OSPD & MPDA

VIRTUAL SPRING PUBLIC DEFENDER'S CONFERENCE

APRIL 30, 2021

10:00 a.m. - 11:30 a.m.

RESILIENT LEADERSHIP

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Name:_____

LEADERSHIP ORIENTATIONS

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*

_____ST _____HR _____PL _____SY _____Total

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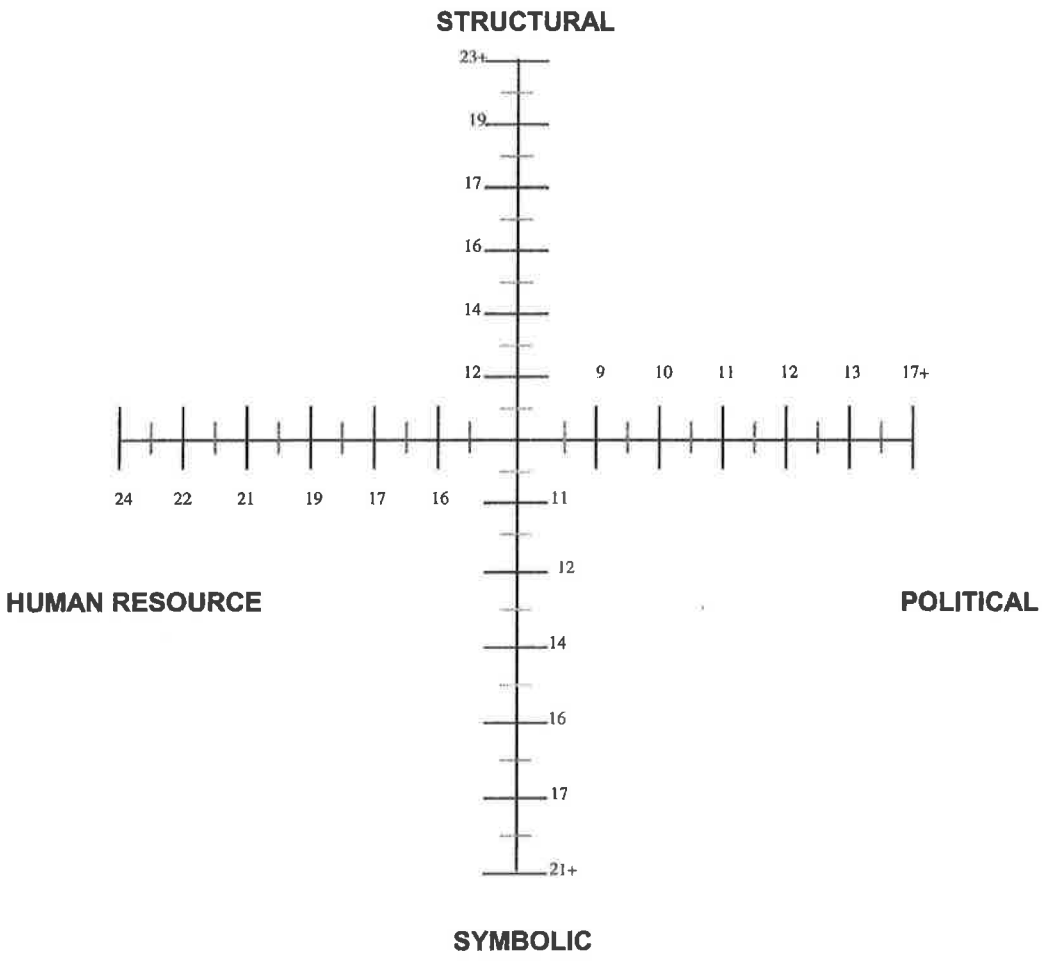
LEADERSHIP ORIENTATIONS SCORING

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

Plot each of your scores 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 organizations.



[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.]

In a sample of more than 700 managers:	Structural	Human Resource	Political	Symbolic
10% rated themselves at or above:	22	24	17	21
25% rated themselves above:	19	22	13	17
50% rated themselves above:	16	19	11	14
75% rated themselves above:	12	16	9	11

Interpreting Scores

1. **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.

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 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.

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 experience in ways that give people hope and meaning.

Computing Scores:

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