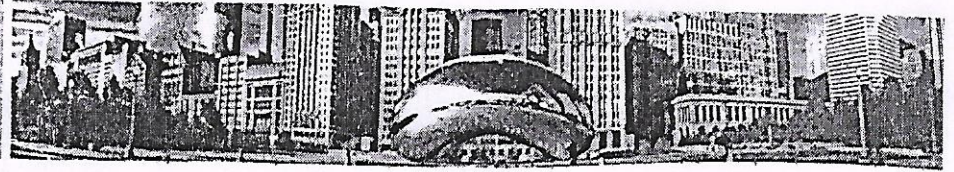


HOW DO YOU FIT THE DESIGN?



Chapter 1 : Organizations and Organization

EVOLUTION OF STYLE

This questionnaire asks you to describe yourself. For each item, give the number "4" to the phrase that best describes you, "3" to the item that is next best, and on down to "1" for the item that is least like you.

1. My strongest skills are:

- ☒ 4 a. Analytical skills
- ☒ 4 b. Interpersonal skills
- ☒ 3 c. Political skills
- ☒ 2 d. Flair for drama

2. The best way to describe me is:

- ☒ 4 a. Technical expert
- ☒ 3 b. Good listener
- ☒ 4 c. Skilled negotiator
- ☒ 2 d. Inspirational leader

3. What has helped me the most to be successful is my ability to:

- ☒ 4 a. Make good decisions
- ☒ 4 b. Coach and develop people
- ☒ 2 c. Build strong alliances and a power base
- ☒ 3 d. Inspire and excite others

4. What people are most likely to notice about me is my:

- ☒ 4 a. Attention to detail
- ☒ 4 b. Concern for people
- ☒ 3 c. Ability to succeed in the face of conflict and opposition
- ☒ 2 d. Charisma

5. My most important leadership trait is:

- ☒ 4 a. Clear, logical thinking
- ☒ 4 b. Caring and support for others
- ☒ 2 c. Toughness and aggressiveness
- ☒ 3 d. Imagination and creativity

6. I am best described as:

- ☒ 4 a. An analyst
- ☒ 4 b. A humanist
- ☒ 2 c. A politician
- ☒ 3 d. A visionary

Scoring: Compute your scores according to the following rater. The higher score represents your way of viewing the organization and will influence your management style.

$$\begin{array}{l}
 \text{low} \\
 \text{high} \rightarrow \text{Structure} = 1a + 2a + 3a + 4a + 5a + 6a = \underline{6} \\
 \text{high} \rightarrow \text{Human Resource} = 1b + 2b + 3b + 4b + 5b + 6b = \underline{23} \\
 \text{high} \rightarrow \text{Political} = 1c + 2c + 3c + 4c + 5c + 6c = \underline{16} \\
 \text{Symbolic} = 1d + 2d + 3d + 4d + 5d + 6d = \underline{15}
 \end{array}$$

Interpretation: Organization managers typically view their world through one or more mental frames of reference. (1) The *structural frame* of reference sees the organization as a machine that can be economically efficient with vertical hierarchy and routine tasks that give a manager the formal authority to achieve goals. This manager way of thinking became strong during the era of scientific management when efficiency was everything. (2) The *human resource frame* sees the organization as its people, with manager emphasis given to support, empowerment, and belonging. This manager way of thinking gained importance after the Hawthorne Studies. (3) The *political frame* sees the organization as a competition for scarce resources to achieve goals, with manager emphasis on building agreement among diverse groups. This manager way of thinking reflects the need for organizations to share information, have a collaborative strategy, and have all parts working together. (4) The *symbolic frame* sees the organization as theater, with manager emphasis on symbols, vision, culture, and inspiration. This manager way of thinking is important for managing an adaptive culture in a learning organization.

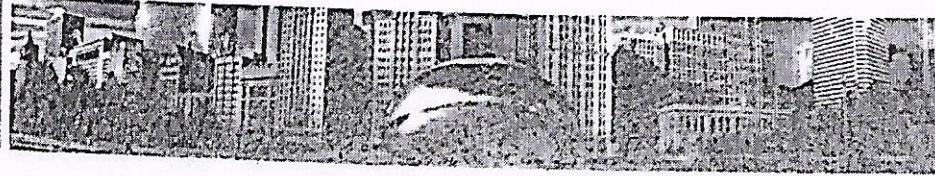
Which frame reflects your way of viewing the world? The first two frames of reference—structural and human resource—are important for newer managers at the lower and middle levels of an organization. These two frames usually are mastered first. As managers gain experience and move up the organization, they should acquire political and collaborative skills (Chapter 13) and also learn to use symbols to shape cultural values (Chapter 10). It is important for managers not to be stuck in one way of viewing the organization because their progress may be limited.

Source: Roy G. Williams and Terrence E. Deal, *When Opposites Dance: Balancing the Manager and Leader Within* (Palo Alto, CA: Davies-Black, 2003), pp. 24–28. Reprinted with permission.

The results reflects my personality and I believe my work as a coordinator influenced me and driven me to become more professional in this area.

→ Only one member in our group got a high score in structure, he explain to us that he is working in scientific field.

HOW DO YOU FIT THE DESIGN?



Chapter 2: Strategy, Organization Design, and Effectiveness

YOUR STRATEGY/PERFORMANCE STRENGTH

As a potential manager, what are your strengths concerning strategy formulation and implementation? To find out, think about *how you handle challenges and issues* in your school work or job. Then circle *a* or *b* for each of the following items depending on which is more descriptive of your behavior. There are no right or wrong answers. Respond to each item as it best describes how you respond to work situations.

- When keeping records, I tend to
 - ☒ be very careful about documentation.
 - be more haphazard about documentation.
- If I run a group or a project, I
 - have the general idea and let others figure out how to do the tasks.
 - ☒ try to figure out specific goals, time lines, and expected outcomes.
- My thinking style could be more accurately described as
 - ☒ linear thinker, going from A to B to C.
 - thinking like a grasshopper, hopping from one idea to another.
- In my office or home things are
 - here and there in various piles.
 - ☒ laid out neatly or at least in reasonable order.
- I take pride in developing
 - ☒ ways to overcome a barrier to a solution.
 - new hypotheses about the underlying cause of a problem.
- I can best help strategy by making sure there is
 - ☒ openness to a wide range of assumptions and ideas.
 - thoroughness when implementing new ideas.
- One of my strengths is
 - ☒ commitment to making things work.
 - commitment to a dream for the future.

- I am most effective when I emphasize
 - inventing original solutions.
 - ☒ making practical improvements.

Scoring: For Strategic Formulator strength score one point for each "a" answer circled for questions 2, 4, 6, and 8, and for each "b" answer circled for questions 1, 3, 5, and 7. For Strategic Implementer strength score one point for each "b" answer circled for questions 2, 4, 6, and 8, and for each "a" answer circled for questions 1, 3, 5, and 7. Which of your two scores is higher and by how much? The higher score indicates your *Strategy Strength*.

Interpretation: Formulator and Implementer are two important ways managers bring value to strategic management and effectiveness. Managers with implementer strengths tend to work on operating goals and performance to make things more efficient and reliable. Managers with the formulator strength push toward out-of-the-box strategies and like to think about mission, vision, and dramatic breakthroughs. Both styles are essential to strategic management and organizational effectiveness. Strategic formulators often use their skills to create whole new strategies and approaches, and strategic implementers often work with strategic improvements, implementation, and measurement.

If the difference between your two scores is 2 or less, you have a balanced formulator/implementer style and work well in both arenas. If the difference is 4-5, you have a moderately strong style and probably work best in the area of your strength. And if the difference is 7-8, you have a distinctive strength and almost certainly would want to contribute in the area of your strength rather than in the opposite domain.

Source: Adapted from Dorothy Marcic and Joe Seltzer, *Organizational Behavior: Experiences and Cases* (South-Western, 1998), 284-287, and William Miller, *Innovation Styles* (Global Creativity Corporation, 1997).

Strategic Formulator: 2 4 6 8 (a=1) → 1
1 3 5 7 (b=1) → 0

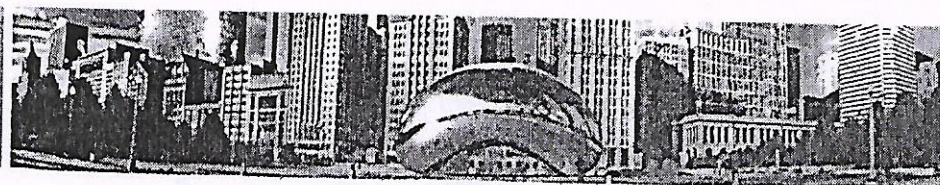
Strategic Implementer: 2 4 6 8 (b=1) → 3
1 3 5 7 (a=1) → 4

Strategic Implementer → tend to work on operating goals and performance + make things more efficient and reliable.

→ most of my group got same scores.



HOW DO YOU FIT THE DESIGN?



Chapter 3: Fundamentals of Organization Structure

THE PLEASURE/PAIN OF WORKING ON A TEAM

Your approach to your job or schoolwork may indicate whether you thrive on a team. Answer the following questions about your work preferences. Please answer whether each item is Mostly True or Mostly False for you.

	Mostly True	Mostly False
① I prefer to work on a team rather than do individual tasks.	✓	—
2. Given a choice, I try to work by myself rather than face the hassles of group work.	—	✓
— ③ I enjoy the personal interaction when working with others.	✓	—
4. I prefer to do my own work and let others do theirs.	—	✓
— ⑤ I get more satisfaction from a group victory than an individual victory.	✓	—
6. Teamwork is not worthwhile when people do not do their share.	✓	—
— ⑦ I feel good when I work with others, even when we disagree.	✓	—
② 8. I prefer to rely on myself rather than others to do a job or assignment.	—	✓

Scoring: Give yourself one point for each odd-numbered item you marked as Mostly True and one point for each even-numbered item you marked Mostly False. Your score indicates your preference for teamwork versus individual work. If you scored 2 or fewer points, you definitely prefer individual work. A score of 7 or above suggests that you prefer working in teams. A score of 3-6 indicates comfort working alone and in a team.

Interpretation: Teamwork can be either frustrating or motivating depending on your preference. On a team you will lose some autonomy and have to rely on others who may be less committed than you. On a team you have to work through other people and you lose some control over work procedures and outcomes. On the other hand, teams can accomplish tasks far beyond what an individual can do, and working with others can be a major source of satisfaction. If you definitely prefer individual work, then you would likely fit better in a functional structure within a vertical hierarchy or in the role of individual contributor. If you prefer teamwork, then you are suited to work in the role of a horizontal linkage, such as on a task force or as an integrator, and would do well in a horizontal or matrix organization structure.

Source: Based on Jason D. Shaw, Michelle K. Duffy, and Eric M. Stark, "Interdependence and Preference for Group Work: Main and Congruence Effects on the Satisfaction and Performance of Group Members," *Journal of Management* 26, no. 2 (2000), 259-279.

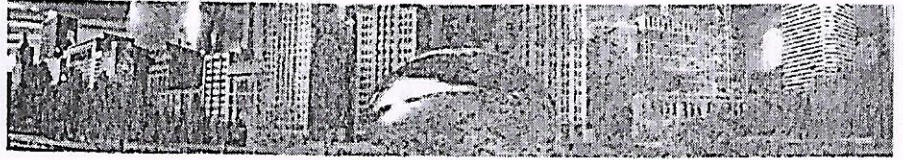
mostly True
④
mostly False
③

⑦ I definitely like to work in a team.

I definitely need other people's input, advice, and help to get work done.

→ most of the team members got same score, and many of them said that this test doesn't really reflect the reality and there are more factors that can give more insight.

HOW DO YOU FIT THE DESIGN?



Chapter 4: The External Environment

MIND AND ENVIRONMENT

Does your mind best fit an organization in a certain or an uncertain environment? Think back to how you thought or behaved as a student, as an employee, or in a formal or informal leader position. Please answer whether each of the following items was Mostly True or Mostly False for you.

	Mostly True	Mostly False
1. I always offered comments on my interpretation of data or issues.	✓	—
2. I welcomed unusual viewpoints of others even if we were working under pressure.	✓	—
3. I made it a point to attend industry trade shows and company (school) events.	—	✓
4. I explicitly encouraged others to express opposing ideas and arguments.	✓	—
5. I asked "dumb" questions.	—	✓
6. I enjoyed hearing about new ideas even when working toward a deadline.	✓	—
7. I expressed a controversial opinion to bosses and peers.	—	✓
8. I suggested ways of improving my and others' ways of doing things.	✓	—

Scoring: Give yourself one point for each item you marked as Mostly True. If you scored less than 5, your mindfulness level may be suited to an organization in a stable rather than unstable environment. A score of 5 or above suggests a higher level of mindfulness and a better fit for an organization in an uncertain environment.

Interpretation: In an organization in a highly uncertain environment everything seems to be changing. In that case, an important quality for a professional employee or manager is "mindfulness," which includes the qualities of being open-minded and an independent thinker. In a stable environment, an organization will be more "mechanistic," and a manager without mindfulness may perform okay because much work can be done in the traditional way. In an uncertain environment, everyone needs to facilitate new thinking, new ideas, and new ways of working. A high score on this exercise suggests higher mindfulness and a better fit with an "organic" organization in an uncertain environment.

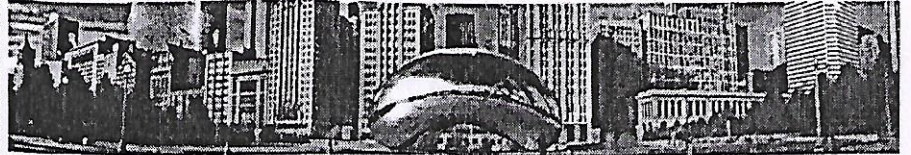
Sources: These questions are based on ideas from R. L. Daft and R. M. Lengel, *Fusion Leadership*, Chapter 4 (San Francisco, CA: Berrett Koehler, 2000); B. Bass and B. Avolio, *Multifactor Leadership Questionnaire*, 2nd ed. (Menlo Park, CA: Mind Garden, Inc); and Karl E. Weick and Kathleen M. Sutcliffe, *Managing the Unexpected: Assuring High Performance in an Age of Complexity* (San Francisco, CA: Jossey-Bass, 2001).

A score of 5

open-minded and an independent thinker → Can work in an uncertain environment

→ I was the only one in my group who got such a result, this shows that I like to work in a challenging environment, I believe this is true.

HOW DO YOU FIT THE DESIGN?



Chapter 5: Interorganizational Relationships PERSONAL NETWORKING

Are you a natural at reaching out to others for personal networking? Having multiple sources of information is a building block for partnering with people in other organizations. To learn something about your networking, answer the following questions. Please answer whether each item is Mostly True or Mostly False for you in school or at work.

	Mostly True	Mostly False
1. I learn early on about changes going on in the organization and how they might affect me or my job.	✓	—
2. I network as much to help other people solve problems as to help myself.	✓	—
3. I join professional groups and associations to expand my contacts and knowledge.	—	✓
4. I know and talk with peers in other organizations.	✓	—
5. I act as a bridge from my work group to other work groups.	✓	—
6. I frequently use lunches to meet and network with new people.	—	✓
7. I regularly participate in charitable causes.	✓	—

8. I maintain a list of friends and colleagues to whom I send holiday cards.

✓ —

9. I maintain contact with people from previous organizations and school groups.

✓ —

10. I actively give information to subordinates, peers, and my boss.

✓ —

Scoring: Give yourself one point for each item marked as Mostly True. A score of 7 or higher suggests very active networking. If you scored 3 or less, reaching out to others may not be natural for you and will require extra effort.

Interpretation: In a world of adversarial relationships between organizations, networking across organizational boundaries was not important. In a world of interorganizational partnerships, however, many good things flow from active networking, which will build a web of organizational relationships to get things done. If you are going to manage relationships with other organizations, networking is an essential part of your job. Networking builds social, work, and career relationships that facilitate mutual benefit. People with large, active networks tend to enjoy and contribute to partnerships and have broader impact on interorganizational relationships.

My score is 8

I have active networking because it's apart of my daily work career-related endeavors as a coordinator

→ The majority in my group and other groups got Low score in this test. I think it really depends on your daily tasks, because people get

HOW DO YOU FIT THE DESIGN?



Chapter 6: Designing Organizations for the International Environment WHAT IS YOUR CULTURAL INTELLIGENCE?

Instructions: To what extent does each of the following statements characterize your behavior? Please honestly answer each item below as Mostly True or Mostly False for you.

- | | Mostly True | Mostly False |
|---|-------------|--------------|
| 1. I think about how I'm going to relate to people from a different culture before I meet them. | ✓ | — |
| 2. I understand the major religions and how they impact other cultures. | ✓ | — |
| 3. I know about the geography, history, and cultural leaders of several countries. | ✓ | — |
| 4. I regularly discuss world events with family and friends. | ✓ | — |
| 5. I seek out opportunities to interact with people from different cultures. | ✓ | — |
| 6. I can adapt to living in a different culture with relative ease. | ✓ | — |
| 7. I am confident that I can befriend locals in a culture that is unfamiliar to me. | ✓ | — |
| 8. I find work on a multicultural team very satisfying. | ✓ | — |
| 9. I regularly associate with people from cultural backgrounds different from me. | ✓ | — |
| 10. I alter my facial expressions and gestures as needed to facilitate a cross-culture interaction. | ✓ | — |

11. I am quick to change the way I behave when a cross-culture encounter seems to require it. ✓ —
12. I take pleasure in talking with someone whose English is limited. ✓ —

Scoring and Interpretation: The scores for these questions pertain to some aspect of *cultural intelligence*, which is a manager's capability to function well in situations characterized by cultural diversity. Give yourself 1 point for each Mostly True item as indicated below:

Cognitive CQ, items 1–4. Score = 4
Emotional CQ, items 5–8. Score = 4
Behavioral CQ, items 9–12. Score = 4

Cognitive CQ pertains to the head, emotional CQ pertains to the heart, and behavioral CQ pertains to the body. If you have sufficient international experience and CQ to have scored 3–4 on all three parts, then consider yourself at a high level of CQ. If you scored 1–2 on all three parts, it is time to learn more about other national cultures. Hone your observational skills, take courses, look for international travel opportunities, and learn to pick up on clues about how people from a different country respond to various situations. Compare your scores to other students. If you are not fascinated by diverse people and cultures, how might you develop greater empathy for people who are different from you?

Sources: Based on P. Christopher Earley and Elaine Mosakowski, "Cultural Intelligence," *Harvard Business Review*, October 2004, 139–146; Soon Ang, Lynn Van Dyne, Christine Koh, K. Yee Ng, Klaus J. Templer, Cheryl Tay, and N. Anand Chandrasekar, "Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation, and Task Performance," *Management and Organization Review* 3 (2007), 335–371; and David C. Thomas and Kerr Inkson, *Cultural Intelligence: People Skills for Global Business* (San Francisco: Berrett-Koehler, 2004).

very few got same as my score

CQ score:

✓ I have 4 → a high level of CQ.

It's important to have a high level of CQ to communicate, negotiate and collaborate more effectively. I can adapt more easily and quickly, and have more productive time if living and working in a

HOW DO YOU FIT THE DESIGN?



Chapter 7: Manufacturing and Service Technologies

MANUFACTURING VERSUS SERVICE

The questions that follow ask you to describe your behavior. For each question, check the answer that best describes you.

- I am usually running late for class or other appointments:
 - ☒ a. Yes
 - ☐ b. No
- When taking a test I prefer:
 - a. Subjective questions (discussion or essay)
 - ☒ b. Objective questions (multiple choice)
- When making decisions, I typically:
 - ☒ a. Go with my gut—what feels right
 - b. Carefully weigh each option
- When solving a problem, I would more likely:
 - a. Take a walk, mull things over, and then discuss
 - ☒ b. Write down alternatives, prioritize them, and then pick the best
- I consider time spent daydreaming as:
 - ☒ a. A viable tool for planning my future
 - b. A waste of time
- To remember directions, I typically:
 - ☒ a. Visualize the information
 - b. Make notes
- My work style is mostly:
 - a. Juggle several things at once
 - ☒ b. Concentrate on one task at a time until complete

- My desk, work area, and laundry area are typically:
 - ☒ a. Cluttered
 - b. Neat and organized

Scoring: Count the number of checked "a" items and "b" items. Each "a" represents right-brain processing, and each "b" represents left-brain processing. If you scored 6 or higher on either, you have a distinct processing style. If you checked fewer than 6 for either, you probably have a balanced style.

Interpretation: People have two thinking processes—one visual and intuitive in the right half of the brain, and the other verbal and analytical in the left half of the brain. The thinking process you prefer predisposes you to certain types of knowledge and information—technical reports, analytical information, and quantitative data (left brain) versus talking to people, thematic impressions, and personal intuition (right brain)—as effective input to your thinking and decision making. Manufacturing organizations typically use left-brain processing to handle data based on physical, measurable technology. Service organizations typically use right-brain processing to interpret less tangible situations and serve people in a direct way. Left-brain processing has been summarized as based on logic; right-brain processing has been summarized as based on love.

Source: Adapted from Carolyn Hopper, *Practicing Management Skills* (Houghton Mifflin, 2003); and Jacquelyn Wonder and Priscilla Donovan, "Mind Openers," *Self* (March 1984).

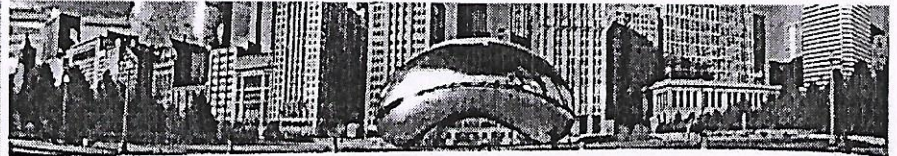
right Brain 5 @
left Brain 3 @

I have a balanced style.

its true because I work in service organization and I need to use right-brain processing to interpret less tangible situations and serve people in a direct way.

→ one in my group got high score in right (Brain thinking process) one from different group got left brain thinking process

HOW DO YOU FIT THE DESIGN?



Chapter 8: Technology for Control, Social Business, and Big Data

IS GOAL-SETTING YOUR STYLE?

How do your work habits fit with making plans and setting goals? Answer the following questions as they apply to your work or study behavior. Please answer whether each item is Mostly True or Mostly False for you.

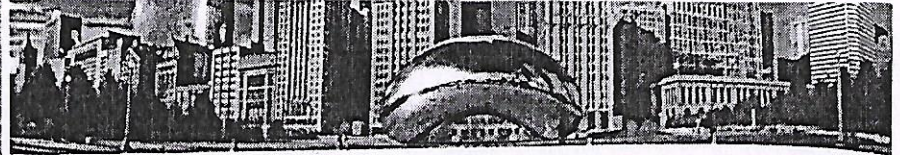
	Mostly True	Mostly False
1. I set clear, specific goals in more than one area of my work and life.	☒	☐
2. I have a definite outcome in life I want to achieve.	☒	☐
3. I prefer general to specific goals.	☐	☒
4. I work better without specific deadlines.	☐	☒
5. I set aside time each day or week to plan my work.	☒	☐
6. I am clear about the measures that indicate when I have achieved a goal.	☒	☐
7. I work better when I set more challenging goals for myself.	☒	☐
8. I help other people clarify and define their goals.	☒	☐
9. Trying for specific goals makes life more fun than being without goals.	☒	☐

Scoring: Give yourself one point for each item you marked as Mostly True, except items 3 and 4. For items 3 and 4 give yourself one point for each one you marked Mostly False. If you scored 4 or less, goal-setting behavior may not be natural for you. A score of 6 or above suggests a positive level of goal-setting behavior and better preparation for a managerial role in an organization. ✓

Interpretation: An important part of organization life is setting goals, measuring results, and reviewing progress for people and departments. Most organizations have goal-setting and review systems. The preceding questions indicate the extent to which you have already adopted the disciplined use of goals in your life and work. Research indicates that setting clear, specific, and challenging goals in key areas will produce better performance. Not everyone thrives under a disciplined goal-setting system, but as an organization manager, setting goals, assessing results, and holding people accountable will enhance your impact. Goal-setting can be learned.

my score is 9
a positive level of goal-setting behavior and better preparation for managerial role in an organization.
I really enjoy goal-setting and review progress for a better performance.
most of the group members got same score.

HOW DO YOU FIT THE DESIGN?



Chapter 9: Organization Size, Life Cycle, and Decline

WHAT SIZE ORGANIZATION FOR YOU?

How do your work preferences fit organization size? Answer the following questions as they reflect your likes and dislikes. Please answer whether each item is Mostly True or Mostly False for you.

- | | Mostly True | Mostly False |
|---|-------------------------------------|-------------------------------------|
| 1. I value stability and predictability in the organization I work for. | ☒ | ☐ |
| 2. Rules are meant to be broken. | ☒ | ☒ |
| 3. Years of service should be an important determinant of pay and promotion. | ☒ | ☐ |
| 4. I generally prefer to work on lots of different things rather than specialize in a few things. | ☐ | ☒ |
| 5. Before accepting a job, I would want to make sure the company had good benefits. | ☒ | ☐ |
| 6. I would rather work on a team where managerial responsibility is shared than work in a department with a single manager. | ☒ | ☐ |

7. I would like to work for a large, well-known company. ☒

8. I would rather earn \$90,000 a year as a VP in a small company than earn \$100,000 a year as a middle manager in a big company. ☒

Scoring: Give yourself one point for each odd-numbered item you marked Mostly True and one point for each even-numbered item you marked Mostly False.

Interpretation: Working in a large organization is a very different experience from working in a small organization. The large organization is well-established, provides good benefits, is stable, and has rules, well-defined jobs, and a clear management hierarchy of authority. A small organization may be struggling to survive, but it offers excitement, multitasking, risk, and the sharing of responsibility. If you scored 6 or more, a large organization may be for you. If you scored 3 or less, you may be happier in a smaller, less-structured organization.

Source: From Don Hellriegel, Susan E. Jackson, and John W. Slocum. *Managing: A Competency-Based Approach*, 11th ed. (Mason, OH: South-Western, a part of Cengage Learning, Inc., 2008). Reproduced by permission. <http://www.cengage.com/permissions>.

only few who have got same as my score

4 odd } 5
1 even }
I am happier in a smaller, less structured organization.

HOW DO YOU FIT THE DESIGN?



Chapter 10: Organizational Culture and Ethical Values

CORPORATE CULTURE PREFERENCE

The fit between a manager or employee and corporate culture can determine both personal success and satisfaction. To understand your culture preference, rank the following items from 1 to 8 based on the strength of your preference (1 = highest preference; 8 = lowest preference).

1. The organization is very personal, much like an extended family. ~~8~~ 8
2. The organization is dynamic and changing, where people take risks. ~~5~~ 5
3. The organization is achievement oriented, with the focus on competition and getting jobs done. ~~7~~ 7
4. The organization is stable and structured, with clarity and established procedures. ~~6~~ 6
5. Management style is characterized by teamwork and participation. ~~4~~ 4
6. Management style is characterized by innovation and risk-taking. ~~3~~ 3
7. Management style is characterized by high-performance demands and achievement. ~~2~~ 2
8. Management style is characterized by security and predictability. ~~1~~ 1

Scoring: To compute your preference for each type of culture, add together the scores for each set of two questions as follows:

Clan culture—total for questions 1, 5: ~~12~~ 12

Adaptability culture—total for questions 2, 6: ~~8~~ 8

Mission culture—total for questions 3, 7: ~~9~~ 9

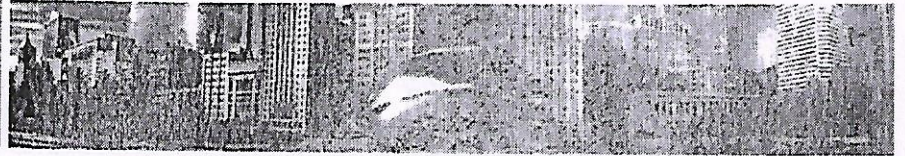
Bureaucratic culture—total for questions 4, 8: ~~7~~ 7

Interpretation: Each of the preceding questions pertains to one of the four types of culture in Exhibit 10.4. A lower score means a stronger preference for that specific culture. You will likely be more comfortable and more effective as a manager in a corporate culture that is compatible with your personal preferences. A higher score means the culture would not fit your expectations, and you would have to change your style to be effective. Review the text discussion of the four culture types. Do your cultural preference scores seem correct to you? Can you think of companies that would fit your culture preference?

Source: Adapted from Kim S. Cameron and Robert E. Quinn, *Diagnosing and Changing Organizational Culture* (Reading, MA: Addison-Wesley, 1999).

I'm Bureaucratic culture, I think that's why I'm good at my work in a (Government) sector.
I really love my work as a coordinator in infrastructure in municipalities.
→ Very few got same result (most of my group members got Mission culture and adaptability culture.)

HOW DO YOU FIT THE DESIGN?



Chapter 11: Innovation and Change

ARE YOU INNOVATIVE?

Think about your current life. Indicate whether each of the following items is Mostly True or Mostly False for you.

	Mostly True	Mostly False
1. I am always seeking new ways to do things.	☒	☐
2. I consider myself creative and original in my thinking and behavior.	☒	☐
3. I rarely trust new gadgets until I see whether they work for people around me.	☒	☐
4. In a group or at work I am often skeptical of new ideas.	☒	☐
5. I typically buy new foods, gear, and other innovations before other people do.	☒	☐
6. I like to spend time trying out new things.	☒	☐
7. My behavior influences others to try new things.	☒	☐
8. Among my co-workers, I will be among the first to try out a new idea or method.	☒	☐

Scoring: To compute your score on the Personal Innovativeness scale, add the number of Mostly True answers to items 1, 2, 5, 6, 7, and 8 and the Mostly False answers to items 3 and 4.

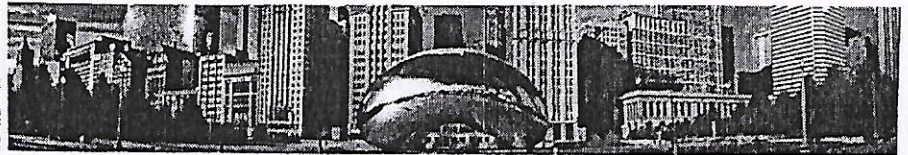
Interpretation: *Personal Innovativeness* reflects the awareness of a need to innovate and a readiness to try new things. Innovativeness is also thought of as the degree to which a person adopts innovations earlier than other people in the peer group. Innovativeness is considered a positive quality for people in creative companies, creative departments, venture teams, or corporate entrepreneurship. A score of 6–8 indicates that you are very innovative and likely are one of the first people to adopt changes. A score of 4–5 would suggest that you are average or slightly above average in innovativeness compared to others. A score of 0–3 means that you may prefer the tried and true and hence are not excited about new ideas or innovations. As a manager, a high score suggests you will emphasize innovation and change.

Source: Based on H. Thomas Hurt, Katherine Joseph, and Chester D. Cook, "Scales for the Measurement of Innovativeness," *Human Communication Research* 4, no. 1 (1977), 58–65; and John E. Ettlie and Robert D. O'Keefe, "Innovative Attitudes, Values, and Intentions in Organizations," *Journal of Management Studies* 19, no. 2 (1982), 163–182.

my score is 5 Average or slightly above average in innovativeness compared to others.

→ one member in my group got low score in this test which means that he prefer the tried and true and he explained that he is not excited about new ideas or innovations, because this is the system of the company and he can't change it. in my opinion I think this test is not accurate and there are many other ways to test our selves in this field.

HOW DO YOU FIT THE DESIGN?



Chapter 12: Decision-Making Processes

MAKING IMPORTANT DECISIONS

How do you make important decisions? To find out, think about a time when you made an important career decision or made a major purchase or investment. To what extent does each of the following words describe how you reached the final decision? Please check five words that best describe how you made your final choice.

1. Logic ☒
2. Inner knowing ☒
3. Data ☒
4. Felt sense ☒
5. Facts ☒
6. Instincts ☒
7. Concepts ☒
8. Hunch ☒
9. Reason ☒
10. Feelings ☒

Scoring: Give yourself one point for each odd-numbered item you checked, and subtract one point for each

even-numbered item you checked. The highest possible score is +5 and the lowest possible score is -5.

Interpretation: The odd-numbered items pertain to a linear decision style and the even-numbered items pertain to a nonlinear decision approach. Linear means using logical *rationality* to make decisions, which would be similar to the decision process in Exhibit 12.2. Nonlinear means using *primarily intuition* to make decisions, as described in the text. (If you scored from +3 to -5, then intuition and a satisficing model is your dominant approach to major decisions. If you scored from +3 to +5, then the rational model of decision making as described in the text is your dominant approach. The rational approach is taught in business schools, but many managers use intuition based on experience, especially at senior management levels when there is little tangible data to evaluate.)

Source: Adapted from Charles M. Vance, Kevin S. Groves, Yongsun Paik, and Herb Kindler, "Understanding and Measuring Linear-Nonlinear Thinking Style for Enhanced Management Education and Professional Practice," *Academy of Management Learning & Education* 6, no. 2 (2007), 167-185.

odd: 3 } score (+1)
even: -2 } 12

intuition and a satisficing model is my dominant approach to major decisions.

→ only 2 from our group have got same result.
In my opinion I think this test doesn't really reflect the reality. the questions should have more depths.

HOW DO YOU FIT THE DESIGN?



Chapter 13: Conflict, Power, and Politics

POLITICAL SKILLS

How good are you at influencing people across an organization? To learn something about your political skills, answer the questions that follow. Please answer whether each item is Mostly True or Mostly False for you.

	Mostly True	Mostly False
1. I am able to communicate easily and effectively with others.	☒	☐
2. I spend a lot of time at work developing connections with people outside my area.	☒	☐
3. I instinctively know the right thing to say or do to influence others.	☒	☐
4. I am good at using my connections outside my area to get things done at work.	☒	☐
5. When communicating with others, I am absolutely genuine in what I say and do.	☒	☐
6. It is easy for me to reach out to new people.	☒	☐

7. I make strangers feel comfortable and at ease around me.

☒ ☐

8. I am good at sensing the motivations and hidden agendas of others.

☒ ☐

Scoring: Give yourself one point for each item marked as Mostly True.

Interpretation: Having some basic political skill helps a manager gain broad support and influence. Political skills help a manager build personal and organizational relationships that enhance your team's outcomes. A score of 6 or higher suggests active political skills and a good start for your career, especially in an organization in which things get done politically. If you scored three or less, you may want to focus more on building collegial and supportive relationships as you progress in your career. If not, perhaps join an organization in which decisions and actions are undertaken by rational procedures rather than by support of key coalitions.

Source: Adapted from Gerald R. Ferris, Darren C. Treadway, Robert W. Kolodinsky, Wayne A. Hochwarter, Charles J. Kacmer, Ceasar Douglas, and Dwight D. Frink, "Development and Validation of the Political Skill Inventory," *Journal of Management* 31 (February 2005), 126-152.

→ my score is 8

I am active political skilled person, It's true that can't only one in my group his result was low, he explained that he like to say what he feel is right at same time. the majority in the class think that this test have given them the correct result.