



Review Questions for Exams in the Conceptual Foundations of the Adizes Methodology

There are three exams in the Conceptual Foundations of the Adizes Methodology.

Conceptual Foundations of the Adizes Methodology Exams

1. **Mastering Change**, which covers the books *Mastering Change* and *How to Solve the Mismanagement Crisis*.
2. **The Roles and Styles of Management**, which covers the books *The Ideal Executive* and *Management/Mismanagement Styles*.
3. **Structures and Lifecycle of Organizations**, which covers the books *Managing Corporate Lifecycles* and *The Pursuit of Prime*.

By passing one or more of these exams you will have met a prerequisite for further training in the Adizes methodology, including becoming a TopLeaF moderator, Adizes Integrator and or Adizes Instructor.

Each exam will consist of 40 multiple choice questions, which can be taken online at any time. Exams are closed book. Exam fees may apply, please contact Demelza@adizes.com for more information.

The following questions are a sample of topics that are covered in each section. They are designed to help you review the content of the books and your training and identify what key points you will have to know for your examination.

While some of the questions come directly from Dr. Adizes' books and manual others were questions asked by students in past trainings. Many of the questions asked by previous students were asked because the answers could NOT be found in the book. Please understand that these questions are discussion questions which can be answered in many ways. It is important, however, that when you answer the test questions, that you relate them to the Adizes Methodology, demonstrating your grasp of the material.



Mastering Change Review Questions

- 1) What are the different phases in the Adizes Methodology for organizational change?
- 2) Explain the following: "The Adizes Methodology is a holistic approach to organizational change."
- 3) How does Adizes change a company?
- 4) What is Capi?
- 5) What is Authorance?
- 6) Define Authority, Power and Influence as used in the Adizes Methodology?
- 7) How can you predict the implementation of decisions?
- 8) What skills/roles can you develop to increase your influence?
- 9) Why should your capi almost equal your task?
- 10) Describe the relationship between capi and PAEI.
- 11) Why is it desirable that responsibility is not and should not be equal to authority?
- 12) What is "authorance"? How is it different from "capi"? How is it different from control? Can you have authorance without capi? Can you have capi without authorance?
- 13) What are the difficulties of finding capi in a democratic organization?
- 14) How are capi and mutual trust related?
- 15) "Speak softly and carry a big stick." What is this in authorance?
- 16) If someone speaks nicely, and persuasively, does he have influence?
- 17) Is capi for individuals growing or declining in modern society?
- 18) What are the differences in interest in coalescing capi?
- 19) Power corrupts, absolute power corrupts absolutely. Discuss in Adizes terms.
- 20) What factors determine how much power an individual has? Give examples.
- 21) Does an increase in authorized power increase influence?
- 22) Where would you find more decentralized capi-navy or air force?
- 23) What are the causes of conflict?
- 24) Discuss the dimensions of the different causes of conflict.
- 25) When there is conflict, how do you dissect it? In what sequence should you try to clear it up?
- 26) What is necessary in order for conflict to be constructive? Why?
- 27) Define mutual respect. How would you know if there is or is not mutual respect?
- 28) Is lack of MT & R the cause or manifestation of conflict?
- 29) What is the difference between mutual trust and mutual respect?
- 30) Are mutual trust and mutual respect inputs or outputs in Adizes? Why?
- 31) What are the inputs that create mutual respect and mutual trust? And how do those inputs create mutual trust and mutual respect?
- 32) Good people are the ones that command and grant mutual trust and respect. Discuss.
- 33) Can I respect someone I don't trust? Can I trust someone I don't respect?
- 34) What does "love," mean in an organization whether in business or a non for -profit?
- 35) What should the sequence of perceptions in planning be?
- 36) What should the sequence of perceptions in control be?
- 37) Where do perceptions (is, want, should) fit in the Adizes conceptual map?
- 38) If P= is, and E = want, and A= should, then what is I?
- 39) What is an example of an "is want should" confusion?
- 40) How would you account for phenomena that is not either "is", "want" or "should", i.e. totally outside of these circles of perception?



- 41) Is there a relationship between authorance and perceptions? In other words, how do the is, want & should perceptions relate to authority, power and influence?
- 42) Team Capi provides for efficiency. But the process of coalescing is inefficient.
Comment.
- 43) What are the four imperatives of decision-making? Why are they important to have? Are they sequential?
- 44) What is a problem?
- 45) What is a pre problem?
- 46) What is the technology for solving a pre problem?
- 47) A union representative goes to unionize a nonunion factory. What type of problem does she have? How should she go about solving that problem?
- 48) What are the 8 steps in decision-making?
- 49) At which step of the 8 steps are you at the lowest in behavioral response and why?
- 50) Why do we need the 8 step decision-making process?
- 51) Describe the behavior of each mismanagement style over the 8 step decision-making process.
- 52) In a complementary team, once a decision is made who is really responsible for the decision and who for the implementation ?
- 53) In the eight steps, at which step do we make, take and accept a decision?
- 54) What is the driving force in creating a complementary team? Capi or PAEI?
- 55) Although it makes sense that we need a complementary team, nevertheless, doesn't someone need to be the "boss"?
- 56) How does training to handle more pain increase mutual respect?
- 57) What is meant in Adizes by a learning environment?
- 58) How can you predict organizational success?
- 59) Explain the Adizes conceptual map.
- 60) What are the 9 characteristics of a good manager?
- 61) What are the four goals that the Adizes methodology tries to accomplish simultaneously?
- 62) What are the four imperatives of decision making? And in what order should they be addressed?
- 63) How does Adizes create a learning environment?
- 64) What are the nine characteristics of a good manager? Does this type of a manager ever exist?



The Roles and Styles of Management Review Questions

- 1) Describe the different roles of management.
- 2) Describe the different styles of management.
- 3) Describe the conflict created between the different roles of management.
- 4) Describe the conflict created between the different styles of management.
- 5) Is anyone ever a PAEI? (Performs all four rolls at the same time)
- 6) How can you predict the quality of decisions before they are implemented?
- 7) What are the differences and similarities between (A) and (I)?
- 8) Describe back up behavior of each P,A,E,I style.
- 9) Is it necessary for members of a team to have the same values? Same culture? Same style?
- 10) What is the P function of a hospital?
- 11) An organization is losing money: What is a typical (P) solution? (A) solution? (E) solution?and (I) solution?
- 12) Does one's (PAEI) style stay the same forever? Can one change? How?
- 13) As a coach , how would you help someone develop more (P), (A), (E) or (I)?
- 14) Which role is the easiest to develop?
- 15) In the PAEI, are some roles/styles more attracted to each other than others (complementary), are some more re active to each other?
- 16) What is the difference between a mechanistic conscious organization and an organic conscious organization?
- 17) If an organization does not have enough (A), which role can make up for that lack of (A)?
- 18) Describe the five mismanagemt styles.
- 19) Describe the miscommunication that can happen between the different mismanagement styles?
- 20) What are the personality *needs* for a (P000), an (0A00), an (00E0), (000I) and an (0000)?
- 21) Is a (oooI) an Integrator?
- 22) To what style of management does the following expression apply: "he can't see the forest from the trees"?
- 23) Describe the different approaches you would use when you communicate with a (P000), an (0A00), an (00E0), (000I) and an (0000)?
- 24) Describe the weaknesses of each mismanagement style.
- 25) What are the causes of deadwood?
- 26) What are the characteristics of deadwood?
- 27) How does a (Paei) become (Pooo)?
- 28) What is the difference between the textbook PAEI manager and the Adizes manager as a team member?



Structures and Lifecycle of Organizations – Review Questions

- 1) Describe the growing phases in the lifecycle.
- 2) What is the difference in "E" before and after Adolescence? Why is it unstable during Adolescence?
- 3) How do you institutionalize E in adolescence? In prime?
- 4) Describe the characteristics of an Adolescent company. How does it behave? Typical problems?
- 5) Compare and contrast Go Go and Prime in the lifecycle?
- 6) How do you know that a company is in Prime?
- 7) In which stage of the lifecycle of an organization is there a need for a change in leadership from Entrepreneur to professional management and why?
- 8) Describe "E" behavior in the life cycle of an organization?
- 9) What are the markers that determine the passage from one lifecycle stage to the next?
- 10) Describe the nature of Capi at each stage of the life cycle.
- 11) What is the difference in organizational climate between the growing and aging stages in the life cycle?
- 12) Are artistic organizations in continuous Go Go? Why yes or why no? What are their difficulties in reaching Prime?
- 13) What are the normal and abnormal problems of each stage of the organizational lifecycle?
- 14) Is there a full balance of form vs. functionality at any stage? Why?
- 15) How do you place an organization on the lifecycle if different parts of the organization are on different parts of the lifecycle?
- 16) Do all companies really have to hit each stage of the lifecycle? Specifically do all companies pass through the GoGo stage with crises? Cannot companies move from infancy to adolescence and develop A at the same time?
- 17) What are the similarities and differences between the human lifecycle and the corporate lifecycle?
- 18) Describe and explain the required leadership style along the different lifecycle stages.
- 19) If we "should" have more (I) earlier in the lifecycle, how can you foster it when a) you have both limited time and resources and b) you do not want I to divert the importance of the P and E?
- 20) Describe the aging phases in the lifecycle.
- 21) What is the difference between Aristocracy in premature aging and Aristocracy after Prime?
- 22) What causes aging?
- 23) Where does (E) become negative (disappear) in the life cycle?
- 24) Are all the problems in aging pathological?
- 25) Can the public sector give birth to aristocratic or bureaucratic organizations from the start?
- 26) What is the sequence of therapy for Adolescence? Describe the sequence & why.
- 27) Which departments do you need to build when getting out of the Founders Trap, and in what sequence?
- 28) Describe the therapy used for an organization in Prime.
- 29) What is the therapy for premature aging?
- 30) What is the correct therapy in transition from Go Go to Adolescence?



- 31) When should you decentralize an organization?
- 32) What does decentralization do to the ratio of A, E, and P in an organization?
- 33) What do the Sales, Production, and Personnel departments have in common and how?
- 34) How should the Sales, Production, and Personnel departments be organized in regard to other departments?
- 35) Which departments should not be together, (under one hat) in an organization?
- 36) What is the difference between delegation and decentralization in terms of capi and PAEI?
- 37) What are the PAEI codes for Personnel, Human Resource Development, Sales, Marketing, Production, R+D, Finance, Accounting and Legal Departments of an organization and how should they be structured?
- 38) How does the perceived relative market share affect the Entrepreneurial spirit of an organization?
- 39) The phrase, "form follows function" is often used in the design of furniture or buildings.
How does this relate to "structure and strategy" in the business setting?
- 40) Describe the transition from Courtship into Infancy. What are the most significant differences in interests between those 2 phases on the organizational life-cycle?
- 41) Do all organizations follow the lifecycle?
- 42) What is the main difference between the normal path and the optimal path?