**APPENDIX I:** The “Perceived VUCA Exposure” Scale

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Perceived VUCA Exposure Scale**  | **1****Strongly Disagree** | **2****Disagree** | **3****Slightly Disagree** | **4****Slightly Agree** | **5****Agree** | **6****Strongly Agree** |
| ***Volatility*** |  |  |  |  |  |  |
| *I believed that the change would harm the way things are done in the organization.* |  |  |  |  |  |  |
| *I thought that it’s a negative thing that we were going through this change* |  |  |  |  |  |  |
| *I believed that the change would make my job harder* |  |  |  |  |  |  |
| *I believed that the change would benefit the organization\** |  |  |  |  |  |  |
| *I believed that I could personally benefit from the change\** |  |  |  |  |  |  |
| ***Uncertainty*** |  |  |  |  |  |  |
| Unforeseen events upset me greatly |  |  |  |  |  |  |
| It frustrates me not having all the information I need |  |  |  |  |  |  |
| One should always look ahead to avoid surprises |  |  |  |  |  |  |
| A small, unforeseen event can spoil everything, even with the best of planning |  |  |  |  |  |  |
| I always want to know what the future has in store for me.  |  |  |  |  |  |  |
| I can’t stand being taken by surprise. |  |  |  |  |  |  |
| ***Complexity*** |  |  |  |  |  |  |
| I can communicate an idea in many different ways. |  |  |  |  |  |  |
| In any given situation, I can act appropriately. |  |  |  |  |  |  |
| I can find workable solutions to seemingly unsolvable problems |  |  |  |  |  |  |
| I am willing to work at creative solutions to problems. |  |  |  |  |  |  |
| My behavior is a result of conscious decisions that I make  |  |  |  |  |  |  |
| I have many possible ways of behaving in any given situation. |  |  |  |  |  |  |
| I am willing to listen and consider alternatives for handling a problem. |  |  |  |  |  |  |
| ***Ambiguity*** |  |  |  |  |  |  |
| I do not tolerate ambiguous situations well\* |  |  |  |  |  |  |
| I would rather avoid solving a problem that must be viewed from several different perspectives\* |  |  |  |  |  |  |
| I try to avoid ambiguous situations\* |  |  |  |  |  |  |
| I avoid situations that are too complicated for me to easily understand\* |  |  |  |  |  |  |
| I am tolerant of ambiguous situations |  |  |  |  |  |  |
| I dislike ambiguous situations\* |  |  |  |  |  |  |
| I find it hard to make a choice when the outcome is uncertain\* |  |  |  |  |  |  |

 \**item is reverse coded.*

*The Perceived VUCA Exposure Level= (V + U) – (C + A)*