



INDEX OF MANAGERIAL EFFECTIVENESS (IME)

Manager's Name: _____

The IME scale is designed to measure the way you perceive your manager or administrator with respect to his or her managerial and leadership effectiveness. It is not a test, so there are no right or wrong answers. Answer each item as carefully and as accurately as you can by placing a number beside each one as follows.

- 1 = None of the time
- 2 = Very rarely
- 3 = A little of the time
- 4 = Some of the time
- 5 = A good part of the time
- 6 = Most of the time
- 7 = All of the time

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1. ____ The manager places a great deal of confidence in me and my coworkers.
 2. ____ The manager listens to and appreciates subordinates' views about their job.
 3. ____ The manager seeks out my ideas and makes good use of them.
 4. ____ The manager uses threats, fear, or punishment to extract compliance with directives.
 5. ____ The manager does a good job of sharing responsibility for achieving organizational goals.
 6. ____ The manager is very skillful in communicating the organizational goals to be achieved.
 7. ____ The manager does an excellent job of stimulating and nurturing a cooperative work environment.
 8. ____ The manager's superiors are very well informed about problems faced by subordinates.
 9. ____ The manager attempts to impose his or her ideological perspectives onto subordinates.
 10. ____ The manager engages in excessive amounts of micromanagement.
 11. ____ The manager relies heavily on subordinates' expertise in shaping the direction of the program.
 12. ____ The manager relies heavily on a collaborative model of decision making about the work unit.
 13. ____ The manager uses excellent judgment concerning spending priorities for the work unit.
 14. ____ The manager tends to rely on autocratic rule as a basis for decision making about the work unit.
 15. ____ The manager adequately meets the needs of subordinates for access to equipment and supplies.
 16. ____ The manager is skilled at creating an atmosphere of trust and openness.
 17. ____ The manager does a good job of trying to retain competent personnel.
 18. ____ The manager is skilled in encouraging subordinates' participation in decision making.
 19. ____ The manager does a good job of supporting and encouraging subordinates' work agendas.
 20. ____ The manager appears eager to solicit and use subordinates' views and suggestions.
 21. ____ The manager does a good job of seeking subordinates' input in recruitment of new personnel.
 22. ____ The manager appears quick to blame others for program failures or shortcomings.
 23. ____ The manager provides the kind of leadership that stimulates cooperation and enthusiasm.
 24. ____ The manager uses the program largely to promote his or her personal esteem and status.
 25. ____ The manager appears to care a great deal about the individual accomplishments of subordinates.
 26. ____ The manager appears to be very skilled at setting appropriate budgetary priorities.
 27. ____ The manager is very sensitive to the needs, views, and wishes of subordinates.
 28. ____ The manager gives an excess of attention to appearances at the expense of substance.
 29. ____ The manager is admirable as an effective leader of this organization or program.
 30. ____ The manager is vindictive toward those who might disagree with his or her views.