POWER ORIENTATION INVENTORY

This inventory is designed to give you some information about your orientation to various types of power.

PART I
Below are a set of reasons often given by managers when asked how they lead their employees to desired results. You are asked to compare your beliefs about how to get results through people with some of the beliefs of other managers. You have up to three points to allocate to each belief statement. Base your point allocation on how important the statement is to you in getting things accomplished through others. Your point allocation should be used to reflect the judgment levels below:

0 – Never Important
1 – Least Important
2 – Important
3 – Most Important

Use “0” only if the statement is an intolerable choice to you under any circumstances.

SAMPLE
To get things done through people, I believe it is important to . . .

1. Use negative sanctions to get them to act exactly as I have planned.
2. Give employees enough information to achieve results and to grow in their knowledge and skills.
3. Make it clear that they are to perform the job as I want it done without regard to personal gain.
4. Administer sanctions when people fail at their goals.
5. Avoid and isolate employees who fail.
6. Hire only people who are experts.
7. Give people assignments that enable them to grow and learn, as well as to get the work out.
8. Use my authority to provide my people with the climate, materials, and support they need to work as a team.
9. Have the contacts in the organization to assist my employees in doing the best possible job.
10. Use their expertise appropriately in getting the job done.
11. Assign responsibilities that give me a tight reign on how my people act.
12. Reward people when I know they have really tried to do their best.
13. Assign people who have failed to work with people who are strong, so we can still have an effective team.
14. Give the information necessary to get the job done the way I want it done.
15. Set up systems that bring out the competitive drive in my people.
16. Make sure my people will grow in their expertise by working for me.
17. Reward my people when they meet my expectations.
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<thead>
<tr>
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<tbody>
<tr>
<td>18.</td>
<td><strong>C</strong></td>
<td>Be willing to use the full weight of my authority to get what I want.</td>
</tr>
<tr>
<td>19.</td>
<td><strong>B</strong></td>
<td>Show them how they can get more recognition if they do better than others in the organization.</td>
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<tr>
<td>20.</td>
<td><strong>B</strong></td>
<td>Establish the systems necessary to control my people’s performance.</td>
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<tr>
<td>21.</td>
<td><strong>B</strong></td>
<td>Give my people the information that is required to out-perform others in the organization.</td>
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<tr>
<td>22.</td>
<td><strong>A</strong></td>
<td>Establish policies and practices necessary to develop people, so they can advance within the organization.</td>
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<tr>
<td>23.</td>
<td><strong>C</strong></td>
<td>Allow people to use their expertise only if they do the things I want done.</td>
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<tr>
<td>24.</td>
<td><strong>B</strong></td>
<td>Assign responsibilities so that the best people have a wide range to get the job done.</td>
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<tr>
<td>25.</td>
<td><strong>D</strong></td>
<td>Work to share reward for good work accomplished with all members of the team who worked on the job.</td>
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<tr>
<td>26.</td>
<td><strong>C</strong></td>
<td>Bring organization pressure to bear on people who fail.</td>
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<tr>
<td>27.</td>
<td><strong>B</strong></td>
<td>Make assignments in ways that control how my people will perform.</td>
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<tr>
<td>28.</td>
<td><strong>A</strong></td>
<td>Use systems that encourage people to be creative in their work and to achieve some of their personal aspirations.</td>
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<tr>
<td>29.</td>
<td><strong>C</strong></td>
<td>Control information so that my people need my permission to act on matters of importance.</td>
</tr>
<tr>
<td>30.</td>
<td><strong>D</strong></td>
<td>Use people’s expertise in ways that foster cooperation and good team spirit.</td>
</tr>
<tr>
<td>31.</td>
<td><strong>B</strong></td>
<td>Use my position and authority to block the efforts of others in the organization so my people can be winners.</td>
</tr>
<tr>
<td>32.</td>
<td><strong>C</strong></td>
<td>Use work systems that deploy my employees in ways that enhance my power and prestige within the company.</td>
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<tr>
<td>33.</td>
<td><strong>E</strong></td>
<td>Use my contacts within the company to support my employees, only if they can perform up to my expectations.</td>
</tr>
<tr>
<td>34.</td>
<td><strong>D</strong></td>
<td>Give my employees the information necessary to work together to effectively pursue goals.</td>
</tr>
<tr>
<td>35.</td>
<td><strong>A</strong></td>
<td>Use my contacts to assist employees in the pursuit of their personal goals.</td>
</tr>
<tr>
<td>36.</td>
<td><strong>D</strong></td>
<td>Use employee assignments to facilitate collaboration among my people.</td>
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<tr>
<td>37.</td>
<td><strong>A</strong></td>
<td>Actively work to help people who fail through coaching and counseling either directly or through others.</td>
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<tr>
<td>38.</td>
<td><strong>B</strong></td>
<td>Work to move limited performers out of my department and in to other parts of the organization so my team can be more productive.</td>
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<tr>
<td>39.</td>
<td><strong>E</strong></td>
<td>Use authority to control my people’s performance.</td>
</tr>
<tr>
<td>40.</td>
<td><strong>D</strong></td>
<td>Have contacts in the organization to support my employees’ efforts to work out problems as a team</td>
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To compute your Power Orientation Score, turn to the next page.
PART II: POWER ORIENTATION SCORING

To rank your choices in terms of their importance to you, go back through the Inventory and add up all the points you gave to each of the A, B, C, D, and E items. Enter the total for each category in the boxes below. Your total score should not exceed 120.

These scores reflect your preferences in using the various types of power in order to manage people’s productivity.

TOTALS

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>Total</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>120</td>
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</table>

(Maximum)

POWER ORIENTATION INVENTORY RESULTS

1. Record your Power Orientation Inventory results in the boxes below.

TOTALS

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
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</table>

A. **Nutrient** - use of power for others; caring; welfare of others important.
B. **Competitive** - use of power against others.
C. **Exploitive** - forces and imposes action on others; no options.
D. **Integrative** - exercising power with others; cooperation.
E. **Manipulative** - exercises power over others; implies some agreement.
Personal Power Indicators

1. Jot down those attributes that you believe confirm your personal power.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

TASK
INTERPERSONAL POWER TECHNIQUES

To achieve results in organizations, you must interact with others. Your ability in human relationships can enhance or diminish the power you exercise. You must be adept at talking and listening, at initiating and exploring, and at both seeking and accommodating other people’s interests. Assertive and Responsive techniques incorporate these skills as ways of influencing and being influenced by others.

Following are certain behavioral guides designed to assist you in assessing your interpersonal competencies.

ASSERTIVENESS TECHNIQUES

Direct/Expressive

1. Make your statements affirmative and concise.
2. Be descriptive – not evaluative or judgmental.
3. Express differences, disagreements.

Persuasive

4. Sell your ideas when you believe they will get the desired results.
5. Reward others with gains, success. Use action words.

Controlling

6. Point out negative consequences to others who will not do what you want them to do.
7. Impose penalties for those who fail to follow your directives.

RESPONSIVENESS TECHNIQUES

Question

1. Ask direct, open-ended questions.
2. Summarize the interest, concerns of others.

Accommodate

3. Express reservations.
4. Show willingness to go along.
5. Seek ways to fit in.

Compliance

7. Commit to others’ course of action.