**Self-Assessment: What Is Your Level Of Power Distance?**

**The source of this scale is: This scale has been adapted from: Sources: P. W. Dorfman & J. P. Howell, (1988) "Dimensions of national culture and effective leadership in patterns," Advances in International Comparative Management, 3: 127-150; P. C. Earley & M. Erez (1997). The transplanted executive. New York: Oxford University Press; M. L. Maznevski, J. J. DiStefano, C. B. Gomez, N. G. Noorderhaven, & P. Wu (1997) 'The Cultural Orientations Framework and International Management Research', paper presented at Academy of International Business Annual Meeting; R. M. Richardson, & S. W. Smith (2007), "The influence of high/low-context culture and power distance on choice of communication media: Students' media choice to communicate with Professors in Japan and America," International Journal of Intercultural Relations 31, pp. 479-501.**

Some employees value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate. Others expect to receive equal status and authority with their manager. This power distance orientation varies from one person to the next; it also varies across cultures.

**Instructions:**

This self-assessment estimates your power distance orientation. To complete this instrument, read the nine statements and indicate how accurately each statement describes you.

1. Managers should make most decisions without consulting subordinates.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Employees should enjoy equal status with their bosses in the workplace.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Employees should tell their manager (privately) when the manager does something wrong or poorly.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Employees should follow orders from their boss without questioning those orders.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Managers have a right to expect obedience from subordinates regarding work-related matters.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Managers should consult with their employees before making decisions that affect them.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Organizations function better when employees respect and follow management's wishes.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Managers often need to use their power and authority over subordinates.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

1. Employees should not disagree with their managers.

* Strongly Agree
* Moderately Agree
* Slightly Agree
* Neither Agree nor Disagree
* Slightly Disagree
* Moderately Disagree
* Strongly Disagree

**Understanding Your Score on the Power Distance Orientation Self-Assessment**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Low Power Distance | Moderate Power Distance | High Power Distance |  |
| 9 | 9-24 | 25-49 | 50-63 | 63 |

This instrument estimates your power distance orientation. Power distance refers to the extent to which people accept unequal distribution of power in a society. Those with high power distance accept and value unequal power. They value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate, and prefer to resolve differences through formal procedures rather than directly. In contrast, people with low power distance expect relatively equal power sharing. They view the relationship with their boss as one of interdependence, not dependence; that is, they believe their boss is also dependent on them, so they expect power sharing and consultation before decisions affecting them are made.

**Scoring:**

To find where you stand on the “Power Distance Orientation Self-Assessment,” please refer to the following scoring guide:

**(High Power Distance Orientation – Questions 1, 4, 5, 7, 8, 9)**

Strongly Agree – 6 points

Moderately Agree – 5 points

Slightly Agree – 4 points

Neither Agree nor Disagree – 3 points

Slightly Disagree – 2 points

Moderately Disagree – 1 point

Strongly Disagree – 0 points

**(High Power Distance Orientation – Questions 2, 3, 6)**

Strongly Agree – 0 points

Moderately Agree – 1 point

Slightly Agree – 2 points

Neither Agree nor Disagree – 3 points

Slightly Disagree – 4 points

Moderately Disagree – 5 points

Strongly Disagree – 6 points