

# ***Personal Assessment Results and Feedback for Sample Student***

**ORGB 511**

**Leading in Dynamic Environments:  
A Personal, Relational, and Strategic  
Approach**

***Full-Time MBA***



DREXEL UNIVERSITY

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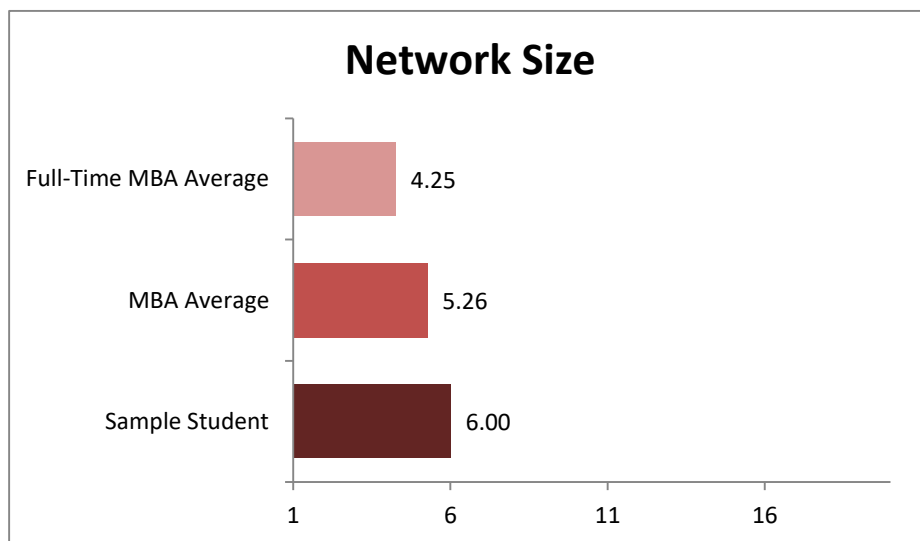
College of Business

# ***Unit 2***

## ***Building & Leveraging Social Networks***

### Network Size

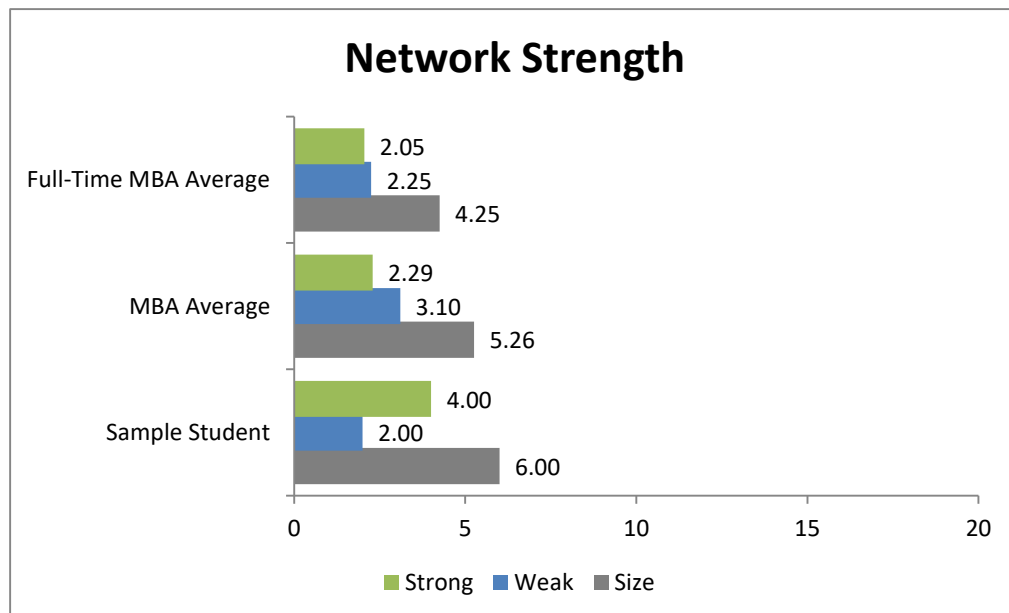
*The size of your network indicates the number of key individuals with whom you have developed a professional relationship. The pattern of relationships that you have with these individuals, and the overall pattern of relationships that you have with members of your network provide access to professional "goodwill" in the form of support, resources, advice, and forgiveness.*



### Strength of Ties

*The frequency of contact and emotional intensity of the relationship that you form with other members of your network.*

- Strong ties are formed with individuals that you have regular contact with, have a close, personal, and important relationship with, are characterized by some level of emotional intensity, and tend to be long lasting. These individuals are part of your close circle of trusted contacts.
- Weak ties are formed with individuals that you have infrequent contact with, know more distantly and in a more narrow aspect of your professional life, and have little emotional intensity in the relationship. Weak ties provide access to new and non-redundant information by helping you make connections to new groups of people

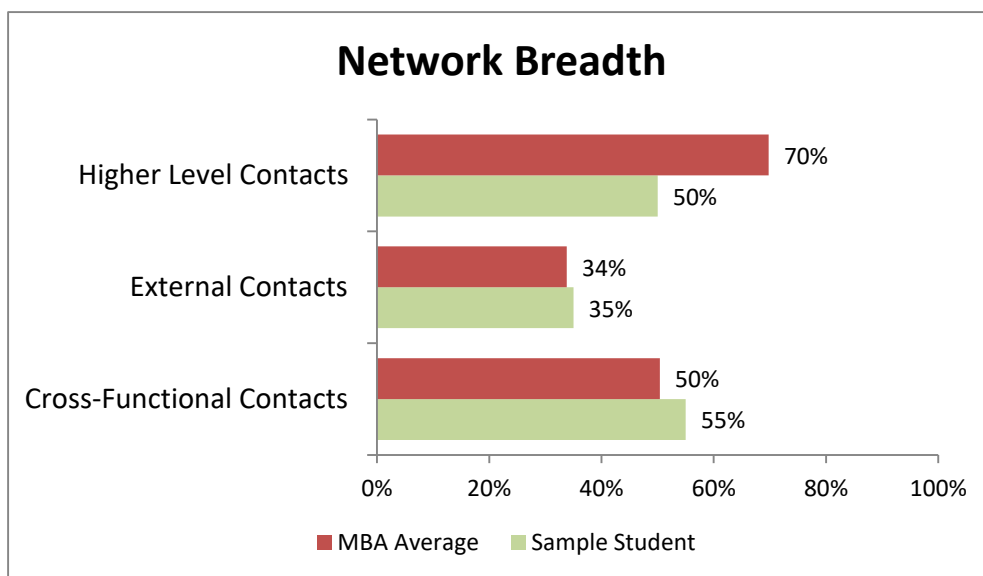


### Network Breadth

*The informational and functional diversity of members of your network. Greater network breath increases access to novel and non-redundant resources.*

Components:

1. What percentage of your network contacts work in other functions?
2. What percentage of your network contacts work in other organizations?
3. What percentage of your network contacts hold higher-level positions?

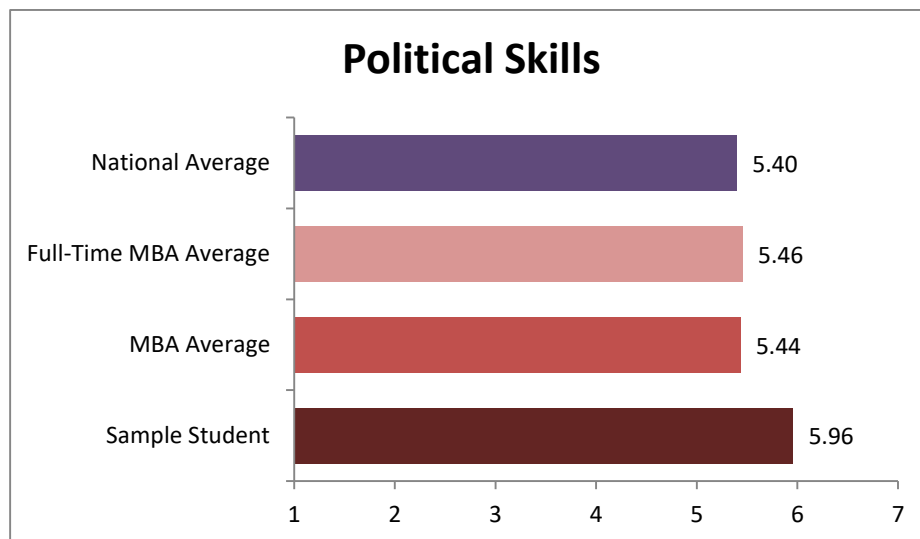


### Political Skills

*The ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives.*

Sample items:

1. I spend a lot of time and effort at work networking with others.
2. It is easy for me to develop good rapport with most people.
3. I always seem to instinctively know the right thing to say or do to influence others.

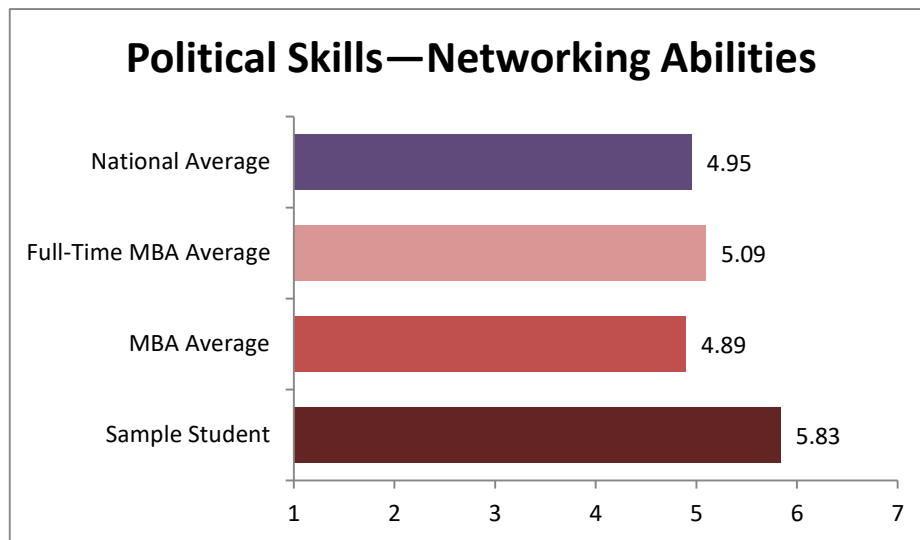


### Political Skills—Networking Abilities

*Investing time and effort to develop relationships with a diverse network of individuals. Leveraging these relationships to gain access to resources and opportunities, build alliances, and provide support to others.*

Sample items:

1. I spend a lot of time and effort at work networking with others.
2. I have developed a large network of colleagues and associates at work whom I can call on for support when I really need to get things done.
3. I am good at using my connections and network to make things happen at work.

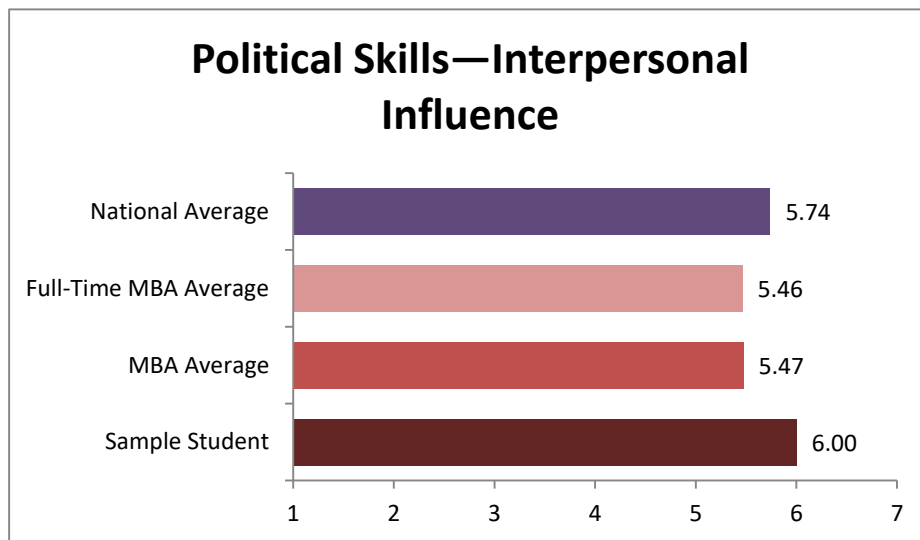


### Political Skills—Interpersonal Influence

*Possessing a subtle and convincing personal style that has an influence on others.*

Sample items:

1. I am able to make most people feel comfortable and at ease around me.
2. It is easy for me to develop a good rapport with most people.
3. I am good at getting people to like me.



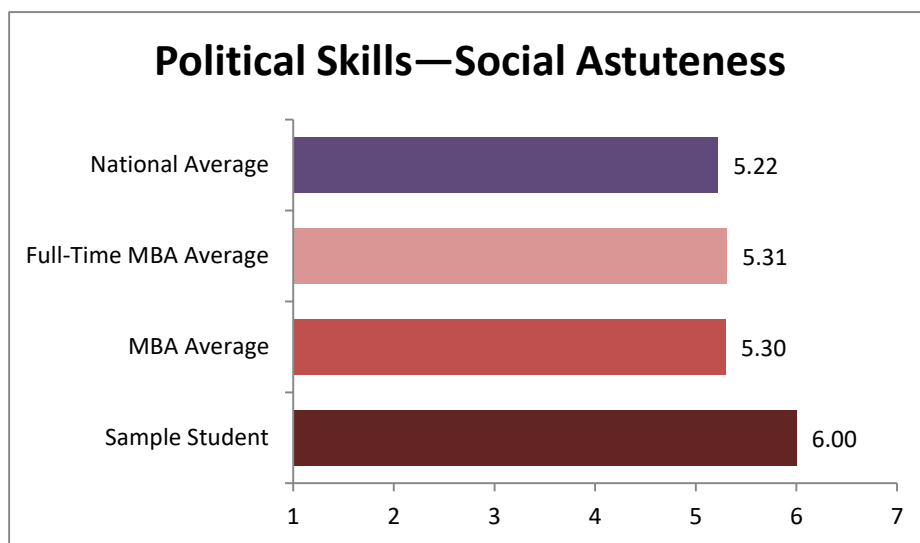


### Political Skills—Social Astuteness

*Being an astute observer of others to understand social situations and make accurate interpretations of others' behavior.*

Sample items:

1. I am particularly good at sensing the motivations and hidden agendas of others.
2. I have good intuition or savvy about how to present myself to others.
3. I always seem to instinctively know the right things to say or do to influence others.

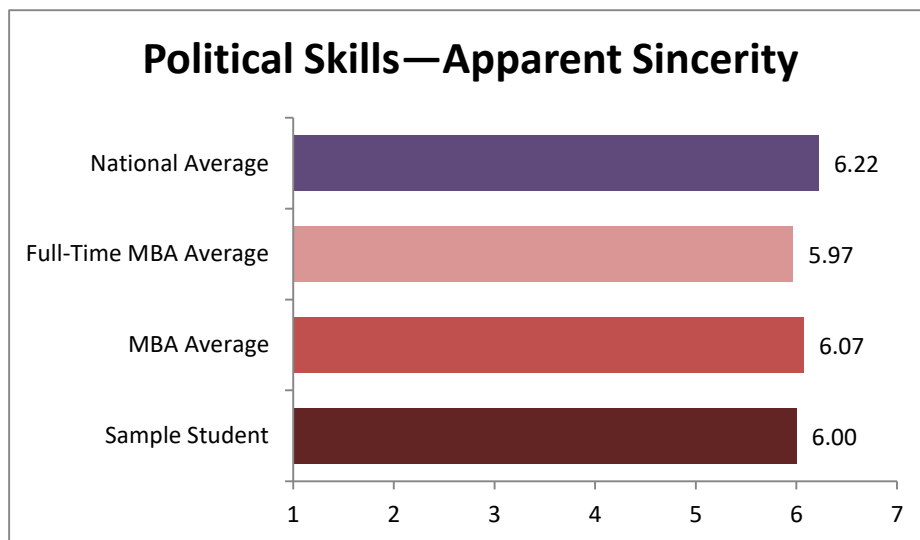


### Political Skills—Apparent Sincerity

*Portraying one's self to others in a manner that conveys authenticity, genuineness, and integrity.*

Sample items:

1. When communicating with others, I try to be genuine in what I say and do.
2. It is important that people believe I am sincere in what I say and do.
3. I try to show a genuine interest in other people.



## “Building & Leveraging Social Networks” Reflection

*A. Reflect on your scores. What did you learn about yourself? Do the scores fit your expectations? What surprises you?*

*B. What do they mean for you in your current role and for your future goals?*

*C. How can you leverage your strengths? What are your developmental areas and how can you develop these competencies?*

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## ***Sample Student***

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# ***Unit 3***

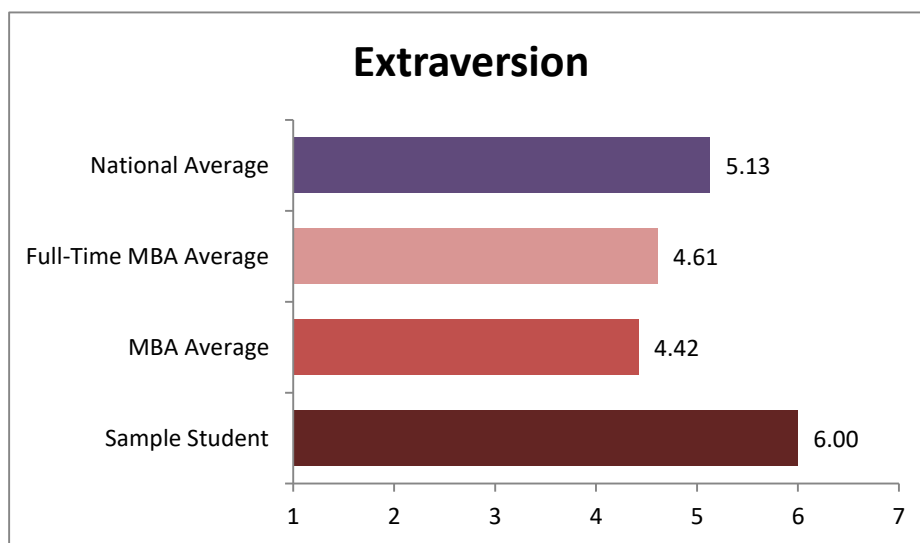
## ***Self-Awareness and Career Management***

## Extraversion

*A personality trait that captures one's tendency to be sociable, assertive, active, dominant, and talkative.*

Sample items:

1. I am the life of the party.
2. I feel comfortable around people.
3. I start conversations.

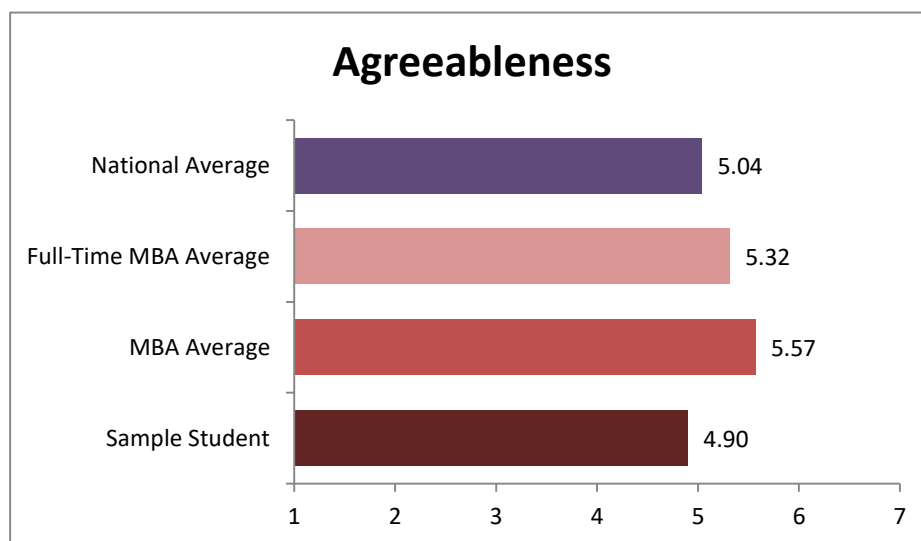


### Agreeableness

*A personality trait that captures one's tendency to be cooperative, trusting, compliant, helpful, caring, and gentle*

Sample items:

1. I am interested in people.
2. I sympathize with others' feelings.
3. I have a soft heart.



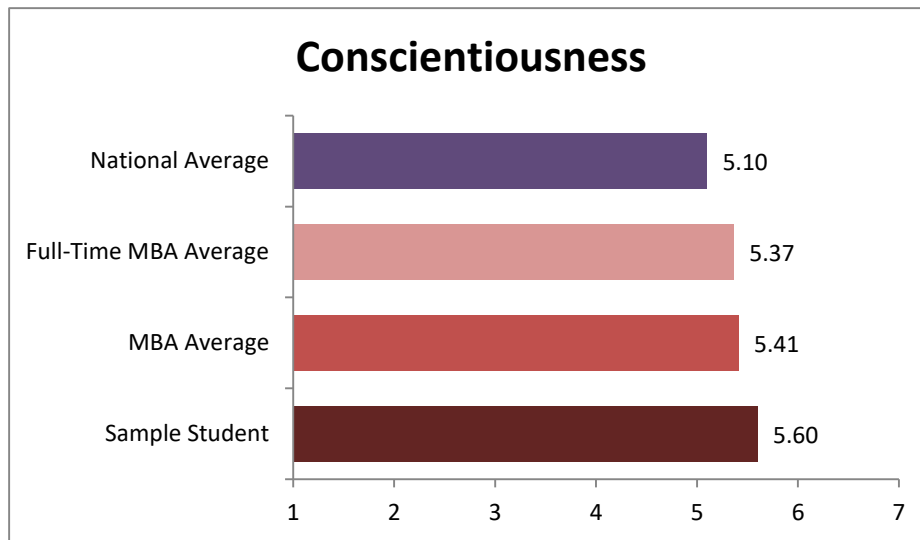


## Conscientiousness

*A personality trait that captures one's tendency to be dependable, organized, reliable, ambitious, and hardworking.*

Sample items:

1. I am always prepared.
2. I pay attention to details.
3. I get chores done right away.

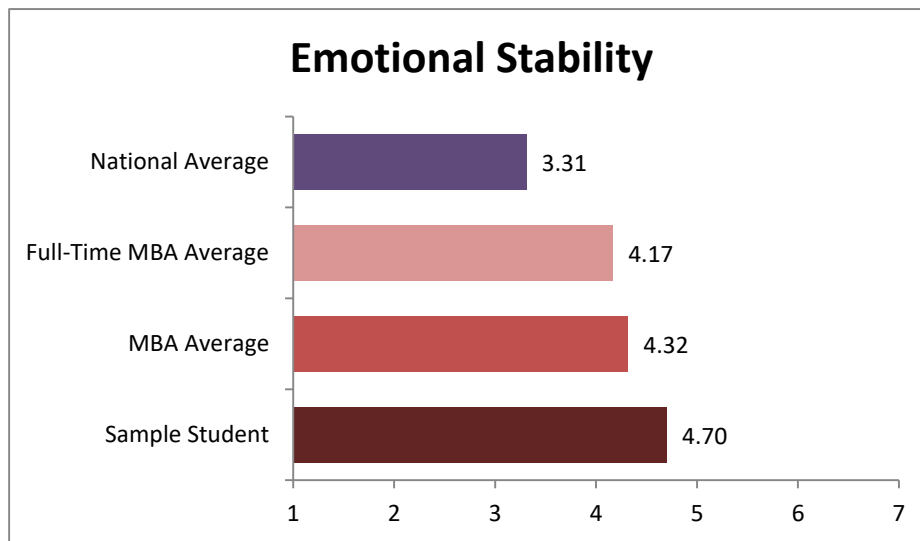


### Emotional Stability

*A trait that captures one's tendency to be resilient, calm, secure and rational.*

Sample items:

1. I am relaxed most of the time.
2. I seldom feel blue.
3. I get stressed out easily.

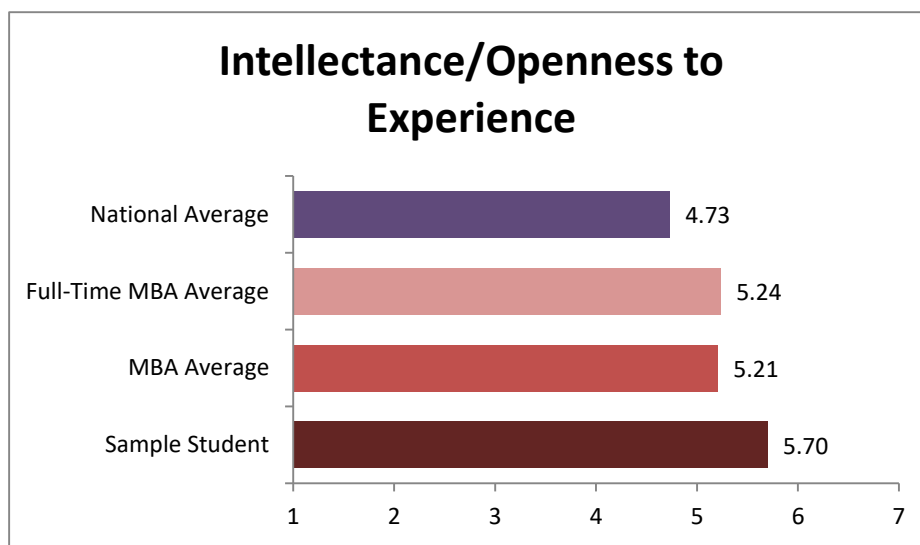


### Intellectance/Openness to Experience

*A personality trait that captures one's tendency to be imaginative, creative, curious, and nonconforming.*

Sample items:

1. I have a rich vocabulary.
2. I have a vivid imagination.
3. I have excellent ideas.

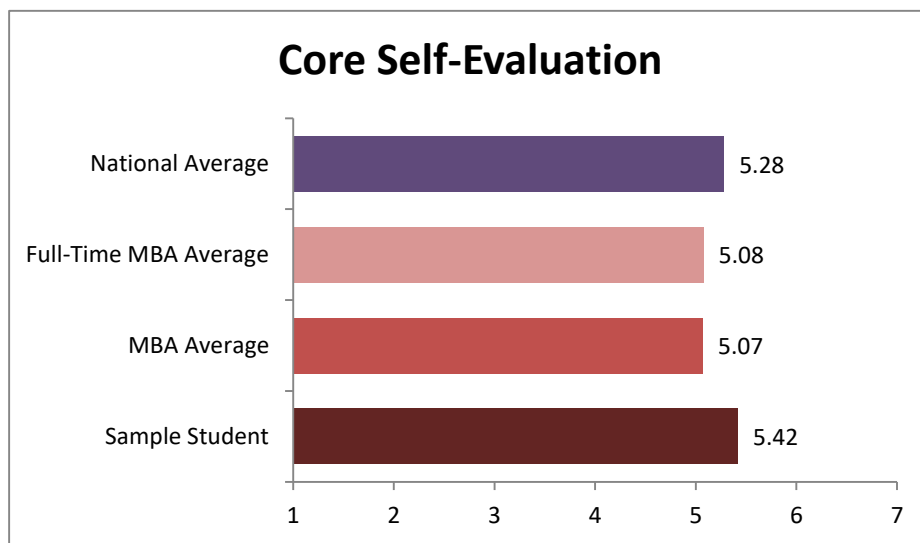


### Core Self-Evaluation

*A personality trait that encompasses the fundamental appraisals individuals make about their self-worth and capabilities.*

Sample items:

1. I am confident I get what I deserve in life.
2. Overall, I am satisfied with myself.
3. I am capable of coping with most of my problems.

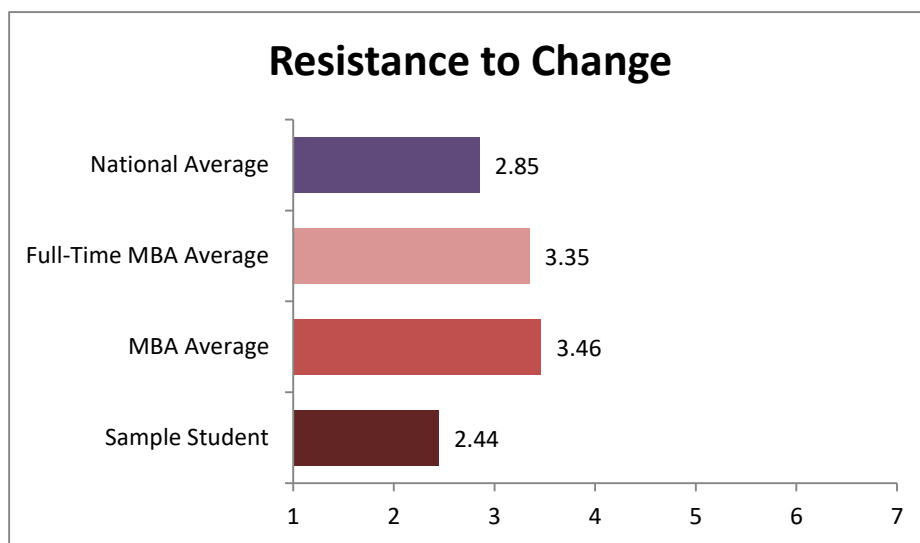


## Resistance to Change

*A trait that captures one's tendency to resist or avoid change.*

Sample items:

1. I generally consider changes to be a negative thing.
2. When I am informed of a change of plans, I tense up a bit.
3. Once I've come to a conclusion, I'm not likely to change my mind.

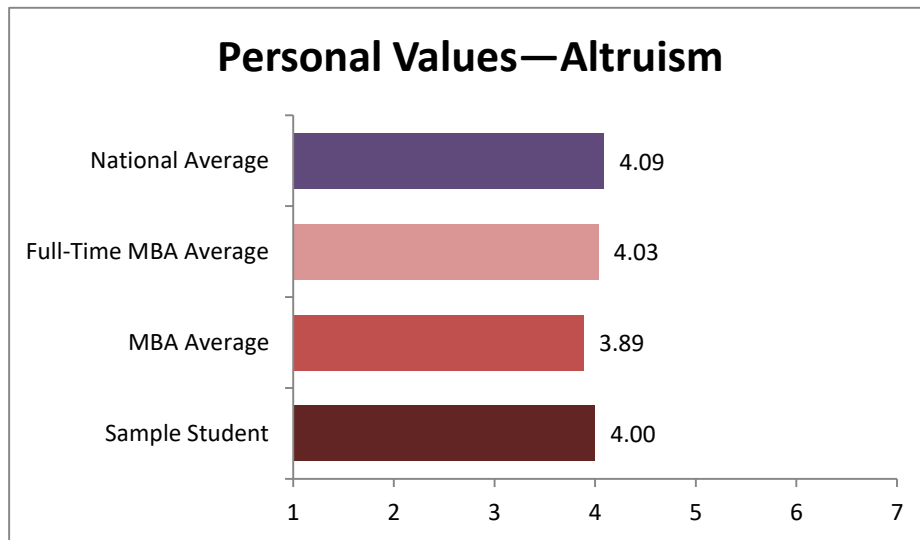


### Personal Values—Altruism

*Beliefs regarding the importance of understanding, appreciating, tolerating, and protecting the welfare of others.*

Sample items:

1. Making the world a better place.
2. Being of service to society.
3. Contributing to humanity.

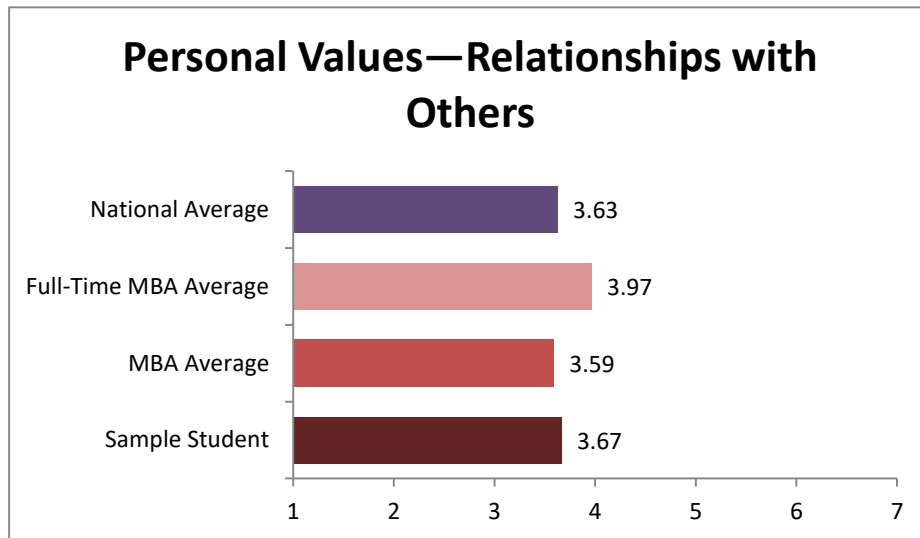


### Personal Values—Relationships with Others

*Beliefs regarding the importance of developing close relationships with coworkers.*

Sample items:

1. Forming relationships with coworkers.
2. Getting to know your fellow workers quite well.
3. Developing close ties with coworkers.

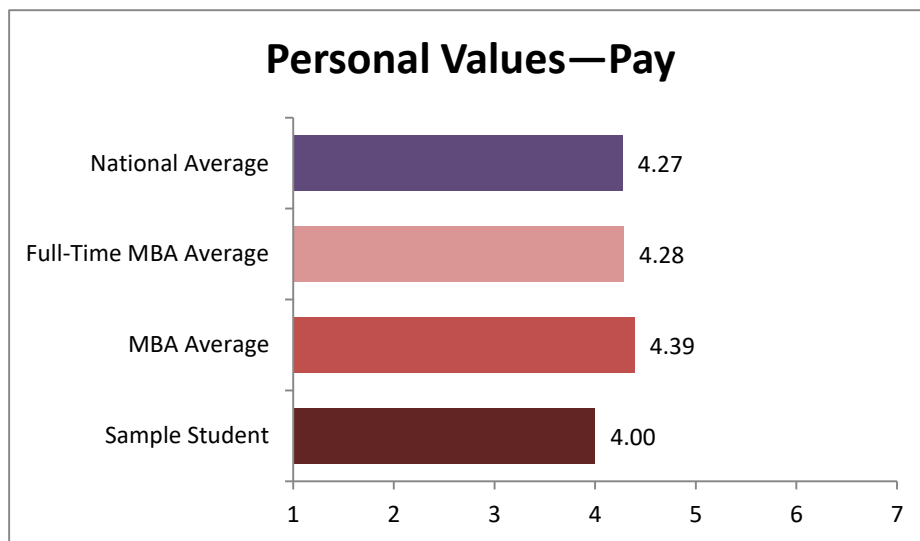


### Personal Values—Pay

*Beliefs regarding the importance of compensation.*

Sample items:

1. Salary level.
2. Total compensation.
3. The amount of pay.



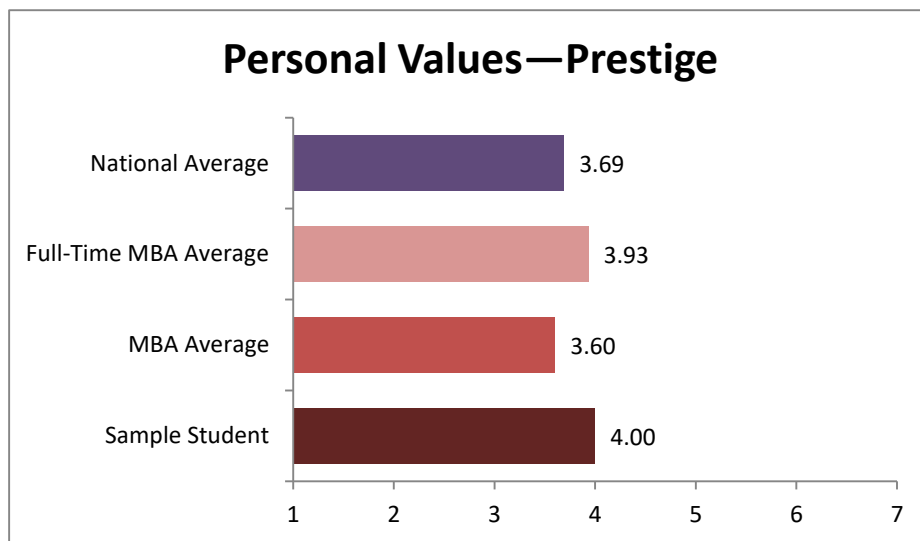


### Personal Values—Prestige

*Beliefs regarding the importance of social status and prestige.*

Sample items:

1. Gaining respect.
2. Obtaining status.
3. Being looked up to by others.

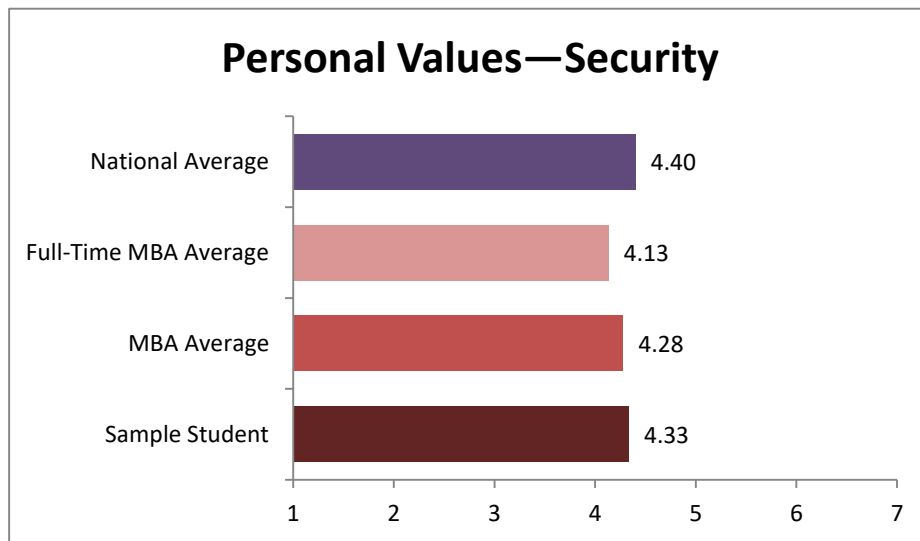


### Personal Values—Security

*Beliefs regarding the importance of the future certainty of a job.*

Sample items:

1. Being sure I will always have a job.
2. Being certain my job will last.
3. Being certain of keeping my job.

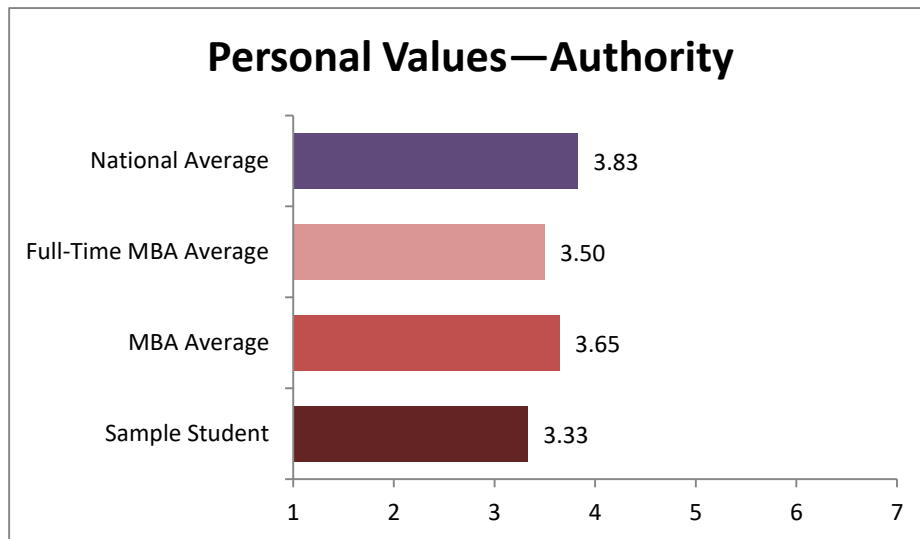


### Personal Values—Authority

*Beliefs regarding respect for, commitment to, and acceptance for lines of authority.*

Sample items:

1. Distinct reporting relationships.
2. A clear chain of command.
3. Definite lines of authority.

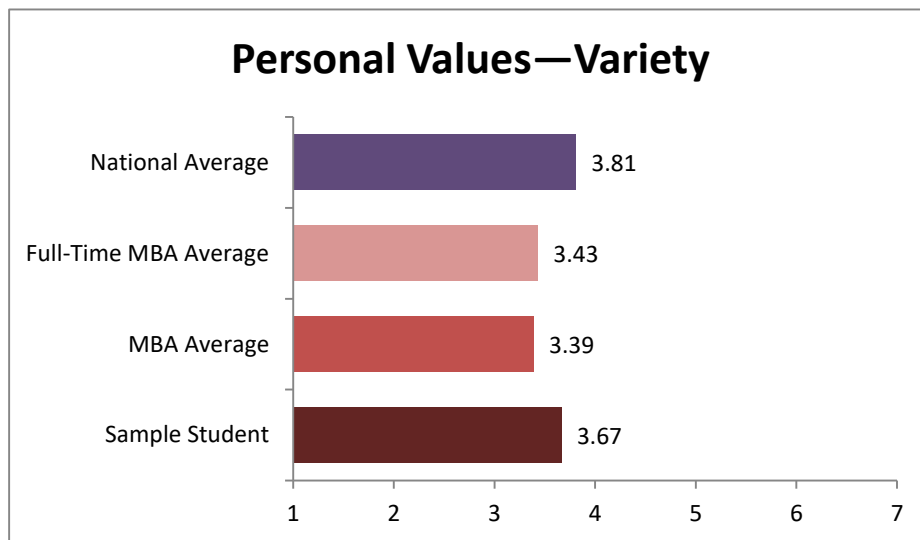


### Personal Values—Variety

*Beliefs regarding the importance of excitement, novelty, and challenge on the job.*

Sample items:

1. Doing a variety of things.
2. Doing something different every day.
3. Doing many different things on the job.

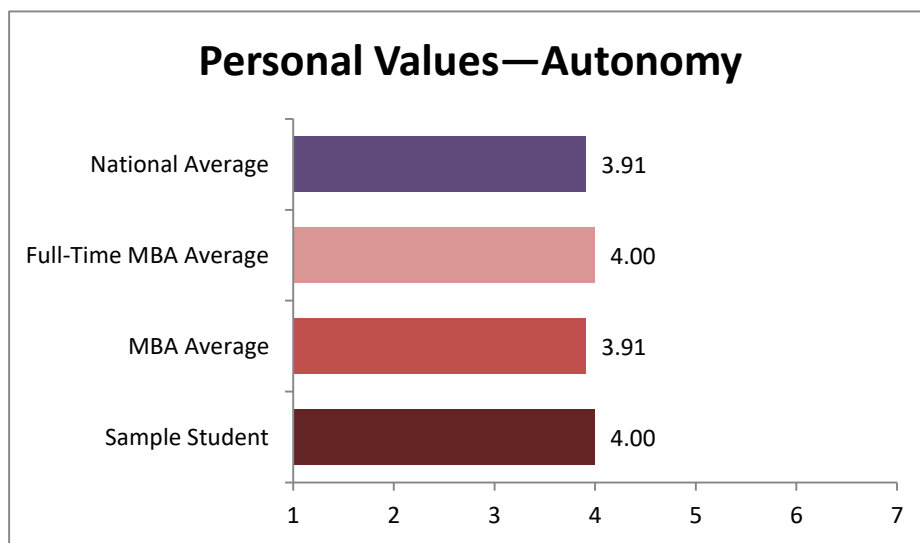


### Personal Values—Autonomy

*Beliefs regarding the importance of independent thought and action in accomplishing job tasks.*

Sample items:

1. Doing my work in my own way.
2. Determining the way my work is done.
3. Making my own decisions.



### Personal Values Ranking

#### Ranking Instructions

Look back across the eight values. Please rank the eight values according to your scores and how important they are to you.

_____	<i>Most Important</i>
_____	
_____	
_____	
_____	
_____	
_____	
_____	<i>Least Important</i>

## Personality, Values and Fit Reflection

A. Reflect on your scores. What did you learn about yourself? Do the scores fit your expectations? What surprises you?

B. What do they mean for you in your current role and your future goals?

C. How can you leverage your strengths? What are your developmental areas and how can you develop these competencies?

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# ***Unit 5***

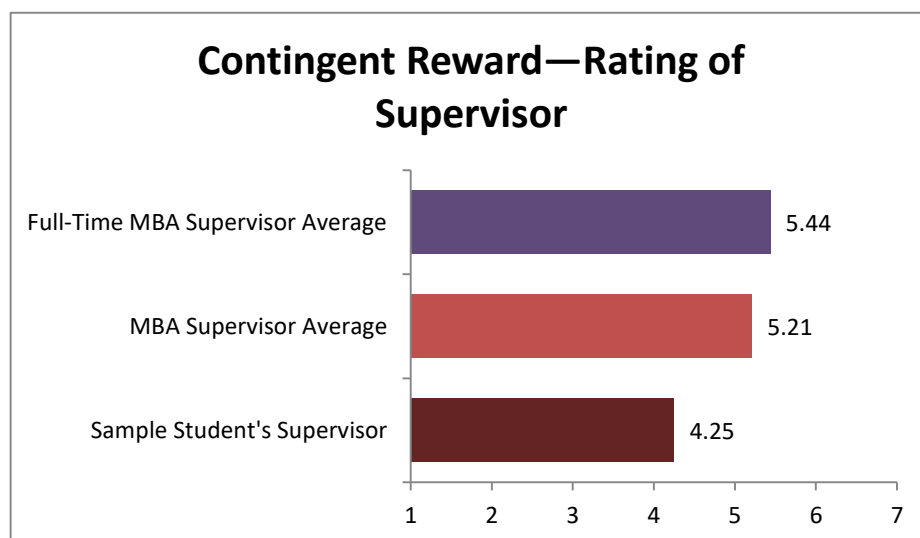
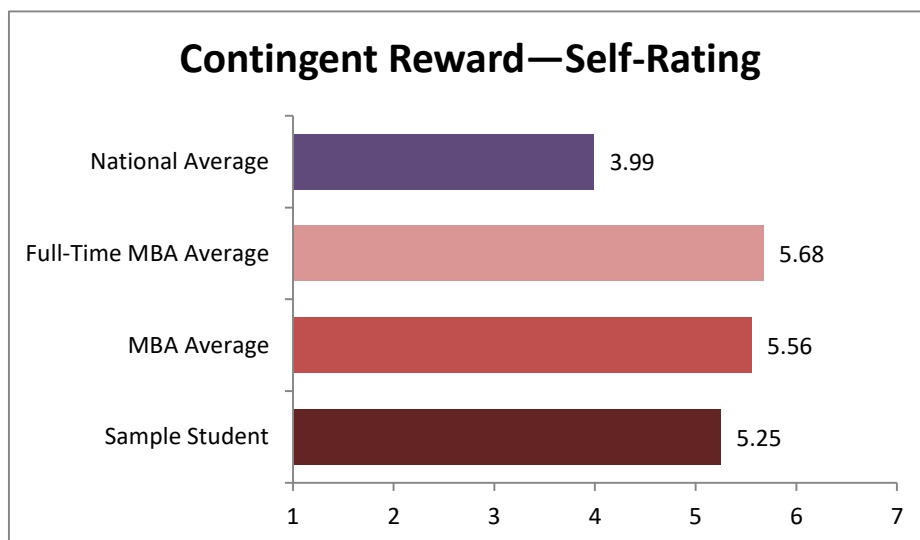
## ***Leadership and Motivation - Values, Vision and Empowerment***

## Contingent Reward

*A leadership style where leaders work with followers to establish agreements that incorporate what each will do to achieve stated objectives and the material or intrinsic rewards to be earned for successful completion. This type of leadership provides clarity about what needs to be done, how it should be done, and makes rewards contingent on achieving expected levels of performance.*

Sample items:

1. I provide others with assistance in exchange for their efforts.
2. I make clear what one can expect to receive when performance goals are achieved.
3. I express satisfaction when others meet expectations.



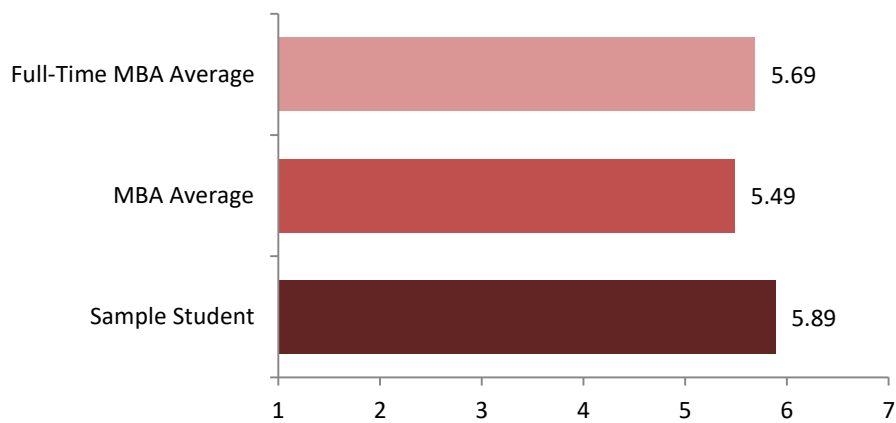
## Values-Based Leadership

*Values-based leadership aims to build a shared, value-based sense of purpose.*

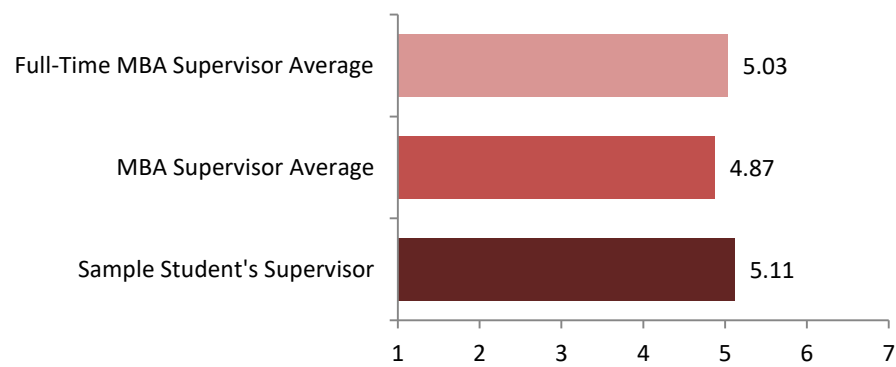
Sample items:

1. Talks about the values that underlie our work objectives.
2. Tries to create a shared sense of purpose.
3. Discusses why what we do is valuable.

### Values-Based Leadership—Self-Rating



### Values-Based Leadership—Rating of Supervisor

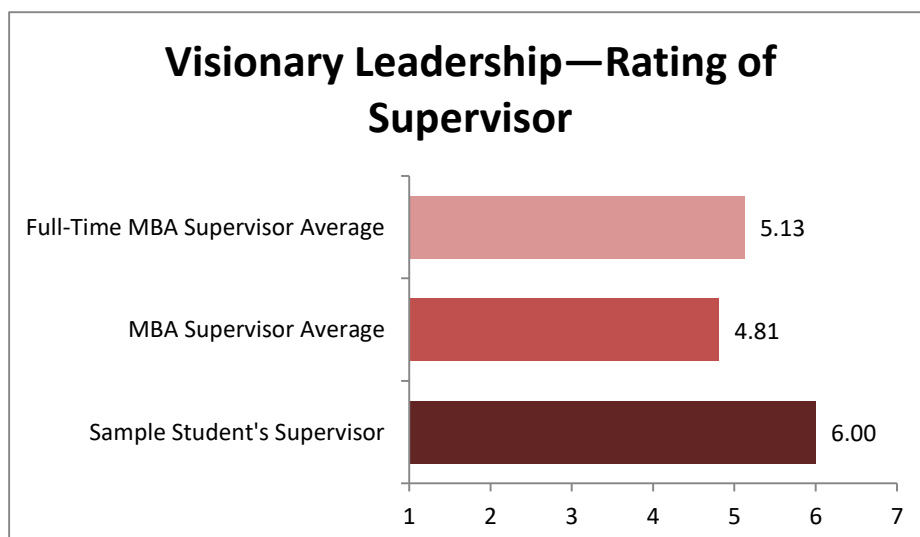
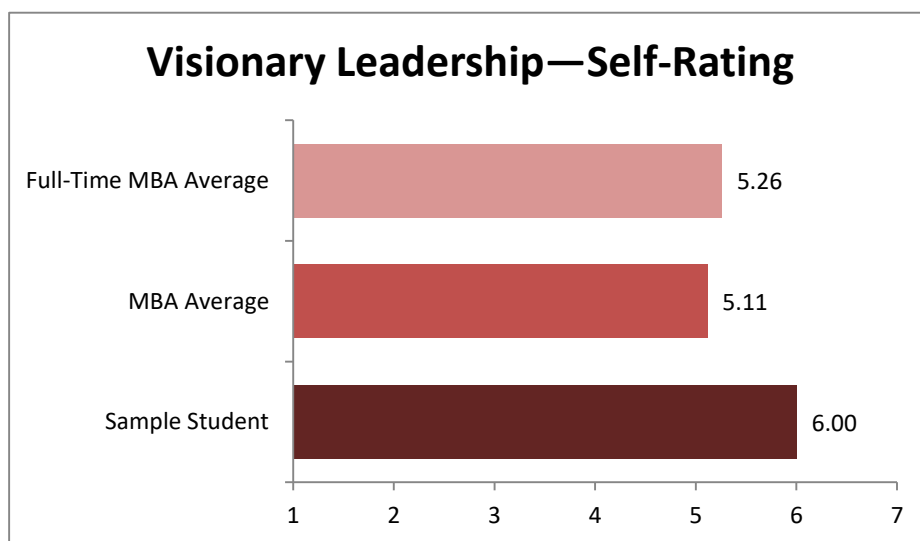


## Visionary Leadership

*Forming a clear vision of the future and communicating it in a compelling manner.*

Sample items:

1. Has a vision of the future of the team.
2. Discusses how we can realize his/her vision for the team.
3. Conveys what the team would ideally become in the future.

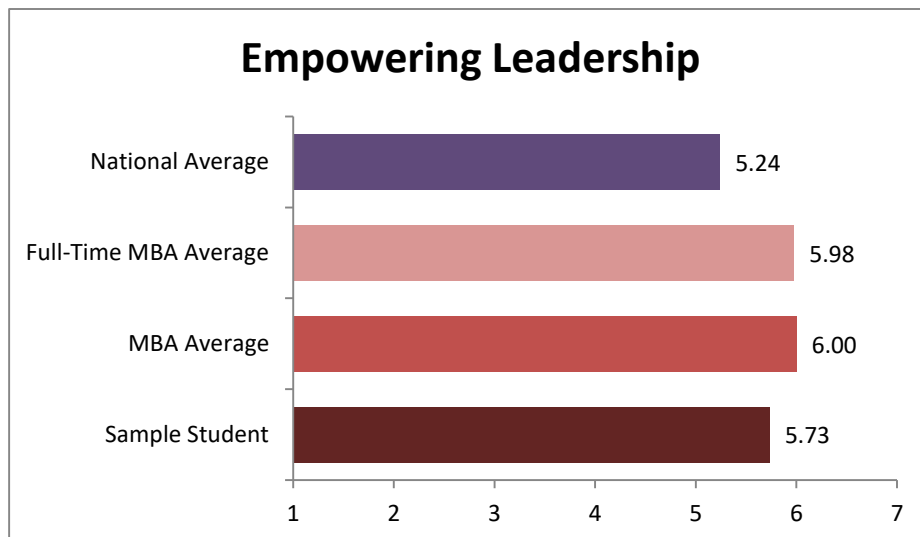


### Empowering Leadership

*A manner of leading in which the leader shares power with employees to enhance employee motivation and engagement in their work.*

Sample items:

1. I support the efforts of my team.
2. I show interest in team members' success.
3. I patiently discuss team members' concerns.

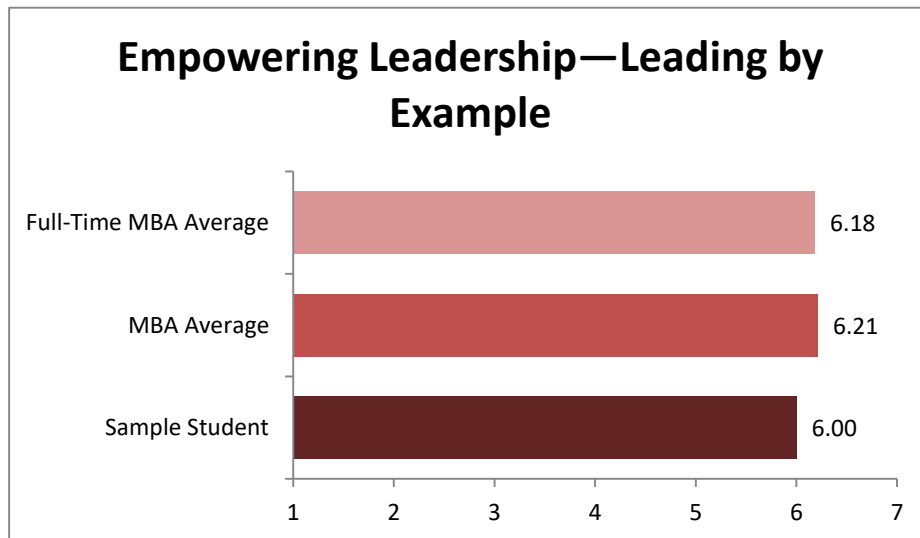


### Empowering Leadership—Leading by Example

*Leading by example refers to a set of behaviors that show the leader's commitment to his or her own work as well as the work of his/her team members.*

Sample items:

1. I set high standards for performance by my own behavior.
2. I lead by example.
3. I set a good example by the way I behave.

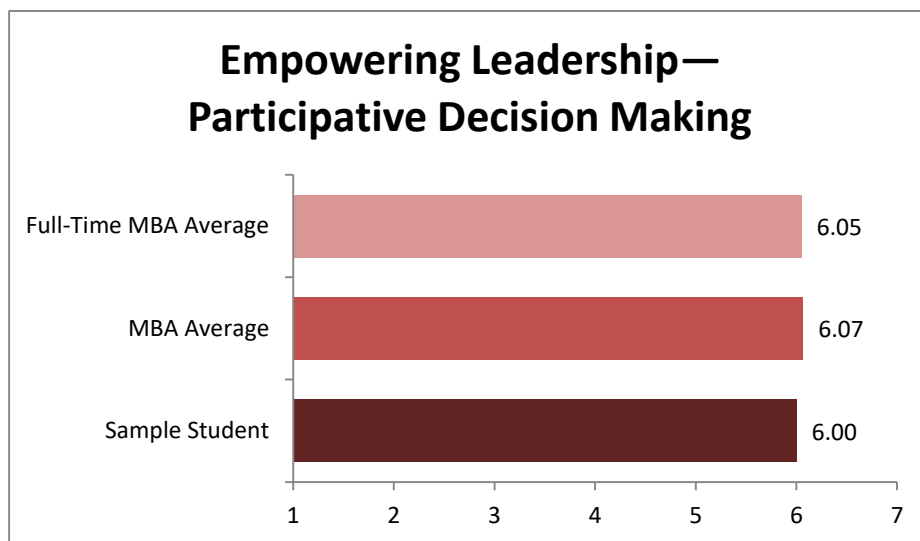


### Empowering Leadership—Participative Decision Making

*Participative decision making refers to a leader's use of team members' information and input in making decisions.*

Sample items:

1. I give all team members a chance to voice their opinions.
2. I encourage team members to express ideas/suggestions.
3. I use team member suggestions to make decisions that affect us.



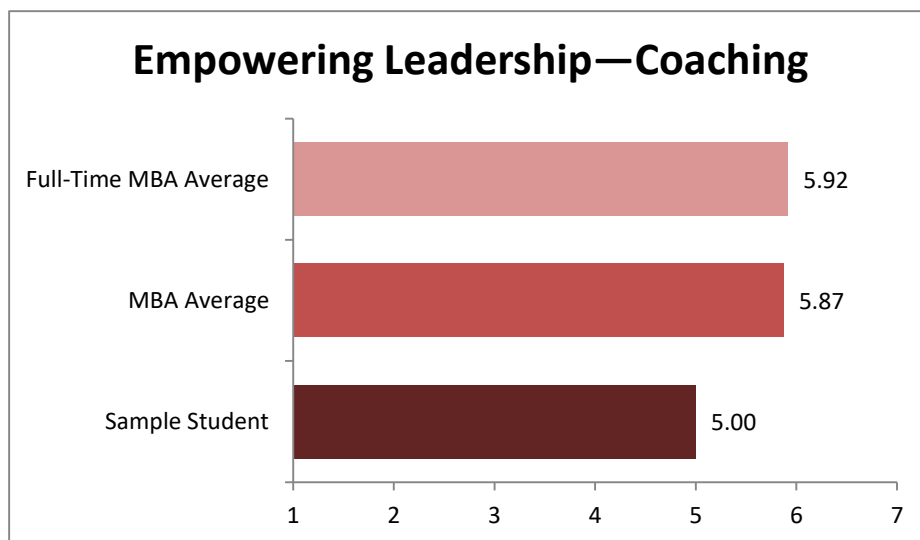


### Empowering Leadership—Coaching

*Coaching refers to a set of behaviors that educate team members and help them to become self-reliant.*

Sample items:

1. I help team members identify areas where they need more training.
2. I teach team members how to solve problems on their own.
3. I support the efforts of my team.

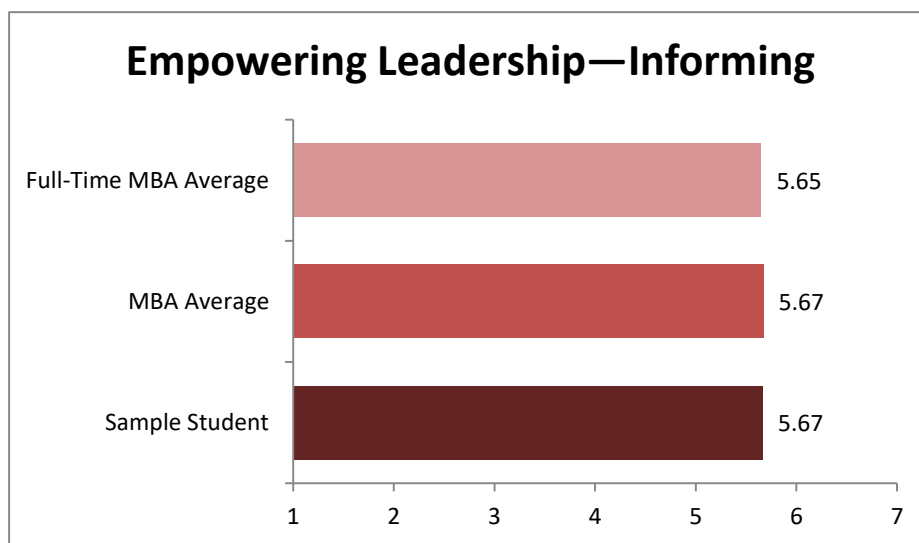


### Empowering Leadership—Informing

*Informing refers to the leader's dissemination of company wide information such as mission and philosophy as well as other important information.*

Sample items:

1. I explain company goals to team members.
2. I explain the rules and expectations to team members.
3. I explain the purpose of the company's policies to team members.

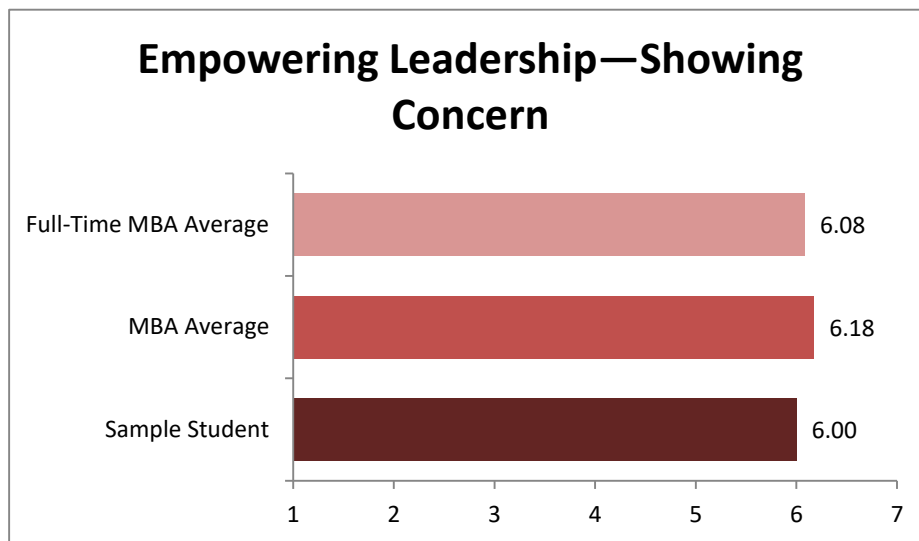


### Empowering Leadership—Showing Concern

*Showing concern is a collection of behaviors that demonstrate a general regard for team members' well-being.*

Sample items:

1. I show concern for team members' well-being.
2. I patiently discuss team members' concerns.
3. I show interest in team members' concerns.

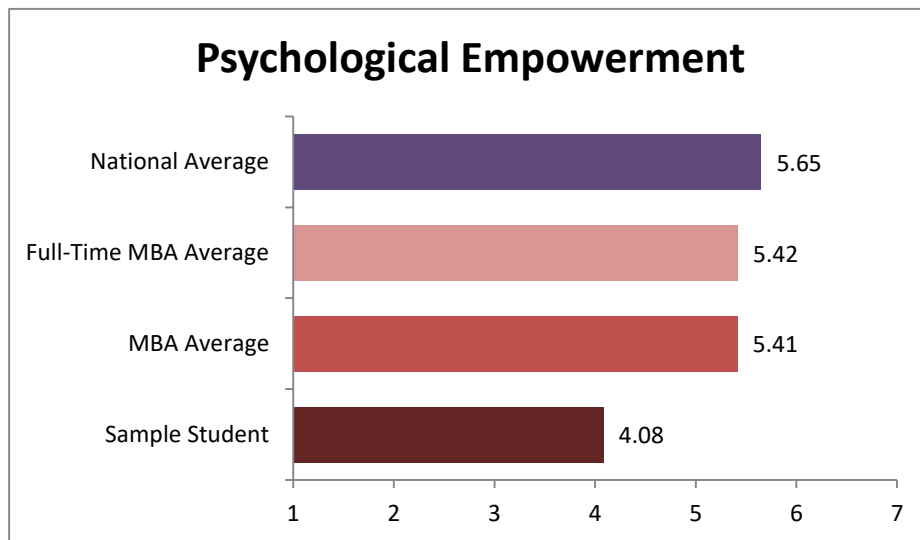


## Psychological Empowerment

*An intrinsic form of motivation that encompasses a sense of meaning, competence, self-determination and impact.*

Sample items:

1. The work I do is very important to me.
2. I am confident about my ability to do my job.
3. My impact on what happens in my department is large.

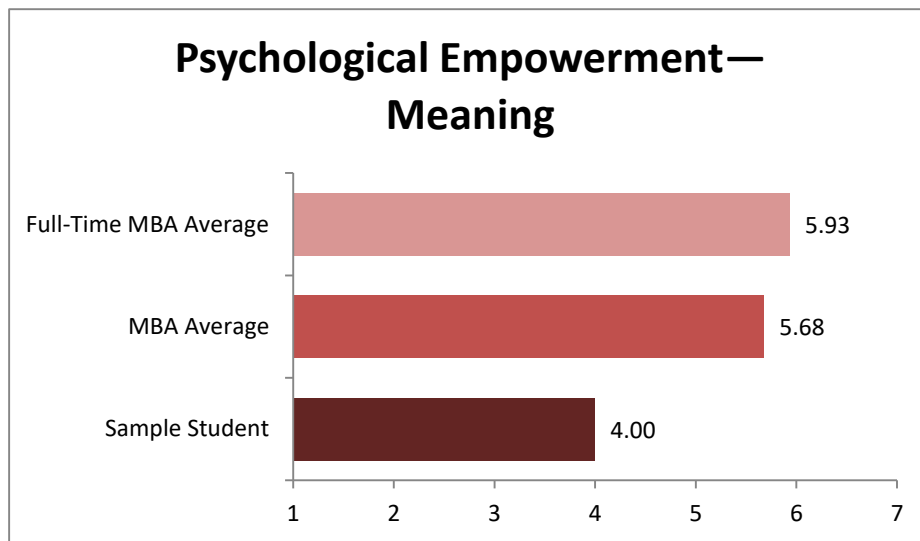


### Psychological Empowerment—Meaning

*The personal importance of work and the extent to which work demands align with personal values.*

Sample items:

1. The work I do is important to me.
2. My job activities are personally meaningful to me.
3. The work I do is meaningful to me.

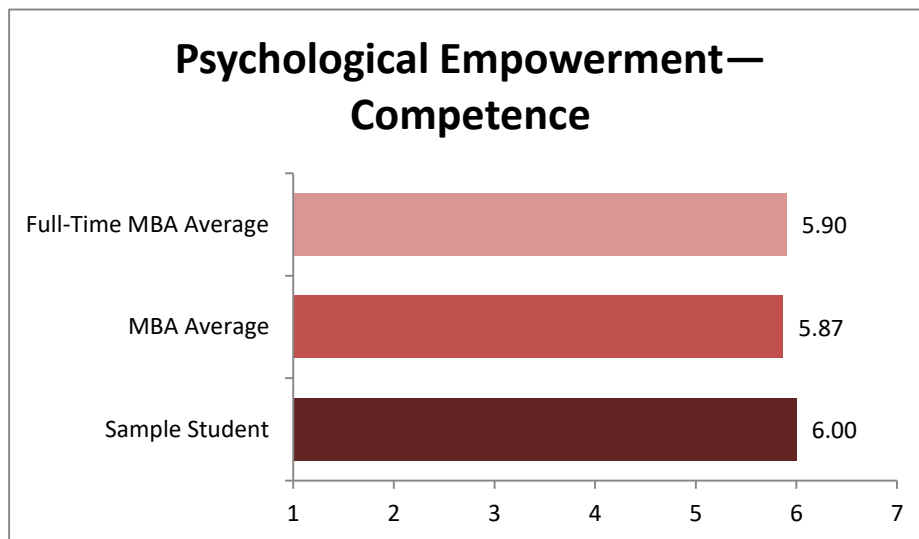


### Psychological Empowerment—Competence

*Self-efficacy beliefs regarding the capacity to perform tasks and responsibilities successfully.*

Sample items:

1. I am confident about my ability to do my job.
2. I am self-assured about my capabilities to perform my work activities.
3. I have mastered the skills necessary for my job.

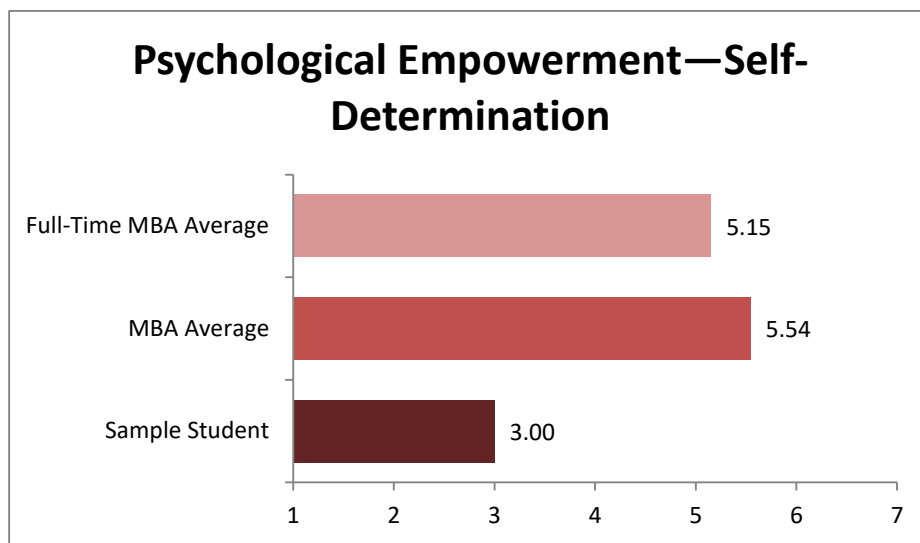


### Psychological Empowerment—Self-Determination

*A sense of control over the initiation and regulation of behavior.*

Sample items:

1. I have significant autonomy in determining how I do my job.
2. I can decide on my own how to go about doing my work.
3. I have considerable opportunity for independence and freedom in how I do my job.

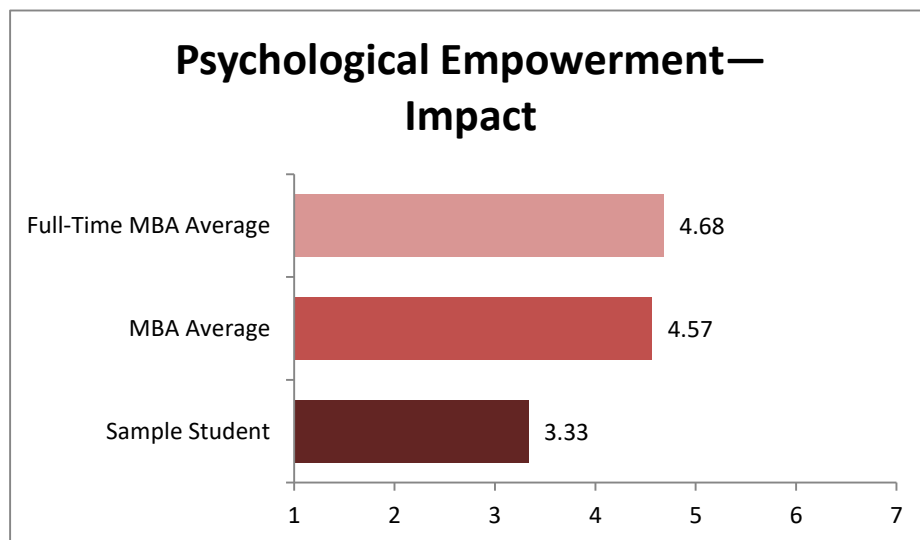


### Psychological Empowerment—Impact

*The belief that work tasks influence strategic, administrative and operational goals.*

Sample items:

1. My impact on what happens in my department is large.
2. I have a great deal of control over what happens in my department.
3. I have significant influence over what happens in my department.





**Leadership and Motivation Reflection**

What kind of leader are you today? What kind of leader are you not?

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What do I perceive to be my strengths as a leader? What am I exceptional at doing and/or helping others to do?

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What do I perceive to be areas where I need to improve as a leader?

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What is your vision for yourself as a leader? What kind of leader do you want to become in the future, or don't want to become? Why?

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# ***Unit 7***

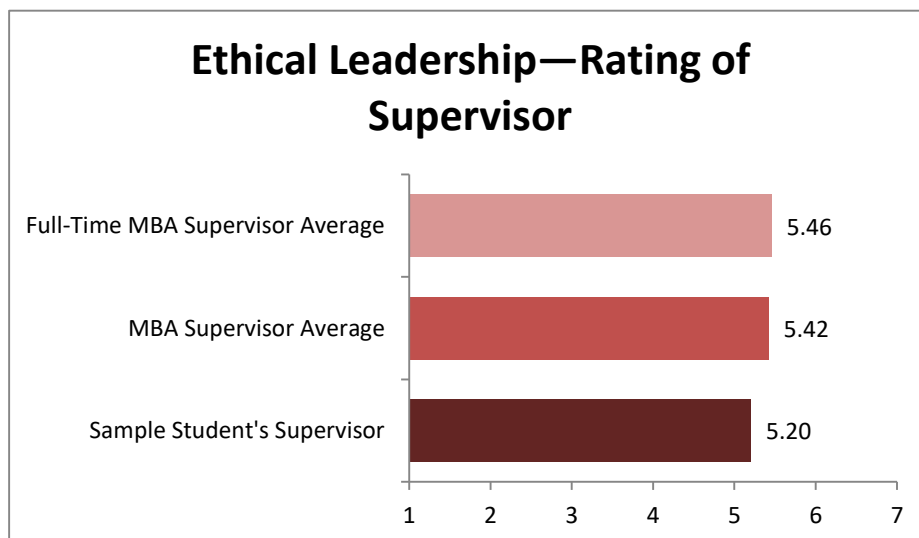
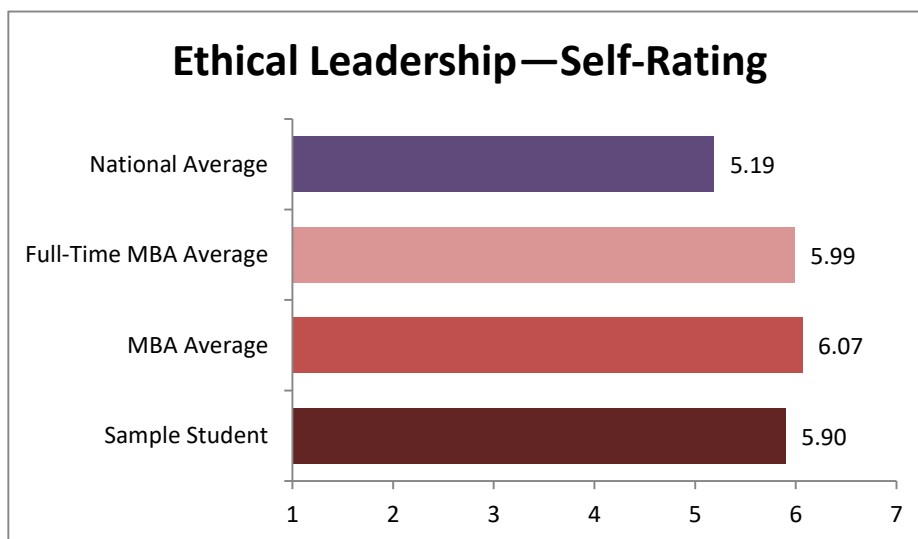
## ***Ethical Leadership***

## Ethical Leadership

*Demonstrating normatively appropriate conduct and actively promoting that conduct among others.*

Sample items:

1. Can be trusted.
2. Make fair and balanced decisions.
3. Listen to what employees have to say.

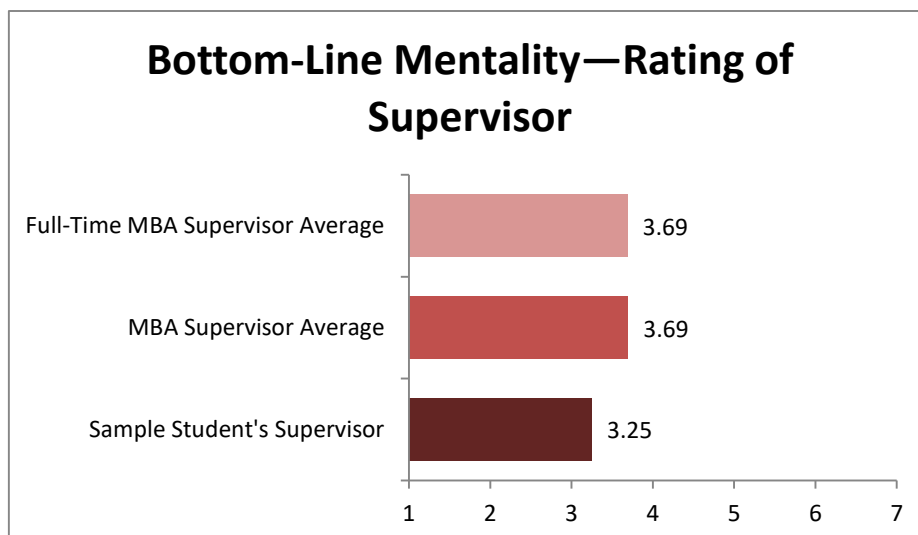
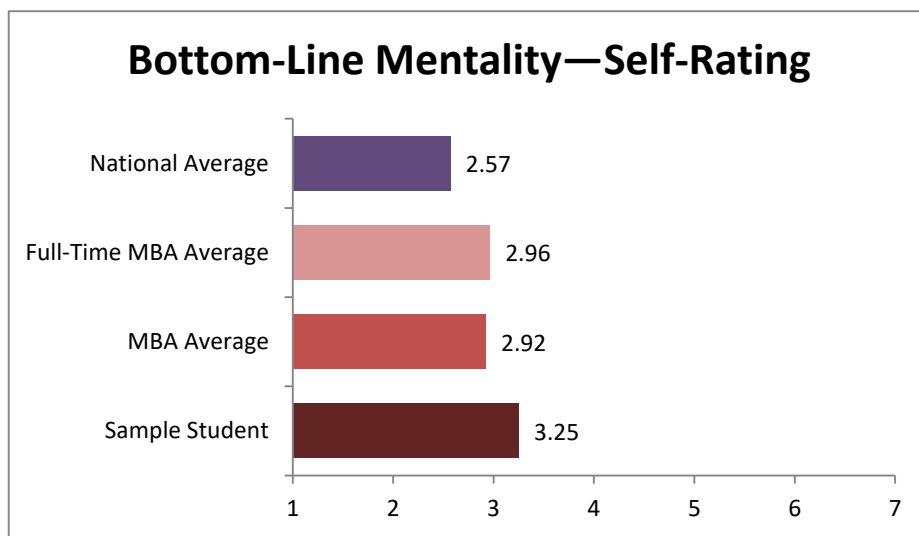


### Bottom-Line Mentality

*One-dimensional thinking that revolves around securing bottom-line outcomes to the neglect of competing priorities.*

Sample items:

1. Solely concerned with meeting the bottom line.
2. Only cares about the business.
3. Cares more about profits than employee well-being.

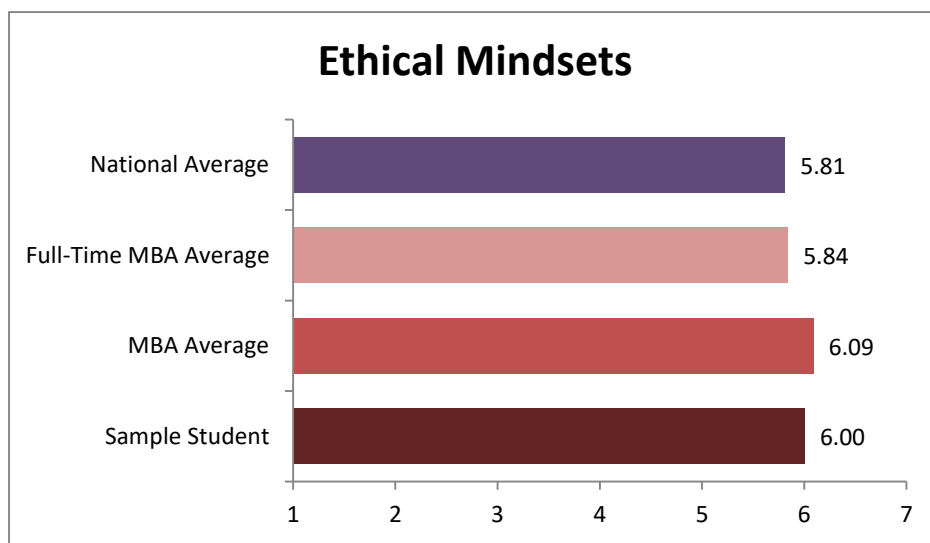


### Ethical Mindsets

*Attentiveness to ethics-related stimuli in work situations to inform behavior regulation and generate a capacity for ethical action.*

Sample items:

1. I am aware of the expectations for ethically correct behavior.
2. I adjust my behavior to avoid ethics-related problems.
3. I modify my decisions after considering their ethical impact.



## Ethical Leadership Reflection

A. Reflect on your scores. What did you learn about yourself? Do the scores fit your expectations? What surprises you?

B. What do they mean for you in your current role and your future goals?

C. How can you leverage your strengths? What are your developmental areas and how can you develop these competencies?

[illegible]



[illegible]

# ***Personal Assessment Results and Feedback for***

***Sample Student***

## ***Unit 9***

***Leading High-Performance Teams***

***Full-Time MBA***



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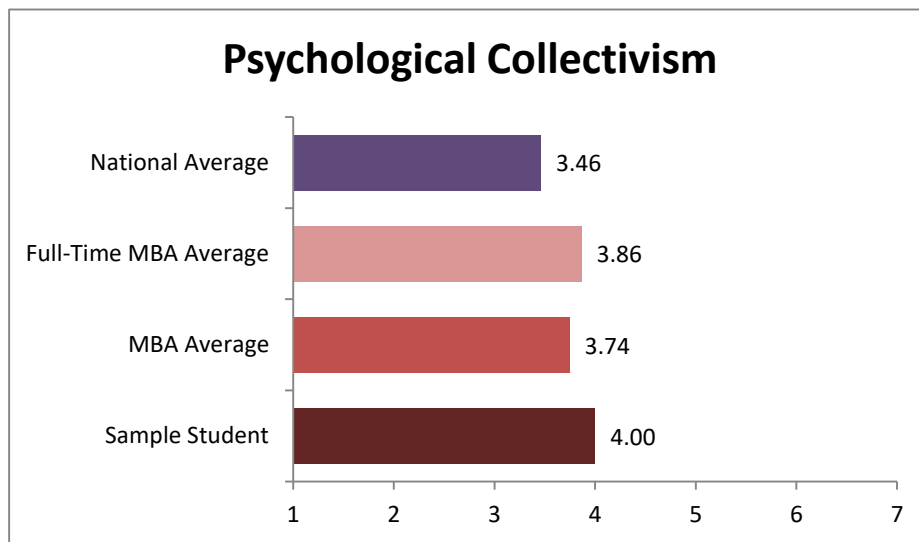
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### Psychological Collectivism

*A value representing preferences to work in groups, willingness to rely on team members, concern for the well-being of the group and group members, adherence to group rules and norms and prioritizing group over individual goals.*

Sample items:

1. I followed the norms of the group.
2. I was not bothered by the need to rely on group members.
3. I cared about the well-being of the group.

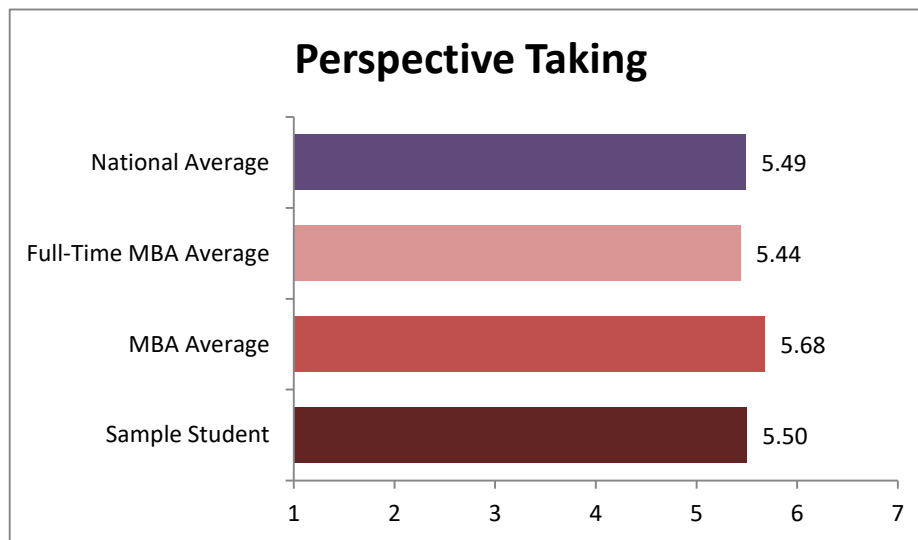


### Perspective Taking

*Adopting others' viewpoints in an attempt to understand their preferences, values and needs.*

Sample items:

1. I try to take other people's perspectives.
2. I imagine how people are feeling.
3. I make an effort to see the world through others' eyes.

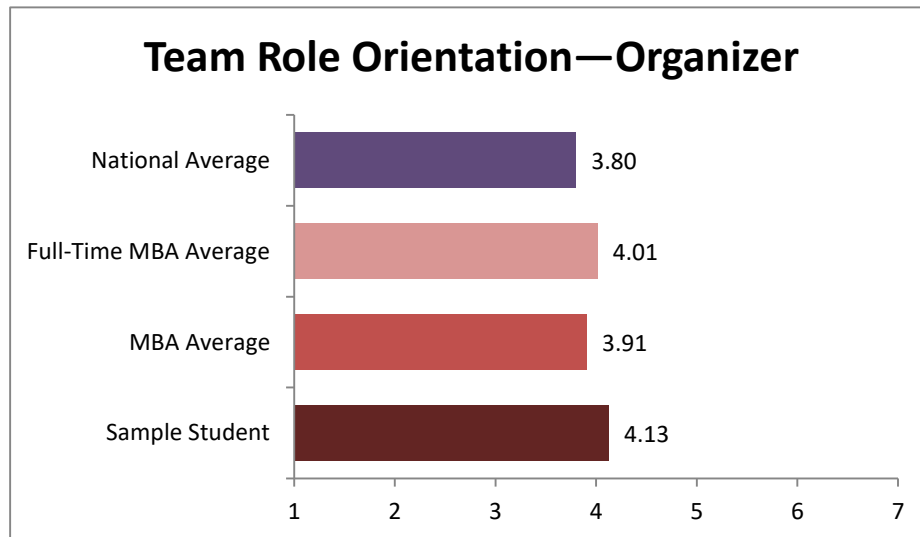


### Team Role Orientation—Organizer

*Someone who acts to structure what the team is doing and keeps track of accomplishments and how the team is progressing relative to team and individual goals and timelines.*

Sample items:

1. I like to be the one that sorts out the details of a team project.
2. I keep my team on pace and aware of deadlines.
3. I structure team activities.

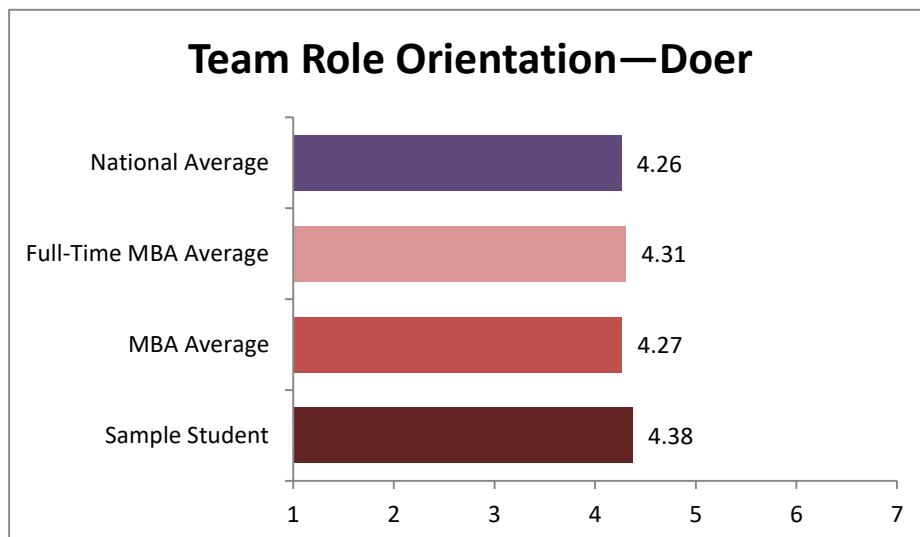


### Team Role Orientation—Doer

*Someone who willingly takes on work and gets things done. A Doer can be counted on to complete tasks, meet deadlines and take on responsibilities to ensure team success.*

Sample items:

1. I can be counted on when a task needs to be done.
2. I'm always committed to my team tasks.
3. I like it when we keep busy and get things done.

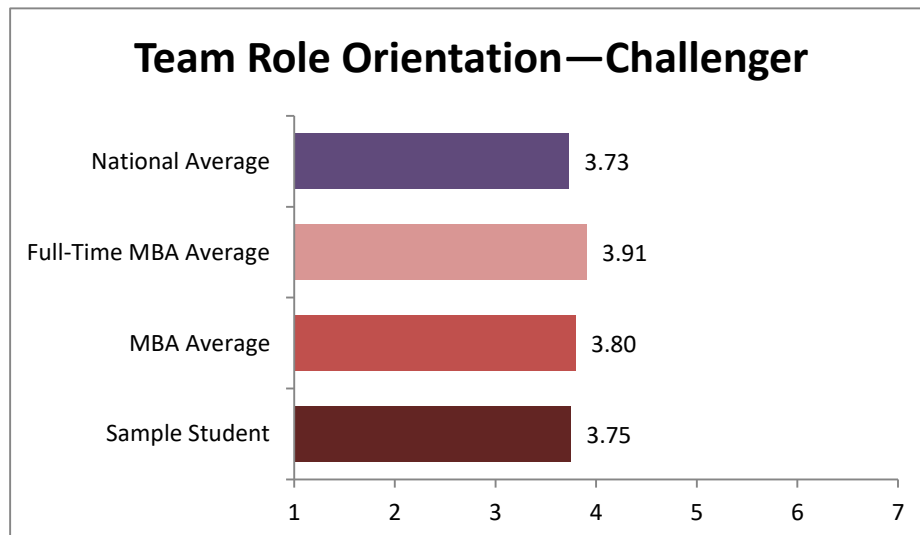


### Team Role Orientation—Challenger

*Someone who will push the team to explore all aspects of a situation and to consider alternative assumptions, explanations and solutions. A Challenger often asks "why" and is comfortable debating and critiquing.*

Sample items:

1. I'm comfortable being critical of my teammates.
2. I like to challenge peoples' assumptions.
3. I'm not afraid to questions teammates' authority.

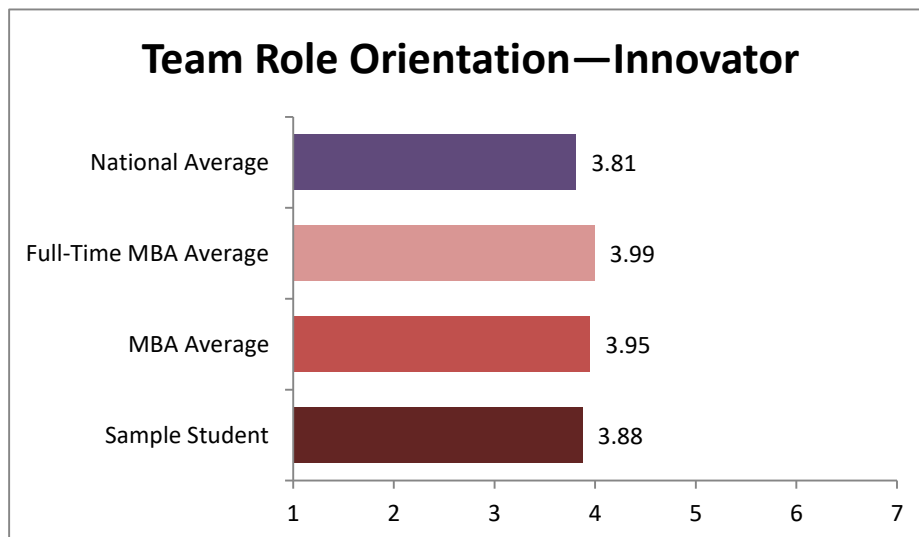


### Team Role Orientation—Innovator

*Someone who regularly generates new and creative ideas, strategies, and approaches for how the team can handle various situations and challenges. An Innovator often offers original and imaginative suggestions.*

Sample items:

1. I'm known for thinking creatively and "outside the box".
2. I like to try out new ideas and approaches.
3. I get bored when we do the same task the same way every time.



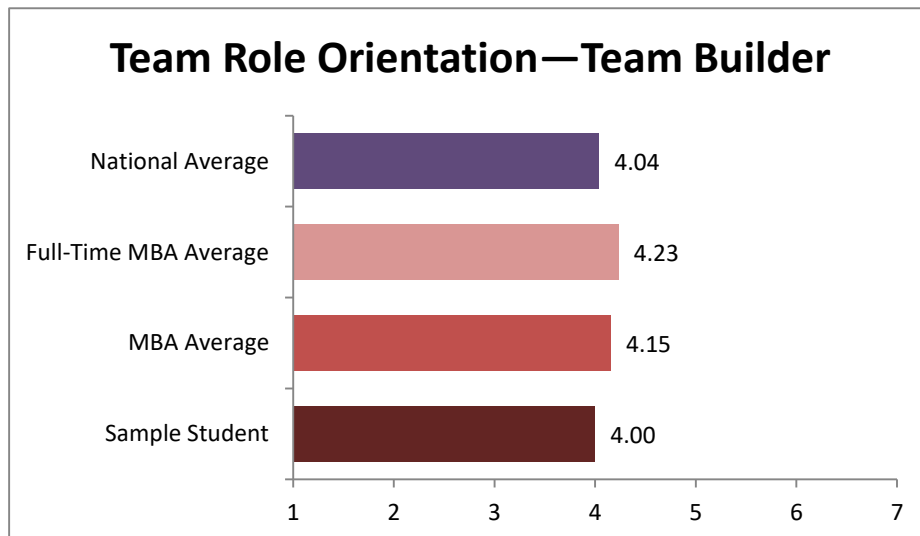


### Team Role Orientation—Team Builder

*Someone who helps establish norms, supports decisions, and maintains a positive work atmosphere within the team. A Team Builder calms members when they are stressed and motivates them when they are down.*

Sample items:

1. I like helping different kinds of people work effectively together.
2. I work to maintain good working relationships with my team.
3. I help people move beyond disagreements and find common ground.

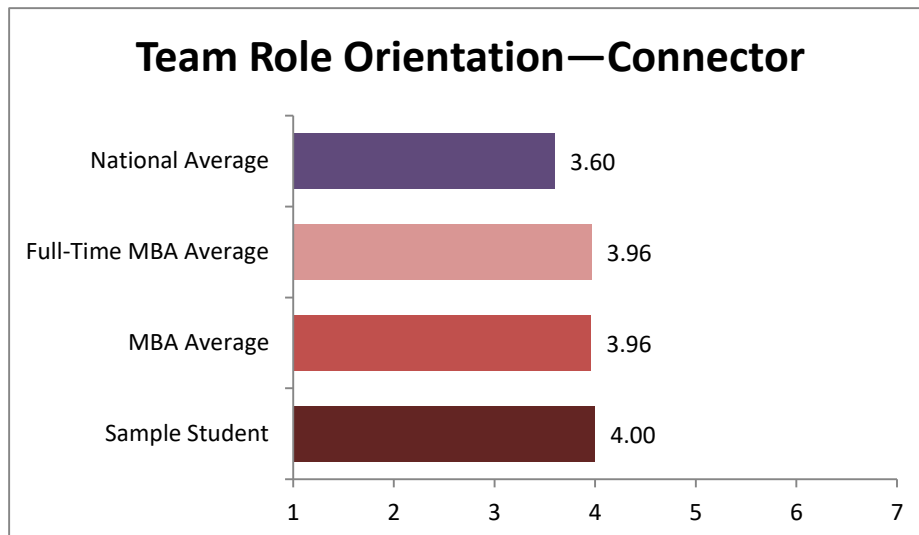


### Team Role Orientation—Connector

*Someone who helps bridge and connect the team with people, groups, or other stakeholders outside of the team. Connectors ensure good working relationships between the team and “outsiders,” whereas Team Builders work to ensure good relationship within the team.*

Sample items:

1. I'm comfortable being the spokesperson for the team.
2. I promote my team's mission and goals with other teams.
3. I discover and connect with people who can help my team succeed.



## Leading High-Performance Teams Reflection

A. Reflect on your scores. What did you learn about yourself? Do the scores fit your expectations? What surprises you?

B. What do they mean for you in your current role and your future goals?

C. How can you leverage your strengths? What are your developmental areas and how can you develop these competencies?

[illegible]

[illegible]