**Bowie State University**

**Cumulative Assessment**

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**HURD 732**

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**Assessment No. 1 Managerial Assumptions My Score: X= 6/ Y= 3**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

In relation to McGregor's theories, a leader's relate theory Y to having a positive rating of transformational leadership qualities and behaviour while theory Y is related to negative leadership behaviour. In my self- assessment score, Theory X is predominant to theory Y a reflection that my employees do not like their working environment, supervision by their subordinates and majors, nor do they make any personal effort. Having the above feedback from my employees in mind, it is my personal responsibility to transform my employee's perception to their work and working environment by coming up with a workable management theory that will bring in positive energy and change their perception.

1. **Interpretation**

Remarkably, it is vivid that I portray more of theory X compared to theory Y style an indication that I prefer an authoritative style of management. This is a true reflection since in my observation; many employees are satisfied by financial security a factor that indicates most employees do not work for the love of the job but the financial gains. The above is a convincing factor that I need to be pushed in my working place to depict more of Y. Caring for the organization I work for will help me deliver in my workplace and more so advance my career.

1. **List and Briefly discuss Organizational Behavior Concepts Identified**

An employee should be more responsible; in order to deliver quality work that has a unique creative idea. In so doing, the perception of hating their work will change thus caring about their job, a virtue that will help the employee set their personal goals and involve colleagues and majors advance in their career.

1. **Implications for Organizational Behavior from an Employee and Management Perspective**

In my opinion, I would deliver more if I worked under theory Y style since I am self-driven, creative and care more about the organization work for. However, from a manager's perspective theory X would be the most effective since most employees need direct supervision and scheduled training on a new company's products.

**Assessment No. 2 A Twenty-First-Century Manager My Score: 8**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**

The above scrutiny shows my personal Profile Management Functions in reflection to my managerial aptitudes. The results show my status as a prospective manager and give incentives for what I should focus on to improve my management abilities.

1. **Interpretation.**

My score- an 8- gaudily reflect my personal characteristics in relation to my working abilities. I have the ability to set work goals and standards and more so meet my set work standards. Besides, I am very confident with my work and have the ability to scrutinize my strengths and weaknesses. However, it is vivid that I lose concentration when I tend to work for long hours, a vice I should work on improving.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

In reference to organizational behaviour, a 21st-century manager should be able to identify an employee's strengths and weaknesses, shaping an employee foundation by strengthening the qualities in a bid to aligning an employee's career path.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From a manager's perception, every employee should have the ability to be flexible and adapt to both work and personal changes they may experience. However, from an employee's point of view, the employer should understand and be considerate when an employee is going through a personal or work-related change or transition.

**Assessment No 3: Turbulence Tolerance Test My Score: 2.04**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score.**

The turbulence tolerance test helps a manager in knowing his tolerance for managing blustery times. The turbulence test shows the status and level of tolerance of a manager in changing times in their careers. A tolerant manager is advantageous to an organization since he is able to focus on employee's challenges.

1. **Interpretation**

Results from the test indicate that I scored a 2.04 tolerance rate, giving an impression that under 24 different conditions and circumstances, I am comfortable with change and tolerance in my organization. However, I should improve on my confidence to work under the supervision of my bosses and the ability to multi-task in order to meet my KPIs as a manager.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

The turbulence tolerance test aims at polishing the tolerance abilities of a manager. A concept identified in relation to the tolerance test is that managers should have a positive perception since they play a major role in influencing their minors both directly and indirectly. A tolerant manager is a motivation to his minor, challenging him to be tolerant too.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From a management perspective, a tolerance test is of great help since it helps in the modification of leadership skills in an organization. However, the test has a different but positive notion in an employee point of view since it helps the employee embrace tolerance as witnessed by their manager.

**Assessment No 5: Personal Values:**

**My scours: Professional=180, Financial= 200, Family= 200, Social=130, Community= 140, Spiritual=200, Physical=150, Intellectual=200**

1. **Self-Analysis Profile describing the assessment and Interpretation of score.**

The personal values test focuses on the value I place on a certain area be it professional, financial, family, social, communal, spiritual, physical or intellectual. The test focuses on self-realization on the areas on takes with a lot of weight and what one should do in order to improve on the areas one does not focus on.

1. **Interpretation.**

A personal best was recorded in professional, financial, social and spiritual values, a clear indication that I display great managerial qualities in my place of work. However, there was a low record in communal, family and physical values an interpretation of the need to change my perception of family and community as a bother since I value my work more.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

The personal value test focuses on identifying the time and effort a manager puts in a certain area. For one to become an all-rounded manager, one should put an effort into making sure he is an all rounded manager. In order to achieve an organizations goal, both personal and general, one should focus on the best three values making sure you portray the best qualities possible.

1. **Implications for Organizational Behavior from an Employee and Management Perspective**.

From a management perspective, one should be able to portray good qualities in all the areas in order to act as a role model to your employees. Besides, from an employee's perspective, the manager should act as a perfect being in order to help the employee improve on his personal values such as social; and intellectual values, becoming as a; -rounded as the manager

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**Assessment No 19: Your Personality Type My Score: 45**

1. **Self-Analysis Profile describing the assessment and Interpretation of score.**

The personality type test shows two personalities I can identify in my employees. One of them is type A, a competitive personality which is a pro have while the second is a type B personality where an employee seems relaxed in the workplace.

1. **Interpretation.**

Managing an employee who portrays a personality type a can be a great advantage since the employee works so hard, is involved in the work and approaches the work more seriously achieving the set goals and KPIs. However, managing an employee who renders a personality type B can be challenging since they are a bit nonchalant a factor that needs them to be under supervision for most of their time. Therefore as a manager, such employees should be put under strict supervision for them to balance off from the type B personality.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

Employees who fall under personality type a are more likely to deliver on the personal and company gals as compared to their counterparts who fall under category b since a majority of them tend to be relaxed and do not care about meeting goals set by their managers, making it a challenge to manage them.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From an employee's perspective, being in category B is better since one does not have to worry and stress over work-related issues. However, from a management perspective, having employees who fall under personality type A is advantageous since they have the zeal, approach work with seriousness and are naturally competitive.

**Assessment No 20: Time Management Profile My Score: 9**

1. **Self-Analysis Profile describing the assessment and Interpretation of score.**

In relation to time management profile, a manager should have a high total score in order to show how good he is at time management. Having a good time management behaviour is a pro to a manager since he is able to deliver his work and supervise his employees.

1. **Interpretation.**

As a manager in a busy company, I should display good management behaviour. Out of the possible 12, my time management qualities recorded a 9, an indication of how good I am at time management. However, I should focus on attending to items without considering which seems to be the easiest since they are of the same importance and urgency. Besides, I should focus on saving the most trivial tasks for when I have low creative energy in order to enhance my creativity.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

Time management qualities are of great importance to a manager since he acts as a role model to his employees. Therefore, as a manager, you should display a superb time management profile in order to set company guidelines as far as time management is concerned. In so doing, employees will be able to adhere to the set guidelines since as a manager; you display a great time management profile.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From an employee's perspective, the time management test can be of help since it can help me know of my current status in relation to time management, using it to improve my time management qualities. From a management perspective, the test can help me track employee's management abilities and help those who have poor time management behaviour adjust to the recommended behaviour.

**Assessment No 6: Intolerance for Ambiguity My Score: 68**

1. **Self-Analysis Profile describing the assessment and Interpretation of score.**

It is vivid that employees with a high intolerance level tend to under deliver on their given roles compared to their counterparts with a high tolerance for ambiguity. Besides, such employees act poorly when they are appointed as team leaders because they display low-performance standards.

1. **Interpretation.**

Employees with a high intolerance level are unable to the company's changing policies and environment, making it hard for them to deliver on their roles, compared to the high tolerant for ambiguity employees who function effectively when an organization undergoes a certain phase of change. In my score, I have a high tolerance level, an advantage since I can adapt to different changes my company can experience and deliver on my KPIs too.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

Organizations need employees who have a low intolerance for ambiguity since they can easily adapt to new situations and perform. Therefore, employees should work to have a high tolerance level in order to fit into the world of work where most companies and organizations are full of changing environments.

1. **Implications for Organizational Behavior from an Employee and Management Perspective**.

From a management view, the above test can help identify the nature of my employees and strive towards making them tolerant in case they are of a high intolerance of ambiguity. From an employee perception, being of a low tolerance of ambiguity can be a pro since one is able to fit into the world of work and meet the employer's demands with no negative influence from the changing nature of an organization both internal and external.

**Assessment No. 4 Global Readiness Index My Score: Global mindset 3.25**

 **Global knowledge 5**

 **Global work skills 4.67**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

In relation to the Global Readiness index, my scores show that I am ready to participate in a global environment since I have the highest score in the ability to learning different cultures and nations. Besides, my global work skills are impressive, a pro that can help me work effectively in different global cultures.

1. **Interpretation.**

The Global Readiness index serves a measuring role where an employee is tested on his global mindset, the knowledge of different nations and cultures and his ability to work effectively across different cultures. Results from the self-assessment test show that I have a great global knowledge an indication that I have the urge to learn about different cultures over the globe. The test, however, indicates that I have a low score in respecting cultural differences, an aspect I should improve on in order to have a balanced global readiness index.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

The Global Readiness Index is a test that aims at testing the readiness of an employee to participate in the global work environment. A globally ready employee should meet the goals of the test by scoring a 5 in all the fields. A globally ready employee, therefore, should respect different cultures, have the urge to learn about different cultures and work effectively across different cultures.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From a management perspective, I should work to meet the above global requirements in order to become globally ready and deliver on my KPIs. However, from an employee’s view and interpretation of the above test, it is much of a bother since it is not a must I meet all the given requirements, therefore, the global readiness index is not effective and practical since having different ideologies and respecting different cultures is not mandatory.

**Assessment No 7: Two- Factor Profile My Score: MF = 37- HF = 50**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

 In relation to Herzberg’s two-factor theory, an employee’s behavior and job’s satisfaction is influenced by motivating or satisfier factor represented by MF or hygiene or dissatisfied factors which are represented by HF. Therefore, in a working environment, an employee can have a positive attitude towards the job due to a motivation- which mostly is job recognition, performance appraisal, job opportunities, and job responsibility. However, the same employee can have a negative attitude towards the job due to a dissatisfier factor which mostly is poor salaries, poor working conditions or a negative relationship with the supervisor or colleagues. However, taking away an employee’s dissatisfying factor is not an assurance that the employee will be satisfied but by bringing in a satisfying factor will have an outright behavior by the employee since the employee will be satisfied.

1. **Interpretation.**

 Remarkably, it is vivid that I am highly motivated and have a high hygiene. This is a clear indication that I am highly motivated by having a responsible job with a high status and one that provides me with an opportunity to grow and learn on the job. Besides, I seem to be content with my job since I have no complaints to my employer and managers.

1. **List and Briefly discuss Organizational Behavior Concepts Identified.**

In relation to Herzberg’s two-factor theory, one organizational behavior concept identified is the motivation factor which is described by an employee having a responsible job, a job that he can do well, and a prestigious job that he can grow and learn from it. Another behavior concept identified is the hygiene concept, which focuses on an employee’s salary, working conditions and the relationship with the supervisor’s. This concept shows the dissatisfaction level of an employee in relation to delivering on the KPIs set by the employer.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From an employee’s perspective, in order to deliver and be satisfied with my job, the manager should provide me with motivational factors, which include development opportunities, appreciation, and a job status. However, from a managers perspective, taking away an employee’s dissatisfaction will lead to the employee being satisfied therefore being able to deliver.

**Assessment No 8: Are You Cosmopolitan? My Score: 32**

1. **Self-Analysis Profile describing the assessment and Interpretation of score.**

 In relation to cosmopolitanism, the test above shows that I am a cosmopolitan, a pro and an indication that I can identify with different and a majority of employees in my field of work. Therefore, being an advantage towards m career development and advancement since I can work under different working environments and different managers and still deliver on my set roles and responsibilities.

1. **Interpretation.**

 From the test, I was able to reach a score of 32 out of a possible 40, a clear indication that I a cosmopolitan and can fully identify with my professionalism. However, an employee who displays a mixed orientation can deliver on the roles given but cannot fully relate and interact with employees from different professions. An employee who displays a local orientation, however, can deliver on the roles assigned but cannot relate and interact with employees from different professions, a con to such kind of employee.

1. **List and Briefly discuss Organizational Behavior Concepts Identified.**

 With the changing nature of organizations from local to international, employees need to grasp the concept and characteristics of cosmopolitanism and transform from localism since the world is transforming into a global village and they will need r=to relate with different employees from different working environments and organizations.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From a manager’s perspective, employees need to transit into being cosmopolitan since the world and working environments are changing from day to day and they will need the organizational behavior in order to deliver. However, from an employee’s perspective, it is better to have a mixed orientation in order to relate to the local environment and with the cosmopolitan environment.

**Assessment No. 9 Group Effectiveness My Score: 8**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

In relation to group effectiveness, the groups I have worked in portray aspects that they are the most effective. An effectiveness of a specific group is illustrated by the loyalty of its members, confidence portrayed by its leader, confidence in other member’s decisions and the communication flow within members of the specific group. My score vividly shows that the group I am in is effective in the role assigned and delivers its purpose.

1. **Interpretation.**

It is clear that the group I work with achieves its purpose and goals since every member of the team thrives into making sure he delivers on his role. Besides, the group is effective since there is a willingness to help a member of the group when in need, a vivid indication of teamwork. In addition, the group becomes effective since each member aims at achieving their full potential and supports other members achieve and reach their goals.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

One organizational behavior that is vibrant in group effectiveness is teamwork among group members, a virtue that helps the specific group achieve and reach for its set goals, both short term, and long term. Another organizational behavior concept identified in group effectiveness is motivation among group members to reach and achieve set goals since all work as a team, therefore minimizing internal conflicts.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From a manager’s perspective, group effectiveness has a positive effect in relation to organizational behavior since once the group achieves its goals, the department meets its goals set to achieve in a bid to achieve its mission and visions. Besides, group effectiveness has a positive effect from an employee’s aspect of view since it encourages teamwork and motivation among employees and their managers.

**Assessment No. 13 Empowering Others My Score: 36**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

In an organization, managers and fellow employees are bound to empower others in order to achieve the departmental and organizational goals. Besides, empowering others encourages for team building and team bonding, an important aspect in achieving organizational goals and missions.

1. **Interpretation.**

In relation to my score, I believe to be an employee who delegated to others in relation to being empowered by team leaders and managers. Besides, when appointed to be a team leader or manager in a certain project within the organization, I believe I have the power and zeal to empower employees who fall under my supervision, giving me a chance to motivate and bond with them.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

One notable organization behavior concept identified in that empowering others encourages of teamwork and enhances teamwork culture, virtues that are advantageous to the operation and functionality of an organization. Besides, empowering others enhances ream work dynamics, important forces that influence the overall behavior of a team’s members behavior and actions.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From an employee’s perspective, empowering others is advantageous since employees learn the art of delegating to others, a virtue that helps top perfect the skills acquired over time. From a manager’s perspective, empowering fellow employees is effective since it helps you bond with the employees and achieves more as a team.

**Assessment No. 16 Intuitive Ability My Score: A + B = 10**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

In relation to self-intuitive ability, I have a high intuitive score of 10, meaning that I am highly intuitive. Having a high intuitive ability is advantageous to an employee since one is able to make a sound decision regarding a certain issue that is fully dependent on your sound decision. Having a high score, therefore, means that I have a high ability to make personal and team-based decisions that in one way or another have an effect on the organization's goals, mission, and vision statements.

1. **Interpretation.**

In locus to my high intuitive ability is that as an employee, I am able to make sound decisions which are depended upon by my fellow colleagues and decisions that do not have a negative effect to the normalcy functionality of the department and organization as a whole.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

One vivid organizational behavior concept identified to my intuitive ability is the ability to detect and pay attention to details. Notably, the ability to pay attention to details helps me in my personal decision-making process, which has an effect on the organization’s functionality and goals achievement.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From a managers perspective, having a high intuitive ability is advantageous since you are able to help your minors in gauging their propensities to use in the decision-making process. Besides, having a high intuitive ability as an employee is also advantageous since one is able to gauge a situation or scenario and make a mature and conscious decision which will have a positive effect to the department and the organization at large.

**Assessment No. 17 Decision-Making Biases My Score: 7**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

Decision-making process is the conscious process an individual goes through while deciding right from wrong, in a bid to display expected organizational behavior. As an employee in a busy organization, decision making is critical since my decisions portray what kind of employee I am.

1. **Interpretation.**

A clear interpretation of my score is that I am not biased in making a personal or institutional decision, making me an employee who is responsible and understanding to a certain situation. However, as an employee, at some point, I make biased decisions in relation to my career since some decisions favor me, a natural way of showing that I believe in a well portrayed organizational behavior.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

One organizational behavior concept identified in decision-making biases is the fostering of a creative mind which serves the innovation role in an organization. An innovation and creativity concept is one that can influence an organization in a positive way into reaching for its goals. Besides, the concept of independence is vivid since employees learn to make personal decisions without consulting colleagues or their managers.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From an employee’s perspective, decision-making biases have a positive effect since it nurtures the creative spirit that is easily contagious to fellow employees, achieving an organizations goal. Besides, decision-making biases have a positive effect on managers since managers are able to filter what is good and what not to expose the employees to, maintaining good and positive energies within the organization.

**Assessment No. 18 Conflict Management Strategies Score: YT=8; CT=8; FT=12; PST=12; AT=11**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score**.

In relation to conflict management, the test I carried out shows that I have a low yielding tendency, an indication that I do not give up on my point of view while in an argument but stand and defend it, which is a positive indication. Besides, I have a high compromising tendency with a high problem-solving tendency, an indication that while in a conflict, I display profound problem-solving techniques in a bid to manage any popping conflict.

1. **Interpretation.**

My high scores in compromising, forcing, avoiding and problem-solving tendencies are an indication that I display high conflict management qualities and strategies that lead to an agreement between two parties. Besides, I display a low level of yielding tendencies, which shows that I defend my point of view, by all means, possible since I believe that my ideologies are supported by facts and figures, making them right to some point.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified.**

An organization behavior concept identified in conflict management strategies is the concept of dialogue. The dialogue in conflict management is a remedy to the conflict since both parties share their ideologies and beliefs, backing them up with facts in order to understand different perspectives. Once both parties have talked their points of view, they then come into an understanding to which ideology holds more water.

1. **Implications for Organizational Behavior from an Employee and Management Perspective.**

From an employee’s perspective, conflict management strategies are important since one is able to relate with different employees and in case of a conflict occurs, one is able to use the strategies to end the conflict. Besides, as a manager, a well understanding of conflict management strategies can help me in managing and maintaining peace among my employees, by resolving any conflict-prone to happen through dialogue.

**Assessment No 12: “TT” Leadership Style**

 **Student Score: T = 22 / T = 28**

1. **Self-Analysis Profile describing the assessment and Interpretation of score.**

This assessment showed our impressions on whether our tendencies were more of a “transformational” leader or a “transactional” leader. Each question had to have 5 points divided among ‘a’ and ‘b’. We were to score these questions based on our beliefs, perceptions of ourselves, and which statement characterizes us better. The transformational aspects of leadership: those personal qualities that inspire a sense of vision and desire for extraordinary accomplishment in followers.

1. **Interpretation:**

My score on the self-assessment was T=22 and T=28. This showed that I had a higher “transactional” score than a “transformational” score. Ideally, the most successful leaders of the future will most likely be strong in both T’s. Personally as a leader, I believe that my followers should understand my goals and aspirations in regards to the company’s goal. Once both parties are connected on the same page with their goals and aspirations, working together to reach those goals will be a lot easier to meet.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified:**

The qualities that we embody can either inspire a specific type of vision and extraordinary accomplishment in followers. Depending on which type of leadership style one embodies more would show how effective they are as a leader with their followers.

1. **Implications for organizational behavior from an employee and management perspective:**

Personally, I believe that a leader should be motivational yet structured at the same time. I really enjoy leaders praising their followers when something positive occurs with their work towards the company’s goals and aspirations. On the other hand, I do think that leaders have to be practical in their reasoning at times. Not everything that they do has to be beneficial for their employees and followers. If something occurs and it is more beneficial for the company and not so much the employees, then the employees should understand that it is for the betterment of the company.

**Assessment No 14: Machiavellianism**

 **Student Score: 26**

1. **Self Analysis Profile describing the assessment and Interpretation of score.**

This self-assessment was created to help one find their Machiavellianism (Mach) score. The book mentions that “Mach” is a personality characteristic that taps people’s power orientation. There are 10 questions asked in the assessment and it asks the reader to circle the number that most closely resembles their attitude. The numbers range from 1 to 5, with 1 being ‘Disagree A Lot’ and 5 being ‘Agree A Lot.’

1. **Interpretation:**

My Mach score from this assessment was 26. The book mentions that the national adult average is 25. The textbook also mentions that men generally are more Machiavellian than women. Even though men are more Machiavellian than women, there is no significant difference between high Machs and lows Machs on measures of intelligence or ability. So in other words, if one is a high or low Mach, it does not hinder your ability to show power over others.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified:**

The textbook mentions that high Machs tend to be in professions that emphasize the control and manipulation of people. These professions consist of: lawyers, managers, psychologists, and behavioral scientists.

1. **Implications for organizational behavior from an employee and management perspective:**

 The book mentions that students in business and management typically score higher Mach scores. Personally, I believe that one’s ability to show power orientation can be drawn from any point at any time. The book mentions that men typically have a higher Mach score, but that score doesn’t necessarily show how effectively that male will show power in a leadership position.

**Assessment No 15: Personal Power Profile**

 **Student Score: Reward=4, Coercive=1.75, Legitimate=3.75, Referent=4.25, Expert=4.5**

1. **Self Analysis Profile describing the assessment and Interpretation of score.**

This self-assessment was designed to show how supervisors (leaders) in work organizations can direct toward their subordinates (followers). There were a list of questions that were asked if you were “to influence others, you would prefer to.” The answers ranged from 1 to 5, with 1 being you strongly disagree and 5 being you strongly agree with the statement.

1. **Interpretation:**

My score on this self-assessment for the five results were: reward of 4, coercive of 1.75, legitimate of 3.75, referent of 4.25, and finally an expert score of 4.5. The book mentions that a score of 4 or higher in any of the five sections that you prefer to influence others by employing that particular type form of power. My results show that I employ a particular type of power for reward, referent, and expert.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified:**

The textbook also mentions that if one score of 2 or lower on any on the segments, it implies that one prefers to not employ this particular form of power to influence others.

1. **Implications for organizational behavior from an employee and management perspective:**

I personally believe that this self-assessment is shows everyone a better perspective of their abilities. Since there is 5 segments of results, it gives us a better idea of what segments we are better in and which ones we are not.

**Assessment No 11: Leadership Style**

 **Student Score: T = 12 & P = 5**

1. **Self-Analysis Profile describing the assessment and Interpretation of score.**

This assessment’s purpose was to show how we, as leaders, would most likely have acted and to circle the letter that we felt as if it was the best way to behave. The letters that were given were: always (A), frequently (F), occasionally (O), seldom (S), and never (N). The total scores that are tallied up will be split up by “T” and “P”. The “T” scores will represent your score for the type of leadership that concerns for the task. The “P” score will represent your score for the type of leadership that concerns for people.

1. **Interpretation:**

My score in this self-assessment was T=12 and P=5. The results show that my leadership style type for this assignment would be more focused on the concern for the task and not as much for the people. I can see why the results show this because in some situations, the task has to be performed at the highest level and the entire focus should be getting the job done, on time, and with all of what was promised.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified:**

Leaders that concern for the people typically lead more in emphasis on their followers or employees. Their employees should be paid equally, be free to take action of tasks, and personal promotion. Leaders that concern for the task have an emphasis on getting the job done. They stress a little bit less on the employees and make sure that the job is done right every time.

1. **Implications for organizational behavior from an employee and management perspective:**

I mentioned earlier in the assignment that I believe that a good effective leader would be more focused on the task at hand more than the employee. It is difficult to balance the two in actually being a leader, but getting the job done as best as possible is what I think every leader should do.

**Assessment No 10: Least Preferred Co-Worker Scale**

 **Student Score: LPC = 58**

1. **Self Analysis Profile describing the assessment and Interpretation of score.**

The purpose of this self-assessment was to think of one person that you worked least well with and answer these questions on how they were as a co-worker. This “least preferred co-worker” (LPC) was first used by Fred Fiedler to identify a person’s dominant leadership style. Fiedler believes that this style is a relatively fixed part of one’s personality and is therefore difficult to change.

1. **Interpretation:**

My LPC score from the self-assessment was a 58. Fiedler considered a score is 73 or above one would be considered a “relationship-motivated” leader. If your score was a 64 or lower, one would be considered a “task-motivated” leader and if your score was between 65 and 72, Fiedler leaves it up to you to determine which leadership style is most like yours. I do agree with the results from this self-assessment and I would consider myself a task-motivated leader.

1. **List and Briefly Discuss Organizational Behavior Concepts Identified:**

A leader that would be considered relationship-motivated when they could “tolerate” a specific co-worker that meshes least with them. A task-motivated leader would not be able to mesh well with a co-worker that they least get along with.

1. **Implications for organizational behavior from an employee and management perspective:**

Personally, in a situation where I worked with someone that I did not connect well with would be pretty difficult. I would originally try to get through it and get to know them more and I would only realize that I didn’t work well with them in only work-related activities. I do not mind working with someone that is great at their job and not a great person than a great person and an subpar worker. Ultimately, we are here to job and get the job done, so if we can’t complete that then there is a problem.

**Assessment No. 21 Work Team Dynamics Score: 19**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score.**

In reference to teamwork dynamics, there are a number of external and internal factors that affect and influence the behavior and a team’s direction. Influencing factors to teamwork dynamics may include the nature of the team’s work, psychological and unconscious states. Therefore, in so doing, a team is able to meet its objectives and goals due to team work. In relation to the test, our team attained a score of nineteen out of fifty, a clear indication that our team has a wanting rate of creativity. However, the creativity rate of the team is to satisfaction.

1. **Interpretation**

From the team’s score, it is vivid that the team has achieved a number of traits that show teamwork. Such traits include team members having a fair hearing from all team members; encourage sharing of different opinions and roles. Moreover, the team should enhance its creativity level in a bid to achieve its role and organizational goals at large.

1. **List and Briefly discuss Organizational Behavior Concepts Identified**

One notable organizational behavior concept identified within teamwork dynamics is that a team needs to be creative in its operations as well as portray good teamwork characteristics such as trust among members, high-performance standards and good operating rules. Notably, team members’ ideas should always be considered in a team’s operations in order to enhance the team’s delivery of its stated goals.

1. **Implications for Organizational Behavior from an Employee and Management Perspective**

From an employee’s perspective, teamwork dynamics has a positive implication since it enhances the delivery rate of a team. Besides, from an employee’s perspective, work team dynamics enhance creativity among the employees, having a positive effect on the team and the organization as well.

**Assessment No. 22 Identifying Team Norms My Score: A = 6 B = 10 C = 0 D = 0 E = 0**

1. **Self-Analysis Profile Describing the Assessment and Interpretation of Score.**

In order for an organization to meet its set missions and visions, it is of importance for the managers and employees to identify team norms in order to achieve set goals, missions, and visions. In assumption as an employee of a local communications company, there are set and expected team norms for employees.

Notably, the traits were classified into five different categories as per the personal score. In group A which comprised of organizational pride, cost-effectiveness in relation to the company’s expenditure, associate relations, customer relations, and creativity I was able to score above two. Furthermore, in category B, I portrayed notable good qualities in performance, teamwork, leadership and openness tests.

1. **Interpretation**

In relation to my score on identifying team norms, I as an employee realized that I display positive characteristics that would help my organization grow. However, I display some negative aspects that are a challenge and therefore improvements and rectifications should be done from my end in order to achieve set personal and group goals.

1. **List and Briefly discuss Organizational Behavior Concepts Identified**

Notably, one organizational behavior concept identified is leadership skills, teamwork and supervision skills, client reactions and relations, development, and openness. Moreover, the identified concepts and traits help an employee in relating and delivering on the set KPIs and personal goals.

1. **Implications for Organizational Behavior from an Employee and Management Perspective**

 An implication from a management perspective is the advantages of positive team norms and traits in achieving organizations objectives. Besides, in relation to organizational behavior, identifying team norms as an employee helps an employee focus and deliver on his set goals and objectives, a factor that enhances service delivery.