

## Self-Assessment

What Are Your Power Bases?

### Chapter Resource

Please refer to section [Section 4.2 Politics and Influence](#) of *Conflict Management*.

### 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



## CONFLICT MANAGEMENT

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

### Scoring

This instrument examines the five bases of power. When you have finished the questionnaire, add up your score for each scale as follows:



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## CONFLICT MANAGEMENT

- Referent power(add up items 1–3)
- Expert power(add up items 4–6)
- Legitimate power(add up items 7–9)
- Reward power(add up items 10–12)
- Coercive power(add up items 13–15)

To interpret the scores, consider the following:

- A score of 3–6 points indicates a weak power base on a particular scale.
- A score of 7–11 points indicates a moderate power base on a particular scale.
- A score of 12–15 points indicates a strong power base on a particular scale.

On the basis of all of this, what does your power profile look like? Does this seem to be an accurate reflection of your actual situation? If you wished to change your power bases, which would you change? How would you try to change these bases?

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