

LEADERSHIP STYLES

Leadership Styles Questionnaire

PART ONE



INTRODUCTION

This questionnaire will help you assess the styles of leadership you use. It lists several ways in which you might act towards people and asks you to reflect on how often you act in each of these ways. It also allows you to collect feedback from others on how often they perceive you using these behaviours.

INSTRUCTIONS

Listed below are many ways in which you might act towards people when discharging a leadership role. For each item, please indicate ***how often*** you think you act in this way.

None of these behaviours are good or bad in themselves. There are no 'right' or 'wrong' answers. You will get the most value from this process by being completely honest with yourself (or with the person you are giving feedback to). Do not spend too long considering your replies; your immediate spontaneous answer is likely to be most appropriate.

If you find it difficult to give just one answer to a question (perhaps because you act differently towards different people) we suggest that you give an 'average answer' which reflects your leadership behaviour in a range of situations.

When you have responded to all the statements, transfer your answers to the score sheet.

SCORING:

“WHEN I MANAGE / LEAD PEOPLE I TEND TO DO THE FOLLOWING:”

- “0” - Not at all (or “*not applicable*”)
- “1” - Rarely
- “2” - Sometimes, but not often
- “3” - Quite often
- “4” - Often
- “5” - Very often

0	1	2	3	4	5
Not at all	Rarely	Some- times, but not often	Quite often	Often	Very often

1. Demand prompt compliance with instructions

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2. Convey a clear picture of what I believe the future will look like for the organisation

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3. Build strong relationships with my people

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4. Encourage full participation in decision-making

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5. Set high standards for performance

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6. Help people identify their strengths and weaknesses

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7. Use my power to ensure that work is done to my satisfaction

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8. Appeal to the long-term interests of employees through sharing my ideas for the future

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9. Resolve conflicts between people to create greater trust

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10. Gather information from people to ensure that their expertise is utilised

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11. Insist on excellence from all and measure performance against this

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12. Discuss people's personal and career goals

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13. Confront poor performance with tough actions

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14. Motivate people by making it clear to them how their work fits in to the bigger picture

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15. Treat people as our greatest resource by communicating their value to them

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16. Promote consensus through participation

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17. Set an example of exceptional commitment and performance

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18. Encourage people to establish long-term career goals

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19. Let people know exactly what I expect from them

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20. Make sure that people understand that what they do matters and why

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21. Value individuals and their feelings by showing concern

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22. Let people have a say in any decisions which affect their goals or targets

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23. Replace poor performers if they do not respond to pressure

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24. Give regular constructive feedback

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25. Act decisively in crisis situations by giving clear instructions

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26. Ensure that people have a clear sense of direction and the freedom to

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innovate, experiment and take
calculated risks

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27. Build a sense of belonging through
positive feedback and personal support

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28. Allow people the flexibility to decide
how best to do their own work

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29. Persuade people to continuously
improve their performance

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30. Help people to reach their full potential
and promote self-development

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31. Keep people on their toes by making
the cost of failure clear to them

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32. Help people to align their contribution
with a compelling sense of
organisational strategy

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33. Share my own feelings with the people I
work with

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34. Listen carefully to people's concerns to
keep morale high

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35. Encourage people to do things better
and faster

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36. Coach people to succeed at challenging assignments

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37. Monitor people's commitment and give them a 'wake-up call' if their motivation is low

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38. Communicate persuasively to mobilise commitment

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39. Give people the freedom to do their work in the way they think is most effective

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40. Communicate the principle that everyone is equally important to our success

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41. Give performance feedback to enhance performance

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42. Identify development priorities and facilitate development plans with others

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**LEADERSHIP STYLES QUESTIONNAIRE
SCORE SHEET**

For each question, please transfer your score to the proper box below.

Then add up the totals for each column.

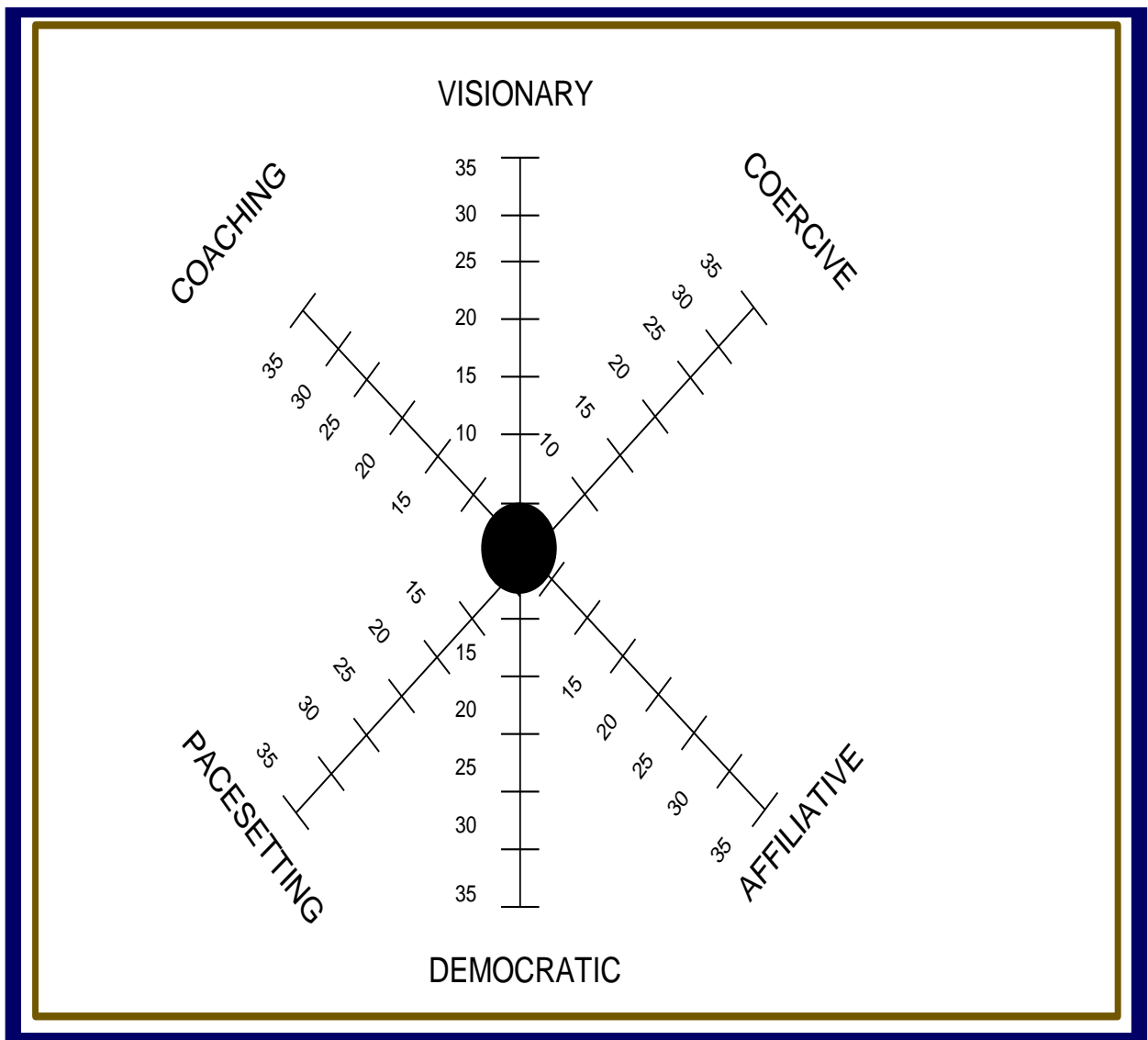
<i>Question</i>	<i>Your Score</i>	<i>Question</i>	<i>Your Score</i>	<i>Question</i>	<i>Your Score</i>	<i>Question</i>	<i>Your Score</i>	<i>Question</i>	<i>Your Score</i>	<i>Question</i>	<i>Your Score</i>
1		2		3		4		5		6	
7		8		9		10		11		12	
13		14		15		16		17		18	
19		20		21		22		23		24	
25		26		27		28		29		30	
31		32		33		34		35		36	
37		38		39		40		41		42	

TOTALS FOR EACH COLUMN:

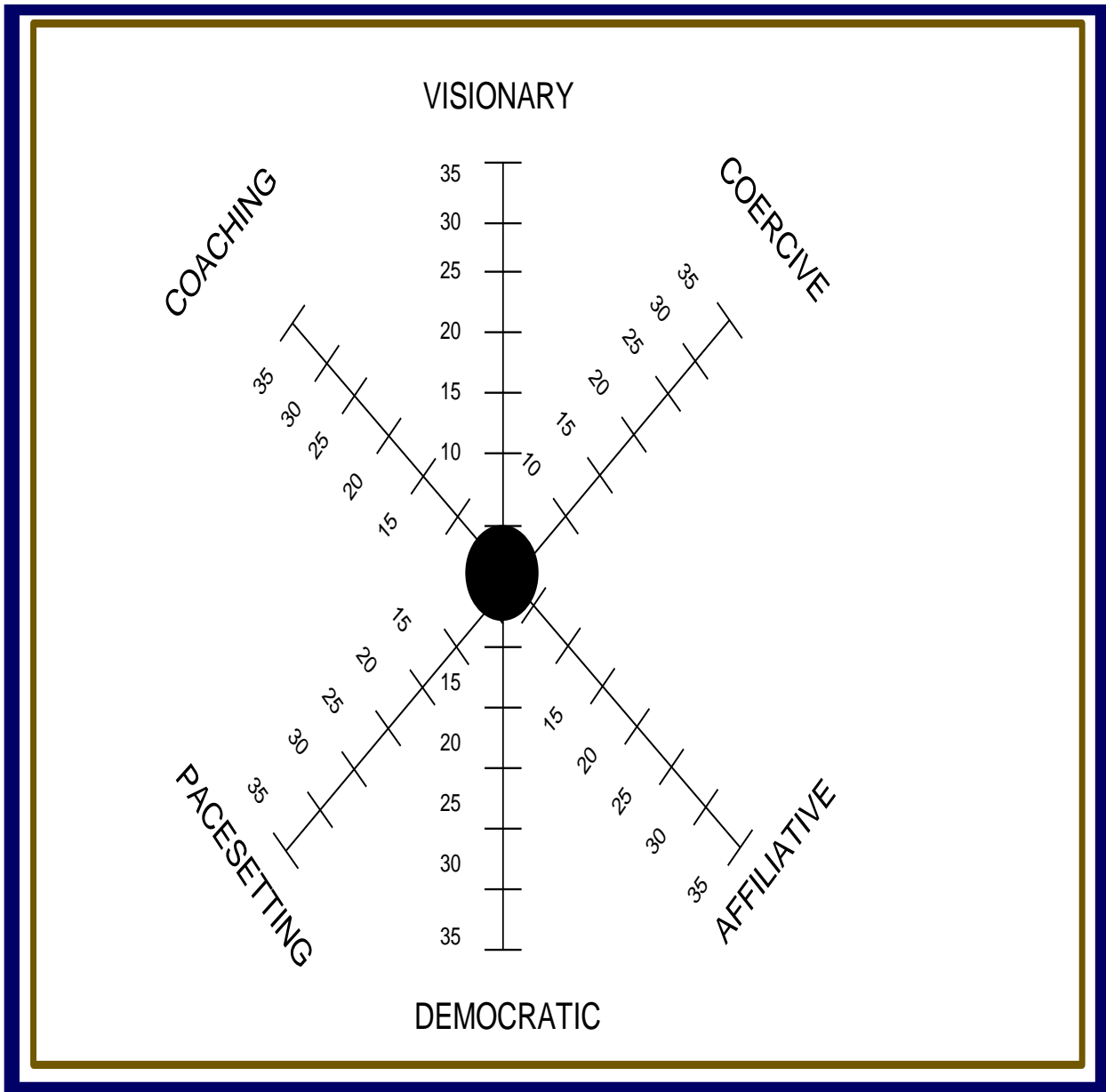
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YOUR LEADERSHIP FOOTPRINT

Each one of us has our own natural leadership style which reflects our instinctive approach to influencing others. Insight into this style can help us to be more effective leaders. Using the six styles, named by Goleman, which you have just assessed yourself against, plot your leadership style as a footprint on the radial diagram below:



Once you have drawn your footprint, use the second part of the survey to get feedback from people in your team (make copies of the other section) and compare how you see yourself with how others see you. Plot your self-perception in one colour and use other colours for how others see you.



NOTE: Back at work, you may ask your team members and your superior to rate you. For purposes of this activity we will ask your peers in the group to rate you. Follow the instructions from the facilitator.

COERCIVE

<i>The leader's modus operandi:</i>	<i>Demands immediate compliance</i>
<i>The style in a phrase:</i>	<i>"Do what I tell you"</i>
<i>Underlying emotional intelligence competencies:</i>	<i>Drive to achieve, initiative, self-control</i>
<i>When the style works best:</i>	<i>In a crisis, to kick start a turn-around, or with problem employees</i>
<i>Overall impact on climate:</i>	<i>Negative (especially if overused)</i>

VISIONARY

<i>The leader's modus operandi:</i>	<i>Mobilises people toward a vision (mission directed)</i>
<i>The style in a phrase:</i>	<i>"Come with me"</i>
<i>Underlying emotional intelligence competencies:</i>	<i>Self-confidence, empathy, change catalyst</i>
<i>When the style works best:</i>	<i>When changes require a new vision, or when a clear direction is needed</i>
<i>Overall impact on climate:</i>	<i>Most strongly positive</i>

AFFILIATIVE

<i>The leader's modus operandi:</i>	<i>Creates harmony and builds emotional bonds</i>
<i>The style in a phrase:</i>	<i>"People come first"</i>
<i>Underlying emotional intelligence competencies:</i>	<i>Empathy, building relationships, communication</i>
<i>When the style works best:</i>	<i>To heal rifts in a team or to motivate people during stressful circumstances</i>
<i>Overall impact on climate:</i>	<i>Positive</i>

DEMOCRATIC

<i>The leader's modus operandi:</i>	<i>Forges consensus through participation</i>
<i>The style in a phrase:</i>	<i>"What do you think?"</i>
<i>Underlying emotional intelligence competencies:</i>	<i>Collaboration, team leadership, communication</i>
<i>When the style works best:</i>	<i>To build buy-in or consensus, or to get input from valuable employees</i>
<i>Overall impact on climate:</i>	<i>Positive</i>

PACETIME

<i>The leader's modus operandi:</i>	<i>Sets high standards for performance</i>
<i>The style in a phrase:</i>	<i>"Do as I do, now"</i>
<i>Underlying emotional intelligence competencies:</i>	<i>Conscientiousness, drive to achieve, initiative</i>
<i>When the style works best:</i>	<i>To get quick results from a highly motivated and competent team</i>
<i>Overall impact on climate:</i>	<i>Negative</i>

COACHING

<i>The leader's modus operandi:</i>	<i>Develops people for the future</i>
<i>The style in a phrase:</i>	<i>"Try this"</i>
<i>Underlying emotional intelligence competencies:</i>	<i>Developing others, empathy, self-awareness</i>
<i>When the style works best:</i>	<i>To help an individual or team improve performance or develop long-term strengths</i>
<i>Overall impact on climate:</i>	<i>Positive</i>