This questionnaire asks you to describe yourself as a manager and leader. 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:
   ____ a. analytic 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 most likely to notice about me is my:
   ____ a. attention to detail
   ____ b. concern for people
   ____ 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 best described as:
   ____ a. an analyst
   ____ b. a humanist
   ____ c. a politician
   ____ d. a visionary

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The Leadership Orientations instrument is keyed to four different conceptions of organizations and of the task of organizational leadership.

Plot each of your resources on the appropriate axis of the chart below: ST for Structural, HR for Human Resource, PL for Political, and SY for Symbolic. Then read the brief description of each of these orientations toward leadership and organization.

Compute your scores as follows:

$$ST = 1a + 2a + 3a + 4a + 5a + 6a$$
$$HR = 1b + 2b + 3b + 4b + 5b + 6b$$
$$PL = 1c + 2c + 3c + 4c + 5c + 6c$$
$$SY = 1d + 2d + 3d + 4d + 5d + 6d$$

[Scales are adjusted to represent percentile scores. The lowest number for each frame represents the 25th percentile; the highest number represents the 90th percentile. The table below shows percentiles for each frame, based on a sample of more than 700 managers from business, education, and government. For the structural frame, for example, 25% of managers rate themselves 12 or below, and only 10% rate themselves 23 or above. The percentiles for each frame are shown in the table below, based on a sample of more than 700 managers in business, education, and government.]
**Senior Leadership Development**

**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 missions. A good leader is a prophet and visionary, who uses symbols, tells stories, and frames experience in ways that give people hope and meaning.

**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.

**POLITICAL LEADERS** believe that managers and leaders 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 unit’s or the organization’s goals and objectives. Political leaders emphasize the importance of building a power base: allies, networks, coalitions. A good leader is an advocate and negotiator who understands politics and is comfortable with conflict.

**LEADERSHIP ORIENTATION SCORING**

<table>
<thead>
<tr>
<th>In a sample of more than 700 managers:</th>
<th>STRUCTURAL</th>
<th>HUMAN RESOURCE</th>
<th>POLITICAL</th>
<th>SYMBOLIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>10% rated themselves at or above:</td>
<td>22</td>
<td>24</td>
<td>17</td>
<td>21</td>
</tr>
<tr>
<td>25% rated themselves above:</td>
<td>19</td>
<td>22</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>50% rated themselves above:</td>
<td>16</td>
<td>19</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>75% rated themselves above:</td>
<td>12</td>
<td>16</td>
<td>9</td>
<td>11</td>
</tr>
</tbody>
</table>

**Interpreting Scores:**

**STRUCTURAL LEADERS** emphasize rationality, 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 analytic skills, and can design structures and systems that get the job done.

**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.

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