Foundational Skills of Office Leaders Applicant Guided Essay and Inventory

Instructions: The six items listed below represent needs that work can fulfill. Put these items in order **according to which needs you <u>want</u> your office job to fulfill**. The need you want *most* to fulfill in your career should be ranked 1; the need you next most want to fulfill should be ranked 2; and so on until the need you want least is ranked 6. Create this ranking and then answer the questions about your top ranked item.

_____ Accomplishment

_____ Power

_____ Recognition

_____ Responsibility

_____ Security

_____ Self-Expression

Consider the item you gave the number one to. List examples of ways in which this need could be fulfilled in an administrative job.

Why do you feel this need is the most important to fulfill in a job?

How is this need met in your present job?

How do you think this need could be met in an administrative job?

What would have to be included in an administrative job to fulfill this need more effectively?

Instructions: Each of the following numbered items has three statements. Put each of the three statements in order according to how it best describes your own feelings or opinions about work or of your behavior in a work environment.

In the blanks provided to the right of the statements, write 1 for the statement that best describes, 2 for the statement that next best describes, and 3 for the statement that least describes. Some of the statements are worded as though you are presently a supervisor; if you are not a supervisor, think about how you believe you would feel, think, or behave if you were a supervisor.

1. a. When solving a problem, I like to work by
   myself and be solely responsible for the solution. _____

   b. When solving a problem, I like to work as part of
   a team and find a team solution. _____

   c. When solving a problem, I like to work as part of a
   team, but only if I am in charge. _____

2. a. Managers should set challenging goals for their
   subordinates. _____

   b. Goals should be set through mutual agreement
   of team members. _____

   c. It is important to set goals that are within the
   average individual's capacity to achieve. _____

3. a. My coworkers would describe me as a
   good listener. _____

   b. People describe me as fluent. _____

   c. I tend to focus my conversations at work on
   job-related matters. _____

4. a. I enjoy discussions that are directed toward
   problem solving. _____

   b. I sometimes take an opposing point of view in a discussion
   just as a matter of interest. _____

   c. I enjoy discussions that enable me to know my
   fellow workers better. _____

5. a. I enjoy being perceived as a team member. _____

   b. Belonging to a specific team is not a priority with me. _____

   c. I enjoy my individuality; being seen as a team member
   does not interest me. _____

6. a. I like to have feedback about how well I have worked
      with others as a team member. _____

   b. I like to have specific feedback about how well I have done a job. _____
   c. I am the best judge of how well I have done a job; raises and/or
      promotions are the feedback that is important to me. _____

7. a. The most important aspect of performance analysis is the setting of
      future goals for an employee. _____
   b. The most important aspect of performance analysis is the planning
      of an employee's future development. _____
   c. The purpose of performance analysis is to isolate what an employee
      has done correctly and what mistakes he or she has made. _____

8. a. Conflict is a tool that can be used to arrive at the best possible
      solution to a problem. _____

   b. Conflict can be very healthy; it keeps people on their toes. _____
   c. Conflict should be controlled; teams whose members argue
      among themselves are seldom productive. _____

9. a. A factor of concern with any problem solution is its acceptability
      to the team that must implement it. _____
   b. If I am convinced that a problem solution will work, I expect it to be
      implemented and I accept responsibility for the consequences. _____
   c. If I find a problem solution that works, I want to implement it;
      prolonging discussion about it with team members is usually a waste of time. _____

10. a. If one of my subordinates does something incorrectly, I show him
       or her how to correct it. _____
    b. If one of my subordinates does something incorrectly, I discuss the
       situation with him or her, and we agree to correct it. _____
    c. If one of my subordinates does something incorrectly, I tell him or
       her to correct it. _____

11. a. People should use mistakes as learning tools and thus improve themselves. _____

    b. I make mistakes, but as long as l am right most of the time, I deserve my job. _____

    c. I do not like being wrong; I do not make the same mistake twice. _____

12. a. With hard work and the support of the right management, an
individual can overcome most problems.   _____

   b. Hard work can overcome most problems.   _____

   c. A strong commitment can overcome most problems.   _____

13. a. I focus more on my personal relationships with my peers and my
supervisor than I do on my relationships with my subordinates.   _____
   b. I spend time and effort developing and improving my personal
relationships at work.   _____
   c. I develop personal relationships at work only when they help
me to complete my work tasks.   _____

14. a. "Do not step on people on the way up; you may meet them
on the way down."   _____

   b. "Nothing succeeds like success."   _____

   c. "Nobody remembers the name of the person who came in
second in a race."   _____

15. a. If I am right, I will win in the long run.   _____

   b. If I am strong in my convictions, I will win in the long run.   _____

   c. I try to be patient with people; doing so pays off in the long run.   _____

16. a. Workers produce satisfactorily when their supervisors

   work alongside them.   _____

   b. Workers' productivity increases when they have input regarding

   their job tasks.   _____

   c. Workers must be challenged to reach new heights of excellence.   _____

17. a. I enjoy convincing my fellow team members to do things my way.   _____

   b. As long as a decision is right, whether it was an individual decision or

   a team decision is not important.   _____

   c. For any decision to become final, all members of the team that will

   implement it should find it acceptable.   _____

18. a. I work well when I have a personal relationship with my supervisor. _____

    b. I work well in situations in which I am my own boss. _____

    c. I work well when I have deadlines to meet. _____