**Turbulence Tolerance Test**

Instructions

The following statements were made by a 37-year-old manager in a large, successful corporation. How would you like to have a job with these characteristics? Using the following scale, write your response to the left of each statement.

4 = I would enjoy this very much; it's completely acceptable.

3 = This would be enjoyable and acceptable most of the time.

2 = I'd have no reaction to this feature one way or another, or it would be about equally enjoyable and unpleasant.

1 = This feature would be somewhat unpleasant for me.

0 = This feature would be very unpleasant for me.

\_\_\_\_\_I regularly spend 30 to 40 percent of my time in meetings.

\_\_\_\_\_Eighteen months ago my job did not exist and I have been essentially inventing it as I go along.

\_\_\_\_\_The responsibilities I either assume or am assigned consistently exceed the authority I have for discharging them.

\_\_\_\_\_At any given moment in my job, I have on the average about a dozen phone calls to be returned.

\_\_\_\_\_There seems to be very little relation in my job between the quality of my performance and my actual pay and fringe benefits.

\_\_\_\_\_About 2 weeks a year of formal management training is needed in my job just to stay current.

\_\_\_\_\_Because we have very effective equal employment opportunity (EEO) in my company and because it is thoroughly multinational, my job consistently brings me into close working contact at a professional level with people of many races, ethnic groups and nationalities, and of both sexes.

\_\_\_\_\_There is no objective way to measure my effectiveness.

\_\_\_\_\_I report to three different bosses for different aspects of my job, and each has an equal say in my performance appraisal.

\_\_\_\_\_On average about a third of my time is spent dealing with unexpected emergencies that force all scheduled work to be postponed.

\_\_\_\_\_When I have to have a meeting with the people who report to me, it takes my secretary most of a day to find a time when we are all available, and even then, I have yet to have a meeting where everyone is present for the entire meeting.

\_\_\_\_\_The college degree I earned in preparation for this type of work is now obsolete, and I probably should go back for another degree.

\_\_\_\_\_My job requires that I absorb 100–200 pages of technical material per week.

\_\_\_\_\_I am out of town overnight at least one night per week.

\_\_\_\_\_My department is so interdependent with several other departments in the company that all distinctions about which departments are responsible for which tasks are quite arbitrary.

\_\_\_\_\_In about a year I will probably get a promotion for a job in another division that has most of the same characteristics as my current job.

\_\_\_\_\_During the period of my employment here, either the entire company or the division I worked in has been reorganized every year or so.

\_\_\_\_\_While there are several possible promotions I can see ahead of me, I have no real career path in an objective sense.

\_\_\_\_\_While I have many ideas about how to make things work better, I have no direct influence on either the business policies or the personnel policies that govern my division.

\_\_\_\_\_My company has recently put in an “assessment center” where I and all other managers will be required to go through an extensive battery of psychological tests to assess our potential.

\_\_\_\_\_My company is a defendant in an antitrust suit, and if the case comes to trial, I will probably have to testify about some decisions that were made a few years ago.

\_\_\_\_\_Advanced computer and other electronic office technology are continually being introduced into my division, necessitating constant learning on my part.

\_\_\_\_\_The computer terminal and screen I have in my office can be monitored in my bosses' offices without my knowledge.

**Scoring**

Total your responses and divide the sum by 24; enter the score here [TTT =  \_\_\_\_\_ ].

**Interpretation**

This instrument gives an impression of your tolerance for managing in turbulent times—something likely to characterize the world of work well into the future. In general, the higher your TTT score, the more comfortable you seem to be with turbulence and change—a positive sign. For comparison purposes, the average scores for some 500 MBA students and young managers was 1.5–1.6. The test's author suggests the TTT scores may be interpreted much like a grade point average in which 4.0 is a perfect A. On this basis, a 1.5 is below a C! How did you do?

Source: Peter B. Vail, Managing as a Performance Art: New Ideas for a World of Chaotic Change (San Francisco: Jossey-Bass, 1989), pp. 8–9.