Sample Student

ORGB 511
Leading in Dynamic Environments:
A Personal, Relational, and Strategic
Approach

Full-Time MBA

DREXEL UNIVERSITY
LeBow
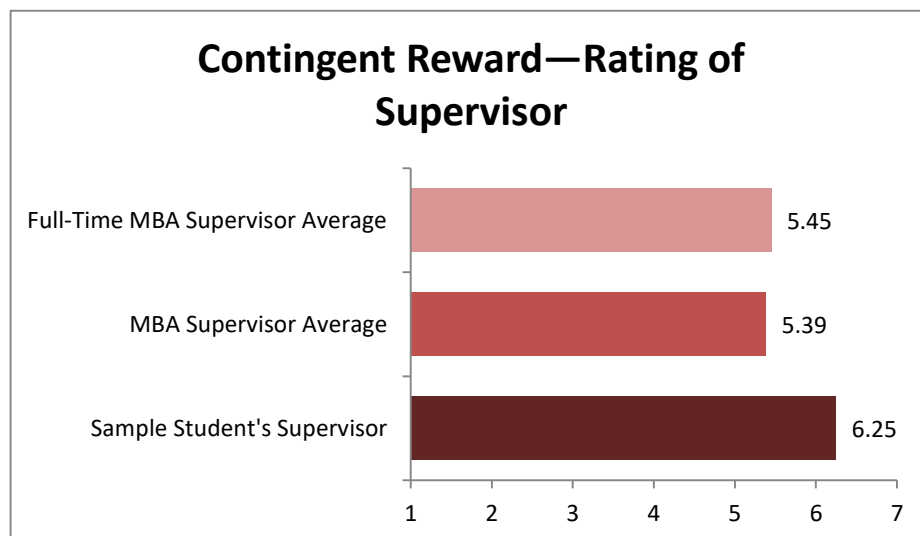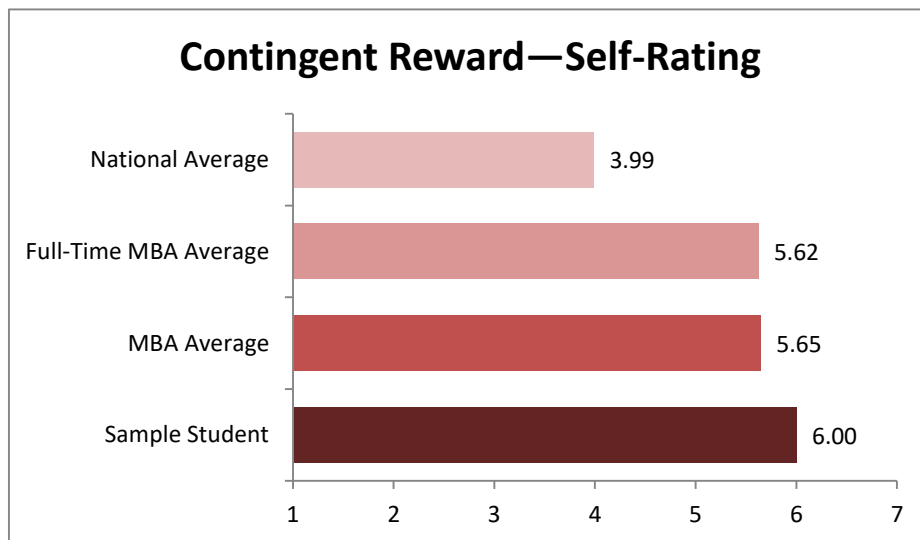**College of Business**

Unit 6

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.
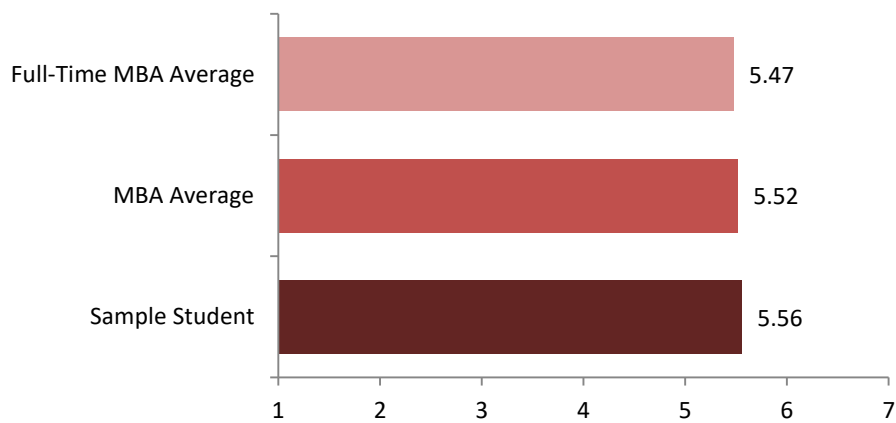3. I express satisfaction when others meet expectations.

Contingent Reward—Self-Rating

Category	Rating
National Average	3.99
Full-Time MBA Average	5.62
MBA Average	5.65
Sample Student	6.00

Contingent Reward—Rating of Supervisor

Category	Rating
Full-Time MBA Supervisor Average	5.45
MBA Supervisor Average	5.39
Sample Student's Supervisor	6.25

Sample Student

Values-Based Leadership

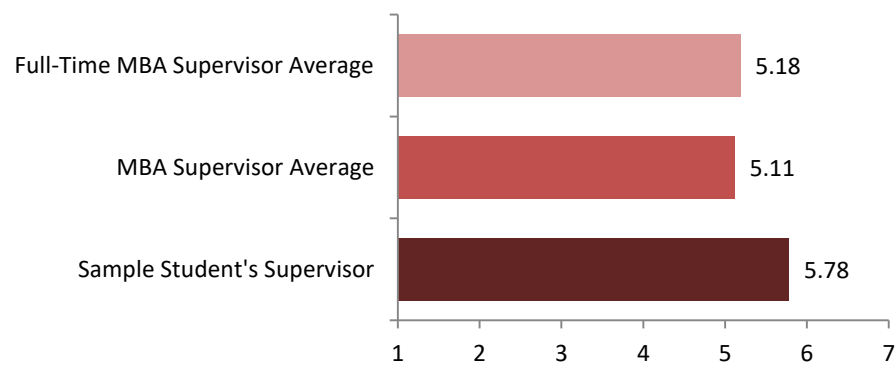*Values-based leadership aims to build a shared, value-based sense of purpose.*

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

Full-Time MBA Average	5.47
MBA Average	5.52
Sample Student	5.56

(Horizontal axis: 1 2 3 4 5 6 7)

Values-Based Leadership—Rating of Supervisor

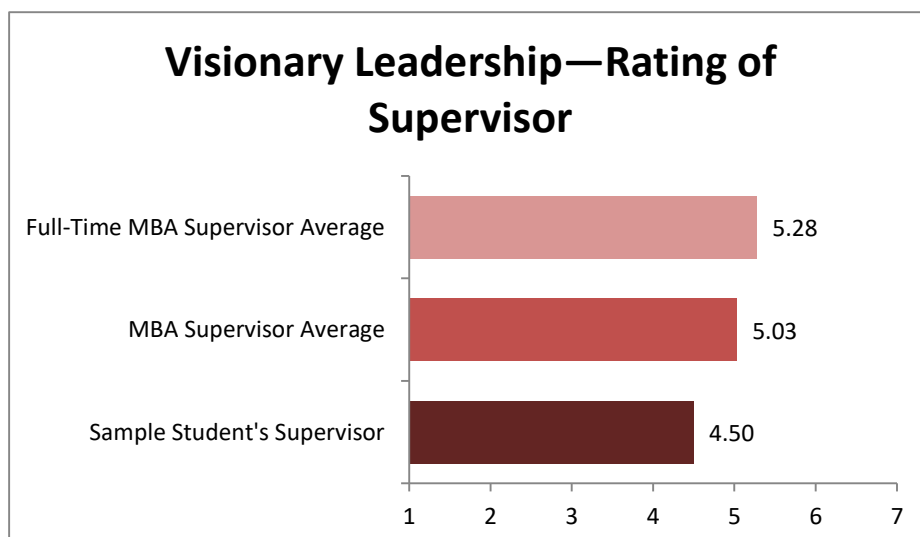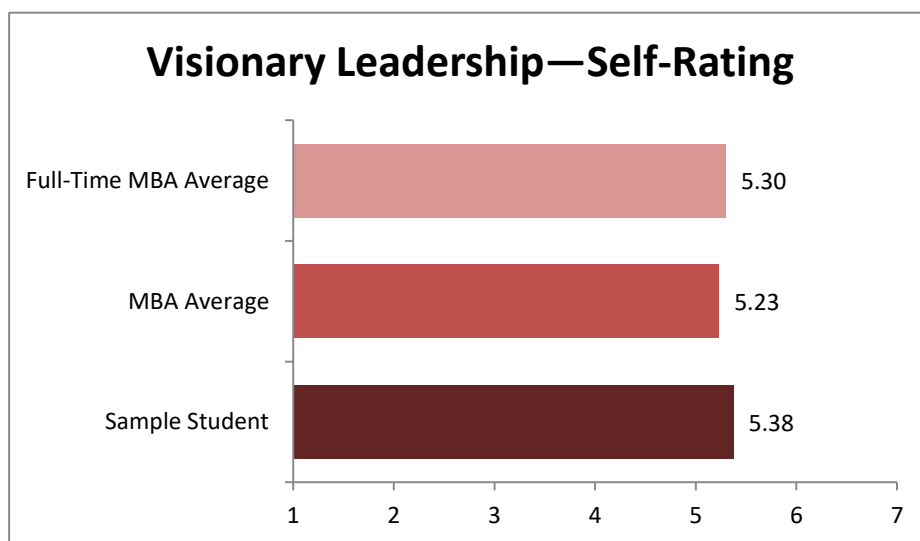|	
Full-Time MBA Supervisor Average	5.18
MBA Supervisor Average	5.11
Sample Student's Supervisor	5.78

(Horizontal axis: 1 2 3 4 5 6 7)

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.
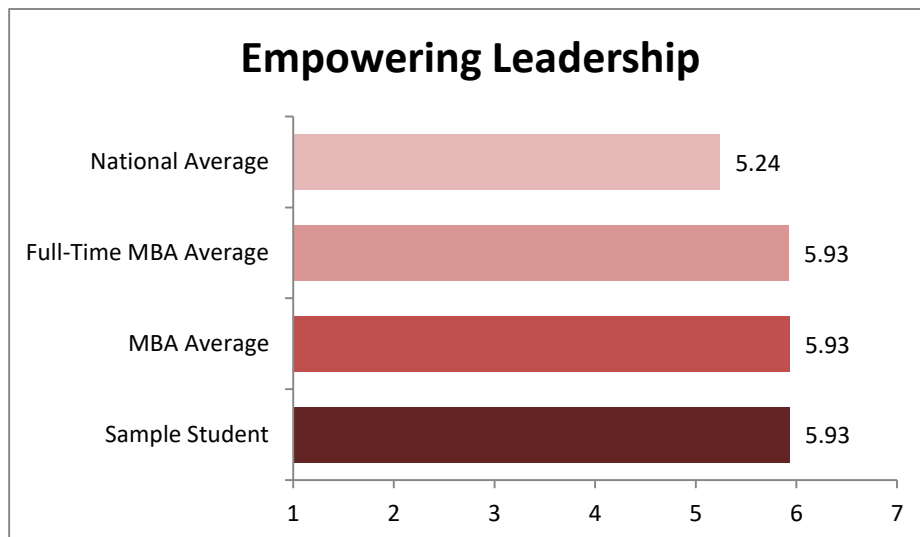3. Conveys what the team would ideally become in the future.

Visionary Leadership—Self-Rating

Full-Time MBA Average	5.30
MBA Average	5.23
Sample Student	5.38

(Scale: 1 to 7)

Visionary Leadership—Rating of Supervisor

Full-Time MBA Supervisor Average	5.28
MBA Supervisor Average	5.03
Sample Student's Supervisor	4.50

(Scale: 1 to 7)

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

	Value
National Average	5.24
Full-Time MBA Average	5.93
MBA Average	5.93
Sample Student	5.93

Sample Student

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—Leading by Example

Category	Value
Full-Time MBA Average	6.13
MBA Average	6.15
Sample Student	5.67
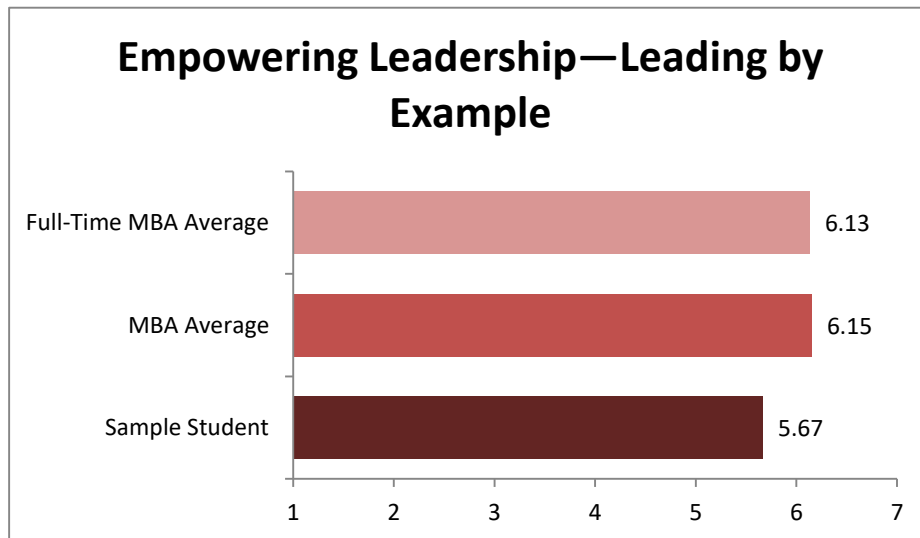
Empowering Leadership—Participative Decision Making

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.
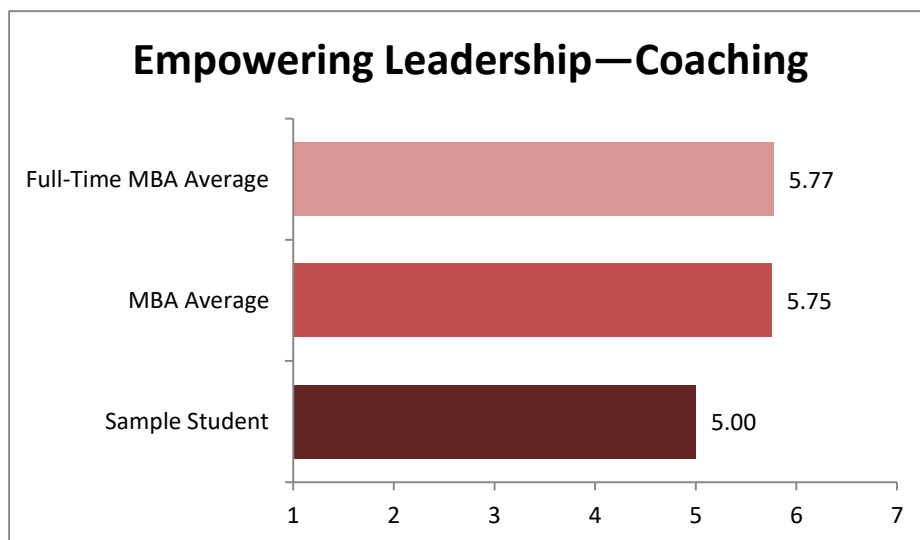3. I use team member suggestions to make decisions that affect us.

Empowering Leadership— Participative Decision Making

Full-Time MBA Average	6.02
MBA Average	6.11
Sample Student	7.00

(Scale: 1 to 7)
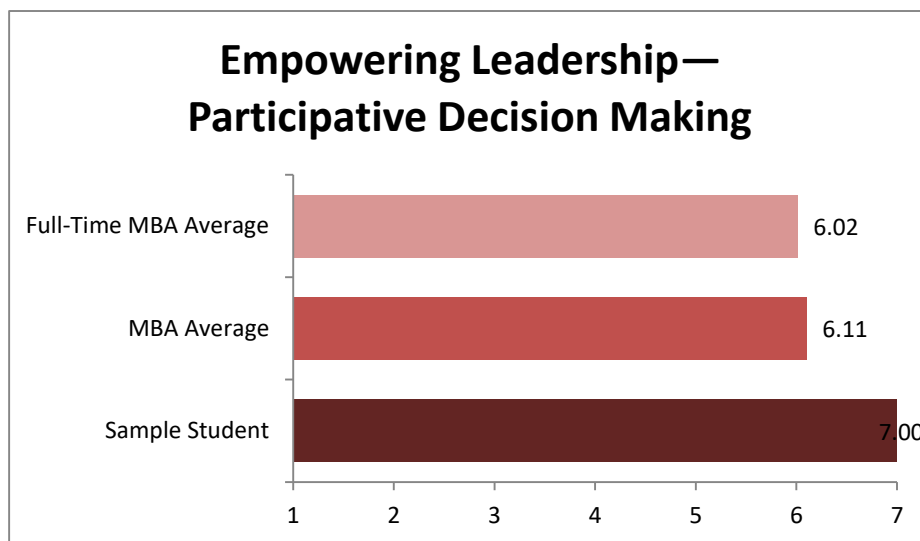
Empowering Leadership—Coaching

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—Coaching

Category	Value
Full-Time MBA Average	5.77
MBA Average	5.75
Sample Student	5.00

Sample Student

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—Informing

Category	Value
Full-Time MBA Average	5.56
MBA Average	5.50
Sample Student	6.00
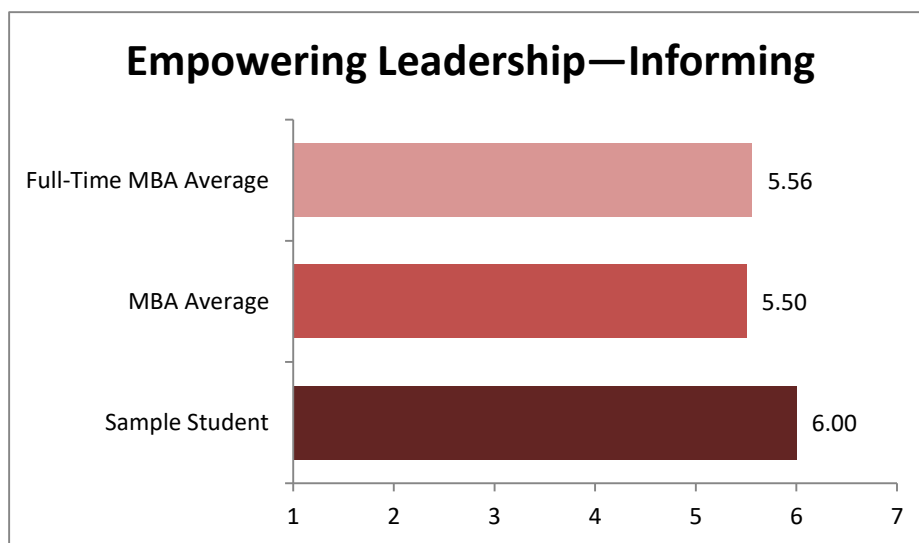
Empowering Leadership—Showing Concern

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.
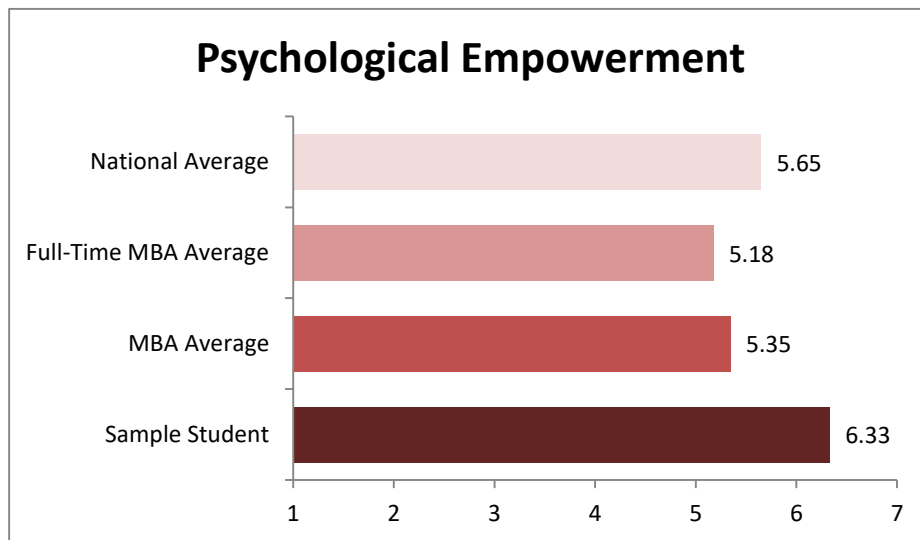3. I show interest in team members' concerns.

Empowering Leadership—Showing Concern

Full-Time MBA Average	6.15
MBA Average	6.15
Sample Student	6.00
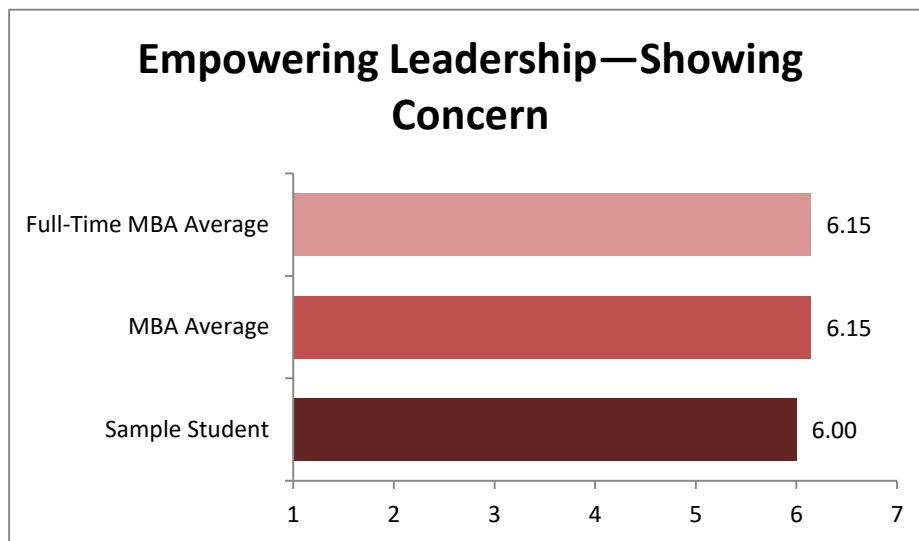
Psychological Empowerment

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.
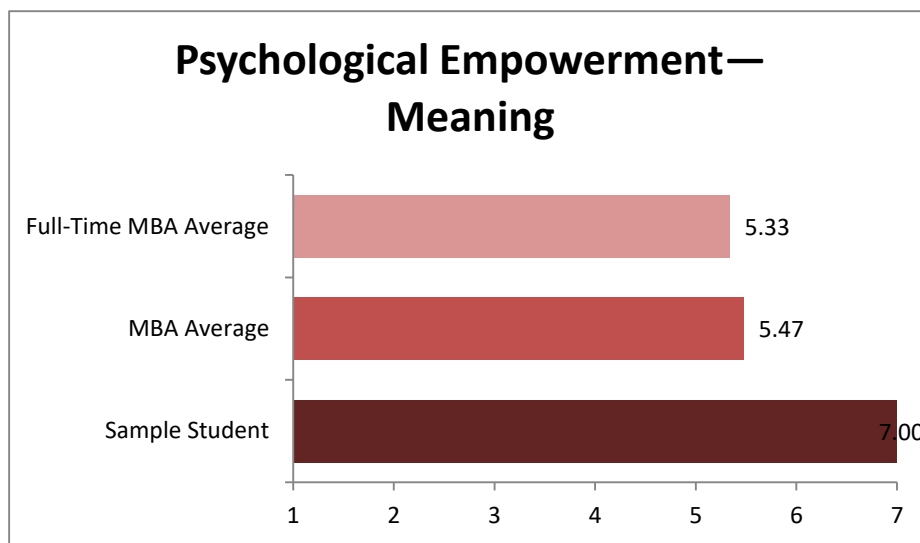3. My impact on what happens in my department is large.

Psychological Empowerment

Category	Value
National Average	5.65
Full-Time MBA Average	5.18
MBA Average	5.35
Sample Student	6.33

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— Meaning

Category	Value
Full-Time MBA Average	5.33
MBA Average	5.47
Sample Student	7.00

Sample Student

Psychological Empowerment—Competence

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

Sample items:
1. I am confident about my abilit 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—Competence

Category	Score
Full-Time MBA Average	5.70
MBA Average	5.83
Sample Student	5.67
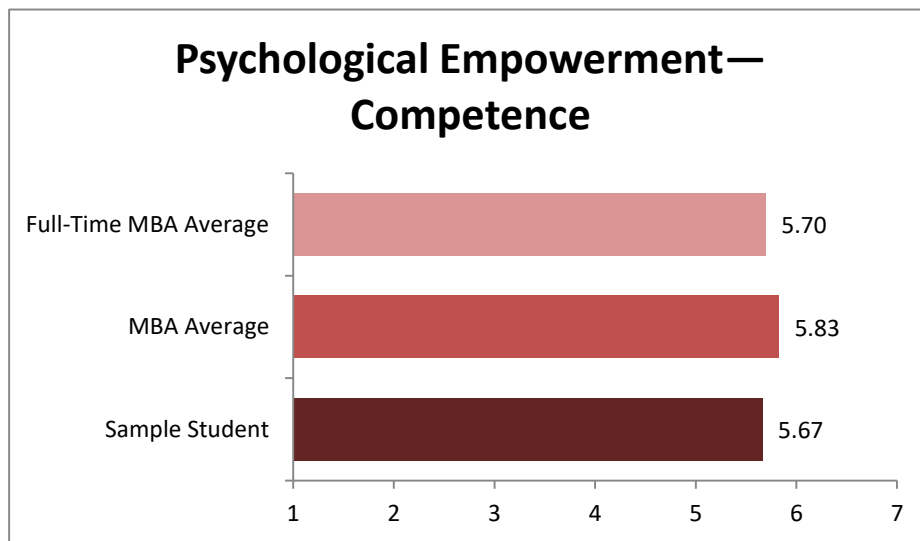
Psychological Empowerment—Self-Determination

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—Self-Determination

Category	Value
Full-Time MBA Average	5.31
MBA Average	5.49
Sample Student	5.67

Sample Student
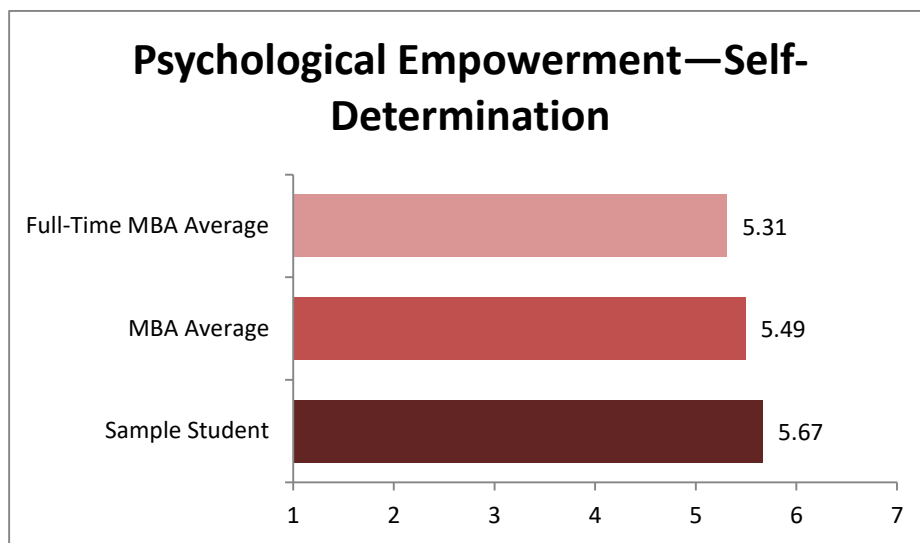
Psychological Empowerment—Impact

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.

Psychological Empowerment— Impact

	Value
Full-Time MBA Average	4.37
MBA Average	4.59
Sample Student	7.00
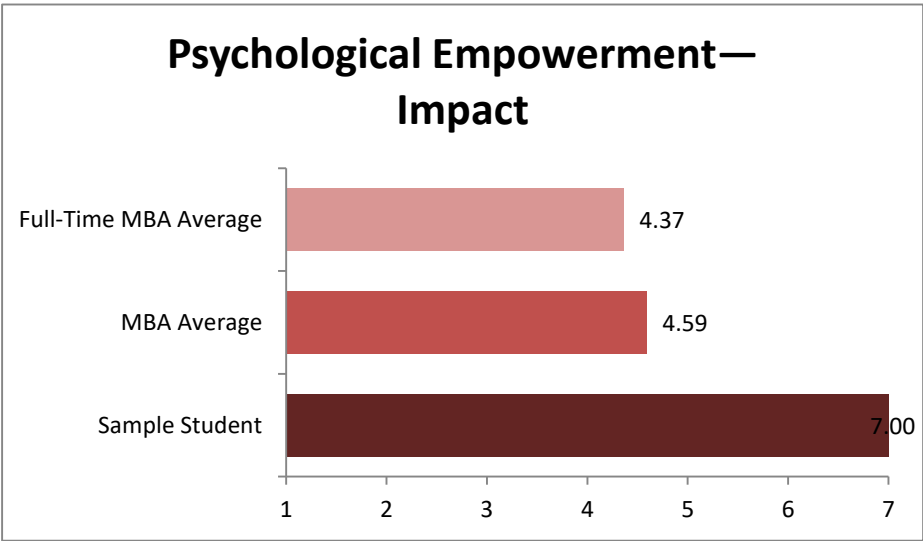
Leadership and Motivation Reflection

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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Sample Student

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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Sample Student