



# ENLIGHTEN EXERCISE #40

## Understanding My Political Style

Think about each question with respect to your own career interests, skills, values, expectations, aspirations, behaviors and goals. Although the questions may be challenging to answer, you must rate each question according to how strongly you agree or disagree using a 1 to 5 scale below.

**1. The Way to Get Ahead in My Organization Is To:**

Predominantly promote myself. Try to get to know influential executives and other key employees who can influence my career and sell my ideas, experiences and accomplishments to them.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

**2. The Way to Get Ahead in My Organization Is To:**

Predominantly promote other team members. Try to be seen as a team player and avoid being seen as too self-promoting.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

**3. The Way to Get Ahead in My Organization Is To:**

Minimize promoting myself or others. Try to let results sell themselves and refrain from marketing myself or other team members too much.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

**4. The Way to Get Ahead in My Organization Is To:**

Strategically promote myself and others. Try to build collaborative relationships with others and promote both my own and my team's efforts and accomplishments when appropriate.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

5. **The importance of creating and managing a good impression to enhance my career within the organization (example: how you behave, interact with others, etc.) is:**  
 Very important as learning how to successfully compete and manage organizational politics effectively is most important to ensure career success.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

6. **The importance of creating and managing a good impression to enhance my career within the organization (example: how you behave, interact with others, etc.) is:**  
 Important as being very strategic in knowing when to promote myself and developing key organizational relationships is most important to ensure career success.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

7. **The importance of creating and managing a good impression to enhance my career within the organization (example: how you behave, interact with others, etc.) is:**  
 Somewhat important as being seen as a collaborative team player who can work non-competitively and cooperatively with others is most important to ensure career success.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

8. **The importance of creating and managing a good impression to enhance my career within the organization (example: how you behave, interact with others, etc.) is:**  
 Not very important as my time and energy are better spent just doing my job to the best of my ability and generating results is most important to ensure career success.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

9. **The role that my immediate supervisor or manager plays in my career development, growth and movement in this organization is:**  
 Very important as having my supervisor or manager continuously promote and market my skills and accomplishments to upper management are essential for continued growth, visibility and upward mobility within the organization.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

10. **The role that my immediate supervisor or manager plays in my career development, growth and movement in this organization is:**  
 Important as long as my supervisor or manager are in a strategic organizational position and can do a great deal for me and I develop other important relationships to help my career.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
<b>Strongly Disagree</b>			<b>Strongly Agree</b>		<b>Strongly Disagree</b>			<b>Strongly Agree</b>	
1	2	3	4	5	1	2	3	4	5

- 11. The role that my immediate supervisor or manager plays in my career development, growth and movement in this organization is:**  
Somewhat important but being seen by others in the organization as a strong "team player" who consistently contributes to the overall effectiveness to our team and organization is even more important.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
<b>Strongly Disagree</b>			<b>Strongly Agree</b>		<b>Strongly Disagree</b>			<b>Strongly Agree</b>	
1	2	3	4	5	1	2	3	4	5

- 12. The role that my immediate supervisor or manager plays in my career development, growth and movement in this organization is:**  
Not very important as my expertise, knowledge and performance will always positively influence my career regardless of who is supervising or managing me.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
<b>Strongly Disagree</b>			<b>Strongly Agree</b>		<b>Strongly Disagree</b>			<b>Strongly Agree</b>	
1	2	3	4	5	1	2	3	4	5

- 13. The role that my peers, co-workers and colleagues play in my career development, growth and movement in this organization is:**  
Very important as collaborating with my peers and colleagues and being seen as a "team player" will provide me with the networking, honest feedback, support and assistance that is essential to ensure career success.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
<b>Strongly Disagree</b>			<b>Strongly Agree</b>		<b>Strongly Disagree</b>			<b>Strongly Agree</b>	
1	2	3	4	5	1	2	3	4	5

- 14. The role that my peers, co-workers and colleagues play in my career development, growth and movement in this organization is:**  
Somewhat important as my peers and colleagues are in the same competitive pool that I am in for potential recognition, reward, visibility and future promotion.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
<b>Strongly Disagree</b>			<b>Strongly Agree</b>		<b>Strongly Disagree</b>			<b>Strongly Agree</b>	
1	2	3	4	5	1	2	3	4	5

- 15. The role that my peers, co-workers and colleagues play in my career development, growth and movement in this organization is:**  
Important as some co-workers and colleagues can be more helpful than others to facilitate my career and these relationships are worth strategically enhancing.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
<b>Strongly Disagree</b>			<b>Strongly Agree</b>		<b>Strongly Disagree</b>			<b>Strongly Agree</b>	
1	2	3	4	5	1	2	3	4	5

**16. The role that my peers, co-workers and colleagues play in my career development, growth and movement in this organization is:**

Not very important as success in organizations depends more upon skills, intelligence and proven performance, rather than, influence or help from co-workers and colleagues.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

**17. My general belief and philosophy about organizational politics (example: managing, conflicts, alliances, deals, self-interests, territoriality, self-promotion, etc.) is:**

Competition is a natural part of organizations so it is important to understand the culture of the organization and to develop effective political skills to ensure career success.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

**18. My general belief and philosophy about organizational politics (example: managing conflict, alliances, deals, self-interests, territoriality, self-promotion, etc.) is:**

It is important to be strategic about when to compete and when to collaborate with others so seeking "win-win" solutions to problems is the best way to manage the inevitable political battles that are characteristic of all organizations.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

**19. My general belief and philosophy about organizational politics (example: managing conflict, alliances, deals, self-interests, territoriality, self-promotion, etc.) is:**

There should be a greater emphasis and focus on group, rather than, individual goals, efforts and accomplishments so being seen as a "team player" will enhance career success.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

**20. My general belief and philosophy about organizational politics (example: managing conflict, alliances, deals, self-interests, territoriality, self-promotion, etc.) is:**

If you are working hard and consistently producing quality work, you really won't need to market yourself or promote your accomplishments within the organization.

<i>The way it is now</i>					<i>The way I would like it to be</i>				
Strongly Disagree			Strongly Agree		Strongly Disagree			Strongly Agree	
1	2	3	4	5	1	2	3	4	5

## SCORING

Calculate total scores based on your answers to the questions above for each of the four **Career Stages**.

### PROMOTER POLITICAL STYLE ORIENTATION

<i>The way it is now</i>	<i>The way I would like it to be</i>
Questions 1 + 5 + 9 + 14 + 17	Questions 1 + 5 + 9 + 14 + 17
<b>Total</b>	<b>Total</b>

### STRATEGIST POLITICAL STYLE ORIENTATION

<i>The way it is now</i>	<i>The way I would like it to be</i>
Questions 4 + 6 + 10 + 15 + 18	Questions 4 + 6 + 10 + 15 + 18
<b>Total</b>	<b>Total</b>

### TEAM PLAYER POLITICAL STYLE ORIENTATION

<i>The way it is now</i>	<i>The way I would like it to be</i>
Questions 2 + 7 + 11 + 13 + 19	Questions 2 + 7 + 11 + 13 + 19
<b>Total</b>	<b>Total</b>

### INDEPENDENT PLAYER POLITICAL STYLE ORIENTATION

<i>The way it is now</i>	<i>The way I would like it to be</i>
Questions 3 + 8 + 12 + 16 + 20	Questions 3 + 8 + 12 + 16 + 20
<b>Total</b>	<b>Total</b>

## **UNDERSTANDING MY POLITICAL STYLE ORIENTATION**

### **PROMOTER**

With respect to impression management, this political style orientation can be described as taking credit for and marketing one's accomplishments more frequently than giving credit for and marketing the accomplishments of other team members within the organization. With respect to conflict management, these individuals demonstrate a greater tendency to seek one's own way, rather than, allowing others to have their way. Individuals with this political style typically seek a more competitive "win-lose" approach to effectively manage conflict and differences with others. These individuals tend to be tenacious and competitive in pursuit of individual, professional, career and organizational goals and objectives.

### **STRATEGIST**

With respect to impression management, this political style orientation can be described as taking credit for and marketing one's accomplishments and giving credit to other team members within the organization both to an equally high extent. With respect to conflict management, these individuals demonstrate an equally strong tendency to want their own way and allow others to have their own way. Individuals with this political style typically seek a collaborative "win-win" approach to effectively manage conflict and differences with others. These individuals strategically plan and orchestrate their career through initiating important organizational, professional and social relationships and developing critical skills, knowledge and abilities that are highly valued by the organization.

### **TEAM PLAYER**

With respect to impression management, this political style orientation can be described as taking credit for and marketing the accomplishments of other team members more frequently than a tendency to take credit for and marketing of one's own accomplishments within the organization. With respect to conflict management, these individuals demonstrate a greater tendency to allow others to have their own way, rather than, having their own way. Individuals with this style typically seek to compromise, or even accommodate, to effectively manage conflict and differences with others. This political orientation is common among individuals who are strongly motivated by their dedication and commitment to the overall goals and objectives of their team, group or organization.

### **INDEPENDENT PLAYER**

With respect to impression management, this political style orientation can be described as infrequently selling or marketing one's accomplishments or those of others within the organization. With respect to conflict management, these individuals are not inclined to strongly seek their own way or necessarily allow others to have their own way. Individuals with this style typically seek to avoid interpersonal confrontation, minimize escalation of interpersonal tensions and postpone dealing with threatening situations to effectively manage conflict and differences with others. These individuals typically rely on their demonstrated expertise, competence and proven accomplishments as their political base of power and influence within the organization. Their political philosophy might be characterized on focusing on doing high quality work, allowing expertise to "sell itself" and minimizing playing organizational politics and "games" with others.

## INTERPRETATION OF POLITICAL STYLE ORIENTATIONS

Which political style orientation has the highest score for *The Way it is Now?*

Which political style orientation has the highest score for *The Way I would like it To Be?*