

Your Locus of Control

Below are five statements. In the blank beside each statement, assign 1 to 5 points based on your agreement with the statement:

Agree		Neutral		Disagree
5	4	3	2	1

- _____ 1. Getting ahead in life is a matter of hard work, rather than being in the right place at the right time.
- _____ 2. I determine what I do and say, rather than allowing people and situations to upset me and affect how I behave.
- _____ 3. Getting a raise and promotion is based on hard work, rather than who you know.
- _____ 4. I, rather than other people and situations, determine what happens to my life.
- _____ 5. Students earn their grades; teachers don't determine students' grades.
- _____ Total. Add the five numbers (1–5). Below, place an X on the continuum that represents your score:

Externalizer 5 ----- 10 ----- 15 ----- 20 ----- 25 Internalizer

The lower your score, the greater is your belief that you are controlled by external sources such as fate, chance, other people, or environmental situations. The higher your score, the greater is your belief that you are in control of your destiny.

There is no right or wrong score, and a simple five-question instrument may not be totally accurate, but it should be helpful. If you disagree with the score, review the questions and think about why you selected the answers.

Locus of control is a continuum representing one's belief as to whether external or internal forces control one's destiny. People with an external locus of control (externalizers) believe that they have little control over their performance and are closed to new experiences. Internalizers believe they are in control and are open to new experiences to improve performance. ¹¹

Do you believe that you determine your own career success? The message that you need to have an internal locus of control cannot be overstated; it determines your level of satisfaction with self, your stress level, and your career path. Thus, it is absolutely significant that you embrace the message that you control your own destiny.

If you believe that if you try hard, it doesn't matter, that you cannot be successful, you will most likely be unhappy, give up easily, and not have a successful career. Successful people know that they are in control of their lives and they are happy and successful because they work at it. Successful people have lots of failures, but they keep trying. Internal locus of control can be changed.

/// Self-Assessment Exercise 2-2 ///

Your Big Five Personality Profile

There are no right or wrong answers, so by being honest you can really increase your self-awareness. We suggest doing this exercise in pencil or making a copy before you write on it. We will explain why later.

Identify each of the 25 statements according to how accurately they describe you. Place a number from 1 to 7 on the line before each statement.

Like me	Somewhat like me					Not like me	
7	6	5	4	3	2	1	

- _____ 1. I step forward and take charge in leaderless situations.
- _____ 2. I am concerned about getting along well with others.
- _____ 3. I have good self-control; I don't get emotional and get angry and yell.
- _____ 4. I'm dependable; when I say I will do something, it's done well and on time.
- _____ 5. I try to do things differently to improve my performance.
- _____ 6. I enjoy competing and winning; losing bothers me.
- _____ 7. I enjoy having lots of friends and going to parties.
- _____ 8. I perform well under pressure.
- _____ 9. I work hard to be successful.
- _____ 10. I go to new places and enjoy traveling.
- _____ 11. I am outgoing and willing to confront people when in conflict.
- _____ 12. I try to see things from other people's points of view.
- _____ 13. I am an optimistic person who sees the positive side of situations (the cup is half full).
- _____ 14. I am a well-organized person.
- _____ 15. When I go to a new restaurant, I order foods I haven't tried.
- _____ 16. I want to climb the corporate ladder to as high a level of management as I can.
- _____ 17. I want other people to like me and to be viewed as very friendly.
- _____ 18. I give people lots of praise and encouragement; I don't put people down and criticize.
- _____ 19. I conform by following the rules of an organization.
- _____ 20. I volunteer to be the first to learn or do new tasks at work.
- _____ 21. I try to influence other people to get my way.
- _____ 22. I enjoy working with others more than working alone.
- _____ 23. I view myself as being relaxed and secure, rather than nervous and insecure.
- _____ 24. I am considered credible because I do a good job and come through for people.
- _____ 25. When people suggest doing things differently, I support them and help bring about change; I don't make statements such as, "It will not work," "We never did it before," "Who else did it?" or "We can't do it."

The columns in the chart below represent specific personality dimensions. To determine *your personality profile*, (1) place the number (1-7) that represents your score for each statement, (2) total each column (5-35), and (3) make a bar chart by marking the total scores on the vertical bars.

Surgency		Agreeableness		Adjustment		Conscientiousness		Openness to experience	
_____ 1.	25	_____ 2.	25	_____ 3.	25	_____ 4.	25	_____ 5.	25
_____ 6.	20	_____ 7.	20	_____ 8.	20	_____ 9.	20	_____ 10.	20
_____ 11.	15	_____ 12.	15	_____ 13.	15	_____ 14.	15	_____ 15.	15
_____ 16.	10	_____ 17.	10	_____ 18.	10	_____ 19.	10	_____ 20.	10
_____ 21.	5	_____ 22.	5	_____ 23.	5	_____ 24.	5	_____ 25.	5
_____ Total Bar		_____ Total Bar		_____ Total Bar		_____ Total Bar		_____ Total Bar	

The higher the total number, the stronger is the personality dimension that describes your personality. What are your strongest and weakest dimensions? Continue reading the chapter to find out the specifics of your personality in each of the five dimensions.

The Myers-Briggs Type Indicator (MBTI)

Our fourth, and most complex, personality classification method is the Myers-Briggs Type Indicator (MBTI). The MBTI model of personality identifies your personality preferences. It is based on your four preferences (or inclinations) for certain ways of thinking and behaving.¹⁸ Complete Self-Assessment Exercise 2-3 to determine your MBTI personality preference.

Self-Assessment Exercise 2-3

Your MBTI Personality Preference

Classify yourself on each of the four preferences by selecting the one statement that best describes you:

1. *Where you focus your attention*—**Extrovert or Introvert**

- I'm outgoing and prefer to deal with people, things, situations, the outer world. (E)
- I'm shy and prefer to deal with ideas, information, explanations, or beliefs, the inner world. (I)

2. *How you take in information*—**Sensing or Intuitive**

- I prefer facts to have clarity, to describe what I sense with a focus on the present. (S)
- I prefer to deal with ideas, look into unknown possibilities with a focus on the future. (N)

3. *How you make decisions*—**Thinking or Feeling**

- I prefer to make decisions based on objective logic, using an analytic and detached approach. (T)
- I prefer to make decisions using values and/or personal beliefs, with a concern for others. (F)

4. *How you prefer to organize your life*—**Judging or Perceiving**

- I prefer my life to be planned, stable, and organized. (J)
- I prefer to go with the flow, to maintain flexibility and to respond to things as they arise. (P)

Place the four letters of preferences here _____

There are 16 combinations, or personality preferences, often presented in the form of a table. Remember, this indicates preferences only. You may also use the other traits that you did not select.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Completing Self-Assessment Exercise 2-3 gives you an idea of the types of questions included in the MBTI. There are actually multiple forms of the MBTI for various uses. For more information on the MBTI, and to complete a more detailed assessment, for a fee visit its Web site at www.myersbriggs.org. Think about your friends and family and the people you work with. What MBTI type are they? How can you improve your human relations with them based on the MBTI?

Your Stress Personality Type

Below are 20 statements. Identify how frequently each item applies to you.

(5) Usually (4) Often (3) Occasionally (2) Seldom (1) Rarely

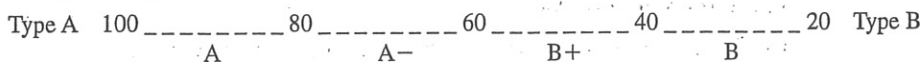
Place the number 1, 2, 3, 4, or 5 on the line before each statement.

- _____ 1. I work at a fast pace.
- _____ 2. I work on days off.
- _____ 3. I set short deadlines for myself.
- _____ 4. I enjoy work/school more than other activities.
- _____ 5. I talk and walk fast.
- _____ 6. I set high standards for myself and work hard to meet them.
- _____ 7. I enjoy competition, I work/play to win; I do not like to lose.
- _____ 8. I skip lunch or eat it fast when there is work to do.
- _____ 9. I'm in a hurry.
- _____ 10. I do more than one thing at a time.
- _____ 11. I'm angry and upset.
- _____ 12. I get nervous or anxious when I have to wait.
- _____ 13. I measure progress in terms of time and performance.
- _____ 14. I push myself to the point of getting tired.
- _____ 15. I take on more work when I already have plenty to do.
- _____ 16. I take criticism as a personal put-down of my ability.
- _____ 17. I try to outperform my coworkers/classmates.
- _____ 18. I get upset when my routine has to be changed.

(continued)

- _____ 19. I consistently try to get more done in less time.
- _____ 20. I compare my accomplishments with those of others who are highly productive.

Total. Add up the numbers (1-5) you have for all 20 items. Your score will range from 20 to 100. Below place an X on the continuum that represents your score.



The higher your score, the more characteristic you are of the Type A stress personality. The lower your score, the more characteristic you are of the Type B stress personality. An explanation of these two stress personality types follows.

WORK APPLICATION 2-3

What was your stress personality type score and letter? Should you work at changing your personality type? Explain why or why not. Will you change?

Personality Type The degree to which stressors affect us is caused, in part, by our personality type. Since stress comes from within the things we do, it can cause us stress. As noted earlier, there are Type A and Type B personalities. The 20 statements of Self-Assessment Exercise 2-4 relate to these personality types. People with Type A personalities have more stress than people with Type B personalities. If you scored 60 or above, you have a Type A personality and could end up with some of the problems associated with stress.

- **Organizational Climate.** The amount of cooperation, the level of motivation, and the overall morale in an organization affect stress levels. The more positive the organizational climate and work culture, the less stress there is.
- **Management Behavior.** Calm, participative management styles produce less stress. Tight control through autocratic management tends to create more stress. Some bosses use awful behavior; some are even abusive and have caused stress to the point of driving employees to quit their jobs.
- **Degree of Job Satisfaction.** People who enjoy their jobs and derive satisfaction from them handle stress better than those who do not. In some cases, a change of jobs is a wise move that can lower or get rid of one of your stressors.

Your Learning Style

Below are 10 statements. For each statement distribute 5 points between the A and B alternatives. If the A statement is very characteristic of you and the B statement is not, place a 5 on the _____ A. line and a 0 on the _____ B. line. If the A statement is characteristic of you and the B statement is occasionally or somewhat characteristic of you, place a 4 on the _____ A. line and a 1 on the _____ B. line. If both statements are characteristic of you, place a 3 on the line that is more characteristic of you and a 2 on the line that is less characteristic of you. Be sure to distribute 5 points between each A and B alternative for each of the 10 statements. When distributing the 5 points, try to recall recent situations on the job or in school.

1. When learning:

- _____ A. I watch and listen.
 _____ B. I get involved and participate.

2. When learning:

- _____ A. I rely on my hunches and feelings.
 _____ B. I rely on logical and rational thinking.

3. When making decisions:

- _____ A. I take my time.
 _____ B. I make them quickly.

4. When making decisions:

- _____ A. I rely on my gut feelings about the best alternative course of action.
 _____ B. I rely on a logical analysis of the situation.

5. When doing things:

- _____ A. I am careful.
 _____ B. I am practical.

6. When doing things:

- _____ A. I have strong feelings and reactions.
 _____ B. I reason things out.

7. I would describe myself in the following way:

- _____ A. I am a reflective person.
 _____ B. I am an active person.

8. I would describe myself in the following way:

- _____ A. I am influenced by my emotions.
 _____ B. I am influenced by my thoughts.

9. When interacting in small groups:

- _____ A. I listen, watch, and get involved slowly.
 _____ B. I am quick to get involved.

10. When interacting in small groups:

- _____ A. I express what I am feeling.
 _____ B. I say what I am thinking.

Scoring: Place your answer numbers (0-5) on the lines below. Then add the numbers in each column vertically. Each of the four columns should have a total number between 0 and 25. The total of the two A and B columns should equal 25.

	1. _____ A. _____ B.	(5)	2. _____ A. _____ B.	(5)
	3. _____ A. _____ B.	(5)	4. _____ A. _____ B.	(5)
	5. _____ A. _____ B.	(5)	6. _____ A. _____ B.	(5)
	7. _____ A. _____ B.	(5)	8. _____ A. _____ B.	(5)
	9. _____ A. _____ B.	(5)	10. _____ A. _____ B.	(5)
Totals	_____ A. _____ B.	(25)	_____ A. _____ B.	(25)
Style	Observing Doing		Feeling Thinking	

There is no best or right learning style; each of the four learning styles has its pros and cons. The more evenly distributed your scores are between the A's and B's, the more flexible you are at changing styles. Understanding your preferred learning style can help you get the most from your learning experiences.

Determining your preferred learning style: The five odd-numbered A statements refer to your self-description as being "observing," and the five odd-numbered B statements refer to your self-description as "doing." The column with the highest number is your preferred style of learning. Write it below:

I described myself as preferring to learn by _____.

The five even-numbered A statements refer to your self-description as being a "feeling" person, and the five even-numbered B statements refer to your self-description as being a "thinking" person. The column with the highest number is your preferred style. Write it below:

I described myself as preferring to learn by _____.

Putting the two preferences together gives you your preferred dimension of learning. Check it off below:

- _____ **Accommodator** (combines doing and feeling).
 _____ **Diverger** (combines observing and feeling).
 _____ **Converger** (combines doing and thinking).
 _____ **Assimilator** (combines observing and thinking).

/// Self-Assessment Exercise 3-1 ///

Your Management Attitudes

Circle the letter that best describes what you would actually do as a supervisor. There are no right or wrong answers.

- | Usually (U) | Frequently (F) | Occasionally (O) | Seldom (S) | |
|-------------|----------------|------------------|------------|---|
| U | F | O | S | 1. I would set the objectives for my department alone (rather than include employee input). |
| U | F | O | S | 2. I would allow employees to develop their own plans (rather than develop them for them). |
| U | F | O | S | 3. I would delegate several tasks I enjoy doing (rather than doing them myself). |
| U | F | O | S | 4. I would allow employees to make decisions (rather than make them for employees). |
| U | F | O | S | 5. I would recruit and select new employees alone (rather than include employees' input). |
| U | F | O | S | 6. I would train new employees myself (rather than have employees do it). |
| U | F | O | S | 7. I would tell employees what they need to know (rather than everything I know). |
| U | F | O | S | 8. I would spend time praising and recognizing my employees' work efforts (rather than not do it). |
| U | F | O | S | 9. I would set several (rather than few) controls to ensure that objectives are met. |
| U | F | O | S | 10. I would closely supervise my employees (rather than leave them on their own) to ensure that they are working. |

To better understand your own attitudes toward human nature, score your answers. For items 1, 5, 6, 7, 9, and 10, give yourself 1 point for each usually (U) answer; 2 points for each frequently (F) answer; 3 points for each occasionally (O) answer; and 4 points for each seldom (S) answer. For items 2, 3, 4, and 8, give yourself 1 point for each seldom (S) answer; 2 points for each occasionally (O) answer; 3 points for each frequently (F) answer; and 4 points for each usually (U) answer. Total all points. Your score should be between 10 and 40. Place your score here _____. Theory X and Theory Y are on opposite ends of a continuum. Most people's attitudes fall somewhere between the two extremes. Place an X on the continuum below at the point that represents your score.

Theory X 10 ----- 20 ----- 30 ----- 40 Theory Y

The lower your score, the stronger the Theory X attitude; the higher your score, the stronger the Theory Y attitude. A score of 10 to 19 could be considered a Theory X attitude. A score of 31 to 40 could be considered a Theory Y attitude. A score of 20 to 30 could be considered balanced between the two theories. Your score may not accurately measure how you would behave in an actual job; however, it should help you understand your own attitudes toward people at work.

Learning Outcome 3-2

Describe how to change your attitudes.

Changing Attitudes

Complete Self-Assessment Exercise 3-2. Determine your own job attitude.

/// Self-Assessment Exercise 3-2 ///

Your Job Attitude

For each of the 10 statements below, identify how often each describes your behavior at work. Place a number from 1 to 5 next to each of the 10 statements.

(5) Always (4) Usually (3) Frequently (2) Occasionally (1) Seldom

- 1. I smile and am friendly and courteous to everyone at work.
2. I make positive, rather than negative, comments at work.

/// Self-Assessment Exercise 3-2 /// (continued)

- 3. When my boss asks me to do extra work, I accept it cheerfully.
4. I avoid making excuses, passing the buck, or blaming others when things go wrong.
5. I am an active self-starter at getting work done.
6. I avoid spreading rumors and gossip among employees.
7. I am a team player willing to make personal sacrifices for the good of the work group.
8. I accept criticism gracefully and make the necessary changes.
9. I lift coworkers' spirits and bring them up emotionally.
10. If I were to ask my boss and coworkers to answer the nine questions for me, they would put the same answers that I did.
Total: Add up the 10 numbers.

Interpreting your score. You can think of your job attitude as being on a continuum from positive to negative. Place an X on the continuum below at the point that represents your score.

Negative attitude 10 - - - - - 20 - - - - - 30 - - - - - 40 - - - - - 50 Positive attitude

Generally, the higher your score, the more positive your job attitude is. You may want to have your boss and trusted coworkers answer the first nine questions, as suggested in question 10, to determine if their perception of your job attitude is the same as your perception.

/// Self-Assessment Exercise 3-3 ///

Your Personal Values

Below are 16 items. Rate how important each one is to you on a scale of 0 (not important) to 100 (very important). Write a number from 0 to 100 on the line to the left of each item.

Not important	Somewhat important						Very important			
0	10	20	30	40	50	60	70	80	90	100

/// Self-Assessment Exercise 3-3 /// (continued)

- _____ 10. Nice cars, clothes, home, etc.
- _____ 11. Spending time with family.
- _____ 12. Having several close friends.
- _____ 13. Volunteer work for not-for-profit organizations such as the cancer society.
- _____ 14. Meditation, quiet time to think, pray, etc.
- _____ 15. A healthy, balanced diet.
- _____ 16. Educational reading, self-improvement programs, etc.

Below, transfer the numbers for each of the 16 items to the appropriate column; then add the two numbers in each column.

	Professional	Financial	Family	Social
	1. _____	2. _____	3. _____	4. _____
	9. _____	10. _____	11. _____	12. _____
Totals	_____	_____	_____	_____
	Community	Spiritual	Physical	Intellectual
	5. _____	6. _____	7. _____	8. _____
	13. _____	14. _____	15. _____	16. _____
Totals	_____	_____	_____	_____

The higher the total in any area, the higher the value you place on that particular area. The closer the numbers are in all eight areas, the more well-rounded you are.

Think about the time and effort you put forth in your top three values. Is it sufficient to allow you to achieve the level of success you want in each area? If not, what can you do to change? Is there any area in which you feel you should have a higher value total? If yes, which one? What can you do to change?

How Ethical Is Your Behavior?

For this exercise, you will be using the same set of statements twice. The first time you answer them, focus on your own behavior and the frequency with which you use it. On the line before the question number, place the number from 1 (frequently) to 4 (never) that represents how often you have done the behavior in the past, do the behavior now, or would do the behavior if you had the chance. These numbers will allow you to determine your level of ethics. You can be honest without fear of having to tell others your score in class. *Sharing ethics scores is not part of the exercise.*

Frequently			Never
1	2	3	4

The second time you use the statements, focus on other people in an organization with whom you work or have worked. Place an O on the line after the number if you have observed someone doing this behavior. Also place an R on the line if you have reported (blown the whistle on) this behavior either within the organization or externally.

O ——— Observed R ——— Reported

1-4 O, R

College

- _____ 1. _____ Cheating on homework assignments.
- _____ 2. _____ Cheating on exams.
- _____ 3. _____ Passing in papers that were completed by someone else as your own work.

Job

- _____ 4. _____ Lying to others to get what you want or to stay out of trouble.
- _____ 5. _____ Coming to work late, leaving work early, or taking long breaks or lunches and getting paid for it.
- _____ 6. _____ Socializing, goofing off, or doing personal work rather than doing the work that should be done and getting paid for it.
- _____ 7. _____ Calling in sick to get a day off when you are not sick.
- _____ 8. _____ Using the organization's phone, computer, Internet, copier, mail, car, etc. for personal use.
- _____ 9. _____ Taking home company tools or equipment without permission for personal use and returning the items.
- _____ 10. _____ Taking home organizational supplies or merchandise and keeping the items.
- _____ 11. _____ Giving company supplies or merchandise to friends or allowing them to take the items without saying anything.
- _____ 12. _____ Putting in for reimbursement for meals and travel or other expenses that weren't actually eaten or taken.
- _____ 13. _____ Taking your spouse or friends out to eat or on a business trip and charging it to the organizational expense account.
- _____ 14. _____ Accepting gifts from customers or suppliers in exchange for giving them business.
- _____ 15. _____ Cheating on your taxes.
- _____ 16. _____ Misleading customers, such as promising short delivery dates, to make a sale.
- _____ 17. _____ Misleading competitors, such as pretending to be a customer or supplier, to get information to use to compete against them.
- _____ 18. _____ Planting false information to enhance your chances of getting reelected.
- _____ 19. _____ Selling a customer more product than the customer needs just to get the commission.
- _____ 20. _____ Spreading false rumors about coworkers or competitors to make yourself look better for advancement or to make more sales.
- _____ 21. _____ Lying for your boss when asked or told to do so.
- _____ 22. _____ Deleting information that makes you look bad or changing information to look better than the actual results.

(continued)

/// Self-Assessment Exercise 3-4 /// (continued)

1-4 O, R

- _____ 23. _____ Being pressured, or pressuring others, to sign off on documents that contain false information.
- _____ 24. _____ Being pressured to sign off on documents you haven't read, knowing they may contain information or decisions that may be considered inappropriate, or pressuring others to do so.
- _____ 25. _____ If you were to give this assessment to a person with whom you work and with whom you do not get along very well, would she or he agree with your answers? Use 4 (yes) or 1 (no). Place the appropriate number on the line before the number 25. (No O or R responses are necessary for this question.)

Other Unethical Behavior: On the lines below, add other unethical behaviors you have observed. If you reported the behavior, write an R before the behavior.

26. _____
27. _____
28. _____

Note: This self-assessment is not meant to be a precise measure of your ethical behavior. It is designed to get you thinking about your behavior and that of others from an ethical perspective. There is no right or wrong score; however, each of these actions is considered unethical behavior in most organizations. Another ethical issue in this exercise is your honesty when rating the frequencies of your behavior. How honest were you?

Scoring: To determine your ethics score, add the numbers you recorded. Your total will be between 25 and 100. Place the number here _____ and on the continuum below place an X at the point that represents your score. The higher your score, the more ethical your behavior is; the lower your score, the less ethical your behavior is.

Unethical 25 - - - - 30 - - - - 40 - - - - 50 - - - - 60 - - - - 70 - - - - 80 - - - - 90 - - - - 100 Ethical

/// Self-Assessment Exercise 3-5 ///

Your Personality Profile and Ethics

Return to Self-Assessment Exercise 2-2, Your Big Five Personality Profile, on page 32 and place your personality profile scores below:

Surgency _____ Agreeableness _____ Adjustment _____ Conscientiousness _____ Openness to experience _____

Review the discussion of ethics above as it relates to your personality profile. How does your personality affect your ethical behavior? Which guides for ethical decisions will you use?

Which level of moral development have you attained? How can you improve?

/// Self-Assessment Exercise 3-5 /// (continued)

Which justifications have you used? How can you improve your ethical behavior by not using justifications?
