

MLC Questionnaire

Gaffin Associates

Before completing the questionnaire, please enter your personal details. If you do not know the position you are applying for please enter "Not Known".

Forename	<input type="text"/>
Surname	<input type="text"/>
Position <i>Applied For</i>	<input type="text"/>
Gender* <i>Please tick</i>	Male <input type="checkbox"/> Female <input type="checkbox"/>

First Language*	<input type="text"/>
Nationality*	<input type="text"/>

Age Group* <i>Please tick</i>	Up to 20	<input type="checkbox"/>	46 - 50	<input type="checkbox"/>
	21 - 25	<input type="checkbox"/>	51 - 55	<input type="checkbox"/>
	26 - 30	<input type="checkbox"/>	56 - 60	<input type="checkbox"/>
	31 - 35	<input type="checkbox"/>	61 - 65	<input type="checkbox"/>
	36 - 40	<input type="checkbox"/>	65 +	<input type="checkbox"/>
	41 - 45	<input type="checkbox"/>	Withheld	<input type="checkbox"/>

Email Address	<input type="text"/>
Contact Number	<input type="text"/>
I am eligible to work in the UK <input type="checkbox"/>	

*Completion of these fields is optional. Any information provided will be kept confidential and will be used only for the monitoring of Equal Opportunity policies and research purposes. This information will not form part of the reported results of this questionnaire and access to it will be restricted. Thank you.

You are about to complete the MLC Questionnaire. It consists of a series of statements against which you rate your level of agreement. The rating scale is:

- 1: Very Strongly Disagree
- 2: Strongly Disagree
- 3: Disagree
- 4: Neither Disagree nor Agree
- 5: Agree
- 6: Strongly Agree
- 7: Very Strongly Agree

You must respond to each statement by putting a tick through the number that best describes your level of agreement.

7

1 I know my current job inside out.

1	2	3	4	5	6
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Rate each question on the basis of you would think or behave in the job role.

It is important to understand that there are no right or wrong answers. Your profile results are matched against pre-determined criteria established for the job role. Therefore, lower scores could be more appropriate for certain aspects of the job than higher scores, or vice versa.

Do not dwell too long on each question - your first response is usually the best. It is important that you answer each question frankly as your responses to the questions will be discussed fully at the interview stage.

MLC Questionnaire

Very Strongly Disagree Strongly Disagree Disagree Neither Disagree or Agree Agree Strongly Agree Very Strongly Agree
1 2 3 4 5 6 7

1	I would describe myself as being more of specialist than a generalist	1	2	3	4	5	6	7
2	I would feel uncomfortable taking on additional responsibility without having the necessary authority	1	2	3	4	5	6	7
3	I would tend to set objectives rather than allowing people autonomy to establish their own	1	2	3	4	5	6	7
4	I think it is important to listen and act upon the opinions of others even if they are hugely different to my own	1	2	3	4	5	6	7
5	I would prefer a role that involved a high degree of thinking and planning	1	2	3	4	5	6	7
6	I would go out of my way to help people in other departments even if it affected my own work schedule	1	2	3	4	5	6	7
7	Being spontaneous is more important than being structured	1	2	3	4	5	6	7
8	The customer is not always right	1	2	3	4	5	6	7
9	I wouldn't describe myself as someone who makes detailed plans	1	2	3	4	5	6	7
10	I would feel comfortable making unpopular decisions	1	2	3	4	5	6	7
11	I think most people value constant feedback on performance related issues	1	2	3	4	5	6	7
12	I sometimes find it difficult to be concerned about the well-being of others	1	2	3	4	5	6	7
13	I think people who resist change are unsure of what the future might hold	1	2	3	4	5	6	7
14	I don't mind giving in to others, if it means avoiding conflict	1	2	3	4	5	6	7
15	Other people would describe me as being more flexible than organised	1	2	3	4	5	6	7
16	I tend to be intolerant with people who do not get things right the first time	1	2	3	4	5	6	7
17	I would find a role that requires strong technical background, unattractive	1	2	3	4	5	6	7
18	Most people know what is expected of them	1	2	3	4	5	6	7
19	Listening to the ideas of others can often hinder the decision making process	1	2	3	4	5	6	7
20	I think it's important to involve non-managerial people in the planning process	1	2	3	4	5	6	7

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Very Strongly Disagree	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree	Very Strongly Agree
1	2	3	4	5	6	7

21	I am an independent person	1	2	3	4	5	6	7
22	I tend to be well organised and systematic in my approach to work	1	2	3	4	5	6	7
23	I think its essential to invest time daily in order to keep up to date with organisational changes.	1	2	3	4	5	6	7
24	I would feel uncomfortable taking a risk on something that was untested	1	2	3	4	5	6	7
25	People think of me as someone who has their ear to the ground	1	2	3	4	5	6	7
26	I think it is more important to make friends with people rather than exerting your authority	1	2	3	4	5	6	7
27	I tend to invest a considerable amount of time communicating expectations	1	2	3	4	5	6	7
28	I would prefer to work in a stable environment rather than one which constantly changes	1	2	3	4	5	6	7
29	I think it is important to have a contingency plan for everything	1	2	3	4	5	6	7
30	I would go out of my way to help others even if they were indifferent towards me	1	2	3	4	5	6	7
31	I would be reluctant to follow company procedures if they were impractical	1	2	3	4	5	6	7
32	I feel that you should not undertake a task unless you do it perfectly	1	2	3	4	5	6	7
33	It really gets to me when others make mistakes	1	2	3	4	5	6	7
34	My desk is always neat and tidy	1	2	3	4	5	6	7
35	I try to make sure that my point of view is heard above other people	1	2	3	4	5	6	7
36	I believe that if you always think about the implications of your actions, nothing would get done.	1	2	3	4	5	6	7
37	I think it's important for everyone to be involved in establishing standards of performance.	1	2	3	4	5	6	7
38	I believe that unless you constantly encourage people to achieve their goals, it can be interpreted as a sign of weakness	1	2	3	4	5	6	7
39	I would feel uncomfortable avoiding conflict	1	2	3	4	5	6	7
40	Other people would describe me as being too single minded	1	2	3	4	5	6	7

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Very Strongly Disagree	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree	Very Strongly Agree
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

41	I feel people respond better to hands-on as opposed to a charismatic style of leadership.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
42	I would tend to have little faith in the democratic process at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
43	I would describe myself as someone that focuses on the here and now rather than the future	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
44	I would feel disloyal for not conforming to people in authority	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
45	I believe that paperwork is the scourge of any company	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
46	I would be unwilling to cut costs if it meant a reduction in service levels	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
47	I would feel uncomfortable making decisions without having all the necessary information	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
48	I would feel hurt if people criticised my performance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
49	I think it is important to set ambitious targets even if they are unachievable	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
50	I believe that independent decision makers are often more successful than team players	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
51	I would tend to let things happen rather than engaging in careful planning	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
52	I think being part of team is more important than receiving individual recognition	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
53	I believe that organisation and structure is central to my life	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
54	If I had to choose between quality of service or cost reduction, it would be quality of service every time	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
55	I will often take the customers side in a dispute	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
56	I would enjoy a role that involves doing things "by the book"	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
57	Other people would describe me as a very accommodating person	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
58	Other people would describe me as an analytical problem solver	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
59	I think it's important to look for every opportunity to delegate responsibility to others	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
60	I can be too demanding at times	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

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Very Strongly Disagree	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree	Very Strongly Agree
1	2	3	4	5	6	7

61	I think a role that involves analysing data would be attractive to me	1	2	3	4	5	6	7
62	Other people would describe me as risk averse	1	2	3	4	5	6	7
63	I would be unwilling to compromise on performance related issues.	1	2	3	4	5	6	7
64	I think it is important to allow people freedom to do their jobs	1	2	3	4	5	6	7
65	I would be reluctant to compromise planning principles for short term gains	1	2	3	4	5	6	7
66	I tend to respect people in authority and would not challenge their decisions	1	2	3	4	5	6	7
67	I like to work to an organised system	1	2	3	4	5	6	7
68	I feel that customers today are too demanding and unrealistic in their expectations	1	2	3	4	5	6	7
69	Its think its impossible to keep up to date on everything	1	2	3	4	5	6	7
70	I feel its more important to succeed in life even if it means being unpopular with people	1	2	3	4	5	6	7
71	I would get frustrated if priorities kept changing	1	2	3	4	5	6	7
72	I believe it's more important to sell your ideas to people rather than giving instructions	1	2	3	4	5	6	7
73	I think it's important to give 100% support to management decisions even if you disagree with the outcome	1	2	3	4	5	6	7
74	I feel most problems can be prevented by following company policies and procedures	1	2	3	4	5	6	7
75	I think its important to communicate on a need to know basis only	1	2	3	4	5	6	7
76	I am not a very precise person	1	2	3	4	5	6	7
77	I believe that a role with a strong professional orientation would be attractive to me	1	2	3	4	5	6	7
78	I think creating harmonious relationships is more important than being successful	1	2	3	4	5	6	7
79	I believe its important to allow people to set their own standards of performance	1	2	3	4	5	6	7
80	I think it's a sign of weakness to involve people in problem solving and decision making	1	2	3	4	5	6	7

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Very Strongly Disagree	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree	Very Strongly Agree
1	2	3	4	5	6	7

81	I think it's important to consider the "what ifs" before taking action	1	2	3	4	5	6	7
	82 I would feel more comfortable tracking delegated assignment	1	2	3	4	5	6	7
	83 I believe controlling costs should be a higher priority than maintaining service standards	1	2	3	4	5	6	7
	84 I tend to be a perfectionist in my work	1	2	3	4	5	6	7
	85 I sometimes miss administration deadlines due to pressure of work	1	2	3	4	5	6	7
	86 I feel that being friendly with people at work can often undermine your authority	1	2	3	4	5	6	7
	87 I think it's important to achieve results through others even if it takes longer	1	2	3	4	5	6	7
	88 I would describe myself as being more of a specialist than generalist	1	2	3	4	5	6	7
	89 I think maintaining the status quo is important to me	1	2	3	4	5	6	7
	90 I believe providing negative feedback is essential even if it de-motivates people	1	2	3	4	5	6	7
	91 I feel that if you want a job doing properly, do it yourself	1	2	3	4	5	6	7
	92 I would feel uncomfortable in a role where organisation and structure is critical	1	2	3	4	5	6	7
	93 I believe having an "eye for detail" is important for everyone	1	2	3	4	5	6	7
	94 I believe that quality of service should be the top priority for everyone	1	2	3	4	5	6	7
	95 I wouldn't describe myself as an expert in my field	1	2	3	4	5	6	7
	96 I think it's important to vigorously project and defend particular interests of people to senior management	1	2	3	4	5	6	7
	97 I feel that ever changing performance targets are often unnecessary	1	2	3	4	5	6	7

Thank you