

CHERRY-BURRELL CORPORATION
General Office

To S. B. ASHMEAD From Shirley Klumb Date June 18, 1951

Copies to

Subject Test Results - University of Chicago Supervisory Survey

Attached is a report prepared by the University of Chicago which will tell you something about your results on the Supervisory Situations Survey that you took a few months ago.

Remember that you were asked to mark the supervisory practices that you thought would work out best in our organization--they weren't necessarily the answers that you would mark if you were starting out in a new business of your own, but what you felt would work out in Cherry-Burrell as it is today.

The chart shows how your thinking is "in line" or "out of line" with the thinking of the Cherry-Burrell executive group as a whole. The blue-green line on the chart itself shows the "average" pattern of the C.B. group--the average scores for the group are given on the first line at the bottom of the page where it says "your organization." The purple area on either side of the blue-green line shows the area within which 68% of our individual scores fall, and the upper and lower limits of this area are shown at the bottom of the page where it says "shaded areas."

The pencil line shows where your results fall, and your specific scores are given on the typewritten line after your name at the bottom of the page. These scores are not percentile rankings, but are the actual number of choices (out of a possible 48) which you selected.

If your pencil line pattern pretty closely follows the pattern of rankings shown in blue-green and purple, then your ideas on supervision pretty closely follow the thinking shown among our executive group as a whole.

If your scores fall above or below the purple area, then your ideas are somewhat out of line with the average trends of thinking among our Cherry-Burrell group.

It will be noted that our company pattern as a whole rises at the "Idiocratic" "Democratic" and "Inter-action" end of the scale. These human relations concepts have been found by the industrial relations researchers to be important in a smooth running organization. Should your pattern indicate that you show a relatively low emphasis on these concepts, it might be well for you to analyze your ideas quite carefully. Do your results mean that you feel others in the organization do not believe in the importance of human relations in supervisory relationships, but that you--if you had been answering just for yourself--would have placed more emphasis on them? If so, you will note that you have vic-

judged the supervisory concepts of your colleagues. If, on the other hand, your results suggest that your own concepts regarding the techniques of supervision do not include an emphasis on the human relations aspects of management, we would urge you to become aware of the studies and material written and discussed among current outstanding management groups which show that the human relations concepts pay off in increased industrial harmony and productivity.

GENERAL OFFICE

Personal Report Showing How You and Your Organization
Responded to the Supervisory Situation Survey

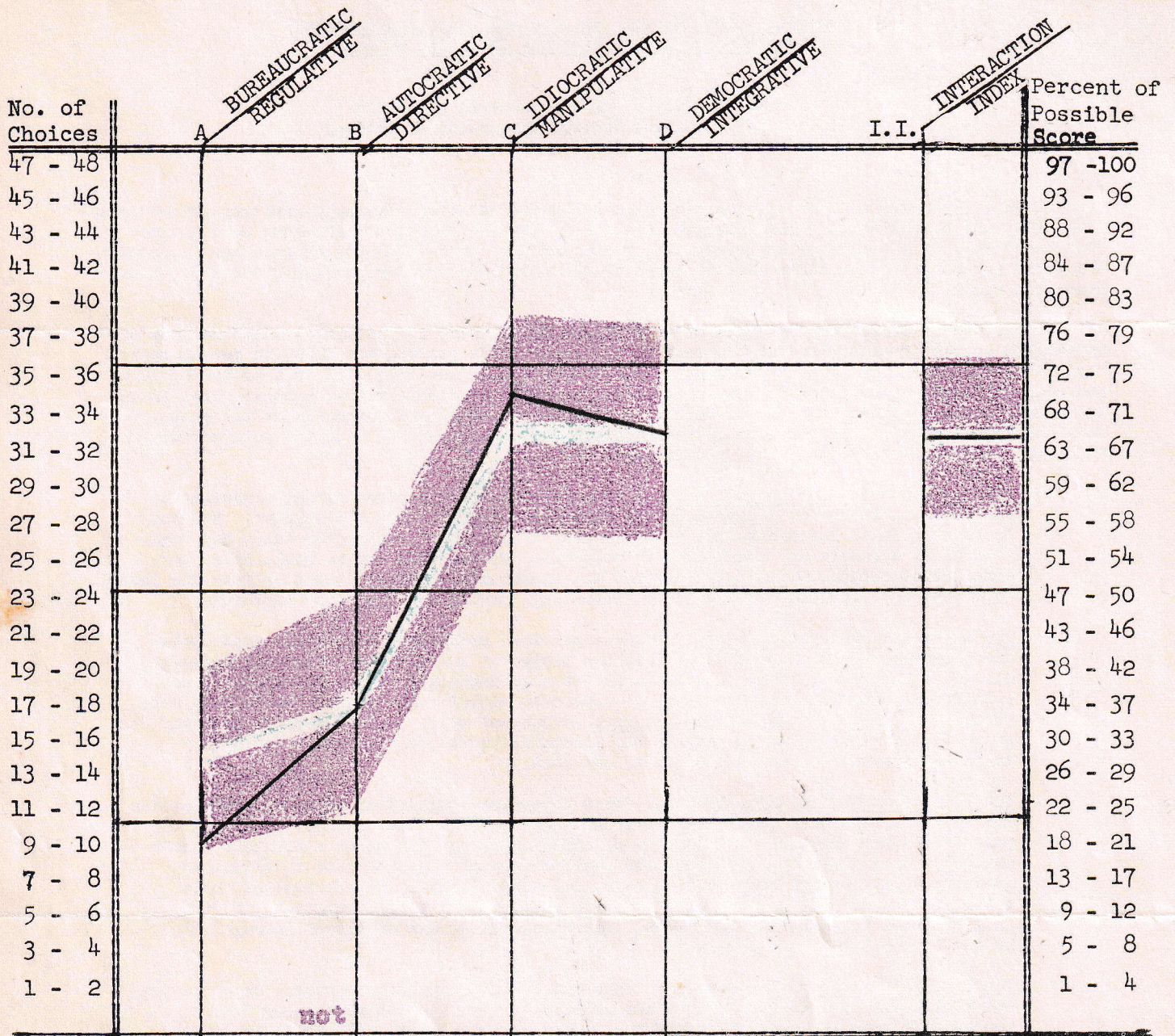
Charles W. Nelson, Ph.D., Research Associate
Industrial Relations Center, University of Chicago

Recently you gave us your opinion about the practical value of some suggested supervisory practices for your organization. The specific supervisory methods that you chose have been grouped into four basic ways of supervising employees. Your own and your organization's choices are recorded in the table and graph on the other side in terms of the four basic supervisory approaches or concepts described below.

The nature of these four concepts of supervision may be seen in the titles which reflect the underlying source of authority used in each of the supervisory practices. Thus, in bureaucratic, "cratic" means source of power or authority, and "bureau" says the source is in a system of rules and regulations; autocratic means authority is in oneself; idiocratic means authority lies in the individual employee; democratic means authority lies in the codes and standards of the group. Each concept also describes the kind of relationship the supervisor has with the work group: Regulative, Directive, Manipulative, and Integrative.

- A. The Bureaucratic-Regulative Concept. This supervisor emphasizes formal organization and believes he should depend upon top management for guidance and support. His job is to be a loyal representative of management policy and to carry out rules and regulations as directly and completely as possible. Toward this end he would avoid personal relationships with employees that may weaken his official status or make him less objective and impartial in assigning, directing, rating and promoting employees.
 - B. The Autocratic-Directive Concept. This supervisor emphasizes technical organization and believes he should depend upon his own technical knowledge and personal capacity. His job is to get the work out and it is his responsibility to modify, improve, and reinterpret top management programs so that they will fit his needs. He is less concerned with official status than personal status and tries to make himself felt and respected by the work group through his practical knowledge and ability to give employees specific directions on their own jobs.
 - C. The Idiocratic-Manipulative Concept. This supervisor emphasizes personal organization and believes he should depend upon his knowledge of individual psychology to get the most from every employee. His job is to administer regulations in a flexible manner adapted to the individual needs of the employee and at the same time to stimulate, guide, and develop all employees to carry out these programs to the best of their ability. Toward this end he would maintain a friendly personal relationship with each employee to study his individual interests, needs, and abilities through which he may be controlled and developed.
 - D. The Democratic-Integrative Concept. This supervisor emphasizes informal organization and believes he should depend upon his ability to organize the work group into a cooperative team whose codes, standards, and goals will guide individual employees. His job is to keep the group informed of their official rights and duties and help them to develop their individual abilities and interests into an effective human organization through which the work is done. Toward this end he maintains an informal two-way relationship with employees, giving information and soliciting and respecting their opinions about the work situation.
- I.I. THE INTERACTION-INDEX. This is a combined score based on the frequency of all choices that indicate more personal contact or interaction with the employees. Specifically the choice of Idiocratic (C) and Democratic (D) statements over Bureaucratic (A) and Autocratic (B) statements provide a measure of the general tendency toward a human relations point of view.

Patterns of Supervisory Opinions for the Groups listed Below
Based on Their Average Choice of Practices in the
Supervisory Situation Survey



Note: Shaded areas are significantly different from the average of your organization.
The actual Interaction Index scores were divided by two for purposes of graphing.

GROUP	No.	Aver.A	Aver.B	Aver.C	Aver.D	Aver.I.I.	LEGEND
Your Organization	69	14.29	17.16	32.41	32.14	64.58	
Shaded Areas:							
Upper Limit		19.43	25.41	38.32	37.72	71.99	
Lower Limit		9.15	10.91	26.50	26.56	57.11	

Ashmead, S. B. 10 18 35 33 68

To PHILADELPHIA
S. B. Ashmead

From S. C. Klumb

Date May 31, 1949

Copies to J. W. Farley

Subject Test results

I am finally able to send you a short general review of your results on the tests taken at the managerial meeting. You will notice that we are sending a copy of this letter to Mr. Farley. This is the only individual information about your results which will be released to persons other than yourself. I realize that you may have more detailed questions which such a general summary does not cover, and hope that you will stop and discuss them with me the next time you are in General Office.

In general, your answers to the various test questions are most typical of a person who takes an interest in what goes on about him and in the activities of others, enjoys having a leading role when dealing with others in contact situations, and would prefer to work with other people than on individualized tasks. You are confident enough of yourself not to be bothered by disturbing feelings of inadequacy or inferiority, although there will be times when dealing with some people when you will not feel perfectly at ease and will strive to appear more self assured than you may feel at the moment. You should enjoy having the opportunity to express yourself and the opportunity to use your initiative in planning and carrying out your activities. However, you are still mindful of the opinions and ideas of others and are not so desirous of independent action that you will easily or readily go against accepted ideas and common feelings among a group.

In comparison to a group of men in managerial positions in other companies, you show a high degree of practical judgment and ability to select the alternative courses of action which are considered by many others to be the "best" among a choice of several. Your answers also indicate above average correlation with the opinions of top managers as to what are desirable supervisory practices and company policies.

On the interest test which indicates your relative preference for different areas of activity, your rankings line up somewhat as follows. It must be remembered that these refer to preference or interest only, not ability, and that your interest is compared to that of a large group of adult men.

Musical	high degree of interest
Persuasive (activities influencing actions of others)	high degree of interest
Mechanical	above average interest
Artistic	above average interest
Social service	slightly above average interest
Literary	slightly above average interest
Scientific (physical sciences)	low degree of interest
Clerical	very low degree of interest
Computational	very low degree of interest

One of the other inventories covered major over-all values which tend to dominate the more specific daily interests listed above. These major values might be considered as something like our over-all motivating philosophies of life and cover more general interests. The relative emphasis you place on these different value areas in comparison to a general population group are:

Religious value--emphasis on religious experience and comprehension of the individual's relationship to a higher power and place in an orderly universe	high emphasis
Economic value--emphasis placed on the utility of things--on the usefulness and productivity of activities and objects	well above average emphasis
Theoretical value--emphasis placed on the value of rational, critical inquiry into basic truths and basic causes of activities and ideas	above average emphasis
Political value--emphasis on importance of power in action--your power over others--	above average emphasis
Social value--an emphasis or concern over the world of people in general--a so-called "love of people" concern whether they are good or bad, etc.	below average emphasis
Aesthetic value--emphasis placed on judging each of your experiences and activities on aesthetic standards of form, symmetry, grace, harmony, etc. This differs from specific interests in any of the narrow area of the fine arts--it refers more to the type of person who is concerned over "beauty" at all times, in all things.	low emphasis

I hope that this general summary does provide some information which is of interest to you. We have not as yet completed the entire group study but I am writing to each of the men who participated in order to give them an idea of their results. When we have completed the over-all group project we may be able to give you some additional information on group trends.

GENERAL OFFICE

ACKLumb



To PHILADELPHIA
S. B. Ashmead

From Shirley Klumb

Date August 25, 1950

Copies to J. W. Farley

Subject Recent Test Results

In general the recent test results confirm the trends indicated last year. And although the new test does cover some of the same traits as do the others, I'll go over the whole pattern that it presents. The traits suggested include:

- an above average degree of restraint in your actions--you are more serious and reserved than happy-go-lucky and carefree
- an above average degree of friendliness or agreeableness; you are not the type who looks for an argument nor easily become antagonistic
- an above average degree of objectivity in viewing your own problems and the problems of others; you are not likely to take things personally, be suspicious of the intent of others' remarks, etc.
- an above average degree of tolerance of other people's ideas and customs; although there will be some ways of life and social customs with which you may find fault you are, in general, willing to accept people and things as they are without being overcritical or a fault finder.
- above average but not an emphatic desire for social ascendance or dominance when with other people; you should enjoy being in the circle of attention but do not demand the most outstanding role
- somewhat above average degree of thoughtfulness or tendency toward reflection and meditative analysis and thought rather than an impulsive reaction to environmental stimuli of the moment
- somewhat above average degree of emotional stability; a tendency to be quite even-keeled and not experience great swings in mood and interest, although you will (as does everybody) have your "ups and downs."
- an average degree of interest in social participation (by social we refer to any type of activity involving interaction with other people); you are not, however, the type who seeks out active social contacts, memberships, etc. that will keep you busy with social activities much of the time
- an average desire for action and fast moving activities; you are neither the human dynamo nor the slow speed artist; you tend toward an "average" pace

continued on next page--

BURRELL CORPORATION

--below average interest in the more rough and tumble types of masculine occupations and interests; more refined tastes and feelings and more sympathetic attitude toward weakness and fearfulness.

Thanks again for your help in this study. If you have any questions just let me know.

Shirley Klumb
GENERAL OFFICE