

J/EAQ: Job/Environmental Analysis Questionnaire

Complete this Job/Environmental Analysis Questionnaire (J/EAQ) by determining the levels for each of the four environmental elements. Assign a rating (score from "1" to "5") to each of the two sub-elements and add together these two ratings (a total score from "2" to "10").

Intentionality [Internal Locus of Control] [Supply Element]

Intentionality Total Score: _____

Control (Formal Intentionality): The resources which you "own" in your job or has been officially assigned to and provided to you.

Control Score: _____

1 = No formal control: No consideration by any stakeholder group in this organization of extent to which I own or have legitimate right to claim any resources in this organization. No consideration of how my job and the work I do relates to mission and goals of this organization.

2 = Low level of formal control: Some discussion about my job but no formal assignment of control by any stakeholder group in this organization nor consideration of the alignment between my job and the mission and goals of the organization.

3 = Moderate level of formal control: Assignment to me of some formal control in my job by at least one stakeholder group in this organization and some consideration of the alignment between my job and the mission and goals of the organization.

4 = High level of formal control: Assignment of extensive formal control to me in my job and broad-based announcement of this control by at least one stakeholder group in organization, especially as my work relates to the mission of goals of the organization

5 = *Very high level of formal control*: Assignment of extensive formal control to me in my job by multiple stakeholder groups in this organization, broad based announcement of this extensive control and wide-spread discussion about and agreement regarding the appropriateness of this control as my work relates centrally to the mission and goals of this organization.

Patronage (Informal Intentionality): The resources to which I have access in my job that are officially “owned” by or assigned to others in the organization.

Patronage Score: _____

1 = *No informal patronage*: No expression or even apparent consideration of ways in which to support and donate resources to me in my job by any stakeholder group in this organization nor any consideration of how my work might assist the mission and goals of this organization

2 = *Low level of informal patronage*: Sporadic and isolated expression of desire to support and donate resources to me in my job by one or more stakeholder groups in this organization, with very little consideration regarding how my work relates to the mission and goals of this organization

3 = *Moderate level of informal patronage*: Fairly widespread and public expression of desire to support and actually donate resources or temporary allocation of resources to me in my job by one or more stakeholder groups in organization, this support being related to the way in which my work might align with the mission and goals of this organization

4 = *High level of informal patronage*: Widespread donation of resources or long-term allocation of resources to me in my job by many stakeholder groups in this organization, based on clear recognition that my work is important in sustaining the mission and achieving the goals set by this organization.

5 = *Very high level of informal patronage*: Powerful and even over-whelming donation of resources or allocation of extensive resources for an indeterminate time (“as long as these resources are needed”) to me in my job by many stakeholder groups in this organization,

the assumption being that my work is critical in sustaining the mission and achieving the goals set by this organization.

Responsibility [External Locus of Control] [Demand Element]

Responsibility Total Score: _____

Accountability (Formal Responsibility): The designated and assigned outcomes to which I am held accountable in my job.

Accountability Score: _____

1 = No formal accountability: No consideration by any stakeholder group in this organization regarding my accountability for achievement of specific outcomes, there being no connection of my job to the mission or goals of this organization.

2 = Low level of formal accountability: Some discussion but no formal assignment of accountability by any stakeholder group in this organization, there being very little attention to how my job aligns with the mission and goals of this organization.

3 = Moderate level of formal accountability: Assignment of some formal accountability by at least one stakeholder group in this organization, with some articulation of how my own work relates to sustaining the mission and achieving the goals of this organization.

4 = High level of formal accountability: Assignment of formal accountability and broad-based announcement of this accountability by multiple stakeholder groups in this organization, this accountability being justified by the important role my work plays in sustaining the mission and achieving the goals of this organization.

5 = Very high level of formal accountability: Assignment of formal accountability by multiple stakeholder groups in this organization, broad based announcement of this accountability and wide-spread discussion about and agreement regarding the appropriateness of this accountability given the critical role my work plays in sustaining the mission and achieving the goals of this organization.

Hope (Informal Expectations): The often unacknowledged, but shared, expectations regarding my achievement of specific outcomes.

Hope Score: _____

1 = *No informal hope:* No expression or even apparent consideration of desired outcomes that I might achieve in my job by any stakeholder group in this organization.

2 = *Low level of informal hope:* Sporadic and isolated expression of desire regarding outcomes I might achieve by one or more stakeholder groups in this organization.

3 = *Moderate level of informal hope:* Fairly widespread and public expression of desire regarding outcomes I might achieve by one or more stakeholder groups in this organization, this desire being related to the mission and goals of this organization.

4 = *High level of informal hope:* Widespread public expression of desire regarding outcomes of this project by many stakeholder groups in this organization, their hopes residing in the recognition of important role I play in helping to sustain the mission and achieve the goals of this organization.

5 = *Very high level of informal hope:* Powerful and even over-riding desire throughout the organization that I will be successful – may even be an assumption (accurate or inaccurate) that future of organization rides on the outcomes I achieve in my work.

Enabling [Internal Locus of Control] [Demand Element]

Enabling Total Score: _____

Assisting (Tangible Enablement): The direct ways in which I can be of benefit to others in the organization and, more specifically, contribute to their success in sustaining the mission and achieving the goals of this organization.

Assisting Score: _____

1 = *No formal assistance.* No consideration by any stakeholder groups in this organization of extent to which I can be of benefit to others in the organization and, and, more specifically, contribute to their success in sustaining the mission and achieving the goals of this organization

2 = *Low level of formal enactment.* Some discussion about but no formal assessment of nor planning for ways in which I can be of benefit to others in the organization and, more specifically, contribute to their success in sustaining the mission and achieving the goals of this organization.

3 = *Moderate level of formal enactment.* Assessment of and even some planning for ways in which I can be of benefit to others in the organization and, more specifically, contribute to their success in sustaining the mission and achieving the goals of this organization.

4 = *High level of formal enactment.* Assessment of and systematic planning for ways in which I can be of benefit to others in this organization and, more specifically, contribute significantly to their success in sustaining the mission and achieving the goals of this organization.

5 = *Very high level of formal enactment.* Extensive assessment of and extensive planning for ways in which I can be of benefit to others in this organization and, more specifically, contribute critically to their success in sustaining the mission and achieving the goals of this organization

Encouragement (Intangible Influence): The indirect ways in which I can be a champion or ever-present "colleague" to others in the organization and, more specifically, encouraging their success in sustaining the mission and achieving the goals of this organization

Encouragement Score: _____

1 = *No informal encouragement:* No expression or even apparent consideration by any stakeholder group of ways in which I can be a champion or ever-present "colleague" to

others in the organization and, more specifically, no indication of ways I might support their attempts to be successful in sustaining the mission and achieving the goals of this organization

2 = *Low level of informal encouragement.* Sporadic and isolated instances of ways in which I can serve as a champion or ever-present “colleague” to other people in this organization, as well as little indication by any stakeholders of ways in which I might support the attempts of others to be successful in sustaining the mission and achieving the goals of this organization

3 = *Moderate level of informal encouragement.* Fairly frequent and public instances of my serving as a champion or ever-present “colleague” to other people in this organization along with some suggestions by stakeholders of ways I might support the attempts by others to be successful in sustaining the mission and achieving the goals of this organization.

4 = *High level of informal encouragement.* Widespread and readily documented instances of my serving as a champion or ever-present “colleague” to other people in this organization along with many suggestions by stakeholders of ways I might support the attempts by others to be successful in sustaining the mission and achieving the goals of this organization.

5 = *Very high level of informal encouragement.* Powerful and even over-riding commitment of Project Team and members of Project Team to serving as champions and ever-present “colleagues” to other people in this organization, with members of this organization always being encouraged to offer “a helping hand” to others in this organization as they attempt to be successful in sustaining the mission and achieving the goals of this organization.

Supported [External Locus of Control] [Supply Element]

Supported Total Score: _____

Investment (Tangible Support): The unwavering, specific and voluntary contributions of resources

from elsewhere in the organization to me as a result of shared commitment to specific organizational values, vision and purposes as well as sustaining the mission and achieving the goals of this organization.

Investment Score: _____

1 = *No formal investment*: No consideration by any stakeholder groups in this organization regarding a voluntary contribution of resources from elsewhere in the organization to me in my job and no discussion regarding the extent to which there is shared commitment to specific organizational values, vision or purposes.

2 = *Low level of formal investment*. Some discussion about shared commitments, but no formal, voluntary contribution of resources from elsewhere in this organization to me in my job, and no recognition of ways in which I help to sustain the mission and contribute to the goals of this organization.

3 = *Moderate level of formal investment*. Some formal, tangible and voluntary contribution of resources from elsewhere in this organization to me in my job, based at least in part on shared commitment to specific organizational values, vision or purposes and recognition that my work is helping the organization sustain its mission and achieve its goals.

4 = *High level of formal investment*. Substantial voluntary contribution of resources from elsewhere in the organization to me in my job, based on a clearly articulated sense that there is a shared commitment to specific organizational values, vision and/or purposes and that my work is important to the organization in sustaining its mission and achieving its goals.

5 = *Very high level of formal investment*. Extensive voluntary contribution of resources from many sources elsewhere in this organization to the Project Team that is directly related to clearly articulated and shared sense of organizational values, vision and purposes., with people in this organization being willing to give whatever they have and to even sacrifice whatever it takes to make my work successfully performed in sustaining the mission of this organization and achieving its goals..

Encouragement (Intangible Support): The sustained and honest best wishes of other stakeholder groups in this organization for my success on the job based on shared commitment to specific organizational values, vision and purposes and to the role I can play in sustaining the mission and helping to achieve the goals of this organization.

Encouragement Score: _____

1 = *No informal encouragement.* No expression of good will by any stakeholder groups in the organization for my job-related success nor any discussion, even informally, by any stakeholder groups regarding shared organizational values, vision and purposes.

2 = *Low level of informal encouragement.* Sporadic and isolated expression of good will by some stakeholder groups in this organization regarding my job-related success; with minimal discussion if any regarding shared organizational values, vision and purposes.

3 = *Moderate level of informal encouragement.* Fairly widespread and public expression of good will by stakeholder groups in this organization regarding my job-related success,, often accompanied by some discussion regarding shared organizational values, vision and purposes and recognition of how my work contributes to the sustained mission and achieved goals of this organization.

4 = *High level of informal encouragement.* Widespread expression of good will by many stakeholder groups in this organization regarding my job-related success, this informal support being based explicitly on recognition of shared organizational values, vision and purposes and the significant role I play in helping this organization sustain its mission and achieve its goals.

5 = *Very high level of informal encouragement.* Powerful and very broad-based expression of good will by most stakeholder groups in this organization regarding my job-related, as well as wide-ranging and frequent discussions regarding shared organizational values, vision and purposes, with everyone wishing, whole-heartedly, that I will contribute in a major way to sustaining the mission and achieving the goals of this organization..