to.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. When I am under pressure I try to make fun of the situation and make my colleagues laugh	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. When I am put under pressure I admit to myself that I can't deal with it, and quit trying	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I restrain myself from doing anything too quickly	
Not At All	
Rarely	



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Sometimes	
Often	
Very Often	
30. I do not discuss my feelings and fears at work	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. I get used to the idea that I will fail	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. I try hard to keep myself from getting distracted by other thoughts or activities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. I easily get upset, and am really aware of it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. When I am under pressure I quickly make a new plan of action	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. I focus on dealing with the problem, and if necessary let other things slide a little	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. When I am under pressure I look for something good in what is happening	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. When I have to do something fast I think about how I might best handle the problem	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



38. When I am under pressure I ask people who have had similar experiences what they did	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. I know that if I do not meet the deadline I will get fired.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. When I am pressed by deadline, I get stressed and work more slowly and ineffective.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. When I am under pressure I reduce the amount of effort I'm putting into my work because I can not concentrate	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. Which one suits you best?	
I usually face changes with some concern and have difficulties in adapting to changes at work, where it is quite difficult for me to propose re-assignment of tasks and deadlines assigned to me.	
If encouraged or pushed I adapt to changes at work and I can propose re-assignment of tasks and deadlines, adopting approaches based on past success experiences.	
I understand the reasons why to adapt to changes and I am able to re-assign tasks and deadlines without being pushed by others, mainly in routine situations. In complex situations I prefer to have feedbacks and incentives by others to adapt to changes	
I am able to diversify my own approach freely, if required by the context. I am able to quickly adapt to changes or to modify the priority of tasks and goals if requested by the situation, remaining focused on deadlines and without others' assistance	
I am able to act as a change agent within my context being able to make others understand the changes which the situation requires	
43. Do you find yourself often in a rush?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I don't have problems concentrating even when I am running out of time to finish a task.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. Situation	
<p>Today is Monday. Your manager has requested that you help a new colleague in the preparation of a cake ordered for tomorrow. In the meantime you are leading a team that prepares catering pastries and cakes for a big event on Wednesday. One of your co-workers went down with a heavy flu this morning so that you need to take over her part of the work immediately. However, all the tasks still need to get done.</p> <p><i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most Likely
Ask your new colleague to summarize the difficulties he/she might be experiencing so that you can help her/him promptly. In the meantime focus on the catering and cakes preparation for the event.	
Ask another co-worker in your team to help the new colleague. You will focus only on the catering preparation and covering the missing colleagues.	
Explain to your manager that you shall not be able to help the new colleague due to a justified reason and the newly created emergency situation.	
Approach your manager immediately and ask him to organize the work of everybody.	
Start working on all the tasks simultaneously.	

Time management

1. When I'm working, I block out everything that goes on around me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I find myself rushing to get things done at the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. I manage to complete everything on my daily "to-do" list.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
4. If I see my mind is wandering from my work, I'll take a break to refocus.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. I complete tasks on or before the deadline.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I prioritize my tasks when I have a lot to get done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I tackle tasks in order of importance.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. I break big projects down into smaller steps.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. When I'm stuck in line or waiting on the phone, I use that time to do something productive (i.e. read, balance my checkbook, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I combine tasks that are similar into blocks to deal with them at the same time (writing/reading e-mails, making phone calls, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. If I get to work/school earlier than needed, I'll use that time to catch up on an assignment.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
12. I have no qualms about telling others that I don't have the time to do something for them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. If my colleagues were having a loud conversation while I was working, I would ask them to please keep it down or close my door.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. Whenever possible, I schedule the more important tasks at work during the time of day when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I let others know ahead of time when I have a really busy day and can't be disturbed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I set deadlines for myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I make a list of all the tasks that need to be completed during my day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. If someone calls when I'm in the middle of something important, I would tell him or her that I'm too busy to talk.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. When I have to locate paperwork I worked on months before, I know exactly where to look.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I create schedules for all the tasks I need to complete.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I can estimate how much time it is going to take me to complete a specific task.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I use a daily planner (book or electronic) to keep track of the things I need to do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I keep my pens, notepad, etc. and anything else I need on a regular basis in the same place.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. Being busy can help you stay more organized	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. I know how much does my one minute cost to my organization?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I know what are the activities (both personal and official) that I am supposed to do tomorrow.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. I can find that important paper I need in 5 minutes.	
Not At All	
Rarely	



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Sometimes	
Often	
Very Often	
28. There is an assigned place at my home for keeping keys.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I reply to all emails (that I need to respond to) with in one business day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. I send unnecessary emails to junk folder.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. I spend 5 hrs every week on developing myself in one or the other area.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Do you put time aside for scheduling and planning?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. When working on tasks do you know if they are low, medium, or high value?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. Do you find yourself taking work home in order to complete it?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. Are you often in a hurry while working?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



36. Are you often in a hurry while doing everyday routines like tidying the house, cooking dinner, etc.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. In general, how long do jobs take you compared with what you expect?	
Less time, because you try to give yourself slack	
About the same because you are a good planner	
Longer because you get delayed or interrupted	
Longer because, once started, you often over-commit	
You don't think too much about it because things generally work out OK	
38. You have been asked to attend an evening social event. You don't really have the time to spare but it would be a nice way to unwind, so what do you do?	
You agree to attend as you don't want to let anyone down, and promise yourself you will catch up with work at a later time	
You turn down the invitation because you would rather stay on top of your work	
You say you will let them know later, after you have decided what you can manage	
Of course you will go! It wouldn't be like you to miss a social event. If work suffers a bit, that's OK	
You set yourself a time to finish most of your tasks, and attend the event for a short while	
39. Someone asks you to do something but you're already working on another job which is quite urgent. What do you do?	
You don't mind working on more than one thing at a time, so you try to do both jobs	
You try to squeeze both tasks into your daily schedule, even if it puts you under pressure	
You ask them to come back later	
You explain that you can't do it at the moment as you're doing something else, but will see what you can do once this is done	
You are likely to put off what you are doing so you can take on the new job	
40. You have been given two weeks to complete a job that you know will only take a few days. How do you deal with it?	
You start working on it as soon as possible and continue fine-tuning right until the deadline	
You assess the project's importance and work it into your schedule	
You start working on it alongside all your other tasks and aim to finish it by the deadline	
You start on it early because you know you are likely to get side-tracked	
You have plenty of time to finish it, so you leave it for later	
41. Which of these statements describes you best?	
I seem to never have enough time and being on time or respecting deadlines may sound me difficult.	
In routine-situations I have no problem in getting work done on time, but I generally need helps to rightly prioritize tasks and goals. Interruptions or programme changes may make me difficult to respect deadlines.	
I can work on several tasks or projects at the same time dividing time and resources appropriately, in any situations. In team I can act as a good timekeeper.	



I consider myself as an excellent timekeeper in team. I am able to evaluate the priority of tasks and work in every situation. I have a high autonomy and self-discipline in controlling and managing interruptions or changes, assuring both the respect of deadlines and quality of work.	
I am able to manage both my and others' time. I am able to guarantee the respect of deadlines and quality of actions, leading the others to respect deadlines and quality of work.	
42. I lose time during the day because I'm not sure what I need to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. I'm motivated to complete all of my work in a timely manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I routinely set realistic goals for myself, and I track my progress until I've reached them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. When it comes to managing my workload, I know my priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. I actively look for ways to avoid wasting time and effort - both for myself and for my team.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I prepare a specific timeline and sequence of tasks, and I use this schedule to manage the overall work process to ensure its timely completion.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Do you often have to handle multiple tasks at a time?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



49. When looking through your to-do list, do you forget the beginning by the time you reach the end?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. Can you recall what you accomplished at work when the day is over?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. Are you constantly putting out fires at work?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. Do you track your activities during the day?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. Do you skip your lunch if you have too much on your plate (not your meal)?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. Do you know how much time you actually spend on checking email and cleaning up your inbox?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. Can you tell how much time a new project will take you to accomplish?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. And do your estimates turn out to be accurate?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. Can you resist watching an awesome cat video instead of completing that damned monthly report?	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. Do you often hear the 'whooshing' sound of deadlines passing by?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. Do you start with the most challenging tasks first (apart from fixing the office coffee machine)?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. You always have free time in your work schedule so that you can insert something urgent	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. You find yourself organized at work but never having time to finish your personal tasks at home	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. You have wanted to start going to the gym since last year but you still have no time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I do not need to organize my time, I just do things without prioritizing them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. I often leave work late knowing that I could have organized my time better	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. When someone ask me to do something I more often say Yes, than No	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. I check my emails a few times a day even if I do not expect to receive specific one	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. I do not have time for long coffee or breakfast in the morning. Usually I skip eating to get my job done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. There is always something that I do not have enough time to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. I use special software/device to check the time spent on each task	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. If a colleague interrupts me while I'm doing something, I stop and speak with him/her	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. 40% of my time at work is spent talking with colleagues and discussing tasks, rather than actually working	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. I think preparing to-do list is a waste of time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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73. I have enough time left before leaving work, so I am able to clean and organize my work place every day	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. I go to work one hour earlier so that I have enough time to prepare myself	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
75. When I have appointments I prefer to go earlier than right on time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. I prefer to go out from home not looking so good but be at work earlier/on time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. My workplace looks messy but I know where is everything located.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. Sometimes I need time to find something or to remember where I have put it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I overlap appointments/obligations	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
80. I have to cancel some appointments because during the day I realize I will not have time to make it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. I put more in the to-do list than I really can do	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
82. Do you know where umbrella is?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. Do you know what time of day you are most alert and productive?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. The sluggish people and the things that happen slowly are irritating me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. I feel guilty when what I do is take a long time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I'm always in a rush.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. I catch myself sometimes neglecting people to deal with my urgent tasks.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. I struggling if I'm not among the best in what I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. Sometimes I think of things different from those I work on.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



90. Instead of enjoying my time, surrounded by important people, I fulfill my duties. This annoys me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. I expect people to have an understanding if I have not been able to finish something because I had to settle a personal question.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. Wonderful and important for me is the day when I had to solve a complicated situation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. I do not stop working even when I eat.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. I am firmly convinced that one day I will do what I really want.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I feel really productive when at the end of the day it turns out that the list of things I've done is long enough.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I am constantly looking to have more time available.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I want everywhere to be on time, not to be late, but not to come earlier than the appointed term	
Not At All	
Rarely	
Sometimes	
Often	



Very Often		
98. Situation		
<p>Your manager has informed you that you shall be assigned the responsibility to develop an important report due in two weeks and that you shall be notified of the next steps by e-mail. However you do not receive any further information and instructions on the commencement of the task for five days.</p> <p><i>What will you do in this situation? Define your "Most likely" reaction.</i></p>		
Reaction		Most Likely
Wait to receive the information that your manager mentioned and expect changes in the deadline and time-schedule		
Discuss with your colleagues if they have information on the report to find out informally what is the current status of the task and reschedule your other activities so that you can concentrate only on this report in the coming five days.		
Approach your manager requesting further information and instructions on the commencement of the task.		
Approach your manager informally and request that he appoints another team-member to help you with finalization of the report so that the deadline is met.		
Since there is not news in five days you assume that task is cancelled.		
99. Situation		
<p>One of your colleagues has young children and she is often late in the morning. You often have to cover her up in the beginning of the day. Normally this is not a problem but now you are overloaded and cannot handle both her and your responsibilities at a time. Otherwise your colleague is a diligent worker and has no difficulties in making up for the delay during the day.</p> <p><i>What will you do in this situation? Define your "Most likely" reaction.</i></p>		
Reaction		Most Likely
Request another colleague to assist you in the morning so that you manage to implement all the tasks you have and keep the situation under control.		
Talk to your colleague in private and request that she starts coming on time; offer help in devising a time-management plan for the morning		
Talk to your colleague and ask her to approach the management with a request for relocation and avoid having a problem with the morning tasks.		



Do your obligations with priority and approach your manager and suggest another form of organization of the work according to which your colleague is engaged only after 11.00 am.	
Decide to work on a “first ordered, first baked” basis	
100. Situation	
<p>You were assigned a task with close deadline. You do not find it particularly interesting and think that the work can be done by someone with a qualification lower than yours. However due to the time limit you need to concentrate only on this task and devote all your time to it during the next five days. You were assured by your manager that this task is a part of an important company project and if you managed to complete it well you would receive a financial bonus.</p> <p>What will you do in this situation? Define your “Most likely” reaction.</p>	
Reaction	Most Likely
Work as many hours as it takes to get the task completed on time.	
Request that the task is assigned to a colleague with lower qualification offering to help him/her on the toughest points and tactfully ask for an assignment which corresponds to your skills.	
Approach your manager to negotiate the deadline so that you do not have to work extra-time to meet the deadline.	
Explore different ways to have this tasks completed on time and suggest them to your manager.	
You refuse to work on the task - it is below your level.	



Baker/Pastry-maker

The statements below aim to lead you in a self-reflection and self-assessment of your strengths and weaknesses concerning 5 soft skills. These skills are supposed to be most important for the given profession and especially useful in performing the job of concern. Choose in each section only one statement, the most suited for you.

Team work

1. I help others to find compromises between differing viewpoints.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I introduce new ideas to groups in which I work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. I am willing to compromise my own view to obtain a group consensus.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. I listen carefully to what the other team members have to say and try to get all the group members to contribute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. I prefer discussing ideas and solutions with other people rather than thinking things through and working them out on my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. When solving difficult problems, working in a group motivates me to try harder, compared to solo work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. Teamwork keeps my enthusiasm alive more than individual work does.	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
8. When working in a team, the potential for error is much higher than when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. I worry that working with others will slow me down.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. There are always some team members who cannot keep up with the group's pace.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. Most of the time, all team members put forth equal effort.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I worry that I will not be able to accomplish all the work assigned to me in my group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. The pressure of knowing that other people were waiting on my work in order to be able to start theirs would really get to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I worry that my part of the work will be the one to cause a project to fail.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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15. I worry about whether other people like to work with me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. The social aspect of teamwork makes me uncomfortable.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. In teamwork, there is always at least one person whom I find really difficult to work with	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I feel inferior to my co-workers.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I feel that the opinions of others are more important than my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. It makes me feel insecure when others in my group perform better than I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I get stressed out just at the thought of my work or ideas being criticized by others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. Delays before starting a group project irritate me; I feel I would get going faster on my own.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
23. I can set aside personal goals to cooperate with others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I have trouble adapting to people who hold a different belief system from my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. Once I make up my mind about something, it's a waste of time listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. A problem with teamwork is that members often aren't sure what role they should play.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. Even when my ideas are clear in my own mind, I find it difficult to express them to others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. It would bother me having to discuss decisions with teammates rather than making them myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I would be frustrated with the increased need for communication in teamwork.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
30. If a team member isn't expressing him/herself clearly, it is difficult for me to understand his/her point of view.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. In conversations with team members, I generally do most of the talking.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Even when I have a clear idea in mind, I am open to listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. You cannot depend on others if you want to get ahead in life.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. The following thought is typical of me: "If you want something done right, you have to do it yourself!"	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. I worry that I will make a fool of myself if I speak up in front of a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. I tend not to share my thoughts with my team members because I have trouble expressing them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. In the end, the only person you can count on is yourself.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. Even if I am having trouble accomplishing the work assigned to me, I am reluctant to ask for help from others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. Which answer is MOST like you?	
I am used to and prefer working alone because I generally meet difficulties in finding my place in a working group and in sharing information.	
I can understand the importance of team working, but I generally need to be encouraged to contribute to workgroup process. I prefer to cooperate with others in short-term tasks.	
Cooperating with others is part of my routine activities; I am able to play an active role in workgroup discussions paying attention to the perspectives of others. I voluntarily keep others informed of my work, share information, discuss problems and seek/give help when required. I am aware of consequences of behaviors which may undermine group cohesion (e.g. malicious gossip, individual work). I try to build up and cultivate informal networks with others who can contribute to effective work outcomes.	
I always cooperate with others to achieve common outcomes. I am able to adapt my behavior when working in team and play an active role in facilitating group interaction. I know I am able to influence the group and play a lead role on occasion. I look for strengths in others and find ways to work with them sharing knowledge, experiences and ideas freely. I try to avoid behaviors which may undermine group cohesion (e.g. private criticisms, prejudices, breaking confidences). I strive to be a good example for others within the work team. I engage to build and cultivate formal and informal networks within and beyond work context (e.g. community of practices, professional associations...).	
I invest time and energy in building and maintaining effective working relations. I like to encourage a collaborative culture within my own sphere of influence and act as a facilitator of group cohesion. I play a lead role in all situations which require effective collaboration, being able to influence, engage and motivate others. I give feedbacks to others in a way that everyone can easily understand. I actively build formal and informal networks within and beyond work context, including key people (e.g. theme experts, think tanks, decision makers...).	
40. More solutions or ideas are generated when working in a team situation than when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. I think that the statement "If you want a job done well, do it yourself" is true.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
42. Team work is overrated in terms of the actual results produced	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. The tasks I work on are the ones with the highest priority. My colleagues are always working less than me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. A team is most productive when its members do what they think is best rather than what others in the group want them to do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. A group is most productive when its members follow their own instincts.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. Having to discuss and make decisions together as a group is one of the most difficult challenges of teamwork.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I worry about not having the final say over my work when in a team situation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Only having control over certain aspects of a project, rather than the entire process, is disturbing to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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49. The only role I would be comfortable with in a group is one with a lot of the decision-making power.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. The potential for individual glory is much lower when working in a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I resent having to share my good ideas with other people in my group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. It would bother me to only be praised as a member of the group instead of getting individual recognition from supervisors.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. In teamwork, there is always at least one person who doesn't pull his or her own weight.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. Some people in a group will inevitably be less capable than others, leading to unfair balance of workload.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. When working in a team situation, I worry that I will put my foot in my mouth.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. In a group setting, I feel that others are more valuable than me.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
57. I can listen to someone point out a mistake I made without becoming defensive or upset.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. When someone does something that bothers me, I am able to express my feelings calmly and constructively	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I am comfortable speaking up to give people feedback about their performance.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I can speak in front of a group (5 to 10 people) without becoming visibly anxious.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I am able to ask questions and request further information without fear of sounding incompetent.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. Generally, my energy is highest when I work alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. Working with a group of people generally drags me down - I am more eager to get things going when I work alone	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
64. When it comes to complex assignments I prefer to complete the entire assignment in collaboration with a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I think I do my best work when I am working independently	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. In a typical team environment, I generally feel I am useless and may as well not be there	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. In a typical team environment, I generally feel like I am doing everything	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. When something occurs that sets my team back I am confident that I will not be the one blamed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. Supporting team decisions when my point of view was criticized is not a problem for me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. When working with several people, reaching for quality and excellence is impossible.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



71. When my attitude and behaviors are not compatible with a situation or group, I adapt quickly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. When my attitude and behaviors are not compatible with a situation or group, I prefer to quit and work alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. In my experience, I have estimated that generally people like to work with me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. When working in a team, I am	
Very flexible and always try to alter ineffective habits	
Flexible and generally try to alter ineffective habits.	
Somewhat flexible and will occasionally alter my habits.	
Generally disinclined to alter my behavior.	
Averse to the idea of altering my behavior.	
75. I am comfortable telling members of a team what I need from them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. When working in a team, I generally listen to what people have to say	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. In teamwork, the fact that I have to wait for others to finish their part irritates me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. Teamwork usually makes my efforts invisible	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
79. I prefer to be a solo player because this way I can easily show my qualities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
80. Some things can not be done individually	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. Teamwork shortens the time needed to accomplish a task	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. In teams there is always someone who doesn't work as efficient as the others but the team manages to cope up with that.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. Teamwork and equal amount of work are not compatible concepts	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. When working in a team wherein I cannot attend to all the details of a project, I can generally trust my team members to attend to them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. Even if the team works for the good of the company, I believe that team members compete and can compromise one another	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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86. I believe my team and I am sure no one will ever mislead me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. When working in a team you can not organize the work as good as you can when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. In teamwork, the fact that other team members depend on me to do my part of a project makes me nervous	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. In teamwork, the fact that other team members depend on me to do my part of a project gives me confidence that I am trustworthy	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. Unless you are assigned to a team that includes members just like yourself, your team is not likely to succeed	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. A team will operate best if I am in charge	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. When you are working in a team you should know all the strengths and weaknesses of the other as well as they should know yours so that everyone can be replaced by suitable person.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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93. Teamwork is overrated because people waste time to discuss instead of just knowing what to do by themselves	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. Some tasks are only implemented in teams	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I can not trust anyone to do the job as good as me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I feel like I am the only person working in this team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I think if we are a team we should receive equal salaries	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. A team should have a person in charge who distribute the tasks among the members	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
99. I feel more confident to express myself when I am part of a team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
100. I do not feel stressed to make a mistake when I am part of a team because the others will fix it	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
101. It makes me feel good to be part of a team because I like to compete.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
102. Situation	
<p>You have been recently promoted to manage the restaurant you have been working in for less than 2 years. All of your colleagues have larger work experience and longer carriers in the company than you. Even though you receive many congratulations and good words from the superior managers, your team starts failing to complete their everyday routine tasks unless explicitly instructed to do so. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
Speak to your team members on one-by-one basis in an informal way to find out what is the problem.	
Report the problem to your direct manager and request some personal changes and reorganization to improve the situation immediately.	
Start each day with a formal meeting where each team member receives formal instructions on their routine duties.	
Arrange a meeting with the whole team to discuss with your team the reason for their lack of motivation.	
Explain to the team that a failure to perform everyday routine task will entail a penalty from now on.	
103. Situation	
<p>You have been working with other two colleagues for the dinner preparation at a special event held in the restaurant you work in. However, due to various reasons the three of you did not manage to prepare everything fast enough which caused delay in serving the dinner. The next day, your boss arranges meeting with the three of you to clarify the reasons for the delay. Generally you should not worry since you did your part of the job as planned but the fact that the dinner was served later caused inconvenience for the customers and may lead to decline in the restaurant's reputation. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
Initiate a meeting with your colleagues to analyze the reasons for the delay and propose a remedy strategy to your boss.	
Approach your manager before the meeting and explain to him that you completed your part of the work on time and suggest an explanation for the delay as well as remedy strategy.	
You go to the meeting and prepare to explain your position in an amicable way and without blaming your co-workers - anyway the delay was not due to your fault.	



Talk informally to your colleagues and tactfully explain to them that since the delay was not due to your fault they should recognize this before your manager and suggest a remedy strategy.	
During the meeting explain directly that you cannot be held responsible for the delay and indicate your colleagues' mistakes.	
104. Situation	
There is going to be a huge event and organizers have ordered large amount of pastries and bakery products from the bakery you work in. You are assigned to work together with a colleague who is preoccupied with another order and also with volunteer work in his community outside the office. As a result she/he delays tasks, overacts at moments and you worry that this might affects the accomplishment of your common task as well. <i>What will you do in this situation? Define your "Most likely" reaction.</i>	
Reaction	Most likely
Speak to your colleague in private and ask him/her how you could help in the short-term so that you manage to complete the task.	
Explain to your colleague that these delays frustrate many colleagues on the team.	
Approach your manager requesting support and help from the other team-members to complete the work as planned.	
Approach your manager informally and request him to reschedule the some of the tasks of your colleague so that he/she could become more efficient.	
Propose to your colleague to help him/her with the community work and in the meantime persuade him/her to set your common task as a priority.	
105. How is your opinion for teamwork?	
I am used to and prefer working alone because I generally meet difficulties in finding my place in a working group and in sharing information.	
I can understand the importance of team working, but I generally need to be encouraged to contribute to workgroup process. I prefer to cooperate with others in short-term tasks.	
Cooperating with others is part of my routine activities; I am able to play an active role in workgroup discussions paying attention to the perspectives of others. I voluntarily keep others informed of my work, share information, discuss problems and seek/give help when required. I am aware of consequences of behaviors which may undermine group cohesion (e.g. malicious gossip, individual work). I try to build up and cultivate informal networks with others who can contribute to effective work outcomes.	
I always cooperate with others to achieve common outcomes. I am able to adapt my behavior when working in team and play an active role in facilitating group interaction. I know I am able to influence the group and play a lead role on occasion. I look for strengths in others and find ways to work with them sharing knowledge, experiences and ideas freely. I try to avoid behaviors which may undermine group cohesion (e.g. private criticisms, prejudices, breaking confidences). I strive to be a good example for others within the work team. I engage to build and cultivate formal and informal networks within and beyond work context (e.g. community of practices, professional associations...).	
I invest time and energy in building and maintaining effective working relations. I like to encourage a collaborative culture within my own sphere of influence and act as a facilitator of group cohesion. I play a lead role in all situations which	



<p>require effective collaboration, being able to influence, engage and motivate others. I give feedbacks to others in a way that everyone can easily understand. I actively build formal and informal networks within and beyond work context, including key people (e.g. theme experts, think tanks, decision makers...).</p>	
<p>106. Situation</p>	
<p>You were just appointed as a team leader. The team consists of three people - a specialist in his early-thirties, a young intern and an established expert in the last year before retirement. The team has been appointed to complete a joint project. Even though you have distributed the tasks, clarified the structure, and explained the priorities, the work is not processing well and your team members struggle with their assignments. What will you do in this situation? Define your “Most likely” reaction.</p>	
<p>Reaction</p>	<p>Most Likely</p>
<p>Approach your manager and solicit that everyone receives a bonus if the job is done on time; inform your colleagues immediately.</p>	
<p>Gather your team and explain once again the goals of the company and how important is your project for meeting these tasks.</p>	
<p>Organize an informal meeting to recognize each member’s achievement and ask them for suggestions to improve the work process.</p>	
<p>Talk to each of your team-members individually to identify their individual preferences as to the job; then work with each one to improve their individual performance.</p>	
<p>You do not interfere in the situation - the team-members will learn to work with each other with time.</p>	
<p>One of your colleagues has young children and she is often late in the morning. You often have to cover her up before the clients in the beginning of the day. Normally this is not a problem but now you are overloaded with servicing the clients that you are directly responsible for and cannot handle both hers and yours at a time. Otherwise your colleague is a diligent worker and has no difficulties in making up for the delay during the day. What will you do in this situation? Define your “Most likely” reaction.</p>	
<p>Reaction</p>	<p>Most Likely</p>
<p>Request another colleague to assist you in the morning so that you manage to serve all clients and keep the situation under control.</p>	
<p>Talk to your colleague in private and request that she starts coming on time; offer help in devising a time-management plan for the morning so that both of you manage to serve well the morning clients.</p>	
<p>Talk to your colleague and ask her to approach the management with a request for relocation and avoid having a problem with the morning customers.</p>	
<p>Serve your clients with priority and approach your manager and suggest another form of organization of the work in the office according to which your colleague is engaged with clients only after 11.00 am.</p>	
<p>Decide to work on a “first come, first served” basis with the clients - you can keep them waiting for a while.</p>	
<p>107. Situation</p>	
<p>You have recently promoted to manage a small team of workers, all of whom have larger work experience and longer carriers in the company than you. Even though you receive many congratulations and good words from the superior managers, your team starts failing to complete their everyday routine tasks unless explicitly instructed to do so. What will you do in this situation? Define your “Most likely” reaction.</p>	
<p>Reaction</p>	<p>Most Likely</p>



Speak to your team members on one-by-one basis in an informal way to find out what is the problem.	
Report the problem to your direct manager and request some personal changes and reorganization to improve the situation immediately.	
Start each day with a formal meeting where each team member receives formal instructions on their routine duties.	
Arrange a meeting with the whole team to discuss with your team the reason for their lack of motivation.	
Explain to the team that a failure to perform everyday routine task will entail a penalty from now on.	

Skills to present the food

1. Do you add personal touch to the products you create?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. Do you find it important to inform the clients about the ingredients of the products?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. Do you ask the clients about their preferences and suggest them what to order before they have asked you?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. Do you follow the trends for bakery and confectionery products decoration?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. You like to talk in front of big audience	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. You enjoy sharing ideas and gathering opinion for new products	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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7. You like to try new things	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. When you order food you always eat similar things	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. Taste is more important than appearance	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. When it comes to food, the appearance doesn't matter	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. People choose food in restaurants based on pictures or explanation	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. Customers in restaurant often ask the waiter what to choose	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. The waiter is the one responsible to attract the customers to come again	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. Customers visit a restaurant only because of the food served	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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15. I like to follow the trends in the customers' preferences regarding food	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. Healthy food doesn't look attractive/tasty	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. Men don't pay attention to the food appearance	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. The more complex a dish is, the more easier it is to look attractive	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. People don't like to be told what to choose	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. Some people look like they need advice in choosing their desert	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I like to watch people and try to guess what they will chose to eat	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I tend to know which person likes meat and who prefer pasta	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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23. I do not like when people ask me for my opinion to choose their desert. After all, everybody have preferences, I can not choose for them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I don't give advices to customers because I don't want to be blamed If they don't like what they got.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. If someone ask me for advice what to choose, I prefer to ask them what they like and compare it to what I can suggest.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. If someone ask me for opinion on what to choose, I simply answer by saying which my favorite option is.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. I can not give advice to the customers on what to choose because my taste is subjective.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. I think customers' preferences for deserts are based on their mood.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I often encourage customers to order my favorite item from the menu.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. I am very good in promoting things	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. I do not like to communicate with the customers.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. I have no time for unnecessary food presentations.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. It is not part of my job to speak with the customers.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. I think the modern food presentation shows are overrated. People are not impressed if the chef melts the cheese for pasta in front of them. It is the same for finishing the desert preparation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. The client is first attracted by the appearance of the food	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. The waiter is the one who can alter the client's mood	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. Customers have their preferences for food and do not want to try unfamiliar for them ingredients	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
38. If there is an ingredient in a dish which is not so common, I prefer not to mention it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. I do not wait the clients to ask me anything, I always tell them which is our newest/best dish/desert	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. I like to explain the clients how the food is being prepared, so that they can imagine its taste	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	

Organization and prioritization of tasks

1. In order to prioritize your time most efficiently, which of the following do you think is №1 priority?	
Create a master list of every single task	
Categorize your tasks	
Rank each tasks	
Determine the time to do each task	
2. How do you plan what you want to achieve in a typical day?	
You don't really plan your days	
You create a prioritised To-Do list that forms the basis of what you do	
You rarely start till you have thoroughly planned and prepared for the day	
You only attempt the jobs you know you can do properly	
You start with a mental plan but can often get pulled away from what you are doing	
3. It's early in the morning and you have a busy day ahead. How do you decide how to work?	
You don't have a set system: you tend to pick things to do as the day progresses	
All your jobs need to be done, so you do them with equal effort, one by one	
You prioritise the most important tasks and work through them in order	
You prefer to start with the most interesting jobs to get you going	
You try to multi-task because that's more productive	
4. Someone asks you to do something but you're already working on another job which is quite urgent. What do you do?	
You don't mind working on more than one thing at a time, so you try to do both jobs	



You try to squeeze both tasks into your daily schedule, even if it puts you under pressure	
You ask them to come back later	
You explain that you can't do it at the moment as you're doing something else, but will see what you can do once this is done	
You are likely to put off what you are doing so you can take on the new job	
5. Which one is MOST like you when replying to incoming emails?	
You don't use email	
You have set times in the day when you check your emails and you always try to stick to them	
You like to save time by combining multiple tasks, so you often check emails while on the phone or working on something else	
You don't pay much attention to emails and aren't worried if you have a backlog	
You try to answer each email as soon as it comes in	
6. I have to take work home in order to get it done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I miss important deadlines at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. My boss or colleagues are kept waiting because I don't complete my work on time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. If the task at hand is something I don't necessarily want to do, I use rewards, visualization techniques (e.g. imagining how proud I'll be once it's completed), etc. for motivation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I set goals for myself at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. I start projects/assignments that I just can't seem to finish.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
12. I get hung up on minor details.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I have difficulty communicating my thoughts to colleagues in writing.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I tidy up my workspace and keep piles from accumulating.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I arrive at work on time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I underestimate the time it will take me to finish a project or assignment at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I misplace work-related items.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I forget important events (meetings, deadlines, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



19. I employ strategies to avoid disorganization at work (writing notes, making to do lists, using binders/folders, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I go through my records and files to ensure that I have everything in order.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. The quality of my work suffers when I leave tasks to the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. When I'm having personal problems, I find it difficult to concentrate at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. When I set out to complete a task, I have a good idea how long it will take me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I always keep my pens, notepad, etc. and anything else I need on a regular basis in the same place at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. I have a clear picture of what I want to accomplish in my career.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I arrange my work materials (books, notes, folders, tools, etc.) through some type of system.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
27. In order to get where I want to be in my work and career, I accept that, on occasion, I have to do mundane things.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. When I have to do something that I don't particularly enjoy, I manage to find at least some aspect of the task that I find appealing.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I derive satisfaction from keeping an organized workspace.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. When faced with a challenging long-term project, I find it difficult to keep myself on track.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. Whenever possible, I schedule the more important tasks at work during the time of day when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. When I am learning or gathering new information, I have a systematic way of doing so (highlighting, making charts or outlines, color coding, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. If a co-worker asked to see documents from a project I hadn't touched in months, I'd know exactly where to find it.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
Very Often	
34. How often do you delay in starting a job, or deciding what to do?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. Do you know how much time you will spend on each of the task you need to do during the day?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. Do you know whether the tasks you are working on are high, medium, or low value.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. When I need to get down to business, I am able to motivate myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. I put things back in their proper place when I'm finished using them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. When I tackle a complex task or project, I make sure I have a "Plan B" in case something goes wrong.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. I back up important computer files	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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41. I organize my emails or incoming paperwork (filing, responding, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. I have trouble communicating my thoughts verbally to my colleagues.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. Do you estimate if the results will be worth the time put in before starting to do something?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. When you are given a new assignment, do you analyze it for importance and prioritize it accordingly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. When you make your Action Plan for the day, do you change it?	
Never, even if I realize I can organize the work better I stick to the plan I have.	
Rarely, even if I have to reorganize the work I will waste time to do it.	
Sometimes, when I realize I can organize the work better I quickly make changes.	
Often, my plans are always penultimate.	
Very Often, my work can not be organized once for all.	
46. I estimate what needs to be done by what deadline, and break down the work packages into smaller and more manageable pieces.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I identify as many potential risks as I can, and I develop a plan to manage or minimize each one of them, large or small	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Your cooking utensils are arranged by:	
How much I use an item	



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By type	
They are just on the shelf, no particular order	
By color	
They are always scattered around, I am using them all the time, no need to arrange them	
49. You just scheduled an important event. Where do you put the details?	
I enter it in my smartphone: date, time, specifics	
I email it to myself and read it later	
I repeat it several times to remember it	
I write it in my notebook which is my office always on the desk	
I write the details on a piece of paper/napkin and put it in my pocket, I have no time for something else, I will think about it later	
50. I get working on things as soon as possible as I don't believe in doing things at the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I am very punctual.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. I always manage to finish all my work, both in my personal and professional life, way before it is due.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. I believe in getting the most important things done first so that even if in the end, I have to make a rush for it, I know that at least the important part of the job is already done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. I never take on more than what I can handle.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. I am able to get a lot more done in a day than most people.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
56. It is always better to get a few things done right rather than to get a lot of things done wrong.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. I never procrastinate and believe that it is better to do today what can be done tomorrow.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. I believe that time is money, and I never waste either.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I always plan my day the night before.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I always work in an organized fashion and like to stick to a schedule or routine.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I am always on the move and am always trying to get the maximum work done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. I plan my day so that I do the most exacting jobs in the time when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



63. I prepare a weekly plan for myself that includes specific goals, activities and priorities.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. Once I make a list of things to be done, I make sure that I stick to it, no matter what.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I tend to get stressed if things don't get done the way that I want or the way that I planned.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. When family and friends come to visit, you feel:	
Pretty good. You're happy to have guests to your home, even if they drop by unannounced.	
You love having people over, but in order for them to sit down, you sometimes have to clear a chair of clutter.	
You visit other people at their homes rather than let them see your clutter.	
67. Your garage:	
Is an organized space that serves its purpose well.	
Your car fits, but everything else is a mess.	
You have everything but the kitchen sink (and your car) in there.	
68. If you needed to locate stamps, you'd find them:	
Organized in your bill paying center, where you keep the checkbook, bills, & envelopes.	
You know you bought some a few weeks ago...now where are they?	
You have to run to the post office or gas station each time you need a stamp.	
69. When looking at the amount of "stuff" you own:	
You feel content. You get rid of anything that isn't useful, beautiful, or loved.	
You have some clutter you don't need or want, but don't know where to start.	
You have so much "stuff" that you can't find what you need when you need it.	
70. In your purse, you'll find:	
Wallet, lipstick, comb and keys.	
All of the above, plus old receipts, crumpled tissues, ticket stubs, and cracker crumbs.	
All of the above, plus more. It weighs so much you get a backache lugging it around!	
71. When you look for your keys:	
You know right where they are—they go in the same place every day.	



You toss them down as you rush through the door—they sometimes get lost in a mound of clutter.	
One day you spent an hour looking for your keys, but you found your lost eyeglasses instead!	
72. When paying bills:	
You have a set spot for bills and pay them twice a month.	
You make a few trips around the house to locate stamps, bills, and checkbook.	
You usually pay them when you receive the second or third “past due” notice.	
73. Reflecting on your day:	
You enjoyed some private time to do yoga, enjoy a cup of tea, or read the paper.	
You have so much going on, that you were barely able to make it to this workshop.	
You spend so much time attending to everyone else in your life, that you don’t leave any time for yourself.	
74. If a friend peeked in your closet, she’d discover:	
An organized and useful wardrobe. If you haven’t worn something in a year, you give it away.	
You love to shop and your closet is packed full! But you don’t have the patience to clear it out.	
You never use the closet—your clothes are in piles around the bedroom.	
75. At the end of the day, you feel:	
Satisfied – you could see the big picture and accomplished many things in an efficient manner.	
You got a lot done, but stalled out on some of the “big picture” tasks. You hope you can get going tomorrow.	
You gave a lot to everyone else, but need to get yourself organized soon.	
76. How do you organize your work?	
I expect that others explain me the responsibilities which are related to the tasks I have been assigned to.	
I take responsibility for my actions in routine situations. In more complex situations I may need others’ guidance or support to identify tasks, risks and responsibility.	
I generally understand tasks, purposes, risks and associated responsibilities related to the situation and the role I have been assigned to. I can understand how my tasks contribute to the works of others and I generally like to feel myself owner of the outcomes of my actions. In complex situation I prefer to take responsibility for my actions only under the supervision of a coach.	
I am able to analyze situations and take calculated risks. I work alone and in team with a strong sense of responsibility. I always feel personal ownership of goals, plans, decisions and outcomes, being aware of possible mistakes. In non-routine situations I take responsibility for my personal actions and identify changes to improve the outputs of the group.	
I always consider my own tasks and role as a contribution to achieve broader goals inside my organization. If the situation requires a quick intervention, I analyze situations, take risks and decisions also when not all information is available. I am not afraid to adapt and renegotiate roles and responsibilities according to the circumstances. I have no problem in recognizing and reminding others their own responsibilities.	
77. Who organizes your work?	
I expect my supervisor/manager to organize my tasks.	
All my tasks are equally important and I need to do them personally unless my supervisor tells me something else.	



I understand that the tasks are of different significance but I find it difficult to classify them myself	
I understand the grading of the tasks and I can prioritize my duties and organize my work	
I am able to analyze the tasks and organize the work of my colleagues and myself in order to achieve the results we expect.	
78. I break big projects down into smaller steps.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I combine tasks that are similar into blocks to deal with them at the same time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
80. I can not say what are my daily priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. I go to work earlier so that I have enough time to drink my coffee and think what to do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. I do my daily schedule the night before	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. I write down the things I have to do and check the list during the day to see my progress	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. I write down the things I have to do the next day because I can not remember everything	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
85. I do not make schedule for the day because there is always something unexpected, so I just follow the flow	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I can not organize my tasks, I prefer somebody to tell me what to do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. I can not think for more than one thing in the same time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. If I have to do many things simultaneously I usually panic	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. I am not able to organize my day so that the time is enough for everything. So I usually work until later in order to finish my tasks	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. I usually finish everything I have to do for the day at least an hour before the end of the working day, so I have time to prepare my workplace for the next day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. I spend a lot of time thinking what to do next during the workday.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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92. I often start doing something and in some point I decide that it should have been better if I had done something else before that.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. I tend to leave some of my tasks unfinished in order to do something else	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. I am the person who organize the work of the others and the overall work process	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I am very well organized person in relation to my personal life and at work	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I easily get confused which task to implement first	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I am unable to set priorities regarding my work tasks. Everything at work seems equally important to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. When I get distracted I become unorganized and start to act chaotic	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
99. I implement the easiest task first as they require less time and then I focus on the ones which I need more time to get done.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
100. I tend to start the day with the most difficult task for the day since I am more productive in the morning	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
101. I am very well organized person in general	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
102. My home is always very tidy and well organized	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
103. I know the exact location of everything I may need during the day	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
104. I have a specific way for organization of my staff /alphabetical order, by color, etc. /	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
105. I tend to spend a lot of time cleaning and organizing my house and then in two days it need to be organized again since it is chaos.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
106. I always loose something in my apartment and I do not know where it is	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



107. I need to wake up at least three hours before work	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
108. When your chef gives you the task, are you motivated to start the task?	
If I do not like the task assigned to me, I have difficulties in finding driving forces (internal or external) to fulfill it. In such event I may not feel encouraged to perform the given tasks.	
I need feedbacks or encouragement to seek new learning opportunities and to propose my own ideas. I generally expect to be motivated by my chief at work.	
I often reflect on my own performance as an occasion for further job and personal improvement. I can find self-motivation forces, but I generally prefer to be encouraged.	
I generally have a pro-active attitude and ask for feedbacks from others on my own strengths and weaknesses to improve myself. I reflect on my own performance and job experience as an occasion to improve myself or look for learning opportunities. I am able to motivate myself.	
I am engaged in a continuing self-improvement and I am able to motivate other persons working with me.	
109. Are you responsible to your engagements for timely realization?	
I expect that others explain me the responsibilities which are related to the tasks I have been assigned to.	
I take responsibility for my actions in routine situations. In more complex situations I may need others' guidance or support to identify tasks, risks and responsibility.	
I generally understand tasks, purposes, risks and associated responsibilities related to the situation and the role I have been assigned to. I can understand how my tasks contribute to the works of others and I generally like to feel myself owner of the outcomes of my actions. In complex situation I prefer to take responsibility for my actions only under the supervision of a coach.	
I am able to analyze situations and take calculated risks. I work alone and in team with a strong sense of responsibility. I always feel personal ownership of goals, plans, decisions and outcomes, being aware of possible mistakes. In non-routine situations I take responsibility for my personal actions and identify changes to improve the outputs of the group.	
I always consider my own tasks and role as a contribution to achieve broader goals inside my organization. If the situation requires a quick intervention, I analyze situations, take risks and decisions also when not all information is available. I am not afraid to adapt and renegotiate roles and responsibilities according to the circumstances. I have no problem in recognizing and reminding others their own responsibilities.	
110. Your manager has informed you that you shall be assigned the responsibility to develop an important report due in two weeks and that you shall be notified of the next steps by e-mail. However you do not receive any further information and instructions on the commencement of the task for five days. What will you do in this situation? Define your "Most likely" reaction.	
Reaction	Most Likely



Wait to receive the information that your manager mentioned and expect changes in the deadline and time-schedule	
Discuss with your colleagues if they have information on the report to find out informally what is the current status of the task and reschedule your other activities so that you can concentrate only on this report in the coming five days.	
Approach your manager requesting further information and instructions on the commencement of the task.	
Approach your manager informally and request that he appoints another team-member to help you with finalization of the report so that the deadline is met.	

<https://www.activia.co.uk/questionnaire04-submit>

Time management

1. When I'm working, I block out everything that goes on around me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I find myself rushing to get things done at the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. I manage to complete everything on my daily "to-do" list.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. If I see my mind is wandering from my work, I'll take a break to refocus.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. I complete tasks on or before the deadline.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I prioritize my tasks when I have a lot to get done.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
7. I tackle tasks in order of importance.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. I break big projects down into smaller steps.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. When I'm stuck in line or waiting on the phone, I use that time to do something productive (i.e. read, balance my checkbook, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I combine tasks that are similar into blocks to deal with them at the same time (writing/reading e-mails, making phone calls, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. If I get to work/school earlier than needed, I'll use that time to catch up on an assignment.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I have no qualms about telling others that I don't have the time to do something for them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. If my colleagues were having a loud conversation while I was working, I would ask them to please keep it down or close my door.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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14. Whenever possible, I schedule the more important tasks at work during the time of day when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I let others know ahead of time when I have a really busy day and can't be disturbed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I set deadlines for myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I make a list of all the tasks that need to be completed during my day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. If someone calls when I'm in the middle of something important, I would tell him or her that I'm too busy to talk.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. When I have to locate paperwork I worked on months before, I know exactly where to look.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I create schedules for all the tasks I need to complete.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I can estimate how much time it is going to take me to complete a specific task.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I use a daily planner (book or electronic) to keep track of the things I need to do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I keep my pens, notepad, etc. and anything else I need on a regular basis in the same place.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. Being busy can help you stay more organized	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. I know how much does my one minute cost to my organization?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I know what are the activities (both personal and official) that I am supposed to do tomorrow.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. I can find that important paper I need in 5 minutes.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. There is an assigned place at my home for keeping keys.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
29. I reply to all emails (that I need to respond to) with in one business day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. I send unnecessary emails to junk folder.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. I spend 5 hrs every week on developing myself in one or the other area.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Do you put time aside for scheduling and planning?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. When working on tasks do you know if they are low, medium, or high value?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. Do you find yourself taking work home in order to complete it?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. Are you often in a hurry while working?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. Are you often in a hurry while doing everyday routines like tidying the house, cooking dinner, etc.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
37. In general, how long do jobs take you compared with what you expect?	
Less time, because you try to give yourself slack	
About the same because you are a good planner	
Longer because you get delayed or interrupted	
Longer because, once started, you often over-commit	
You don't think too much about it because things generally work out OK	
38. You have been asked to attend an evening social event. You don't really have the time to spare but it would be a nice way to unwind, so what do you do?	
You agree to attend as you don't want to let anyone down, and promise yourself you will catch up with work at a later time	
You turn down the invitation because you would rather stay on top of your work	
You say you will let them know later, after you have decided what you can manage	
Of course you will go! It wouldn't be like you to miss a social event. If work suffers a bit, that's OK	
You set yourself a time to finish most of your tasks, and attend the event for a short while	
39. Someone asks you to do something but you're already working on another job which is quite urgent. What do you do?	
You don't mind working on more than one thing at a time, so you try to do both jobs	
You try to squeeze both tasks into your daily schedule, even if it puts you under pressure	
You ask them to come back later	
You explain that you can't do it at the moment as you're doing something else, but will see what you can do once this is done	
You are likely to put off what you are doing so you can take on the new job	
40. You have been given two weeks to complete a job that you know will only take a few days. How do you deal with it?	
You start working on it as soon as possible and continue fine-tuning right until the deadline	
You assess the project's importance and work it into your schedule	
You start working on it alongside all your other tasks and aim to finish it by the deadline	
You start on it early because you know you are likely to get side-tracked	
You have plenty of time to finish it, so you leave it for later	
41. Which of these statements describes you best?	
I seem to never have enough time and being on time or respecting deadlines may sound me difficult.	
In routine-situations I have no problem in getting work done on time, but I generally need helps to rightly prioritize tasks and goals. Interruptions or programme changes may make me difficult to respect deadlines.	
I can work on several tasks or projects at the same time dividing time and resources appropriately, in any situations. In team I can act as a good timekeeper.	
I consider myself as an excellent timekeeper in team. I am able to evaluate the priority of tasks and work in every situation. I have a high autonomy and self-discipline in controlling and managing interruptions or changes, assuring both the respect of deadlines and quality of work.	



I am able to manage both my and others' time. I am able to guarantee the respect of deadlines and quality of actions, leading the others to respect deadlines and quality of work.	
42. I lose time during the day because I'm not sure what I need to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. I'm motivated to complete all of my work in a timely manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I routinely set realistic goals for myself, and I track my progress until I've reached them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. When it comes to managing my workload, I know my priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. I actively look for ways to avoid wasting time and effort - both for myself and for my team.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I prepare a specific timeline and sequence of tasks, and I use this schedule to manage the overall work process to ensure its timely completion.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Do you often have to handle multiple tasks at a time?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



49. When looking through your to-do list, do you forget the beginning by the time you reach the end?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. Can you recall what you accomplished at work when the day is over?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. Are you constantly putting out fires at work?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. Do you track your activities during the day?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. Do you skip your lunch if you have too much on your plate (not your meal)?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. Do you know how much time you actually spend on checking email and cleaning up your inbox?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. Can you tell how much time a new project will take you to accomplish?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. And do your estimates turn out to be accurate?	
Not At All	
Rarely	
Sometimes	



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Often	
Very Often	
57. Can you resist watching an awesome cat video instead of completing that damned monthly report?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. Do you often hear the 'whooshing' sound of deadlines passing by?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. Do you start with the most challenging tasks first (apart from fixing the office coffee machine)?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. You always have free time in your work schedule so that you can insert something urgent	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. You find yourself organized at work but never having time to finish your personal tasks at home	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. You have wanted to start going to the gym since last year but you still have no time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I do not need to organize my time, I just do things without prioritizing them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



64. I often leave work late knowing that I could have organized my time better	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. When someone ask me to do something I more often say Yes, than No	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. I check my emails a few times a day even if I do not expect to receive specific one	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. I do not have time for long coffee or breakfast in the morning. Usually I skip eating to get my job done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. There is always something that I do not have enough time to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. I use special software/device to check the time spent on each task	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. If a colleague interrupts me while I'm doing something, I stop and speak with him/her	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. 40% of my time at work is spent talking with colleagues and discussing tasks, rather than actually working	
Not At All	
Rarely	
Sometimes	



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Often	
Very Often	
72. I think preparing to-do list is a waste of time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. I have enough time left before leaving work, so I am able to clean and organize my work place every day	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. I go to work one hour earlier so that I have enough time to prepare myself	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
75. When I have appointments I prefer to go earlier than right on time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. I prefer to go out from home not looking so good but be at work earlier/on time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. My workplace looks messy but I know where is everything located.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. Sometimes I need time to find something or to remember where I have put it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I overlap appointments/obligations	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
80. I have to cancel some appointments because during the day I realize I will not have time to make it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. I put more in the to-do list than I really can do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. Do you know where umbrella is?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. Do you know what time of day you are most alert and productive?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. The sluggish people and the things that happen slowly are irritating me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. I feel guilty when what I do is take a long time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I'm always in a rush.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. I catch myself sometimes neglecting people to deal with my urgent tasks.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
88. I struggling if I'm not among the best in what I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. Sometimes I think of things different from those I work on.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. Instead of enjoying my time, surrounded by important people, I fulfill my duties. This annoys me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. I expect people to have an understanding if I have not been able to finish something because I had to settle a personal question.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. Wonderful and important for me is the day when I had to solve a complicated situation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. I do not stop working even when I eat.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. I am firmly convinced that one day I will do what I really want.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



95. I feel really productive when at the end of the day it turns out that the list of things I've done is long enough.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I am constantly looking to have more time available.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I want everywhere to be on time, not to be late, but not to come earlier than the appointed term	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. Situation	
Your manager has informed you that you shall be assigned the responsibility to develop an important report due in two weeks and that you shall be notified of the next steps by e-mail. However you do not receive any further information and instructions on the commencement of the task for five days.	
<i>What will you do in this situation? Define your "Most likely" reaction.</i>	
Reaction	Most Likely
Wait to receive the information that your manager mentioned and expect changes in the deadline and time-schedule	
Discuss with your colleagues if they have information on the report to find out informally what is the current status of the task and reschedule your other activities so that you can concentrate only on this report in the coming five days.	
Approach your manager requesting further information and instructions on the commencement of the task.	
Approach your manager informally and request that he appoints another team-member to help you with finalization of the report so that the deadline is met.	
Since there is not news in five days you assume that task is cancelled.	
99. Situation	
One of your colleagues has young children and she is often late in the morning. You often have to cover her up in the beginning of the day. Normally this is not a problem but now you are overloaded and cannot handle both her and your responsibilities at a time. Otherwise your colleague is a diligent worker and has no difficulties in making up for the delay during the day.	
<i>What will you do in this situation? Define your "Most likely" reaction.</i>	



Reaction	Most Likely
Request another colleague to assist you in the morning so that you manage to implement all the tasks you have and keep the situation under control.	
Talk to your colleague in private and request that she starts coming on time; offer help in devising a time-management plan for the morning	
Talk to your colleague and ask her to approach the management with a request for relocation and avoid having a problem with the morning tasks.	
Do your obligations with priority and approach your manager and suggest another form of organization of the work according to which your colleague is engaged only after 11.00 am.	
Decide to work on a “first ordered, first baked” basis	

100. Situation

You were assigned a task with close deadline. You do not find it particularly interesting and think that the work can be done by someone with a qualification lower than yours. However due to the time limit you need to concentrate only on this task and devote all your time to it during the next five days. You were assured by your manager that this task is a part of an important company project and if you managed to complete it well you would receive a financial bonus.

What will you do in this situation? Define your “Most likely” reaction.

Reaction	Most Likely
Work as many hours as it takes to get the task completed on time.	
Request that the task is assigned to a colleague with lower qualification offering to help him/her on the toughest points and tactfully ask for an assignment which corresponds to your skills.	
Approach your manager to negotiate the deadline so that you do not have to work extra-time to meet the deadline.	
Explore different ways to have this tasks completed on time and suggest them to your manager.	
You refuse to work on the task - it is below your level.	

Ability to work under pressure

1. How do you react on changes/problems/pressure?

I am not able to control my emotions and feelings and I can not concentrate when I am under pressure.	
I can work under pressure independently but I easily get upset or defensive when others offer me constructive feedback.	



I have the ability to work under pressure in teams, one-on-one or independently but not in my full capacity.	
I am able to stay focused and efficient under pressure.	
I adapt easily to time- and resource-limitations and when I am working in team I can help my team to cope up with the situation.	
2. You have far too much work to do and you are getting stressed, so what do you decide?	
You try to do as much as you can, even if some things don't get the attention they need	
You grab a coffee with a friend to relieve the stress	
You take a short break to decide which jobs need to be done, and which can wait	
You continue working as normal, and whatever isn't finished today has to wait	
You spend as much time on each job as they need, even if you overwork, so that everything gets done well	
3. You're in the middle of an important job when someone stops and interrupts you. What do you do?	
You don't want to fall behind so you continue your work but try to listen to what the other person is saying at the same time	
You find out what they want and how urgent it is, and decide whether to deal with it now or leave it for later	
You politely let them know that you're busy and they should come back later	
You stop working and talk because social interaction helps us all	
You don't respond and hope they go away	
4. Today, everyone seems to be wanting too much from you. How do you handle it?	
You switch off and just do what you can in the time available	
You reach a point where you say you can't take on any more	
You re-assess what you can do in the time available	
You try do get everything done even though you probably can't	
You work through, completing every job to your best ability until time runs out	
5. Which of these statements describes you best?	
You generally enjoy staying busy and can juggle many tasks and responsibilities at once	
Sometimes distractions keep you from working on important tasks	
You have very high standards and will make sure you do everything you can to the best of your ability	
You tend to work best under pressure	
You regularly prioritise jobs so that important things get done first	
6. I lose time during the day because I'm not sure what I need to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I'm motivated to complete all of my work in a timely manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



8. I routinely set realistic goals for myself, and I track my progress until I've reached them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. When it comes to managing my workload, I know my priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I actively look for ways to avoid wasting time and effort - both for myself and for my team.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. I prepare a specific timeline and sequence of tasks, and I use this schedule to manage the overall work process to ensure its timely completion.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. My mind tends to drift away when I'm working on something.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I become defensive when criticized.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I handle setbacks and failures effectively.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I am able to manage anxiety stress and fear in pursuit of a goal.	
Not At All	
Rarely	



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Sometimes	
Often	
Very Often	
16. I utilize feedback and criticism for growth.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I recognize how my behavior affects others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I remain positive despite trying circumstances.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I maintain a sense of humor when under pressure.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I try to see things from another's perspective.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I turn to substitute activities to take my mind off things	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I get upset and let my emotions out	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I try to get advice from someone about what to do	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
24. I concentrate my efforts on doing something about the situation even though I am passing the deadline	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. When I am under pressure at work, I say to myself 'this isn't real and keep working as usual	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I can not change my pace of work based on the circumstances. I can not work faster than usual even if I need to.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. When I am under pressure I try to make fun of the situation and make my colleagues laugh	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. When I am put under pressure I admit to myself that I can't deal with it, and quit trying	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I restrain myself from doing anything too quickly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. I do not discuss my feelings and fears at work	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
31. I get used to the idea that I will fail	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. I try hard to keep myself from getting distracted by other thoughts or activities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. I easily get upset, and am really aware of it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. When I am under pressure I quickly make a new plan of action	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. I focus on dealing with the problem, and if necessary let other things slide a little	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. When I am under pressure I look for something good in what is happening	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. When I have to do something fast I think about how I might best handle the problem	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. When I am under pressure I ask people who have had similar experiences what they did	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
39. I know that if I do not meet the deadline I will get fired.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. When I am pressed by deadline, I get stressed and work more slowly and ineffective.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. When I am under pressure I reduce the amount of effort I'm putting into my work because I can not concentrate	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. Which one suits you best?	
I usually face changes with some concern and have difficulties in adapting to changes at work, where it is quite difficult for me to propose re-assignment of tasks and deadlines assigned to me.	
If encouraged or pushed I adapt to changes at work and I can propose re-assignment of tasks and deadlines, adopting approaches based on past success experiences.	
I understand the reasons why to adapt to changes and I am able to re-assign tasks and deadlines without being pushed by others, mainly in routine situations. In complex situations I prefer to have feedbacks and incentives by others to adapt to changes	
I am able to diversify my own approach freely, if required by the context. I am able to quickly adapt to changes or to modify the priority of tasks and goals if requested by the situation, remaining focused on deadlines and without others' assistance	
I am able to act as a change agent within my context being able to make others understand the changes which the situation requires	
43. Do you find yourself often in a rush?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I don't have problems concentrating even when I am running out of time to finish a task.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



45. Situation

Today is Monday. Your manager has requested that you help a new colleague in the preparation of a cake ordered for tomorrow. In the meantime you are leading a team that prepares catering pastries and cakes for a big event on Wednesday. One of your co-workers went down with a heavy flu this morning so that you need to take over her part of the work immediately. However, all the tasks still need to get done.

What will you do in this situation? Define your "Most likely" reaction.

Reaction	Most Likely
Ask your new colleague to summarize the difficulties he/she might be experiencing so that you can help her/him promptly. In the meantime focus on the catering and cakes preparation for the event.	
Ask another co-worker in your team to help the new colleague. You will focus only on the catering preparation and covering the missing colleagues.	
Explain to your manager that you shall not be able to help the new colleague due to a justified reason and the newly created emergency situation.	
Approach your manager immediately and ask him to organize the work of everybody.	
Start working on all the tasks simultaneously.	

Restaurateur

The statements below aim to lead you in a self-reflection and self-assessment of your strengths and weaknesses concerning 5 soft skills. These skills are supposed to be most important for the given profession and especially useful in performing the job of concern. Choose in each section only one statement, the most suited for you.

Communication skills

1. I can detect the mood of others by looking at them as we converse.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I find it easy to see things from someone else's point of view.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. When I talk to someone, I put myself in his or her shoes.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
4. I can tell when someone doesn't understand what I'm saying.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. When talking to people, I pay attention to their body language (ex. facial expression, hand movement, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I manage to express my ideas clearly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I feel free to politely voice my disagreement with someone in a position of authority.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. I am completely at ease when a conversation shifts to the topic of feelings.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. People don't get what I am saying.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. When I know what someone is going to say, I finish the sentence for him or her.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. Emotionally charged situations make me uncomfortable.	



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Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. People tend to misinterpret what I say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I find it hard to express my feelings to others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I have difficulty putting my thoughts into words.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I have to repeat myself often because people don't understand my message the first time around.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. If I don't understand someone's explanation the first time around, I feel stupid asking for clarification.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I tend to postpone or avoid discussing touchy topics.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I find it difficult to express my opinions when others don't share them.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
19. I tend to clam up when dealing with someone I find intimidating.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I try to divert or end conversations that don't interest me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. If I have something relevant to add, I'll interrupt someone to make certain my views are heard.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I will stop a speaker in mid-sentence if I disagree with a statement he or she has made.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I am uncomfortable if I'm not leading the conversation (ex. choosing the topic, controlling the pace).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I'm better off hiding my weaknesses so that no one will use them against me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. When other people become emotional around me, I'm not sure how to react.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
26. When I communicate with people, I use the same communication approach with each person	
I can not speak with my subordinate employees the same way I speak with my supervisor for example.	
My attitude is equally respectful to everybody but my communication approach depends on the person I speak with. I am good in estimating how to express myself to be best understood.	
I don't make any difference in the communication approach I use. I can only communicate one way	
My communication approach is based on the subject I discuss, not on the person I speak with.	
I don't think that communication skills are essential for my job.	
27. How do you usually participate in group discussions?	
You usually prefer not to get involved	
You get involved and interact freely with the group	
You listen and only speak when you have a suggestion	
You prefer to focus on helping people to reach the best decision	
You lead the discussion and express your thoughts	
28. How would other people say you communicate?	
Quiet and thoughtful	
Reserved and hesitant	
Supportive and encouraging	
Driven and vocal	
Outgoing and engaging	
29. When making a major purchasing decision, you are likely to:	
Talk to other people to get their views	
Let someone else make the decision for you	
Consider how other people will be affected	
Read reviews, then ask others what they think	
Trust your ability to research and make your own decision	
30. If you disagree with someone's opinion, what do you do?	
Attempt to understand their point of view	
Try to persuade them to agree with you	
Avoid confronting them in case their feelings are hurt	
Say nothing because you prefer to avoid an argument	
Tell them that you disagree and say why	
31. When working on a problem with other people, you:	
Prefer to take the initiative and sort it out quickly	
Try to find a collective solution	
Let other people find the answer	
Allow others to lead and help if needed	
Devise a plan and look for ways to assist others	
32. How do you feel about speaking in front of a group?	
You try to avoid it if at all possible	



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You enjoy the opportunity to convey your ideas	
You like the idea but not the pressure it creates	
You will do it as long as it helps out in some way	
You don't mind doing it, if you are able to plan	
33. How do you feel about asking others for help?	
You don't mind: you often ask	
You feel uncomfortable so you try to avoid it	
You prefer to find your own solutions to problems	
It's usually you who gives help to others	
You generally don't need to do this	
34. While having a conversation, you:	
Enjoy sharing your views and opinions	
Actively take part but can get distracted	
Like to learn from other people	
Easily lose interest	
Often lead the conversation	
35. When someone has a new way of doing something, do you:	
Welcome it and see whether you can use it	
Discuss and exchange thoughts with them	
Assess the merits of their approach before you react	
Let them go their own way	
Try to adapt and improve it	
36. How do you feel about giving orders or instructions?	
It's OK, provided you have proper justification	
You prefer to collaborate with others, not give orders	
You instinctively try to avoid it	
You are wary in case there is any opposition	
You are very happy to do it	
37. When attending a social event, you are most likely to:	
Talk to people you already know	
Interact with different people, even if you don't know them	
See if anyone looks out of place and speak to them	
Observe others and see who is more approachable	
You don't go to social events very much	
38. I'm able to communicate my needs, and make sure that I am understood.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. When there's conflict, I use my communication skills to find solutions and work things through.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
40. When discussing an issue with someone, I try to stay one step ahead in the conversation, and I actively think about what I'm going to say next.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. If I don't understand something, I tend to keep this to myself and figure it out later.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. I try to help people understand the underlying concepts behind the point I am discussing. This reduces misconceptions and increases understanding.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. I do not make eye contact when talking to people.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I'm usually open to getting to know people personally and establishing relationships with them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. I usually react quickly and spontaneously.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. I'm usually open to other people's use of my time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I usually wait for others to introduce themselves to me at social gatherings.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. I usually focus my conversations on the interests of the people involved, even if that means straying from the business or subject at hand.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
49. I'm usually not assertive, and I can be patient with a slow pace	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. I usually make decisions based on facts or evidence	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I usually contribute frequently to group conversations.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. I usually prefer to work independently or dictate the conditions in terms of how others are involved.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. I usually ask questions or speak tentatively and indirectly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. I usually focus primarily on ideas, concepts, or results.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
55. I usually focus primarily on persons, interactions, and feelings.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. I usually use gestures, facial expression, and voice intonations to emphasize points	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. I usually don't accept others' points of view (ideas, feelings, and concerns)	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. I usually respond to risk and change in dynamic or unpredictable manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I usually prefer to keep personal feelings and thoughts private, sharing only when I wish to do to.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I usually choose known or similar situations and relationships.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I'm usually responsive to others' agendas, interests, and concerns	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



62. I usually respond to conflict slowly and indirectly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I do often interrupt other people when they are speaking if I have to say something more important.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. When someone is speaking to me, I often think of something else.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I find that people are often receptive to my ideas and suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. I ask questions to encourage others to contribute their thoughts and ideas to a conversation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. I find it hard to accept that not everyone sees things the way I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. I am aware of the impact my own non-verbal signals have on how my message is received and understood.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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69. I check with my listeners from time to time to see if they are listening or if they have understood me correctly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. I am not concerned about what others may already know or expect and see no need to adapt what I have to say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. Others view me as critical and judgmental.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. If I commit to doing something, I follow through on my promise.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. I am uncomfortable with silence and quick to fill gaps in the conversation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. I know how to offer fair and constructive feedback when others express their thoughts and ideas.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
75. I am generally interested in other people and what they have to say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. I find it hard to build consensus when it is needed.	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
77. I frequently have to explain things several times in order to get what I have asked for.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. What I say is more important than how I say it.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. If somebody did not understand what I have said, he/she is the one to be blamed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	

<https://www.activia.co.uk/questionnaire04-submit>

80. Situation	
You were requested to send out a formal e-mail to several subcontractors in requesting them to send back the full list of invoices issued to your company in the previous 2 months until the end of the week. Half of the companies did not respond. The accounting department threatens that they would cease all payments to the companies who failed to provide the necessary documents. <i>What will you do in this situation? Define your "Most likely" reaction.</i>	
Reaction	Most likely
You send a general reminder with a deadline forwarding the message of the accounting department.	
You call each one of the non-responding companies to request that they send the documents immediately.	
You send a general e-mail to all companies thanking for the reaction of the companies who fulfilled your request on time and asking the rest if they had some unclear issues in the request.	
You transfer the issue to the accounting department and they send a general e-mail declaring that they will not pay if they do not receive the requested invoices immediately.	
You threaten the companies that you are going to cease their payments.	



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Organization and prioritization of tasks

1. In order to prioritize your time most efficiently, which of the following do you think is №1 priority?	
Create a master list of every single task	
Categorize your tasks	
Rank each tasks	
Determine the time to do each task	
2. How do you plan what you want to achieve in a typical day?	
You don't really plan your days	
You create a prioritised To-Do list that forms the basis of what you do	
You rarely start till you have thoroughly planned and prepared for the day	
You only attempt the jobs you know you can do properly	
You start with a mental plan but can often get pulled away from what you are doing	
3. It's early in the morning and you have a busy day ahead. How do you decide how to work?	
You don't have a set system: you tend to pick things to do as the day progresses	
All your jobs need to be done, so you do them with equal effort, one by one	
You prioritise the most important tasks and work through them in order	
You prefer to start with the most interesting jobs to get you going	
You try to multi-task because that's more productive	
4. Someone asks you to do something but you're already working on another job which is quite urgent. What do you do?	
You don't mind working on more than one thing at a time, so you try to do both jobs	
You try to squeeze both tasks into your daily schedule, even if it puts you under pressure	
You ask them to come back later	
You explain that you can't do it at the moment as you're doing something else, but will see what you can do once this is done	
You are likely to put off what you are doing so you can take on the new job	
5. Which one is MOST like you when replying to incoming emails?	
You don't use email	
You have set times in the day when you check your emails and you always try to stick to them	
You like to save time by combining multiple tasks, so you often check emails while on the phone or working on something else	
You don't pay much attention to emails and aren't worried if you have a backlog	
You try to answer each email as soon as it comes in	
6. I have to take work home in order to get it done.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
7. I miss important deadlines at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. My boss or colleagues are kept waiting because I don't complete my work on time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. If the task at hand is something I don't necessarily want to do, I use rewards, visualization techniques (e.g. imagining how proud I'll be once it's completed), etc. for motivation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I set goals for myself at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. I start projects/assignments that I just can't seem to finish.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I get hung up on minor details.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I have difficulty communicating my thoughts to colleagues in writing.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I tidy up my workspace and keep piles from accumulating.	



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Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I arrive at work on time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I underestimate the time it will take me to finish a project or assignment at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I misplace work-related items.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I forget important events (meetings, deadlines, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I employ strategies to avoid disorganization at work (writing notes, making to do lists, using binders/folders, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I go through my records and files to ensure that I have everything in order.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. The quality of my work suffers when I leave tasks to the last minute.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
22. When I'm having personal problems, I find it difficult to concentrate at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. When I set out to complete a task, I have a good idea how long it will take me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I always keep my pens, notepad, etc. and anything else I need on a regular basis in the same place at work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. I have a clear picture of what I want to accomplish in my career.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I arrange my work materials (books, notes, folders, tools, etc.) through some type of system.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. In order to get where I want to be in my work and career, I accept that, on occasion, I have to do mundane things.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. When I have to do something that I don't particularly enjoy, I manage to find at least some aspect of the task that I find appealing.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
29. I derive satisfaction from keeping an organized workspace.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. When faced with a challenging long-term project, I find it difficult to keep myself on track.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. Whenever possible, I schedule the more important tasks at work during the time of day when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. When I am learning or gathering new information, I have a systematic way of doing so (highlighting, making charts or outlines, color coding, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. If a co-worker asked to see documents from a project I hadn't touched in months, I'd know exactly where to find it.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
Very Often	
34. How often do you delay in starting a job, or deciding what to do?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. Do you know how much time you will spend on each of the task you need to do during the day?	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
36. Do you know whether the tasks you are working on are high, medium, or low value.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. When I need to get down to business, I am able to motivate myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. I put things back in their proper place when I'm finished using them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. When I tackle a complex task or project, I make sure I have a "Plan B" in case something goes wrong.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. I back up important computer files	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. I organize my emails or incoming paperwork (filing, responding, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. I have trouble communicating my thoughts verbally to my colleagues.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



43. Do you estimate if the results will be worth the time put in before starting to do something?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. When you are given a new assignment, do you analyze it for importance and prioritize it accordingly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. When you make your Action Plan for the day, do you change it?	
Never, even if I realize I can organize the work better I stick to the plan I have.	
Rarely, even if I have to reorganize the work I will waste time to do it.	
Sometimes, when I realize I can organize the work better I quickly make changes.	
Often, my plans are always penultimate.	
Very Often, my work can not be organized once for all.	
46. I estimate what needs to be done by what deadline, and break down the work packages into smaller and more manageable pieces.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I identify as many potential risks as I can, and I develop a plan to manage or minimize each one of them, large or small	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Your cooking utensils are arranged by:	
How much I use an item	
By type	
They are just on the shelf, no particular order	
By color	
They are always scattered around, I am using them all the time, no need to arrange them	
49. You just scheduled an important event. Where do you put the details?	
I enter it in my smartphone: date, time, specifics	
I email it to myself and read it later	
I repeat it several times to remember it	
I write it in my notebook which is my office always on the desk	



I write the details on a piece of paper/napkin and put it in my pocket, I have no time for something else, I will think about it later	
50. I get working on things as soon as possible as I don't believe in doing things at the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I am very punctual.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. I always manage to finish all my work, both in my personal and professional life, way before it is due.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. I believe in getting the most important things done first so that even if in the end, I have to make a rush for it, I know that at least the important part of the job is already done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. I never take on more than what I can handle.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. I am able to get a lot more done in a day than most people.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. It is always better to get a few things done right rather than to get a lot of things done wrong.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
57. I never procrastinate and believe that it is better to do today what can be done tomorrow.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. I believe that time is money, and I never waste either.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I always plan my day the night before.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I always work in an organized fashion and like to stick to a schedule or routine.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I am always on the move and am always trying to get the maximum work done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. I plan my day so that I do the most exacting jobs in the time when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I prepare a weekly plan for myself that includes specific goals, activities and priorities.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
64. Once I make a list of things to be done, I make sure that I stick to it, no matter what.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I tend to get stressed if things don't get done the way that I want or the way that I planned.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. When family and friends come to visit, you feel:	
Pretty good. You're happy to have guests to your home, even if they drop by unannounced.	
You love having people over, but in order for them to sit down, you sometimes have to clear a chair of clutter.	
You visit other people at their homes rather than let them see your clutter.	
67. Your garage:	
Is an organized space that serves its purpose well.	
Your car fits, but everything else is a mess.	
You have everything but the kitchen sink (and your car) in there.	
68. If you needed to locate stamps, you'd find them:	
Organized in your bill paying center, where you keep the checkbook, bills, & envelopes.	
You know you bought some a few weeks ago...now where are they?	
You have to run to the post office or gas station each time you need a stamp.	
69. When looking at the amount of "stuff" you own:	
You feel content. You get rid of anything that isn't useful, beautiful, or loved.	
You have some clutter you don't need or want, but don't know where to start.	
You have so much "stuff" that you can't find what you need when you need it.	
70. In your purse, you'll find:	
Wallet, lipstick, comb and keys.	
All of the above, plus old receipts, crumpled tissues, ticket stubs, and cracker crumbs.	
All of the above, plus more. It weighs so much you get a backache lugging it around!	
71. When you look for your keys:	
You know right where they are—they go in the same place every day.	
You toss them down as you rush through the door—they sometimes get lost in a mound of clutter.	
One day you spent an hour looking for your keys, but you found your lost eyeglasses instead!	
72. When paying bills:	



You have a set spot for bills and pay them twice a month.	
You make a few trips around the house to locate stamps, bills, and checkbook.	
You usually pay them when you receive the second or third “past due” notice.	
73. Reflecting on your day:	
You enjoyed some private time to do yoga, enjoy a cup of tea, or read the paper.	
You have so much going on, that you were barely able to make it to this workshop.	
You spend so much time attending to everyone else in your life, that you don’t leave any time for yourself.	
74. If a friend peeked in your closet, she’d discover:	
An organized and useful wardrobe. If you haven’t worn something in a year, you give it away.	
You love to shop and your closet is packed full! But you don’t have the patience to clear it out.	
You never use the closet—your clothes are in piles around the bedroom.	
75. At the end of the day, you feel:	
Satisfied – you could see the big picture and accomplished many things in an efficient manner.	
You got a lot done, but stalled out on some of the “big picture” tasks. You hope you can get going tomorrow.	
You gave a lot to everyone else, but need to get yourself organized soon.	
76. How do you organize your work?	
I expect that others explain me the responsibilities which are related to the tasks I have been assigned to.	
I take responsibility for my actions in routine situations. In more complex situations I may need others’ guidance or support to identify tasks, risks and responsibility.	
I generally understand tasks, purposes, risks and associated responsibilities related to the situation and the role I have been assigned to. I can understand how my tasks contribute to the works of others and I generally like to feel myself owner of the outcomes of my actions. In complex situation I prefer to take responsibility for my actions only under the supervision of a coach.	
I am able to analyze situations and take calculated risks. I work alone and in team with a strong sense of responsibility. I always feel personal ownership of goals, plans, decisions and outcomes, being aware of possible mistakes. In non-routine situations I take responsibility for my personal actions and identify changes to improve the outputs of the group.	
I always consider my own tasks and role as a contribution to achieve broader goals inside my organization. If the situation requires a quick intervention, I analyze situations, take risks and decisions also when not all information is available. I am not afraid to adapt and renegotiate roles and responsibilities according to the circumstances. I have no problem in recognizing and reminding others their own responsibilities.	
77. Who organizes your work?	
I expect my supervisor/manager to organize my tasks.	



All my tasks are equally important and I need to do them personally unless my supervisor tells me something else.	
I understand that the tasks are of different significance but I find it difficult to classify them myself	
I understand the grading of the tasks and I can prioritize my duties and organize my work	
I am able to analyze the tasks and organize the work of my colleagues and myself in order to achieve the results we expect.	
78. I break big projects down into smaller steps.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I combine tasks that are similar into blocks to deal with them at the same time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
80. I can not say what are my daily priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. I go to work earlier so that I have enough time to drink my coffee and think what to do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. I do my daily schedule the night before	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. I write down the things I have to do and check the list during the day to see my progress	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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84. I write down the things I have to do the next day because I can not remember everything	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. I do not make schedule for the day because there is always something unexpected, so I just follow the flow	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I can not organize my tasks, I prefer somebody to tell me what to do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. I can not think for more than one thing in the same time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. If I have to do many things simultaneously I usually panic	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. I am not able to organize my day so that the time is enough for everything. So I usually work until later in order to finish my tasks	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. I usually finish everything I have to do for the day at least an hour before the end of the working day, so I have time to prepare my workplace for the next day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. I spend a lot of time thinking what to do next during the workday.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. I often start doing something and in some point I decide that it should have been better if I had done something else before that.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. I tend to leave some of my tasks unfinished in order to do something else	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. I am the person who organize the work of the others and the overall work process	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I am very well organized person in relation to my personal life and at work	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I easily get confused which task to implement first	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I am unable to set priorities regarding my work tasks. Everything at work seems equally important to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. When I get distracted I become unorganized and start to act chaotic	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
99. I implement the easiest task first as they require less time and then I focus on the ones which I need more time to get done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
100. I tend to start the day with the most difficult task for the day since I am more productive in the morning	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
101. I am very well organized person in general	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
102. My home is always very tidy and well organized	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
103. I know the exact location of everything I may need during the day	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
104. I have a specific way for organization of my staff /alphabetical order, by color, etc./	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
105. I tend to spend a lot of time cleaning and organizing my house and then in two days it need to be organized again since it is chaos.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
106. I always loose something in my apartment and I do not know where it is	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
107. I need to wake up at least three hours before work	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	

Decision making

1. Which one is the MOST like you when it comes to make a decision?	
I generally do not like to take decisions and I rely on superiors or colleagues to take them.	
I usually take decisions which have a low-impact and are directly relevant to my role, following instructions given to me (verbal or written) step by step. When I have to take decisions on issues which are unfamiliar or not clearly covered by guidelines, I ask for others' assistance.	
I take decisions on the basis of the guidelines and protocols of my organization, but I am able to interpret and adapt them to unfamiliar work situations. If the situation is not clear enough, I seek assistance and ask for suggestions to more competent peers or supervisors.	
I take decisions quickly and intuitively in both routine and non-routine situations which require immediate attention and I rely either on my past experience or on new variables resulting from the analysis of the actual context. If specific rules or protocols are absent, I identify and evaluate different options. I take responsibility for the outcomes of any decisions related to my role.	
Since I strongly think that there is no pre-defined formula and that "it all depends" on context, I have a diversified approach to decision making. So when a certain situation requires to take rapid decisions I do a multi-factor analysis, risk evaluation and diagnosis of the context. I am not afraid to take responsibility for high impact decisions in complex situations. I can take difficult decisions and have them accepted/supported by others (also if they have negative impact on one side).	
2. When I have to make a decision, I pick the first good solution I find	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



3. I like to get everyone's opinion before I make my mind up.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. I'm analytical. I don't trust or go with my gut or instincts when making decisions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. Once I make my mind up, I never change it.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I don't really think about the consequences of a decision, only if it feels right.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I follow a specific structure for taking any decision.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. I evaluate the risks associated with every alternative before taking a decision.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. I do my own research and do not totally rely on established opinions for taking a decision.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I prefer to take decisions on my own and let others know what I have decided.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
11. I rely on my own rationale and understanding for taking my decision.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. If the decision backfires, I try to improve on my thinking while making any future decisions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I take into account the views and opinions of all the stakeholders involved	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. In a group, I always put forward my views but accept the decision which is most suitable.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I consider a variety of alternate solutions before I make my decision.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I usually take decisions on my own	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I generally choose the solution which is least risky.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
18. I am good at taking impulse decisions as and when the situation demands.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I tend to falter under pressure situations and inadvertently make decisions in a haste.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I take decisions only when I feel confident about it.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. Situation	
<p>You are manager in a big IT firm and you are analyzing proposals for supply of hardware elements for your company. There are two proposals at hand. Proposal 1: You know the supplier very well as you know him personally. You completely trust the quality but are not sure about the cost, this proposal seems over costed. Proposal 2: This is the cost effective choice, but you have no previous experience with the company. Hence, you doubt the quality part of this proposal.</p> <p><i>You have to choose one proposal of the two. What will be your flow of thinking for making this crucial decision?</i></p>	
Reaction	Most likely
I would take the decision myself based on my instincts and rationale. If required, i would do further research before arriving at the decision.	
I would ask my senior/subordinate to help me out as cant figure out the best one of the two.	
I would choose proposal 1 as it is least risky.	
I would choose proposal 2 as it will save us money	
Both are equal i can go with anyone	
22. Situation	
<p>You are running a small cafe and intend to propose the manager some renovations to be made- redecoration and furniture change. You are sure that the renovation is going to attract more clients and the profits are soon going to cover the expenses. The manager says that you are right but he/she can't afford it. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	



Reaction	Most likely
a) You consider taking a loan from the bank, which will incur interest.	
b) Before considering a bank loan, you think about other ways for quick cash with quick renewal (use of family support).	
c) You borrow from your friends promising a profit share after a six-month period.	
d) You make a budget of the planned renovation and consider the cost efficiency of the improvements and think of effective but not very costly improvements. Then you try to do the improvements with only personal savings.	
e) You discuss the case with your family first and ask them for help.	

23. Situation

You are developing a proposal for a school campaign for food delivery that is to improve the health status and sport achievements of the teenagers in your community. A fellow colleague who is experienced in organizing such campaigns/proposals suggests some improvements to your initial idea - if you accept them you need to rewrite the whole proposal in the eve of the deadline for submission.

What will you do in this situation? Define your "Most likely" reaction.

Reaction	Most likely
a) You trust your colleagues' experience and rewrite the application as to his remarks without questioning them working over the night to meet the deadline.	
b) You consider your colleagues remarks but stick to the original idea - there is no time for rewriting and you could miss the deadline if you start introducing corrections in the very last moment.	
c) You sit together for a while to listen and clarify to his/her ideas. In the meantime you evaluate which suggestions can be incorporated within the current concept immediately and which should be left for a different project.	
d) You approach your manager for an advice on the situation.	
e) You consider your colleague's remarks and convince him to assist you in improving the proposal.	

24. Situation

A company, XYZ Ltd, has decided to appoint technical officers in its technical division with the following eligibility criteria:

The candidate must be

- a science graduate (B.Sc.) with minimum 70% marks
- having a postgraduate degree or diploma in Computer Science with minimum 50% marks
- of age not less than 24 years and not more than 28 years

In addition to the above criteria, he must satisfy at least one or more of the following conditions:

(A) The candidate must have work experience of minimum one year.

(B) The candidate must have represented his/her school/college team in at least one sport at district/state level.



- (C) The candidate must have participated in drama or music competitions at district/state level.
(D) The candidate must have secured a distinction in the main subject of specialisation in B.Sc.
(E) The candidate must have secured a minimum of 60% marks in the postgraduate degree/diploma.

Based on the given conditions and the data given in the following case, you have to take the decision. You are not supposed to assume anything.

Sushant is a 26-year-old Science graduate with specialisation in Physics who has secured 75% marks in graduation. He is working in an electronics company as a Sales Officer since August 2015. He is a football player and has represented his college team at inter-university level. He has obtained a postgraduate diploma in Computer Science with 54% marks.

Reaction	Most likely
To be appointed - satisfies (A) and (B) only	
To be appointed - satisfies (A) only	
To be appointed - satisfies (B) and (C) only	
To be appointed - satisfies (B) only	
Not to be appointed	

25. Situation

/Based on the abovementioned criteria/

Uday is a science graduate with 75% marks and holds the diploma in Computer Science with 58% marks. His date of birth is 2.7.75. He has participated in inter-college music competitions and has also won awards.

Reaction	Most likely
Not to be appointed	
To be appointed - satisfies (C) only	
To be appointed - satisfies (E) only	
To be appointed - satisfies (C) and (E) only	
None of these	

26. Situation

/Based on the abovementioned criteria/

Rajiv Kumar, a 25-year-old man, has completed B.Sc. in Computer Science with 76% marks. He has also completed postgraduation in Computer Science with 68% marks. He is a good dancer and has won prizes at state level dance competitions. He can also sing well.

Reaction	Most likely
Not to be appointed	
To be appointed - satisfies (C) only	
To be appointed - satisfies (E) only	
To be appointed - satisfies (C) and (E) only	
None of these	

Team work



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1. I help others to find compromises between differing viewpoints.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I introduce new ideas to groups in which I work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. I am willing to compromise my own view to obtain a group consensus.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. I listen carefully to what the other team members have to say and try to get all the group members to contribute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. I prefer discussing ideas and solutions with other people rather than thinking things through and working them out on my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. When solving difficult problems, working in a group motivates me to try harder, compared to solo work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. Teamwork keeps my enthusiasm alive more than individual work does.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



8. When working in a team, the potential for error is much higher than when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. I worry that working with others will slow me down.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. There are always some team members who cannot keep up with the group's pace.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. Most of the time, all team members put forth equal effort.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I worry that I will not be able to accomplish all the work assigned to me in my group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. The pressure of knowing that other people were waiting on my work in order to be able to start theirs would really get to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I worry that my part of the work will be the one to cause a project to fail.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I worry about whether other people like to work with me.	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
16. The social aspect of teamwork makes me uncomfortable.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. In teamwork, there is always at least one person whom I find really difficult to work with	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I feel inferior to my co-workers.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I feel that the opinions of others are more important than my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. It makes me feel insecure when others in my group perform better than I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I get stressed out just at the thought of my work or ideas being criticized by others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. Delays before starting a group project irritate me; I feel I would get going faster on my own.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
23. I can set aside personal goals to cooperate with others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I have trouble adapting to people who hold a different belief system from my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. Once I make up my mind about something, it's a waste of time listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. A problem with teamwork is that members often aren't sure what role they should play.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. Even when my ideas are clear in my own mind, I find it difficult to express them to others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. It would bother me having to discuss decisions with teammates rather than making them myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I would be frustrated with the increased need for communication in teamwork.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
30. If a team member isn't expressing him/herself clearly, it is difficult for me to understand his/her point of view.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. In conversations with team members, I generally do most of the talking.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Even when I have a clear idea in mind, I am open to listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. You cannot depend on others if you want to get ahead in life.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. The following thought is typical of me: "If you want something done right, you have to do it yourself!"	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. I worry that I will make a fool of myself if I speak up in front of a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. I tend not to share my thoughts with my team members because I have trouble expressing them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. In the end, the only person you can count on is yourself.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. Even if I am having trouble accomplishing the work assigned to me, I am reluctant to ask for help from others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. Which answer is MOST like you?	
I am used to and prefer working alone because I generally meet difficulties in finding my place in a working group and in sharing information.	
I can understand the importance of team working, but I generally need to be encouraged to contribute to workgroup process. I prefer to cooperate with others in short-term tasks.	
Cooperating with others is part of my routine activities; I am able to play an active role in workgroup discussions paying attention to the perspectives of others. I voluntarily keep others informed of my work, share information, discuss problems and seek/give help when required. I am aware of consequences of behaviors which may undermine group cohesion (e.g. malicious gossip, individual work). I try to build up and cultivate informal networks with others who can contribute to effective work outcomes.	
I always cooperate with others to achieve common outcomes. I am able to adapt my behavior when working in team and play an active role in facilitating group interaction. I know I am able to influence the group and play a lead role on occasion. I look for strengths in others and find ways to work with them sharing knowledge, experiences and ideas freely. I try to avoid behaviors which may undermine group cohesion (e.g. private criticisms, prejudices, breaking confidences). I strive to be a good example for others within the work team. I engage to build and cultivate formal and informal networks within and beyond work context (e.g. community of practices, professional associations...).	
I invest time and energy in building and maintaining effective working relations. I like to encourage a collaborative culture within my own sphere of influence and act as a facilitator of group cohesion. I play a lead role in all situations which require effective collaboration, being able to influence, engage and motivate others. I give feedbacks to others in a way that everyone can easily understand. I actively build formal and informal networks within and beyond work context, including key people (e.g. theme experts, think tanks, decision makers...).	
40. More solutions or ideas are generated when working in a team situation than when working alone	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
41. I think that the statement "If you want a job done well, do it yourself" is true.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. Team work is overrated in terms of the actual results produced	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. The tasks I work on are the ones with the highest priority. My colleagues are always working less than me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. A team is most productive when its members do what they think is best rather than what others in the group want them to do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. A group is most productive when its members follow their own instincts.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. Having to discuss and make decisions together as a group is one of the most difficult challenges of teamwork.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I worry about not having the final say over my work when in a team situation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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48. Only having control over certain aspects of a project, rather than the entire process, is disturbing to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
49. The only role I would be comfortable with in a group is one with a lot of the decision-making power.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. The potential for individual glory is much lower when working in a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I resent having to share my good ideas with other people in my group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. It would bother me to only be praised as a member of the group instead of getting individual recognition from supervisors.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. In teamwork, there is always at least one person who doesn't pull his or her own weight.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. Some people in a group will inevitably be less capable than others, leading to unfair balance of workload.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



55. When working in a team situation, I worry that I will put my foot in my mouth.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. In a group setting, I feel that others are more valuable than me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. I can listen to someone point out a mistake I made without becoming defensive or upset.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. When someone does something that bothers me, I am able to express my feelings calmly and constructively	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I am comfortable speaking up to give people feedback about their performance.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I can speak in front of a group (5 to 10 people) without becoming visibly anxious.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I am able to ask questions and request further information without fear of sounding incompetent.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. Generally, my energy is highest when I work alone	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
63. Working with a group of people generally drags me down - I am more eager to get things going when I work alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. When it comes to complex assignments I prefer to complete the entire assignment in collaboration with a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I think I do my best work when I am working independently	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. In a typical team environment, I generally feel I am useless and may as well not be there	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. In a typical team environment, I generally feel like I am doing everything	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. When something occurs that sets my team back I am confident that I will not be the one blamed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. Supporting team decisions when my point of view was criticized is not a problem for me.	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
70. When working with several people, reaching for quality and excellence is impossible.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. When my attitude and behaviors are not compatible with a situation or group, I adapt quickly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. When my attitude and behaviors are not compatible with a situation or group, I prefer to quit and work alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. In my experience, I have estimated that generally people like to work with me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. When working in a team, I am	
Very flexible and always try to alter ineffective habits	
Flexible and generally try to alter ineffective habits.	
Somewhat flexible and will occasionally alter my habits.	
Generally disinclined to alter my behavior.	
Averse to the idea of altering my behavior.	
75. I am comfortable telling members of a team what I need from them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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76. When working in a team, I generally listen to what people have to say	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. In teamwork, the fact that I have to wait for others to finish their part irritates me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. Teamwork usually makes my efforts invisible	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I prefer to be a solo player because this way I can easily show my qualities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
80. Some things can not be done individually	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. Teamwork shortens the time needed to accomplish a task	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. In teams there is always someone who doesn't work as efficient as the others but the team manages to cope up with that.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
83. Teamwork and equal amount of work are not compatible concepts	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. When working in a team wherein I cannot attend to all the details of a project, I can generally trust my team members to attend to them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. Even if the team works for the good of the company, I believe that team members compete and can compromise one another	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I believe my team and I am sure no one will ever mislead me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. When working in a team you can not organize the work as good as you can when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. In teamwork, the fact that other team members depend on me to do my part of a project makes me nervous	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
89. In teamwork, the fact that other team members depend on me to do my part of a project gives me confidence that I am trustworthy	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. Unless you are assigned to a team that includes members just like yourself, your team is not likely to succeed	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. A team will operate best if I am in charge	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. When you are working in a team you should know all the strengths and weaknesses of the other as well as they should know yours so that everyone can be replaced by suitable person.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. Teamwork is overrated because people waste time to discuss instead of just knowing what to do by themselves	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. Some tasks are only implemented in teams	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
95. I can not trust anyone to do the job as good as me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I feel like I am the only person working in this team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I think if we are a team we should receive equal salaries	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. A team should have a person in charge who distribute the tasks among the members	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
99. I feel more confident to express myself when I am part of a team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
100. I do not feel stressed to make a mistake when I am part of a team because the others will fix it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
101. It makes me feel good to be part of a team because I like to compete.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
102. Situation	
<p>You have been recently promoted to manage the restaurant you have been working in for less than 2 years. All of your colleagues have larger work experience and longer carriers in the company than you. Even though you receive many congratulations and good words from the superior managers, your team starts failing to complete their everyday routine tasks unless explicitly instructed to do so. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
f) Speak to your team members on one-by-one basis in an informal way to find out what is the problem.	
g) Report the problem to your direct manager and request some personal changes and reorganization to improve the situation immediately.	
h) Start each day with a formal meeting where each team member receives formal instructions on their routine duties.	
i) Arrange a meeting with the whole team to discuss with your team the reason for their lack of motivation.	
j) Explain to the team that a failure to perform everyday routine task will entail a penalty from now on.	
103. Situation	
<p>You have been working with other two colleagues for the dinner preparation at a special event held in the restaurant you work in. However, due to various reasons the three of you did not manage to prepare everything fast enough which caused delay in serving the dinner. The next day, your boss arranges meeting with the three of you to clarify the reasons for the delay. Generally you should not worry since you did your part of the job as planned but the fact that the dinner was served later caused inconvenience for the customers and may lead to decline in the restaurant's reputation. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
a) Initiate a meeting with your colleagues to analyze the reasons for the delay and propose a remedy strategy to your boss.	
b) Approach your manager before the meeting and explain to him that you completed your part of the work on time and suggest an explanation for the delay as well as remedy strategy.	
c) You go to the meeting and prepare to explain your position in an amicable way and without blaming your co-workers - anyway the delay was not due to your fault.	
d) Talk informally to your colleagues and tactfully explain to them that since the delay was not due to your fault they should recognize this before your manager and suggest a remedy strategy.	
e) During the meeting explain directly that you cannot be held responsible for the delay and indicate your colleagues' mistakes.	



104. Situation	
<p>There is going to be a huge event and organizers have ordered large amount of pastries and bakery products from the bakery you work in. You are assigned to work together with a colleague who is preoccupied with another order and also with volunteer work in his community outside the office. As a result she/he delays tasks, overacts at moments and you worry that this might affects the accomplishment of your common task as well. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
f) Speak to your colleague in private and ask him/her how you could help in the short-term so that you manage to complete the task.	
g) Explain to your colleague that these delays frustrate many colleagues on the team.	
h) Approach your manager requesting support and help from the other team-members to complete the work as planned.	
i) Approach your manager informally and request him to reschedule the some of the tasks of your colleague so that he/she could become more efficient.	
j) Propose to your colleague to help him/her with the community work and in the meantime persuade him/her to set your common task as a priority.	

Time management

1. When I'm working, I block out everything that goes on around me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I find myself rushing to get things done at the last minute.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. I manage to complete everything on my daily "to-do" list.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. If I see my mind is wandering from my work, I'll take a break to refocus.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
5. I complete tasks on or before the deadline.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I prioritize my tasks when I have a lot to get done.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I tackle tasks in order of importance.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. I break big projects down into smaller steps.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. When I'm stuck in line or waiting on the phone, I use that time to do something productive (i.e. read, balance my checkbook, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. I combine tasks that are similar into blocks to deal with them at the same time (writing/reading e-mails, making phone calls, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. If I get to work/school earlier than needed, I'll use that time to catch up on an assignment.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
12. I have no qualms about telling others that I don't have the time to do something for them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. If my colleagues were having a loud conversation while I was working, I would ask them to please keep it down or close my door.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. Whenever possible, I schedule the more important tasks at work during the time of day when I am most productive.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I let others know ahead of time when I have a really busy day and can't be disturbed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I set deadlines for myself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. I make a list of all the tasks that need to be completed during my day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. If someone calls when I'm in the middle of something important, I would tell him or her that I'm too busy to talk.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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19. When I have to locate paperwork I worked on months before, I know exactly where to look.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I create schedules for all the tasks I need to complete.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I can estimate how much time it is going to take me to complete a specific task.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I use a daily planner (book or electronic) to keep track of the things I need to do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I keep my pens, notepad, etc. and anything else I need on a regular basis in the same place.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. Being busy can help you stay more organized	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. I know how much does my one minute cost to my organization?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. I know what are the activities (both personal and official) that I am supposed to do tomorrow.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
27. I can find that important paper I need in 5 minutes.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. There is an assigned place at my home for keeping keys.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I reply to all emails (that I need to respond to) with in one business day.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. I send unnecessary emails to junk folder.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. I spend 5 hrs every week on developing myself in one or the other area.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Do you put time aside for scheduling and planning?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. When working on tasks do you know if they are low, medium, or high value?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



34. Do you find yourself taking work home in order to complete it?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. Are you often in a hurry while working?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. Are you often in a hurry while doing everyday routines like tidying the house, cooking dinner, etc.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. In general, how long do jobs take you compared with what you expect?	
Less time, because you try to give yourself slack	
About the same because you are a good planner	
Longer because you get delayed or interrupted	
Longer because, once started, you often over-commit	
You don't think too much about it because things generally work out OK	
38. You have been asked to attend an evening social event. You don't really have the time to spare but it would be a nice way to unwind, so what do you do?	
You agree to attend as you don't want to let anyone down, and promise yourself you will catch up with work at a later time	
You turn down the invitation because you would rather stay on top of your work	
You say you will let them know later, after you have decided what you can manage	
Of course you will go! It wouldn't be like you to miss a social event. If work suffers a bit, that's OK	
You set yourself a time to finish most of your tasks, and attend the event for a short while	
39. Someone asks you to do something but you're already working on another job which is quite urgent. What do you do?	
You don't mind working on more than one thing at a time, so you try to do both jobs	
You try to squeeze both tasks into your daily schedule, even if it puts you under pressure	
You ask them to come back later	
You explain that you can't do it at the moment as you're doing something else, but will see what you can do once this is done	
You are likely to put off what you are doing so you can take on the new job	
40. You have been given two weeks to complete a job that you know will only take a few days. How do you deal with it?	



You start working on it as soon as possible and continue fine-tuning right until the deadline	
You assess the project's importance and work it into your schedule	
You start working on it alongside all your other tasks and aim to finish it by the deadline	
You start on it early because you know you are likely to get side-tracked	
You have plenty of time to finish it, so you leave it for later	
41. Which of these statements describes you best?	
I seem to never have enough time and being on time or respecting deadlines may sound me difficult.	
In routine-situations I have no problem in getting work done on time, but I generally need helps to rightly prioritize tasks and goals. Interruptions or programme changes may make me difficult to respect deadlines.	
I can work on several tasks or projects at the same time dividing time and resources appropriately, in any situations. In team I can act as a good timekeeper.	
I consider myself as an excellent timekeeper in team. I am able to evaluate the priority of tasks and work in every situation. I have a high autonomy and self-discipline in controlling and managing interruptions or changes, assuring both the respect of deadlines and quality of work.	
I am able to manage both my and others' time. I am able to guarantee the respect of deadlines and quality of actions, leading the others to respect deadlines and quality of work.	
42. I lose time during the day because I'm not sure what I need to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. I'm motivated to complete all of my work in a timely manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I routinely set realistic goals for myself, and I track my progress until I've reached them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. When it comes to managing my workload, I know my priorities	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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46. I actively look for ways to avoid wasting time and effort - both for myself and for my team.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I prepare a specific timeline and sequence of tasks, and I use this schedule to manage the overall work process to ensure its timely completion.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Do you often have to handle multiple tasks at a time?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
49. When looking through your to-do list, do you forget the beginning by the time you reach the end?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. Can you recall what you accomplished at work when the day is over?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. Are you constantly putting out fires at work?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. Do you track your activities during the day?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. Do you skip your lunch if you have too much on your plate (not your meal)?	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
54. Do you know how much time you actually spend on checking email and cleaning up your inbox?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. Can you tell how much time a new project will take you to accomplish?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. And do your estimates turn out to be accurate?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. Can you resist watching an awesome cat video instead of completing that damned monthly report?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. Do you often hear the 'whooshing' sound of deadlines passing by?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. Do you start with the most challenging tasks first (apart from fixing the office coffee machine)?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. You always have free time in your work schedule so that you can insert something urgent	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
61. You find yourself organized at work but never having time to finish your personal tasks at home	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. You have wanted to start going to the gym since last year but you still have no time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I do not need to organize my time, I just do things without prioritizing them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. I often leave work late knowing that I could have organized my time better	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. When someone ask me to do something I more often say Yes, than No	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. I check my emails a few times a day even if I do not expect to receive specific one	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. I do not have time for long coffee or breakfast in the morning. Usually I skip eating to get my job done	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
68. There is always something that I do not have enough time to get done	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. I use special software/device to check the time spent on each task	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. If a colleague interrupts me while I'm doing something, I stop and speak with him/her	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. 40% of my time at work is spent talking with colleagues and discussing tasks, rather than actually working	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. I think preparing to-do list is a waste of time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. I have enough time left before leaving work, so I am able to clean and organize my work place every day	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. I go to work one hour earlier so that I have enough time to prepare myself	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
75. When I have appointments I prefer to go earlier than right on time	



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Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. I prefer to go out from home not looking so good but be at work earlier/on time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. My workplace looks messy but I know where is everything located.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. Sometimes I need time to find something or to remember where I have put it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I overlap appointments/obligations	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
80. I have to cancel some appointments because during the day I realize I will not have time to make it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. I put more in the to-do list than I really can do	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. Do you know where umbrella is?	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
83. Do you know what time of day you are most alert and productive?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. The sluggish people and the things that happen slowly are irritating me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. I feel guilty when what I do is take a long time	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
86. I'm always in a rush.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. I catch myself sometimes neglecting people to deal with my urgent tasks.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. I struggling if I'm not among the best in what I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. Sometimes I think of things different from those I work on.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. Instead of enjoying my time, surrounded by important people, I fulfill my duties. This annoys me.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. I expect people to have an understanding if I have not been able to finish something because I had to settle a personal question.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
92. Wonderful and important for me is the day when I had to solve a complicated situation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. I do not stop working even when I eat.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. I am firmly convinced that one day I will do what I really want.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I feel really productive when at the end of the day it turns out that the list of things I've done is long enough.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I am constantly looking to have more time available.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I want everywhere to be on time, not to be late, but not to come earlier than the appointed term	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
98. Situation	
<p>Your manager has informed you that you shall be assigned the responsibility to develop an important report due in two weeks and that you shall be notified of the next steps by e-mail. However you do not receive any further information and instructions on the commencement of the task for five days.</p> <p><i>What will you do in this situation? Define your “Most likely” reaction.</i></p>	
Reaction	Most Likely
f) Wait to receive the information that your manager mentioned and expect changes in the deadline and time-schedule	
g) Discuss with your colleagues if they have information on the report to find out informally what is the current status of the task and reschedule your other activities so that you can concentrate only on this report in the coming five days.	
h) Approach your manager requesting further information and instructions on the commencement of the task.	
i) Approach your manager informally and request that he appoints another team-member to help you with finalization of the report so that the deadline is met.	
j) Since there is not news in five days you assume that task is cancelled.	
99. Situation	
<p>One of your colleagues has young children and she is often late in the morning. You often have to cover her up in the beginning of the day. Normally this is not a problem but now you are overloaded and cannot handle both her and your responsibilities at a time. Otherwise your colleague is a diligent worker and has no difficulties in making up for the delay during the day.</p> <p><i>What will you do in this situation? Define your “Most likely” reaction.</i></p>	
Reaction	Most Likely
f) Request another colleague to assist you in the morning so that you manage to implement all the tasks you have and keep the situation under control.	
g) Talk to your colleague in private and request that she starts coming on time; offer help in devising a time-management plan for the morning	
h) Talk to your colleague and ask her to approach the management with a request for relocation and avoid having a problem with the morning tasks.	
i) Do your obligations with priority and approach your manager and suggest another form of organization of the work according to which your colleague is engaged only after 11.00 am.	
j) Decide to work on a “first ordered, first baked” basis	



Bartender / waiter

The statements below aim to lead you in a self-reflection and self-assessment of your strengths and weaknesses concerning 5 soft skills. These skills are supposed to be most important for the given profession and especially useful in performing the job of concern. Choose in each section only one statement, the most suited for you.

Communication skills

1. I can detect the mood of others by looking at them as we converse.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I find it easy to see things from someone else's point of view.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. When I talk to someone, I put myself in his or her shoes.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. I can tell when someone doesn't understand what I'm saying.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. When talking to people, I pay attention to their body language (ex. facial expression, hand movement, etc.).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I manage to express my ideas clearly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. I feel free to politely voice my disagreement with someone in a position of authority.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



8. I am completely at ease when a conversation shifts to the topic of feelings.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. People don't get what I am saying.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. When I know what someone is going to say, I finish the sentence for him or her.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. Emotionally charged situations make me uncomfortable.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. People tend to misinterpret what I say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I find it hard to express my feelings to others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I have difficulty putting my thoughts into words.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I have to repeat myself often because people don't understand my message the first time around.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. If I don't understand someone's explanation the first time around, I feel stupid asking for clarification.	
Not At All	



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Rarely	
Sometimes	
Often	
Very Often	
17. I tend to postpone or avoid discussing touchy topics.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I find it difficult to express my opinions when others don't share them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I tend to clam up when dealing with someone I find intimidating.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. I try to divert or end conversations that don't interest me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. If I have something relevant to add, I'll interrupt someone to make certain my views are heard.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. I will stop a speaker in mid-sentence if I disagree with a statement he or she has made.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I am uncomfortable if I'm not leading the conversation (ex. choosing the topic, controlling the pace).	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I'm better off hiding my weaknesses so that no one will use them against me.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
25. When other people become emotional around me, I'm not sure how to react.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. When I communicate with people, I use the same communication approach with each person	
I can not speak with my subordinate employees the same way I speak with my supervisor for example.	
My attitude is equally respectful to everybody but my communication approach depends on the person I speak with. I am good in estimating how to express myself to be best understood.	
I don't make any difference in the communication approach I use. I can only communicate one way	
My communication approach is based on the subject I discuss, not on the person I speak with.	
I don't think that communication skills are essential for my job.	
27. How do you usually participate in group discussions?	
You usually prefer not to get involved	
You get involved and interact freely with the group	
You listen and only speak when you have a suggestion	
You prefer to focus on helping people to reach the best decision	
You lead the discussion and express your thoughts	
28. How would other people say you communicate?	
Quiet and thoughtful	
Reserved and hesitant	
Supportive and encouraging	
Driven and vocal	
Outgoing and engaging	
29. When making a major purchasing decision, you are likely to:	
Talk to other people to get their views	
Let someone else make the decision for you	
Consider how other people will be affected	
Read reviews, then ask others what they think	
Trust your ability to research and make your own decision	
30. If you disagree with someone's opinion, what do you do?	
Attempt to understand their point of view	
Try to persuade them to agree with you	
Avoid confronting them in case their feelings are hurt	
Say nothing because you prefer to avoid an argument	
Tell them that you disagree and say why	
31. When working on a problem with other people, you:	
Prefer to take the initiative and sort it out quickly	
Try to find a collective solution	
Let other people find the answer	
Allow others to lead and help if needed	
Devise a plan and look for ways to assist others	
32. How do you feel about speaking in front of a group?	



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You try to avoid it if at all possible	
You enjoy the opportunity to convey your ideas	
You like the idea but not the pressure it creates	
You will do it as long as it helps out in some way	
You don't mind doing it, if you are able to plan	
33. How do you feel about asking others for help?	
You don't mind: you often ask	
You feel uncomfortable so you try to avoid it	
You prefer to find your own solutions to problems	
It's usually you who gives help to others	
You generally don't need to do this	
34. While having a conversation, you:	
Enjoy sharing your views and opinions	
Actively take part but can get distracted	
Like to learn from other people	
Easily lose interest	
Often lead the conversation	
35. When someone has a new way of doing something, do you:	
Welcome it and see whether you can use it	
Discuss and exchange thoughts with them	
Assess the merits of their approach before you react	
Let them go their own way	
Try to adapt and improve it	
36. How do you feel about giving orders or instructions?	
It's OK, provided you have proper justification	
You prefer to collaborate with others, not give orders	
You instinctively try to avoid it	
You are wary in case there is any opposition	
You are very happy to do it	
37. When attending a social event, you are most likely to:	
Talk to people you already know	
Interact with different people, even if you don't know them	
See if anyone looks out of place and speak to them	
Observe others and see who is more approachable	
You don't go to social events very much	
38. I'm able to communicate my needs, and make sure that I am understood.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. When there's conflict, I use my communication skills to find solutions and work things through.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. When discussing an issue with someone, I try to stay one step ahead in the conversation, and I actively think about what I'm going to say next.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
41. If I don't understand something, I tend to keep this to myself and figure it out later.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. I try to help people understand the underlying concepts behind the point I am discussing. This reduces misconceptions and increases understanding.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. I do not make eye contact when talking to people.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I'm usually open to getting to know people personally and establishing relationships with them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. I usually react quickly and spontaneously.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. I'm usually open to other people's use of my time.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I usually wait for others to introduce themselves to me at social gatherings.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. I usually focus my conversations on the interests of the people involved, even if that means straying from the business or subject at hand.	
Not At All	
Rarely	
Sometimes	



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Often	
Very Often	
49. I'm usually not assertive, and I can be patient with a slow pace	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. I usually make decisions based on facts or evidence	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I usually contribute frequently to group conversations.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. I usually prefer to work independently or dictate the conditions in terms of how others are involved.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. I usually ask questions or speak tentatively and indirectly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. I usually focus primarily on ideas, concepts, or results.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. I usually focus primarily on persons, interactions, and feelings.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. I usually use gestures, facial expression, and voice intonations to emphasize points	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
57. I usually don't accept others' points of view (ideas, feelings, and concerns)	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. I usually respond to risk and change in dynamic or unpredictable manner.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I usually prefer to keep personal feelings and thoughts private, sharing only when I wish to do to.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I usually choose known or similar situations and relationships.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I'm usually responsive to others' agendas, interests, and concerns	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. I usually respond to conflict slowly and indirectly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. I do often interrupt other people when they are speaking if I have to say something more important.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. When someone is speaking to me, I often think of something else.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
65. I find that people are often receptive to my ideas and suggestions.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
66. I ask questions to encourage others to contribute their thoughts and ideas to a conversation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. I find it hard to accept that not everyone sees things the way I do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. I am aware of the impact my own non-verbal signals have on how my message is received and understood.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. I check with my listeners from time to time to see if they are listening or if they have understood me correctly.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. I am not concerned about what others may already know or expect and see no need to adapt what I have to say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. Others view me as critical and judgmental.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. If I commit to doing something, I follow through on my promise.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
73. I am uncomfortable with silence and quick to fill gaps in the conversation.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
74. I know how to offer fair and constructive feedback when others express their thoughts and ideas.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
75. I am generally interested in other people and what they have to say.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. I find it hard to build consensus when it is needed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. I frequently have to explain things several times in order to get what I have asked for.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. What I say is more important than how I say it.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. If somebody did not understand what I have said, he/she is the one to be blamed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	

<https://www.activia.co.uk/questionnaire04-submit>

80. Situation
You were requested to send out a formal e-mail to several subcontractors in requesting them to send back the full list of invoices issued to your company in the previous 2 months until the end of the week. Half of the companies did not respond. The accounting department threatens that they would cease all payments to the companies who failed to provide the necessary documents.



<i>What will you do in this situation? Define your "Most likely" reaction.</i>	
Reaction	Most likely
You send a general reminder with a deadline forwarding the message of the accounting department.	
You call each one of the non-responding companies to request that they send the documents immediately.	
You send a general e-mail to all companies thanking for the reaction of the companies who fulfilled your request on time and asking the rest if they had some unclear issues in the request.	
You transfer the issue to the accounting department and they send a general e-mail declaring that they will not pay if they do not receive the requested invoices immediately.	
You threaten the companies that you are going to cease their payments.	

Creativity and innovations

1. Would you like to listen to people who talk about things that you disagree or disbelief?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. Do you think that your life is monotonous and boring?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. Do you multitask?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. Do you start new activities that you have not done before but you are certain in your success?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. Are you a creative person?	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. Do you order the same drink or dish every time when you go to a restaurant?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. On a typical day at work, do you consider yourself to be a person who is thorough?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. On a typical day at work, do you consider yourself to be a person who likes frequent change?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. On a typical day at work, do you consider yourself to be a person who can always see both sides of an argument?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. On a typical day at work, do you consider yourself to be a person who likes to work on one thing at a time?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. On a typical day at work, do you consider yourself to be a person who laughs more than most people?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. On a typical day at work, do you consider yourself to be a person who enjoys working with people from different disciplines and skills?	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
13. On a typical day at work, do you consider yourself to be a person who believes history repeats itself?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. On a typical day at work, do you consider yourself to be a person who believes rules exist for good reasons?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. On a typical day at work, do you consider yourself to be a person who likes to be a part of the system?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. On a typical day at work, do you consider yourself to be a person who likes to operate on the basis of instinct and 'gut-feel'?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. On a typical day at work, do you consider yourself to be a person who gets angry when they see things that are not as well done as they should be?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. On a typical day at work, do you consider yourself to be a person who likes to take charge of a situation?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. On a typical day at work, do you consider yourself to be a person who is eager?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. On a typical day at work, do you consider yourself to be a person who likes crossword puzzles?	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. On a typical day at work, do you consider yourself to be a person who likes to see the bigger picture?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. On a typical day at work, do you consider yourself to be a person who likes to make controversial statements just to provoke a response?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. On a typical day at work, do you consider yourself to be a person who forms a plan and sticks to it?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. On a typical day at work, do you consider yourself to be a person who others regularly turn to for advice?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. On a typical day at work, do you consider yourself to be a person who holds back their ideas until they are asked for?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. On a typical day at work, do you consider yourself to be a person who can always dig their way out of a hole?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. On a typical day at work, do you consider yourself to be a person who likes to see concrete proof before they believe what they are told?	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
28. On a typical day at work, do you consider yourself to be a person who likes to find short-cuts?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. On a typical day at work, do you consider yourself to be a person who goes along with the flow?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. On a typical day at work, do you consider yourself to be a person who is good at getting their own way?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. On a typical day at work, do you consider yourself to be a person who aims for stability?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Creative people should specialize in coming up with lots of ideas. Other people should then implement these.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. If I have a problem, I allow myself to back off active problem solving, and I create some mental distance between myself and the issue.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. When I'm coming up with ideas, I find myself using phrases like "we can't" or "we don't."	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. I'm busy. As soon as I have a good idea, I move forward with implementation.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. I gather information from a wide variety of sources to stay current with what's happening in my field of work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. I see problems, complaints, and bottlenecks as opportunities rather than as issues.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. When solving a problem, I try to rethink my current understanding of an issue to develop a deeper insight into it.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. I often ignore good ideas because I don't have the resources to implement them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
40. I find problems and issues distracting. They cause me to lose focus on my real work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
41. I'm confident that I can develop creative ideas to solve problems, and I'm motivated to implement solutions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. I take time to investigate how things are working, even when there are no current problems.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
43. I always look for the causes of problems, so that I can understand what's really going on.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. I look for things in my environment to inspire me to find new interpretations of problems.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. I focus on issues that are important right now, preferring to worry about future problems as they arise.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. When gathering information about an issue, I explore solutions that have worked elsewhere in the past.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. When I generate ideas, I evaluate them and I quickly discard ideas that I don't like.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	

Foreign languages

1. Do you communicate with foreigners in your everyday life?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. How often do you use your foreign language knowledge?	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
3. Do you understand everything when foreigners talk to you?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. Do you understand better written language to spoken language?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. Do you communicate freely in a foreign language?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. Do you prefer not to use a foreign language?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. Are you worried to speak a foreign language?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. Given that you speak freely your work language, do you make an effort to remember and use key words when communicating with foreigners in their native language?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. Do you think that using basic figures of speech of their native language is necessary to win their sympathy?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. Do you think it is enough to know only one foreign language when you work with guest from different nationalities?	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
11. If your foreign language level is higher than that of your guests, do you try to speak to their level of understanding?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I can connect common words with international meaning even when I do not know the foreign language very well.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. I easily remember and use words with international meaning when I do not know the local language.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I can use efficiently the little amount of knowledge of the foreign language I have.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I am not worried to use my knowledge of a foreign language even if I make mistakes because it is important to communicate.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I approach every new foreign language with enthusiasm to study and learn as much as possible.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. How do you take an order of a customer whose language you cannot speak or even recognise?	
I will ask in the foreign language I know and if the customer still does not understand me I will try to find out what languages the customer speaks and find proper help.	
I will try to use the foreign language I know and if the customer does not understand me, I will ask a colleague who knows another foreign language for help.	



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I will show the customer the menu of the foreign language we have and let the customer choose.	
I will try with gestures and mimics.	
I will ignore the customer and let someone else deal with the situation.	
18. Your knowledge of a foreign language is poor and a group of VIPs that knows that same language of a high level arrives. You have to welcome, accommodate them and provide service. What do you do?	
I will use standard phrases, I will ask a colleague with better knowledge of that language to provide service, and I will cater for his/her customers.	
I will welcome and accommodate them not talking much and ask a colleague to provide service.	
I will ask another colleague to provide service and I will take care of his/hers customers.	
I will not talk while I accommodate them and then I will retreat.	
I will hide and let someone else deal with the situation.	
19. A customer has a poor knowledge of a foreign language that you use freely. He/she tries to ask you something of your competence but you can neither understand nor help him/her. What would you do?	
I will try to understand the customer by asking additional questions to gain more information in order to be able to help.	
I will look for a person who speaks both the languages that the customer and the one I know in order to figure out the customer`s needs.	
I will wait for him/her to find a translator.	
I will help the customer as much as I have understood.	
I will let the customer deal by him/herself with the problem.	

Team work

1. I help others to find compromises between differing viewpoints.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. I introduce new ideas to groups in which I work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. I am willing to compromise my own view to obtain a group consensus.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. I listen carefully to what the other team members have to say and try to get all the group members to contribute.	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
5. I prefer discussing ideas and solutions with other people rather than thinking things through and working them out on my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. When solving difficult problems, working in a group motivates me to try harder, compared to solo work.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. Teamwork keeps my enthusiasm alive more than individual work does.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. When working in a team, the potential for error is much higher than when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
9. I worry that working with others will slow me down.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. There are always some team members who cannot keep up with the group's pace.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. Most of the time, all team members put forth equal effort.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. I worry that I will not be able to accomplish all the work assigned to me in my group.	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
13. The pressure of knowing that other people were waiting on my work in order to be able to start theirs would really get to me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. I worry that my part of the work will be the one to cause a project to fail.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I worry about whether other people like to work with me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. The social aspect of teamwork makes me uncomfortable.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
17. In teamwork, there is always at least one person whom I find really difficult to work with.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I feel inferior to my co-workers.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I feel that the opinions of others are more important than my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. It makes me feel insecure when others in my group perform better than I do.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
21. I get stressed out just at the thought of my work or ideas being criticized by others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. Delays before starting a group project irritate me; I feel I would get going faster on my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. I can set aside personal goals to cooperate with others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. I have trouble adapting to people who hold a different belief system from my own.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
25. Once I make up my mind about something, it's a waste of time listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. A problem with teamwork is that members often aren't sure what role they should play.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. Even when my ideas are clear in my own mind, I find it difficult to express them to others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. It would bother me having to discuss decisions with teammates rather than making them myself.	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
29. I would be frustrated with the increased need for communication in teamwork.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. If a team member isn't expressing him/herself clearly, it is difficult for me to understand his/her point of view.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. In conversations with team members, I generally do most of the talking.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. Even when I have a clear idea in mind, I am open to listening to other suggestions.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
33. You cannot depend on others if you want to get ahead in life.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. The following thought is typical of me: "If you want something done right, you have to do it yourself!"	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. I worry that I will make a fool of myself if I speak up in front of a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. I tend not to share my thoughts with my team members because I have trouble expressing them.	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. In the end, the only person you can count on is yourself.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. Even if I am having trouble accomplishing the work assigned to me, I am reluctant to ask for help from others.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. Which answer is MOST like you?	
I am used to and prefer working alone because I generally meet difficulties in finding my place in a working group and in sharing information.	
I can understand the importance of team working, but I generally need to be encouraged to contribute to workgroup process. I prefer to cooperate with others in short-term tasks.	
Cooperating with others is part of my routine activities; I am able to play an active role in workgroup discussions paying attention to the perspectives of others. I voluntarily keep others informed of my work, share information, discuss problems and seek/give help when required. I am aware of consequences of behaviors which may undermine group cohesion (e.g. malicious gossip, individual work). I try to build up and cultivate informal networks with others who can contribute to effective work outcomes.	
I always cooperate with others to achieve common outcomes. I am able to adapt my behavior when working in team and play an active role in facilitating group interaction. I know I am able to influence the group and play a lead role on occasion. I look for strengths in others and find ways to work with them sharing knowledge, experiences and ideas freely. I try to avoid behaviors which may undermine group cohesion (e.g. private criticisms, prejudices, breaking confidences). I strive to be a good example for others within the work team. I engage to build and cultivate formal and informal networks within and beyond work context (e.g. community of practices, professional associations...).	
I invest time and energy in building and maintaining effective working relations. I like to encourage a collaborative culture within my own sphere of influence and act as a facilitator of group cohesion. I play a lead role in all situations which require effective collaboration, being able to influence, engage and motivate others. I give feedbacks to others in a way that everyone can easily understand. I actively build formal and informal networks within and beyond work context, including key people (e.g. theme experts, think tanks, decision makers...).	
40. More solutions or ideas are generated when working in a team situation then when working alone	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
41. I think that the statement "If you want a job done well, do it yourself" is true.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
42. Team work is overrated in terms of the actual results produced	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
43. The tasks I work on are the ones with the highest priority. My colleagues are always working less than me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
44. A team is most productive when its members do what they think is best rather than what others in the group want them to do.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
45. A group is most productive when its members follow their own instincts.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
46. Having to discuss and make decisions together as a group is one of the most difficult challenges of teamwork.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
47. I worry about not having the final say over my work when in a team situation.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
48. Only having control over certain aspects of a project, rather than the entire process, is disturbing to me.	
Not At All	
Rarely	
Sometimes	
Often	



Very Often	
49. The only role I would be comfortable with in a group is one with a lot of the decision-making power.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
50. The potential for individual glory is much lower when working in a group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
51. I resent having to share my good ideas with other people in my group.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
52. It would bother me to only be praised as a member of the group instead of getting individual recognition from supervisors.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
53. In teamwork, there is always at least one person who doesn't pull his or her own weight.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
54. Some people in a group will inevitably be less capable than others, leading to unfair balance of workload.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
55. When working in a team situation, I worry that I will put my foot in my mouth.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
56. In a group setting, I feel that others are more valuable than me.	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
57. I can listen to someone point out a mistake I made without becoming defensive or upset.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
58. When someone does something that bothers me, I am able to express my feelings calmly and constructively.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
59. I am comfortable speaking up to give people feedback about their performance.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
60. I can speak in front of a group (5 to 10 people) without becoming visibly anxious.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
61. I am able to ask questions and request further information without fear of sounding incompetent.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
62. Generally, my energy is highest when I work alone.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
63. Working with a group of people generally drags me down - I am more eager to get things going when I work alone.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
64. When it comes to complex assignments I prefer to complete the entire assignment in collaboration with a group.	
Not At All	
Rarely	
Sometimes	



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Often	
Very Often	
65. I think I do my best work when I am working independently.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
66. In a typical team environment, I generally feel I am useless and may as well not be there.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
67. In a typical team environment, I generally feel like I am doing everything.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
68. When something occurs that sets my team back I am confident that I will not be the one blamed.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
69. Supporting team decisions when my point of view was criticized is not a problem for me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
70. When working with several people, reaching for quality and excellence is impossible.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
71. When my attitude and behaviors are not compatible with a situation or group, I adapt quickly	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
72. When my attitude and behaviors are not compatible with a situation or group, I prefer to quit and work alone	
Not At All	



Rarely	
Sometimes	
Often	
Very Often	
73. In my experience, I have estimated that generally people like to work with me.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
74. When working in a team, I am	
Very flexible and always try to alter ineffective habits	
Flexible and generally try to alter ineffective habits.	
Somewhat flexible and will occasionally alter my habits.	
Generally disinclined to alter my behavior.	
Averse to the idea of altering my behavior.	
75. I am comfortable telling members of a team what I need from them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
76. When working in a team, I generally listen to what people have to say	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
77. In teamwork, the fact that I have to wait for others to finish their part irritates me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
78. Teamwork usually makes my efforts invisible	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
79. I prefer to be a solo player because this way I can easily show my qualities	
Not At All	
Rarely	



Sometimes	
Often	
Very Often	
80. Some things can not be done individually	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
81. Teamwork shortens the time needed to accomplish a task	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
82. In teams there is always someone who doesn't work as efficient as the others but the team manages to cope up with that.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
83. Teamwork and equal amount of work are not compatible concepts	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
84. When working in a team wherein I cannot attend to all the details of a project, I can generally trust my team members to attend to them.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
85. Even if the team works for the good of the company, I believe that team members compete and can compromise one another	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
86. I believe my team and I am sure no one will ever mislead me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
87. When working in a team you can not organize the work as good as you can when working alone	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
88. In teamwork, the fact that other team members depend on me to do my part of a project makes me nervous	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
89. In teamwork, the fact that other team members depend on me to do my part of a project gives me confidence that I am trustworthy	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
90. Unless you are assigned to a team that includes members just like yourself, your team is not likely to succeed	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
91. A team will operate best if I am in charge	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



92. When you are working in a team you should know all the strengths and weaknesses of the other as well as they should know yours so that everyone can be replaced by suitable person.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
93. Teamwork is overrated because people waste time to discuss instead of just knowing what to do by themselves	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
94. Some tasks are only implemented in teams	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
95. I can not trust anyone to do the job as good as me	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
96. I feel like I am the only person working in this team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
97. I think if we are a team we should receive equal salaries	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
98. A team should have a person in charge who distribute the tasks among the members	



Not At All	
Rarely	
Sometimes	
Often	
Very Often	
99. I feel more confident to express myself when I am part of a team	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
100. I do not feel stressed to make a mistake when I am part of a team because the others will fix it	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
101. It makes me feel good to be part of a team because I like to compete.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
102. <i>Situation</i>	
<p>You have been recently promoted to manage the restaurant you have been working in for less than 2 years. All of your colleagues have larger work experience and longer carriers in the company than you. Even though you receive many congratulations and good words from the superior managers, your team starts failing to complete their everyday routine tasks unless explicitly instructed to do so. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
Speak to your team members on one-by-one basis in an informal way to find out what is the problem.	
Report the problem to your direct manager and request some personal changes and reorganization to improve the situation immediately.	
Start each day with a formal meeting where each team member receives formal instructions on their routine duties.	
Arrange a meeting with the whole team to discuss with your team the reason for their lack of motivation.	
Explain to the team that a failure to perform everyday routine task will entail a penalty from now on.	



103. Situation	
<p>You have been working with other two colleagues for the dinner preparation at a special event held in the restaurant you work in. However, due to various reasons the three of you did not manage to prepare everything fast enough which caused delay in serving the dinner. The next day, your boss arranges meeting with the three of you to clarify the reasons for the delay. Generally you should not worry since you did your part of the job as planned but the fact that the dinner was served later caused inconvenience for the customers and may lead to decline in the restaurant's reputation. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
Initiate a meeting with your colleagues to analyze the reasons for the delay and propose a remedy strategy to your boss.	
Approach your manager before the meeting and explain to him that you completed your part of the work on time and suggest an explanation for the delay as well as remedy strategy.	
You go to the meeting and prepare to explain your position in an amicable way and without blaming your co-workers - anyway the delay was not due to your fault.	
Talk informally to your colleagues and tactfully explain to them that since the delay was not due to your fault they should recognize this before your manager and suggest a remedy strategy.	
During the meeting explain directly that you cannot be held responsible for the delay and indicate your colleagues' mistakes.	
104. Situation	
<p>There is going to be a huge event and organizers have ordered large amount of pastries and bakery products from the bakery you work in. You are assigned to work together with a colleague who is preoccupied with another order and also with volunteer work in his community outside the office. As a result she/he delays tasks, overacts at moments and you worry that this might affects the accomplishment of your common task as well. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
Speak to your colleague in private and ask him/her how you could help in the short-term so that you manage to complete the task.	
Explain to your colleague that these delays frustrate many colleagues on the team.	
Approach your manager requesting support and help from the other team-members to complete the work as planned.	
Approach your manager informally and request him to reschedule the some of the tasks of your colleague so that he/she could become more efficient.	
Propose to your colleague to help him/her with the community work and in the meantime persuade him/her to set your common task as a priority.	



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Skills to present the food

1. Do you advise clients to taste the specialty of the restaurant / bar?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
2. When someone orders food, do you make recommendations on an appropriate drink on your own initiative?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
3. Do you explain to customers more about the meals / drinks they order or want to order /on your own initiative/?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
4. When the customer hesitates what to order, do you share your preferences / opinions?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
5. Taste is the only thing that matters when we talk about food and drink	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
6. I prefer to serve the order on time, even if it is not properly decorated	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
7. It takes me a lot of energy to think of a way to present a dish	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
8. A food is a food, it does not need to be presented	
Not At All	
Rarely	
Sometimes	
Often	



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Very Often	
9. I think for myself as an artistic individual	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
10. When I cook at home I choose the color and the shape of the plate to match the dish	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
11. When I eat I put everything in one plate, I prefer to skip the dishwashing	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
12. When I eat in a fancy restaurant I am irritated by all the small add-ons on the plate. We should not be paying more only because the food is decorated.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
13. Decoration is only for candies and pastries. Pasta doesn't need decoration	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
14. The right plate is contributing to the dining experience	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
15. I do not mind eating salad in a soup bowl	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
16. I like to describe the food I am serving to customers	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



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17. I carefully select the words I use to describe the ingredients in the dishes. I like when people start swallowing, it means my explanations sound delicious.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
18. I think words we use in presenting a certain dish can make the customer like it better.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
19. I am a waiter, I have to take orders and bring food, and it is not my job to explain the septicity of how the food was cooked or how crunchy the chips is.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
20. It is my favorite part of the job when a dish has to be presented in front of clients.	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
21. I think that when a waiter finishes a dish - grid cheese in front of clients, flambés something or make a serving show he/she adds value to the dining experience	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
22. As a waiter I do not have to work on food presentation. It is the cook's job	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
23. Everything is written in the menu, nothing more can be said about a dish	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
24. Sometimes I return plates to the kitchen if two portions are going to the same table and they are not exactly alike	
Not At All	
Rarely	



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Sometimes	
Often	
Very Often	
25. I do not like bright-colored food	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
26. Every time I serve food I explain what technique was used and if there is something special about the dish	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
27. Presentation skills are not a necessity for a waiter	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
28. I do not like to talk to people when I serve them because I do not know if they are interested and I do not want to be annoying	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
29. I like simple things, I do not like to mix flavors	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
30. Are you willing to present dishes in front of foreign clients?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
31. If the restaurants you working in is overcrowded do you spare time to present food?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
32. If the clients are distracted/uninterested do you present them dishes?	
Not At All	
Rarely	
Sometimes	



Often	
Very Often	
33. If the conditions /lack of space, low or high temperature, noise, etc./ are unfavorable for presentation of food, do you find solutions to the issues and present the food?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
34. Do you have multicultural knowledge regarding culinary traditions?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
35. Do you take into consideration the food preferences of the different nations or cultures and religions when presenting food?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
36. When presenting food, are you motivating customers to participate in your presentation by answering your questions or expressing empathy through confirmation with a look or smile?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
37. When presenting, do you make the audience smiles?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
38. Do you manage to add a gripping story to your presentation to induce or keep the audience's interest?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	
39. Do you observe the established presentation etiquette when presenting dishes and drinks?	
Not At All	
Rarely	
Sometimes	
Often	
Very Often	



40. Situation	
<p>You are serving a table of six persons. They look like a family and they are arguing. You need to take their orders but they seem not to be in mood. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
Act like you have not noticed they are arguing and do your job as usual	
Approach them carefully, ask if they need presentation of the specialties and act according to their response	
You go to the table and try to make them calm by telling jokes about food and start presenting the dishes in interesting way	
You go to the table and only giving them menus or bringing food without presenting anything	
You decide to leave them to argue and wait until they are ready to watch/listen your full presentation	
41. Situation	
<p>The chef is preparing new menu and is asking you to stay after work to listen about it and to figure out presentation models. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	
Reaction	Most likely
This is not possible. The chef usually asks other waiters and after that they tell me what to do	
This is usual procedure in our restaurant and I am always the one creating the presentation program with the chef	
I think it is not necessary to tell the clients how the dishes were prepared. I think this is a waste of time	
I am not willing to stay after work to listen the chef explaining me what is interesting about a dish. Food is food	
I stay and I listen the chef they I implement what he/she suggested.	
42. Situation	
<p>Your colleague is sick and you are covering her/his tables as well. As a result you do not have enough time to present everything you usually do. <i>What will you do in this situation? Define your "Most likely" reaction.</i></p>	



Reaction	Most likely
Tell the clients about the situation and assure them that usually your presentation is much more interesting.	
You realize that you actually can do the same presentations for less time	
You shorten the presentations and just tell/show the main points	
You tell other colleagues to help you because you want to make your full “show”	
You take few minutes to figure out new presentation techniques that require less time and will do the job better in this situation	
43. Situation	
A new colleague started working at the restaurant you work for 5 years. He is experienced in serving shows and the clients as well as your boss are impressed. Everyone ask if he might serve their table <i>What will you do in this situation? Define your “Most likely” reaction.</i>	
Reaction	Most likely
You are more than happy because you do not have to make presentations any more	
You tell the clients this is not possible and you feel annoyed and threatened by him	
You ask him to help you improve your presentation skills so that the clients are satisfied	
You really do not understand what everybody likes about food presentation. Food is for eating after all.	
You go to the chef and ask whether is not better if the presentations for the clients are similar.	
44. Situation	
<i>If you feel that you are failing during the introduction of a new dish, how would you get out of the situation?</i>	
Reaction	Most likely
I'll behave as if everything is fine and I will continue	
In the form of a joke I will try to cover my mistakes and continue	



I will to admit that I have done something wrong and will correct it in order to continue	
I'll blame another for my failure, and I'll try to keep going.	
I'll get angry and stop the presentation	
45. Situation	
<i>During your presentation, a customer enters your comfort zone and hinders your performance. How do you react to successfully complete your presentation?</i>	
Reaction	Most likely
I will ignore him/her and continue without worries	
I will ask politely him/her to move to the required distance	
In the form of a joke, I will made him/her feel uncomfortable in order to move	
I'll tell him/her move	
I will break the presentation	
46. Situation	
<i>During your presentation, the construction of the hotel next door becomes very noisy. Guests cannot hear your meal presentation. What would you do?</i>	
Reaction	Most likely
I will ask the guests to move to a quieter place and ask my colleagues to help me carry the utensils	
I'll try to outvoice the construction machines	
I'll keep talking without asking if they hear me.	
I'll speak with the construction workers to make them stop	
I'll stop the presentation without doing anything	
47. Situation	
<i>You will present a dish that flames and, in principle, there is a risk of burning during the presentation. Among the guests at the table there is a young child who does not stay in one position. What will you do to avoid an accident during your presentation?</i>	
Reaction	Most likely



I will warn the guests that there is a danger and I will suggest that parents use the services of our animator	
I'll warn and ask them to keep the kid away	
I will mention that there will be fire to judge their actions	
I will not tell them anything and I will do my job. The child is their concern	
I will be angry and nervous that they have come up with this little and naughty child that they can not handle	
48. Situation	
<i>You will introduce a new dish and for that you use a computer presentation which will give the guests information about the cooking technology and then you will show the finished dish. During the presentation, the power stops and you cannot continue. What would you do?</i>	
Reaction	Most likely
I will continue in a narrative-descriptive presentation to explain everything to the guests as clear as the pictures would regarding the technology of preparation	
I will continue and finish the presentation briefly until they bring the dish	
I'll wait 15 minutes to figure out if the damage will be removed to continue and I will tell them we have to make a pause	
I will stop the presentation and wait to show the meal	
I will get angry and stop the whole performance	
49. Situation	
<i>During your presentation, a client falls on the ground and needs medical attention. You are the only employee in the sales hall, and the others are customers. How will you react?</i>	
Reaction	Most likely
I will discontinue my presentation, give first aid and ask some of the guests to call for an ambulance	
I'll cut off my presentation and go get someone out of the kitchen for help	
I'll cut off my presentation and go out and call someone outside.	
I'll cut off my presentation and wait for one of the guests to help the man	
I'll panic	



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50. Situation

You have to present a new meal from the menu the chef wants to develop. You are panicked, but you know that this is your chance to show yourself in a very good light and that this is important for your career. What will you do?

Reaction	Most likely
I will mobilize and accept the challenge	
I'll try to postpone the performance for another time when I feel more confident	
I will ask another colleague to join the presentation as the lead role is his/her	
I'll try to convince the boss that no such presentation is necessary	
I'll pretend to be sick and leave	

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