



# **Lead Teams**

**Handout 15 – use for Question  
3D.**

**Leadership styles and  
questionnaire**

1. Complete the leadership style self assessment questionnaire. Score yourself. Plot yourself on the Footprint.
2. Review the Leadership Styles that you dealt with in your learner guide. Look at each member's profile of your team as a case study. Discuss the impact of each profile on the organisation. In analysing the impact, consider the pro's, cons and development areas of each profile in your group. Ensure that you acknowledge that each profile can contribute positively to your organisation.

Plot what you consider to be the ideal footprint for leadership in your organization at this specific time – in a different colour.

3. Answer the questions after the footprint.

**LEADERSHIP**

**STYLES**

# LEADERSHIP STYLES QUESTIONNAIRE

## PART ONE

**SELF**

## INTRODUCTION

This questionnaire has been designed to help you assess the styles of leadership you use. It lists a number of different 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 different 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). Don't 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 of 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

	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Not at all</b>	<b>Rarely</b>	<b>Some- times, but not often</b>	<b>Quite often</b>	<b>Often</b>	<b>Very often</b>
1. Demand prompt compliance with instructions						

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

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23. Replace poor performers if they don't 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 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. Assist 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

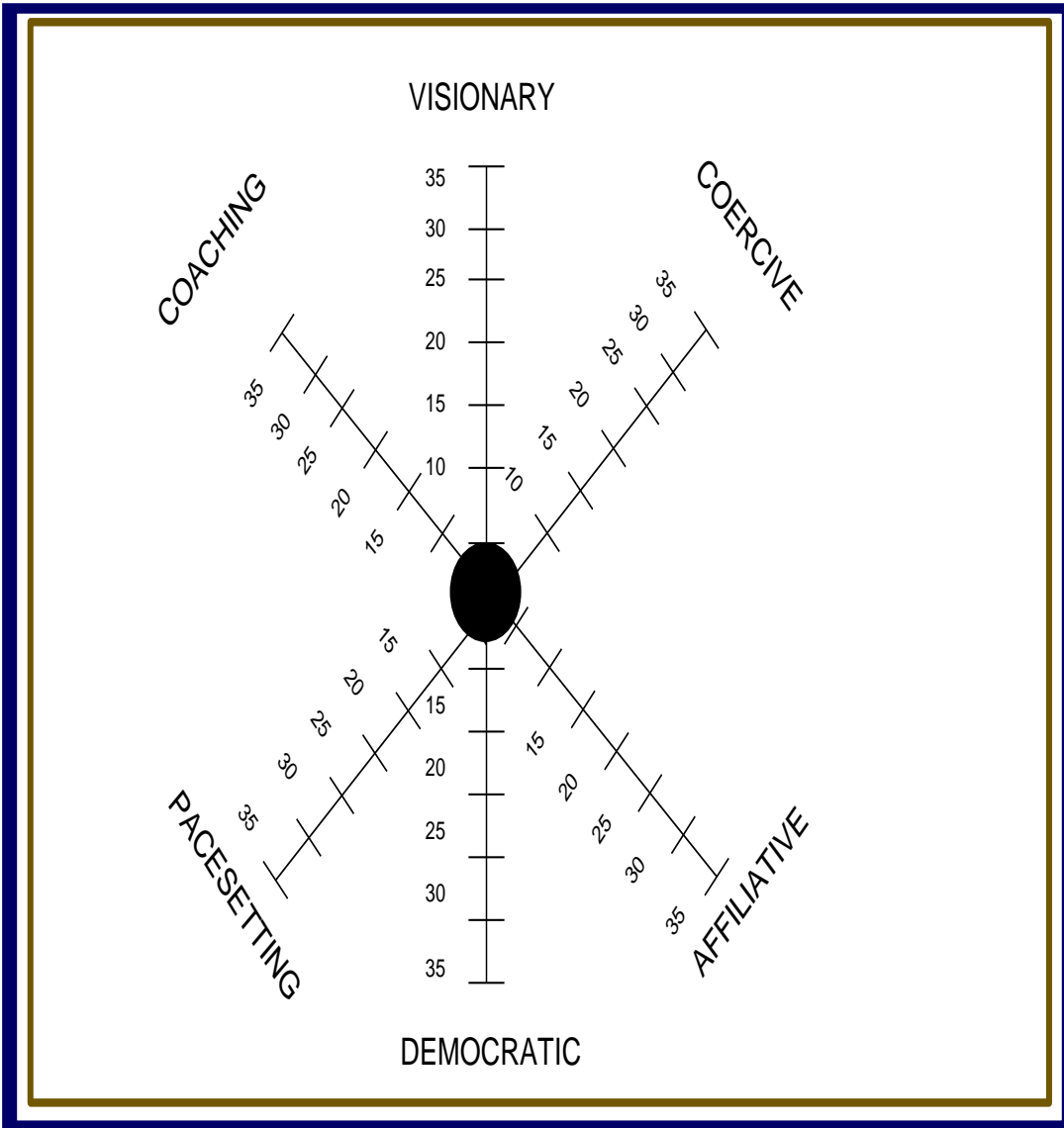
For each question, please transfer your score to the appropriate box below.

Then add up the totals for each column.

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

**TOTALS FOR EACH COLUMN:**

<b>COE</b>		<b>VIS</b>		<b>AFF</b>		<b>DEM</b>		<b>PAC</b>		<b>CO A</b>	
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Answer the following questions:

**What does this diagram tell us about our leadership style in the organisation?**

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**What is our particular strength (is it congruent to the preferred style)?**

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**What are the implications/impact of our weaknesses/the gap?**

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How can we improve our leadership effectiveness?

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