

LEADERSHIP ORIENTATIONS

This questionnaire asks you to describe yourself as a manager and a leader. For each item, give the number “4” to the phrase that best describes you and the number “3” to the one that is next best, and so on. “1” is the item that least describes you.

1. My strongest skills are:
 - a. Analytical skills
 - b. Interpersonal skills
 - c. Political skills
 - d. Flair for drama

2. The best way to describe me is:
 - a. Technical expert
 - b. Good listener
 - c. Skilled negotiator
 - d. Inspirational leader

3. What has helped me the most to be successful is my ability to:
 - a. Make good decisions
 - b. Coach and develop people
 - c. Build strong alliances and a power base
 - d. Inspire and excite others

4. What people are likely to notice about me is my:
 - a. Attention to detail
 - b. Concern for others
 - c. Ability to succeed in the face of conflict and opposition
 - d. Charisma

5. My most important leadership trait is:
 - a. Clear, logical thinking
 - b. Caring and support for others
 - c. Toughness and aggressiveness
 - d. Imagination and creativity

6. I am described as:
 - a. An analyst
 - b. A humanist
 - c. A politician
 - d. A visionary

Count all points in the A row, then all the points in the B row, etc. Record scores on next page.

_____ As
Structural

_____ Bs
HR

_____ Cs
Political

_____ Ds
Symbolic

Interpreting Scores

1. **Structural leaders** emphasize rationality and analysis, logic, facts, and data. They are likely to believe strongly in the importance of clear structure and well-developed management systems. A good leader is someone who thinks clearly, makes the right decisions, has good analytical skills, and can design structures and systems that get the job done.
2. **Human resource leaders** emphasize the importance of people. They endorse the view that the central task of management is to develop a good fit between people and organizations. They believe in the importance of coaching, participation, motivation, teamwork, and good interpersonal relations. A good leader is a facilitator and participative manager who supports and empowers others.
3. **Political leaders** believe that managers live in a world of conflict and scarce resources. The central task of management is to mobilize the resources needed to advocate and fight for the goals of the organization or the unit within the organization. Political leaders emphasize the importance of building a power base: allies, networks, and coalitions. A good leader is an advocate and negotiator who understands politics and is comfortable with conflict.
4. **Symbolic leaders** believe that the essential task of management is to provide vision and inspiration. They rely on personal charisma and a flair for drama to get people excited and committed to the organizational mission. A good leader is a prophet and visionary, who uses symbols, tells stories, and frames experiences in ways that give people hope and meaning.

Case: The Manufacturing Mess

You work for a manufacturing business located in Alabama. Your corporation has branches in two U.S. states and five countries. You are the senior leader at your plant.

Unfortunately, three employees recently suffered serious burns on the job. The Occupational Health and Safety Administration (OSHA) conducted a thorough investigation into the incident and issued a fine of \$200,000 for failure to comply with federal regulations governing worker safety. OSHA has given you 30 days to make big changes to your equipment, manufacturing processes, and employee training or they will shut down production at your plant. The required changes are estimated to cost approximately \$2 million.

Unfortunately, the accident and resulting OSHA actions have attracted unwanted media attention and you are now facing reduced stock values along with public hostility on social media. Employees have heard that the plant might get shut down and some are beginning to look for other jobs. In this tight labor market, you might have difficulty replacing them.

Your corporation has given you \$1 million to begin to address these problems, with a promise of more to come, but not within the 30 days required by OSHA.

Using the Four Frames model, what actions will you take under each of the four areas of activity? What do you do first in each area?