Leadership Styles Questionnaire

The following statements will help you assess your leadership style tendency. As you read each statement, try to think of typical situations and how you usually react.

Please use the following marking scale:

1.   to almost no extent
2.   to a slight extent
3.   to a moderate extent
4.   to a great extent
5.   to a very great extent

Try to answer the questions fairly quickly, without rushing your response.

1.	I check staff's work on a regular basis to assess their progress and learning.	1	2	3	4	5
2.	I hold periodic meetings to show support for company policy and mission.	1	2	3	4	5
3.	I appoint staff into task groups to action policies affecting them.	1	2	3	4	5
4.	I provide staff with clear responsibilities and allow them to decide how to accomplish them.	1	2	3	4	5
5.	I make sure staff are aware of, and understand, all company policies and procedures.	1	2	3	4	5
6.	I recognise staff's achievements with encouragement and support.	1	2	3	4	5
7.	I discuss any organisational or policy changes with staff prior to taking action.	1	2	3	4	5
8.	I discuss the organisation's strategic mission with staff.	1	2	3	4	5
9.	I demonstrate each task involved in doing the job.	1	2	3	4	5
10.	I meet with staff regularly to discuss their needs.	1	2	3	4	5

11. I avoid making judgements or premature evaluation of ideas or suggestions.　　1　2　3　4　5

12. I ask staff to think ahead and develop long-term plans for their areas.　　1　2　3　4　5

13. I set down performance standards for each aspect of my staff's job.　　1　2　3　4　5

14. I explain the benefits of achieving their work goals to staff.　　1　2　3　4　5

15. I rotate the role of team briefer among the staff.　　1　2　3　4　5

16. I emphasise the importance of quality but I allow my staff to establish the control standards.　　1　2　3　4　5

17. I have staff report back to me after completing each step of their work.　　1　2　3　4　5

18. I hold regular meetings to discuss work status.　　1　2　3　4　5

19. I provide staff with the time and resources to pursue their own developmental objectives.　　1　2　3　4　5

20. I expect staff to create their own goals and objectives and submit them to me in finished form.　　1　2　3　4　5

21. I try to assign work in small, easily controlled units.　　1　2　3　4　5

22. I focus on opportunities and not problems.　　1　2　3　4　5

23. I avoid evaluating problems and concerns as they are discussed.　　1　2　3　4　5

24. I ensure that information systems are timely and accurate and that information is fed directly to staff.　　1　2　3　4　5

Leadership Styles Score Sheet

In order to score the questionnaire, you have to group your responses into four categories in the grid below.

Step One

Look at the grid below. It is divided into four sections. Each section lists the statement numbers from the questionnaire.

Step Two

For each statement number, transfer the number you circled into the box.

For example if you circled 4 for statement 11, you would put 4 in the top left-hand box (next statement number).

Step Three

To calculate the total score for each section, add all the individual statement scores for each section together.

Statement Number	Statement Number
3	2
7	6
11	10
15	14
19	18
23	22

Statement Number	Statement Number
4	1
8	5
12	9
16	13
20	17
24	21

Step Four

Take your total scores from each box from step three and transfer them into the corresponding boxes.

Supporting	Coaching
Total=	Total=
Delegating	**Directing**
Total=	Total=

You may now find it useful to plot your scores on the following bar graph.

Score

30			
25			
20			
15			
10			
5			
0			

| Directing | Coaching | Supporting | Delegating |

Leaderships Styles Descriptions

Directing

- Provide detailed instructions
- Give staff specific goals and objectives
- Check frequently with staff to keep them on track
- Demonstrate the steps involved in doing the job

Coaching

- Represents management's position in a convincing manner
- Try to motivate with monetary and non-monetary rewards
- Sell staff in their own ability to do the job
- Praise staff for their good work
- Provide staff with a lot of feedback on how they are doing

Facilitating

- Involve staff in making the decisions which will affect their work
- Make staff feel free to ask questions and discuss important concerns
- Hold frequent tam of staff meetings
- Help staff locate and support their own developmental activities
- Listens to staff problems and concerns without criticising or judging

Delegating

- Delegate broad responsibilities to staff and expect them to handle the details.
- Expect staff to find and correct their own errors