

This is a short-form of the sociometric questionnaires developed at the University of Chicago's Graduate School of Business to measure the social capital of managers and other professionals. Social capital is a function of the contact network around a manager, and the purpose of this questionnaire is to assemble data for a computer network analysis of your social capital.

The questions ask about the people with whom you work and relax — friends, family, colleagues and other contacts relevant to your professional activities.

Everything you write here is confidential. This is assured in two ways. First, no people are identified. Use first names and initials. The computer only knows your network as a system of equations. Second, no one will see your questionnaire except our data-entry people (who live in a rural town in Pennsylvania), and after the data are entered, your questionnaire will be returned to you.

Given the potential complexity of network analysis, it is critical that your answers be as accurate and complete as possible. **After you have completed the booklet, please check it over to make sure that you have answered all 25 questions** (especially the difficult, but essential, Question 25).

General Background

1. **Your name:** _____

2. **Your birthday** (month / year): _____/_____

3. **Gender:** male female

4. **What is the highest level of education you have completed?**

high school or equivalent

some college

bachelor's degree or equivalent

master's degree or equivalent

doctorate or equivalent

Personal Work Style

5. The following items describe how an individual works, their personal work style. **For each of the ten items below, circle A or B to select the phrase that better describes you personally.**

It is important to select phrases that describe how you actually operate, rather than how you feel you should or would like to operate. There are no right or wrong answers. Select only one phrase per item. If you disagree with both phrases, select the one with which you disagree less.

- | | |
|---|---|
| A. When evaluating opportunities, I am likely to look . . . | A. for a chance to be in a position of authority
B. for the long-run implications |
| B. My strength lies in the fact that I have a knack for . . . | A. being easygoing
B. getting a point across clearly |
| C. In discussions among peers, I am probably seen as . . . | A. an outspoken advocate
B. motivating people to my views |
| D. I believe that people get into more trouble by . . . | A. being unwilling to compromise
B. not letting others know what they really think |
| E. In a leadership role, I think my strength lies in the fact that I . . . | A. won people over to my views
B. kept everyone informed |
| F. In evaluating my aims in my career, I probably put more emphasis on . . . | A. my ability to create an aura of excitement
B. being in control of my own destiny |
| G. As a member of a project team, I . . . | A. seek the advice of colleagues
B. closely follow the original mandate of the group |
| H. Others are likely to notice that I . . . | A. let well enough alone
B. let people know what I think of them |
| I. In an emergency, I . . . | A. take the safe approach
B. am quite willing to help |
| J. I look to the future with . . . | A. unshakable resolve
B. a willingness to let others give me a hand |

Current or Most Recent Job

Please answer the questions on this and the next page with respect to your current, or most recent, full-time job.

6. **Your company's primary industry?** Check the most applicable box.

- | | | |
|---|---|--|
| <input type="checkbox"/> agriculture/forestry/fishery | <input type="checkbox"/> leather/footware | <input type="checkbox"/> communications (radio/TV/other) |
| <input type="checkbox"/> mining or petroleum/gas drilling | <input type="checkbox"/> glass/stone/clay products | <input type="checkbox"/> utilities |
| <input type="checkbox"/> construction | <input type="checkbox"/> iron/steel/nonferrous metals | <input type="checkbox"/> banking |
| <input type="checkbox"/> food | <input type="checkbox"/> fabricated metal products | <input type="checkbox"/> insurance |
| <input type="checkbox"/> textiles | <input type="checkbox"/> engines/turbines | <input type="checkbox"/> real estate |
| <input type="checkbox"/> apparel | <input type="checkbox"/> industrial machinery/equip | <input type="checkbox"/> hotels/restaurants |
| <input type="checkbox"/> lumber | <input type="checkbox"/> computers/office machines | <input type="checkbox"/> amusements |
| <input type="checkbox"/> furniture | <input type="checkbox"/> communication equipment | <input type="checkbox"/> business services |
| <input type="checkbox"/> paper | <input type="checkbox"/> other elec equip/components | <input type="checkbox"/> legal services |
| <input type="checkbox"/> printing/publishing | <input type="checkbox"/> motor vehicles | <input type="checkbox"/> medical services |
| <input type="checkbox"/> chemicals/plastics | <input type="checkbox"/> aircraft | <input type="checkbox"/> research/scientific services |
| <input type="checkbox"/> drugs/pharmaceuticals | <input type="checkbox"/> other transport equipment | <input type="checkbox"/> educational services |
| <input type="checkbox"/> paints | <input type="checkbox"/> scientific/control instruments | <input type="checkbox"/> government |
| <input type="checkbox"/> petroleum refining & related | <input type="checkbox"/> transportation/warehousing | <input type="checkbox"/> other: _____ |
| <input type="checkbox"/> rubber | <input type="checkbox"/> wholesale/retail trade | _____ |

7. **Your primary functional area in the company?** Again, check the most applicable box.

- | | | |
|---|---|---|
| <input type="checkbox"/> sales (customer origination) | <input type="checkbox"/> engineering/research | <input type="checkbox"/> human resources |
| <input type="checkbox"/> service (customer support) | <input type="checkbox"/> marketing/distribution | <input type="checkbox"/> general management (no
specific function) |
| <input type="checkbox"/> manufacturing/production | <input type="checkbox"/> finance | <input type="checkbox"/> other _____ |

8. **Your general rank in the organization?** Please check the most applicable box.

- Individual Contributor — you don't supervise anyone else's work
- Manager — you supervise one or more individual contributors
- Middle Manager — you supervise one or more managers
- Senior Manager — you supervise one or more middle managers
- CEO — you are the most senior executive in firm (could be President or other title)

9. **Your satisfaction in your job?** Write an X on horizontal line to indicate your opinion.



FIRST NAME and LAST INITIAL

10. **Your immediate supervisor?** Just write his or her first name and last initial in the box.

11. **How did you come to the job?** Check the most applicable box.

- Hired from outside the company
- Transferred from another division or plant within the company
- Promoted up from another position in the same division or plant

12. **How did you learn about the job?** Please check as many as apply.

- I saw an ad in a newspaper (or magazine, or trade or technical journal, etc.)
- I found out through an employment agency (or personnel consultants, "head-hunters," etc.)
- I submitted an application before anyone told me about the job.
- Someone I didn't know contacted me and said that I had been recommended.
- I asked a friend, who told me about the job.
- A friend who knew I was looking for something new contacted me.
- A friend who didn't know I was looking for something new contacted me.
- Other (please specify _____)

FIRST NAME and LAST INITIAL

B. If a friend was involved, please write the friend's first name and last initial in the box to the right.

13. **Did you have an ally in the company whose support helped you get the job?**

___ No or Don't know (If no or don't know, skip to top of next page.)

FIRST NAME and LAST INITIAL

___ Yes, **Who?** Please write the person's first name and last initial in the box to the right.

B. Why do you think this person supported you for the job? _____

Rounding Out Your Contact Network

The next questions ask for the names of people with whom you have specific kinds of relations. People with whom you have more than one kind of relation can be listed more than once. Remember, your responses will remain confidential.

14. Think of your current or most recent job in more general terms. Getting things done usually requires the support of colleagues and contacts. Suppose you were moving to a new job and wanted to leave behind the best network advice you could for someone moving into your old job. **Who are the three or four people you would name to your replacement as essential sources of support for success in your job?** These could be people in the firm, or contacts in other firms.

FIRST NAME and LAST INITIAL

15. Of your colleagues, **who has been the most difficult?** (Remember, your responses are confidential.)

FIRST NAME and LAST INITIAL

--

B. Why was it so difficult to work with this person? _____

16. **If you decided to find a new job, in another firm, who are the two or three people with whom you would most likely discuss and evaluate your job options?** These could be family, friends, people where you work, or contacts in other firms.

FIRST NAME and LAST INITIAL

17. Considering all of the professional contacts you have made in your career so far, **who have been your most valued contacts in the sense that they were the most important to your achievements?**

FIRST NAME and LAST INITIAL

18. Shifting to a broader view of your network, consider the people with whom you like to spend your free time. Over the last six months, **who are the two or three people you have been with most often for informal social activities such as going out to lunch, dinner, drinks, films, visiting one another's homes, and so on?**

FIRST NAME and LAST INITIAL

19. From time to time, most people discuss important matters with other people, people they trust. The range of important matters varies from person to person across work, leisure, family, politics, whatever. The range of relations varies across work, family, friends, and advisors. If you look back over the last six months, **who are the three or four people with whom you discussed matters important to you?**

FIRST NAME and LAST INITIAL

20. In conclusion, **please write in the box the first name and last initial of your spouse or the person with whom you are living as if married.** (If there is no such person, just leave this box blank.)

FIRST NAME and LAST INITIAL

--

Assembling the Contacts

The remaining few questions are about the people you just named. You will need a nonredundant list of the people for reference. The list you construct in the spaces to the right will be visible for each subsequent question.

You could have named as many as 23 different people on the preceding pages. Most people have multiple kinds of relations to key contacts, however, so they name some people more than once. The number of different people named is usually less than the maximum possible.

In the spaces to the right, list — up to a maximum of 20 names — each person written on the preceding three pages.

List people in the order that they were first mentioned; first the names on page 5, then the names on page 6, then the names on page 7.

Please make sure that no one is listed more than once in the list, and no lines are skipped between names.

PEOPLE NAMED

write the name of the first person you named —

second person you named —

third person you named —

fifth person you named —

eighth person you named —

and so on, making sure that no one is listed twice,
and there are no blank lines between names

Final Name Generator!

21. Now that you have a list of contacts, please give it a quick scan. **Is anyone significant missing? Is there someone without whom your career would be much more difficult, or someone without whom you would have been much more effective?** If yes, write the first name and last initial of the most significant missing person in the next empty space in the list. (If there are no empty spaces remaining, please leave the list as it is.)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____

Now about the strength of your relationship with each person . . .

Circle the option that best describes your relationship with each person.

Are you **especially close** in the sense that this is one of your closest personal contacts,

or are you merely **close** in the sense that you enjoy the person, but don't count him or her among your closest personal contacts,

or are you **less than close** in the sense that you don't mind working with the person, but you have no desire to develop a friendship,

or are you **distant** in the sense that you really don't enjoy spending time with the person unless it is necessary?

22. How Close Are You with Each Person?

(circle best approximation)

PEOPLE NAMED

- | | | | | |
|-----|------------------|-------|-----------------|---------|
| 1. | especially close | close | less than close | distant |
| 2. | especially close | close | less than close | distant |
| 3. | especially close | close | less than close | distant |
| 4. | especially close | close | less than close | distant |
| 5. | especially close | close | less than close | distant |
| 6. | especially close | close | less than close | distant |
| 7. | especially close | close | less than close | distant |
| 8. | especially close | close | less than close | distant |
| 9. | especially close | close | less than close | distant |
| 10. | especially close | close | less than close | distant |
| 11. | especially close | close | less than close | distant |
| 12. | especially close | close | less than close | distant |
| 13. | especially close | close | less than close | distant |
| 14. | especially close | close | less than close | distant |
| 15. | especially close | close | less than close | distant |
| 16. | especially close | close | less than close | distant |
| 17. | especially close | close | less than close | distant |
| 18. | especially close | close | less than close | distant |
| 19. | especially close | close | less than close | distant |
| 20. | especially close | close | less than close | distant |

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____

**23. How Long
Have You Known
Each Person?**

(best guess)

Beyond
emotional
closeness,

there is
duration,

and
frequency.

1.	about _____ years
2.	about _____ years
3.	about _____ years
4.	about _____ years
5.	about _____ years
6.	about _____ years
7.	about _____ years
8.	about _____ years
9.	about _____ years
10.	about _____ years
11.	about _____ years
12.	about _____ years
13.	about _____ years
14.	about _____ years
15.	about _____ years
16.	about _____ years
17.	about _____ years
18.	about _____ years
19.	about _____ years
20.	about _____ years

CONTINUE ↗

24. On Average, How Often Do You Talk To Each Person?

(circle best approximation; any social or business discussion)

PEOPLE NAMED

1.	daily	weekly	monthly	less often
2.	daily	weekly	monthly	less often
3.	daily	weekly	monthly	less often
4.	daily	weekly	monthly	less often
5.	daily	weekly	monthly	less often
6.	daily	weekly	monthly	less often
7.	daily	weekly	monthly	less often
8.	daily	weekly	monthly	less often
9.	daily	weekly	monthly	less often
10.	daily	weekly	monthly	less often
11.	daily	weekly	monthly	less often
12.	daily	weekly	monthly	less often
13.	daily	weekly	monthly	less often
14.	daily	weekly	monthly	less often
15.	daily	weekly	monthly	less often
16.	daily	weekly	monthly	less often
17.	daily	weekly	monthly	less often
18.	daily	weekly	monthly	less often
19.	daily	weekly	monthly	less often
20.	daily	weekly	monthly	less often

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

16. _____

17. _____

18. _____

19. _____

20. _____

25. The next task is to describe the strength of relations between the listed people. You do this by circling codes in the matrix below. This is a complex question, but it is essential to measuring social capital — and answering the question is a simple task when taken one column at a time.

Begin with the first person listed. Relations with the first person are listed in the first column. Indicate his or her relationship with the person in each row in one of three ways:

Circle EC if there is an **ESPECIALLY CLOSE** relation between the row person and the first person (like this: D.**EC**),

Circle D if the row person and first person are **DISTANT** in the sense that they rarely work together, are total strangers as far as you know, or do not enjoy one another's company (like this: **D**.EC), or

Leave D..EC blank to indicate that the two people are neither distant nor especially close.

If there is an especially close relationship between the first and fourth persons, for example, you would circle EC in the fourth row of the first column (dotted box). If the first and tenth persons do not enjoy one another's company, you would circle D in the tenth row of the first column.

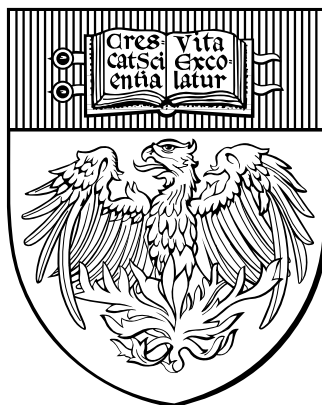
Do not feel obliged to circle a D or EC for every relation. A relation for which neither is circled is a relation somewhere between especially close and distant. The task here is merely to identify the extremes of distant versus especially close relations.

Now move to the second person on the list. Relations with the second person are listed in the second column from the right. Note that the columns get shorter as you proceed. Again, circle each EC in the second column indicate especially close relations or D to identify distant relations.

Continue to the third person (third column), and so on, until you reach the end of the list.

										11								
										12	D..EC							
										13	D..EC	D..EC						
										14	D..EC	D..EC	D..EC					
										15	D..EC	D..EC	D..EC	D..EC				
										16	D..EC	D..EC	D..EC	D..EC	D..EC			
										17	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC		
										18	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC	
										19	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC
										20	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC	D..EC

Thank you for your time and patience.



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1998