

6.3.9: Management Skills Application Exercises

1. You might find it interesting to look at your own bases of power in an organization you have worked with. To do this, simply think of your present or past job, and complete this self-assessment. When you have finished, refer to **Appendix B** for scoring procedures.

What Are Your Bases of Power?

Instructions: Using a current or former job, answer each of the following items by circling the response that most suits your answer.

	Strongly Disagree			Strongly Agree	
1. I always try to set a good example for other employees.	1	2	3	4	5
2. My coworkers seem to respect me on the job.	1	2	3	4	5
3. Many employees view me as their informal leader at work.	1	2	3	4	5
4. I know my job very well.	1	2	3	4	5
5. My skills and abilities help me a lot on this job.	1	2	3	4	5
6. I continually try to improve the way I do my job.	1	2	3	4	5
7. I have considerable authority in my job.	1	2	3	4	5
8. Decisions made at my level are critical to organizational success.	1	2	3	4	5
9. Employees frequently ask me for guidance.	1	2	3	4	5
10. I am able to reward people at lower levels in the organization.	1	2	3	4	5
11. I am responsible for evaluating those below me.	1	2	3	4	5
12. I have a say in who gets a bonus or pay raise.	1	2	3	4	5
13. I can punish employees at lower levels.	1	2	3	4	5
14. I check the work of lower-level employees.	1	2	3	4	5
15. My diligence helps to reduce the errors of others on the job.	1	2	3	4	5

2. It might be interesting for you to evaluate your own level of political behavior. To do this, complete this self-assessment. When you have finished, score your questionnaire according to the procedure outlined in **Appendix B**.

How Political Are You?

Instructions: To determine your political appreciation and tendencies, please answer the following questions. Select the answer that better represents your behavior or belief, even if that particular behavior or belief is not present all the time.

1. You should make others feel important through an open appreciation of their ideas and work.	<input type="checkbox"/> True <input type="checkbox"/> False
2. Because people tend to judge you when they first meet you, always try to make a good first impression.	<input type="checkbox"/> True <input type="checkbox"/> False
3. Try to let others do most of the talking, be sympathetic to their problems, and resist telling people that they are totally wrong.	<input type="checkbox"/> True <input type="checkbox"/> False
4. Praise the good traits of the people you meet and always give people an opportunity to save face if they are wrong or make a mistake.	<input type="checkbox"/> True <input type="checkbox"/> False
5. Spreading false rumors, planting misleading information, and backstabbing are necessary, if somewhat unpleasant, methods to deal with your enemies.	<input type="checkbox"/> True <input type="checkbox"/> False
6. Sometimes it is necessary to make promises that you know you will not or cannot keep.	<input type="checkbox"/> True <input type="checkbox"/> False
7. It is important to get along with everybody, even with those who are generally recognized as windbags, abrasive, or constant complainers.	<input type="checkbox"/> True <input type="checkbox"/> False
8. It is vital to do favors for others so that you can call in these IOUs at times when they will do you the most good.	<input type="checkbox"/> True <input type="checkbox"/> False
9. Be willing to compromise, particularly on issues that are minor to you but important to others.	<input type="checkbox"/> True <input type="checkbox"/> False
10. On controversial issues, it is important to delay or avoid your involvement if possible.	<input type="checkbox"/> True <input type="checkbox"/> False
Source: Adapted from Joseph F. Byrnes, "Connecting Organizational Politics and Conflict Resolution," <i>Personnel Administrator</i> , June 1986, p.49.	

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