16. How Sensitive Am I to Equity Differences?

Instrument

The four statements on your right ask what you'd like your relationship to be with any organization for which you might work. For each, divide 10 points between the two answers (A and B) by giving the most points to the answer that is most like you and the fewest points to the answer least like you. You can, if you like, give the same number of points to both answers. And you can use zeros if you'd like. Just be sure to use all 10 points on each question. Insert your points next to each letter.

In any organization where I might work:

1. It would be more important for me to:
   - A. Get from the organization ____
   - B. Give to the organization ____

2. It would be more important for me to:
   - A. Help others ____
   - B. Watch out for my own good ____

3. I would be more concerned about:
   - A. What I received from the organization ____
   - B. What I contributed to the organization ____

4. The hard work I would do should:
   - A. Benefit the organization ____
   - B. Benefit me ____

5. My personal philosophy in dealing with the organization would be:
   - A. If you don't look out for yourself, nobody else will ____
   - B. It's better to give than to receive ____

Source: R.C. Huseman, J.D. Hatfield, and E.W. Miles, "Test for Individual Perceptions of Job Equity: Some Preliminary Findings," *Perceptual and Motor Skills*, vol. 62, 1985, pp. 1055-64.

Scoring Key

To calculate your score, sum up the points you allocated to the following items: 1B; 2A; 3B; 4A; and 5B.

Analysis and Interpretation

This instrument taps your equity sensitivity; that is, your preferences for inputs or outcomes in a general work situation. Your results can provide insights into how you will react if you perceive that you are being under-rewarded or over-rewarded by your employer.

Researchers have identified three equity sensitivity groups. They are labeled and defined as follows:

Benevolents: Individuals who prefer their outcome/input ratios to be less than the comparison others. These are people who don't mind being under-rewarded.

Equity Sensitives: Individuals who prefer outcome/input ratios to be equal. These people are concerned with obtaining rewards that they perceive as far relative to what others are receiving.

Entitleds: Individuals who prefer their outcome/input ratios exceed those of the comparison others. These people aren't bothered by inequities and actually prefer situations where they perceive themselves as over-rewarded.

Your total will be between zero and 50. Based on data from more than 3,500 respondents, the researchers have found that scores less than 29 are classified as Entitleds; those between 29 and 32 are Equity Sensitives; and those with scores above 32 are Benevolents.

How should you interpret your findings? First, not all individuals are equity sensitive. For instance, this condition may be far more prevalent among North Americans and Western Europeans than individuals who were raised in the formerly centrally planned economies of Central and Eastern Europe. Secondly, predictions from the equity theory of motivation are most accurate with individuals in the Equity Sensitive group. If you're a Benevolent, for instance, the fact that you perceive yourself as being significantly under paid relative to others against whom you compare yourself may have little or no affect on your level of effort on the job.

2. What's My Jungian 16-Type Personality?

Instrument

For each item, select either a or b. If you feel both a and b are true, decide which one is more like you, even if it is only slightly more true.

1. I would rather
   a. Solve a new and complicated problem.
   b. Work on something I have done before.

2. I like to
   a. Work alone in a quiet place.
   b. Be where the action is.

3. I want a boss who
   a. Establishes and applies criteria in decisions.
   b. Considers individual needs and makes exceptions.

4. When I work on a project, I
   a. Like to finish it and get some closure.
   b. Often leave it open for possible changes.

5. When making a decision, the most important considerations are
   a. Rational thoughts, ideas, and data.
   b. People's feelings and values.

6. On a project, I tend to
   a. Think it over and over before deciding how to proceed.
   b. Start working on it right away, thinking about it as I go along.

7. When working on a project, I
   a. Maintain as much control as possible.
   b. Explore various options.

8. In my work, I prefer to
   a. Work on several projects at a time, and learn as much as possible about each one.
   b. Have one project that is challenging and keeps me busy.

9. I often
   a. Make lists and plans whenever I start something and may hate to seriously alter my plans.
   b. Avoid plans and just let things progress as I work on them.

10. When discussing a problem with colleagues, it is easy for me to
    a. See "the big picture."
    b. Grasp the specifics of the situation.

11. When the phone rings in my office or at home, I usually
    a. Consider it an interruption.
    b. Do not mind answering it.

12. Which word describes you better?
    a. Analytical.
    b. Empathetic.

13. When I am working on an assignment, I tend to
    a. Work steadily and consistently.
    b. Work in bursts of energy with "down time" in between.

14. When I listen to someone talk on a subject, I usually try to
    a. Relate it to my own experience and see if it fits.
    b. Assess and analyze the message.

15. When I come up with new ideas, I generally
    a. "Go for it."
    b. Like to contemplate the ideas some more

16. When working on a project, I prefer to
    a. Narrow the scope so it is clearly defined.
    b. Broaden the scope to include related aspects.

17. When I read something, I usually
    a. Confine my thoughts to what is written there.
    b. Read between the lines and relate the words to other ideas.

18. When I have to make a decision in a hurry, I often
    a. Feel uncomfortable and wish I had more information.
    b. Am able to do so with available data.

19. In a meeting, I tend to
    a. Continue formulating my ideas as I talk about them.
    b. Only speak out after I have carefully thought the issue through.

20. In work, I prefer spending a great deal of time on issues of
    a. Ideas.
    b. People.

21. In meetings, I am most often annoyed with people who
    a. Come up with many sketchy ideas.
    b. Lengthen meetings with many practical details.

22. I am a
    a. Morning person.
    b. Night owl.

23. What is your style in preparing for a meeting?
    a. I am willing to go in and be responsive.
    b. I like to be fully prepared and usually sketch an outline of the meeting.

24. In a meeting, I would prefer for people to
    a. Display a fuller range of emotions.
    b. Be more task oriented.

25. I would rather work for an organization where
    a. My job was intellectually stimulating.
    b. I was committed to its goals and mission.

26. On weekends, I tend to
    a. Plan what I will do.
    b. Just see what happens and decide as I go along.

27. I am more
    a. Outgoing.
    b. Contemplative.

28. I would rather work for a boss who is
    a. Full of new ideas.
    b. Practical

In the following, choose the word in each pair that appeals to you more:

29. a. Social.
    b. Theoretical.
30. a. Ingenuity.
    b. Practicality.
31. a. Organized.
    b. Adaptable.
32. a. Active.
    b. Concentration.

Source: D. Marcic and P. Nutt, "Personality Inventory," in D. Marcic, ed., *Organizational Behavior: Experiences and Cases* (St. Paul, MN: West, 1989).

Scoring Key

Score this test as follows: Count one point for each item listed below that you have marked in the inventory.

Score for I	Score for E	Score for S	Score for N
2a	2b	1b	1a
6a	6b	10b	10a
11a	11b	13a	13b
15b	15a	16a	16b
19b	19a	17a	17b
22a	22b	21a	21b
27b	27a	28b	28a
32b	32a	30b	30a
___	___	___	___
Total			

Identify the one with the more points--I or E.

Identify the one with the more points--S or N.

Score for T	Score for F	Score for J	Score for P
3a	3b	4a	4b
5a	5b	7a	7b
12a	12b	8b	8a
14b	14a	9a	9b
20a	20b	18b	18a
24b	24a	23b	23a
25a	25b	26a	26b
29b	29a	31a	31b
___	___	___	___
Total			

Identify the one with the more points--T or F.

Identify the one with the more points--J or P.

Now combine your score into a four-letter personality classification.

Analysis and Interpretation

This questionnaire classifies people as extroverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and perceiving or judging (P or J). These classifications can then be combined into sixteen personality types (for example, INTJ, ENTP).

Find your personality and interpretation from the following:

ISTJ. You're organized, compulsive, private, trustworthy, and practical.
ISFJ. You're loyal, amiable, and willing to make sacrifices for the greater good.
INFJ. You're reflective, introspective, creative, and contemplative.
INTJ. You're skeptical, critical, independent, determined, and often stubborn.
ISTP. You're observant, cool, unpretentious, and highly pragmatic.
ISFP. You're warm, sensitive, unassuming, and artistic.
INFP. You're reserved, creative, and highly idealistic.

INTP. You're socially cautious, enjoy problem solving, and highly conceptual.
ESTP. You're outgoing, live for the moment, unconventional, and spontaneous.
ESFP. You're sociable, fun-loving, spontaneous, and very generous.
ENFP. You're people-oriented, creative, and highly optimistic.
ENTP. You're innovative, individualistic, versatile, and entrepreneurial.
ESTJ. You're realistic, logical, analytical, decisive, and have a natural head for business or mechanics. You like to organize and run things. This is a common classification found among corporate executives.
ESFJ. You're gracious, have good interpersonal skills, and are eager to please.
ENFJ. You're charismatic, compassionate, and highly persuasive.
ENTJ. You're outgoing, visionary, argumentative, have a low tolerance for incompetence, and often seen as a natural leader.

What value can this personality classification have for you? It can help you understand your personality--your strengths and your weaknesses. It can help you in making successful career decisions when you try to find jobs that align well with your strengths and avoid those jobs that are a poor fit.

Characteristics Frequently Associated with Each Type

	Sensing Types		Intuitive Types	
Introverts	**ISTJ** Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.	**ISFJ** Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.	**INFJ** Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.	**INTJ** Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.
	ISTP Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.	**ISFP** Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.	**INFP** Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.	**INTP** Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.
Extraverts	**ESTP** Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them—they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.	**ESFP** Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.	**ENFP** Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.	**ENTP** Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.
	ESTJ Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.	**ESFJ** Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.	**ENFJ** Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.	**ENTJ** Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

31. How Power-Oriented Am I?

Instrument

For each of statement, select the response that most closely resembles your attitude. Use the following ratings scale for your responses:

1 = Disagree a lot
2 = Disagree a little
3 = Neutral
4 = Agree a little
5 = Agree a lot

1. The best way to handle people is to tell them what they want to hear.	1	2	3	4	5
2. When you ask someone to do something for you, it is best to give the real reason for wanting it rather than giving reasons that might carry more weight.	1	2	3	4	5
3. Anyone who completely trusts anyone else is asking for trouble.	1	2	3	4	5
4. It is hard to get ahead without cutting corners here and there.	1	2	3	4	5
5. It is safest to assume that all people have a vicious streak, and it will come out when they are given a chance.	1	2	3	4	5
6. One should take action only when it is morally right.	1	2	3	4	5
7. Most people are basically good and kind.	1	2	3	4	5
8. There is no excuse for lying to someone else.	1	2	3	4	5
9. Most people more easily forget the death of their father than the loss of their property.	1	2	3	4	5
10. Generally speaking, people won't work hard unless they're forced to do so.	1	2	3	4	5

Source: R. Christie and F.L. Geis, *Studies in Machiavellianism*. c Academic Press 1970. With permission.

Scoring Key

To obtain your score, add your responses to questions 1, 3, 4, 5, 9, and 10. For the other four questions, reverse your scores (5 becomes 1, 4 becomes 2, and so on).

Analysis and Interpretation

This instrument was designed to compute your Machiavellianism (Mach) score. Machiavelli wrote in the 16th century on how to gain and manipulate power. An individual with a high-Mach score is pragmatic, maintains emotional distance, and believes that ends can justify means. The National Opinion Research Center, which used this instrument in a random sample of American adults, found that the national average was 25.

High-Machs are more likely to manipulate more, win more, are persuaded less, and persuade others more than do low-Machs. High-Machs are also more likely to shade the truth or act unethically in ambiguous situations where the outcome is important to them.

32. What's My Preferred Type of Power?

Instrument

Respond to the 20 statements by thinking in terms of how you prefer to influence others. Use the following scale for your answers:

1 = Strongly disagree
2 = Disagree
3 = Neither agree or disagree
4 = Agree
5 = Strongly agree

To influence others, I would prefer to:

1. Increase their pay level	1	2	3	4	5
2. Make them feel valued	1	2	3	4	5
3. Give undesirable job assignments	1	2	3	4	5
4. Make them feel like I approve of them	1	2	3	4	5
5. Make them feel that they have commitments to meet	1	2	3	4	5
6. Make them feel personally accepted	1	2	3	4	5
7. Make them feel important	1	2	3	4	5
8. Give them good technical suggestions	1	2	3	4	5
9. Make the work difficult for them	1	2	3	4	5
10. Share my experience and/or training	1	2	3	4	5
11. Make things unpleasant here	1	2	3	4	5
12. Make being at work distasteful	1	2	3	4	5
13. Influence their getting a pay increase	1	2	3	4	5
14. Make them feel like they should satisfy their job requirements	1	2	3	4	5
15. Provide them with sound job-related advice	1	2	3	4	5
16. Provide them with special benefits	1	2	3	4	5
17. Influence their getting a promotion	1	2	3	4	5

18. Give them the feeling that they have responsibilities to fulfill	1	2	3	4	5
19. Provide them with needed technical knowledge	1	2	3	4	5
20. Make them recognize that they have tasks to accomplish	1	2	3	4	5

Source: Adapted from T.R. Hinken and C.A. Schermerhorn, "Development and Application of New Scales to Measure the French and Raven (1959) Bases of Social Power," *Journal of Applied Psychology*, August 1989, pp. 561-67.

Scoring Key

To get your score for each base, calculate as follows:

Reward = Add up your responses to items 1, 13, 16, 17; then divide by 4.
Coercive = Add up your responses to items 3, 9, 11, 12; then divide by 4.
Legitimate = Add up your responses to items 5, 14, 18, and 20; then divide by 4.
Expert = Add up your responses to items 8, 10, 15, and 19; then divide by 4.
Referent = Add up your responses to items 2, 4, 6, and 7; then divide by 4.

Analysis and Interpretation

Five bases of power have been identified: reward (based on the ability to distribute valuable rewards); coercive (based on fear); legitimate (based on formal position); expert (based on possessing knowledge or skill); and referent (based on others' desire to identify with you).

A high score (4 or greater) on any of the five dimensions implies that you prefer to influence others by using that particular form of power. A low score (2 or less) suggests that you prefer not to employ this power base.

Managerial positions come with legitimate, reward, and coercive powers. However, you don't have to be a manager to have power. If you're not in a position of formal authority, you can still be a powerful person in your organization if you focus on developing your expert and referent power bases.

33. How Well Do I Manage Impressions?

Instrument

For each of the 22 strategies, describe how frequently you have used each in the last six months while at work. Use the following rating scale to record your answers:

1 = Never behave this way
2 = Seldom behave this way
3 = Occasionally behave this way
4 = Frequently behave this way
5 = Often behave this way

1. Talk proudly about your experience or education. 1 2 3 4 5
2. Make people aware of your talents or qualifications. 1 2 3 4 5
3. Let others know that you're valuable to the organization. 1 2 3 4 5
4. Make people aware of your accomplishments. 1 2 3 4 5
5. Compliment your colleagues so they'll see you as likable. 1 2 3 4 5
6. Take an interest in your colleagues' personal lives to show them that you are friendly. 1 2 3 4 5
7. Praise your colleagues for their accomplishments so they'll consider you a nice person. 1 2 3 4 5
8. Do personal favors for your colleagues to show them that you're friendly. 1 2 3 4 5
9. Stay at work late so people will know you are hard working. 1 2 3 4 5
10. Try to appear busy, even at times when things are slower. 1 2 3 4 5
11. Arrive at work early in order to look dedicated. 1 2 3 4 5
12. Come to the office at night or on weekends to show that you're dedicated. 1 2 3 4 5
13. Be intimidating with coworkers when it will help you get your job done. 1 2 3 4 5
14. Let others know that you can make things difficult for them if they push you too far. 1 2 3 4 5
15. Deal forcefully with colleagues when they hamper your ability to get your job done. 1 2 3 4 5

16. Deal strongly or aggressively with coworkers who interfere in your business. 1 2 3 4 5
17. Use intimidation to get colleagues to behave appropriately. 1 2 3 4 5
18. Act like you know less than you do so people will help you out. 1 2 3 4 5
19. Try to gain assistance or sympathy from people by appearing needy in some area. 1 2 3 4 5
20. Pretend not to understand something to gain someone's help. 1 2 3 4 5
21. Act like you need assistance so people will help you out. 1 2 3 4 5
22. Pretend to know less than you do so you can avoid an unpleasant assignment. 1 2 3 4 5

Source; M.C. Bolino and W.H. Turnley, "Measuring Impression Management in Organizations: A Scale Development Based on the Jones and Pittman Taxonomy," working paper.

Scoring Key

To determine the degree to which you use the five impression management strategies, make the following calculations:

Add up your scores for items 1-4 and divide by 4. This is your self-promotion score.
Add up your scores for items 5-8 and divide by 4. This is your ingratiation score.
Add up your scores for items 9-12 and divide by 4. This is your exemplification score.
Add up your scores for items 13-17 and divide by 5. This is your intimidation score.
Add up your scores for items 18-22 and divide by 5. This is your supplication score.

Analysis and Interpretation

Most of us are concerned with the image others have of us. Impression management is the process by which people attempt to control the impression others form of them.

This instrument assesses the degree to which you use five impression management strategies. Items 1 through 4 tap *self-promotion*—the extent to which you point out your abilities or accomplishments in order to be seen as competent by others. Items 5 through 8 assess *ingratiation*—the extent to which you do favors or use flattery in order to be seen as likable by others. Items 9 through 12 tap *exemplification*—the extent to which you engage in self-sacrifice or go above and beyond the call of duty in order to be viewed as dedicated by others. Items 13 through 17 assess *intimidation*—the extent to which you signal your power or potential to punish in order to be seen as dangerous by others. Finally, items 18 through 22 tap *supplication*—the extent to which you advertise your weaknesses or shortcomings in order to be viewed as needy by others.

The strategies with the highest scores are the ones you most often use. Consistent scores of 2.3 or less suggest you make little use of impression management techniques. In contrast, multiple scores of 3.5 or higher indicate active use of impression management. For comparative purposes, a survey of 147 professionals and managers who work for a Fortune 500 technology firm resulted in the following mean scores: self-promotion = 2.95; ingratiation = 2.95; exemplification = 2.29; intimidation = 1.91; and supplication = 1.62.

34. What's My Preferred Conflict-Handling Style?

Instrument

When you differ with someone, how do you respond? Use the following rating scale to record your answers:

1 = Practically never
2 = Once in a great while
3 = Sometimes
4 = Fairly often
5 = Very often

1. I work to come out victorious, no matter what.	1	2	3	4	5
2. I try to put the needs of others above my own.	1	2	3	4	5
3. I look for a mutually satisfactory solution.	1	2	3	4	5
4. I try not to get involved in conflicts.	1	2	3	4	5
5. I strive to investigate issues thoroughly and jointly.	1	2	3	4	5
6. I never back away from a good argument.	1	2	3	4	5
7. I strive to foster harmony.	1	2	3	4	5
8. I negotiate to get a portion of what I propose.	1	2	3	4	5
9. I avoid open discussions of controversial subjects.	1	2	3	4	5
10. I openly share information with others in resolving disagreements.	1	2	3	4	5
11. I would rather win than end up compromising.	1	2	3	4	5
12. I got along with suggestions of others.	1	2	3	4	5
13. I look for a middle ground to resolve disagreements.	1	2	3	4	5
14. I keep my true opinions to myself to avoid hard feelings.	1	2	3	4	5
15. I encourage the open sharing of concerns and issues.	1	2	3	4	5

9. What Do I Value?

Instrument

Listed are two sets of statements. The first list presents 10 terminal values. These are desirable end-states of existence. Think of them as goals that you might like to achieve during your lifetime. The second list presents 10 instrumental values. These are preferable modes of behavior, or means of achieving the terminal values.

For each list, rank the statements according to how important each is to you personally. Score a "1" next to the value that is most important, a "2" next to the second most important, and so forth. Treat each list separately.

Terminal Values

___ Happiness; satisfaction in life
___ Knowledge and wisdom
___ Peace and harmony in the world
___ Pride in accomplishment
___ Prosperity; wealth
___ Lasting friendships
___ Recognition from peers
___ Salvation; finding eternal life
___ Security; freedom from threat
___ Self-respect

Instrumental Values

___ Assertiveness; standing up for yourself
___ Being helpful or caring toward others
___ Dependability; being counted upon by others
___ Education and intellectual pursuits
___ Hard work and achievement
___ Obedience; following the wishes of others
___ Open-mindedness; receptivity to new ideas
___ Self-sufficiency; independence
___ Truthfulness; honesty
___ Being well-mannered and courteous toward others

Source: Based on M. Rokeach, *The Nature of Human Values* (New York: Free Press, 1973).

Analysis and Interpretation

Values are basic convictions of what is right, good, or desirable. Your values reflect what you think is important. There are, of course, no right or wrong values. This self-assessment merely gives you some directive insights into your value structure.

Research demonstrates that people in the same occupation tend to hold similar values. For instance, a study of corporate managers found that they ranked self-respect and security as their top rated terminal values. For instrumental values, these same corporate managers rated truthfulness first, followed by dependability.

It may be helpful to assess your value structure in terms of your career aspirations. Specifically, to what degree do you think your values align with those of successful people in the field to which you

42. What's the Right Organizational Culture For Me?

Instrument

For each of the seven statements, indicate your level of agreement or disagreement using the following scale:

1 = Strongly disagree
2 = Disagree
3 = Uncertain
4 = Agree
5 = Strongly agree

1. I like the thrill and excitement from taking risks.	1	2	3	4	5
2. I prefer managers who provide detailed and rational explanations for their decisions.	1	2	3	4	5
3. If a person's job performance is inadequate, it's irrelevant how much effort he or she made.	1	2	3	4	5
4. No person's needs should be compromised in order for a department to achieve its goals.	1	2	3	4	5
5. I like being part of a team and having my performance assessed in terms of my contribution to the team.	1	2	3	4	5
6. I like to work where there isn't a great deal of pressure and where people are essentially easygoing.	1	2	3	4	5
7. I like things to be stable and predictable.	1	2	3	4	5

Source: S.P. Robbins, *Organizational Behavior*, 8th ed. (Upper Saddle River, NJ: Prentice Hall, 1998), p. 617.

Scoring Key

To calculate your score, add up your responses. However, reverse your scores for items 2 and 7.

Analysis and Interpretation

This instrument taps the seven primary dimensions of an organization's culture: Innovation and risk taking; attention to detail; outcome orientation; people orientation; team orientation; aggressiveness; and stability.

Your total score will range between 7 and 35. Scores of 21 or lower indicate that you're more comfortable in a formal, mechanistic, rule-oriented, and structured culture. This is often associated with large corporations and government agencies. The lower your number, the stronger your preference for this type of culture. Scores above 22 indicate a preference for informal, humanistic, flexible, and innovative cultures, which are more likely to be found in high-tech companies, small businesses, research units, or advertising agencies. The higher your score above 22, the stronger your preference for these humanistic cultures.

Organizational cultures differ. So do individuals. The better you're able to match your personal preferences to an organization's culture, the more likely you are to find satisfaction in your work, the less likely you are to leave, and the greater the probability that you'll receive positive performance evaluations.