



WHAT'S YOUR LEADERSHIP STYLE?

Directions

This questionnaire contains statements about leadership style beliefs. Next to each statement, circle the number that represents how strongly you feel about the statement by using the following scoring system:

- Almost Always True - 5
- Frequently True - 4
- Occasionally True - 3
- Seldom True - 2
- Almost Never True - 1

Be honest about your choices as there are no right or wrong answers - it is only for your own self-assessment.

		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
1.	I retain the final decision making authority within my team.	5	4	3	2	1
2.	When a decision must be taken, I include some team members in determining what to do and how to do it. However, I maintain the final decision making authority.	5	4	3	2	1
3.	My team and I always vote whenever a major decision has to be made.	5	4	3	2	1
4.	I do not consider suggestions made by my team, as I do not have the time for them.	5	4	3	2	1
5.	I ask for team ideas and input on upcoming plans and projects.	5	4	3	2	1
6.	For a major decision to pass in my team, it must have the approval of each individual or the majority.	5	4	3	2	1
7.	I tell my team what has to be done and how to do it.	5	4	3	2	1
8.	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my team's advice.	5	4	3	2	1

9.	To get information out, I send it by email, memos, or voice mail; very rarely is a meeting called. My team are then expected to act upon the information.	5	4	3	2	1
10.	When someone makes a mistake, I tell them not to ever do that again and make a note of it.	5	4	3	2	1
11.	I want to create an environment where the team take ownership of the project. I allow them to participate in the decision making process.	5	4	3	2	1
12.	I allow my team to determine what needs to be done and how to do it.	5	4	3	2	1
13.	New team members are not allowed to make any decisions unless I approve it first.	5	4	3	2	1
14.	I ask team members for their vision of where they see their jobs going and then use their vision where appropriate.	5	4	3	2	1
15.	My team know more about their jobs than me, so I allow them to carry out the decisions to do their job.	5	4	3	2	1
16.	When something goes wrong, I tell my team that a procedure is not working correctly and I establish a new one.	5	4	3	2	1
17.	I allow my team to set priorities with my guidance.	5	4	3	2	1
18.	I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1
19.	I closely monitor my team to ensure they are performing correctly.	5	4	3	2	1
20.	When there are differences in role expectations, I work with my team to resolve the differences.	5	4	3	2	1
21.	Each individual is responsible for defining their job.	5	4	3	2	1
22.	I like the power that my leadership position holds over subordinates.	5	4	3	2	1
23.	I like to use my leadership power to help subordinates or team members grow.	5	4	3	2	1
24.	I like to share my leadership power with my team.	5	4	3	2	1
25.	Team members must be directed or threatened with punishment to get them to achieve the organisational objectives.	5	4	3	2	1
26.	Team members will exercise self-direction if they are committed to the objectives.	5	4	3	2	1
27.	Team members have the right to determine their own organisational objectives.	5	4	3	2	1
28.	Team members seek mainly job security.	5	4	3	2	1
29.	Team members know how to use creativity and ingenuity to solve organisational problems.	5	4	3	2	1
30.	I allow my staff to lead themselves with little supervision from me.	5	4	3	2	1

Scoring Your Results

In the fill-in lines below, mark the score of each item on the questionnaire. For example, if you scored item one with a 3 [Occasionally], then enter a 3 next to Item One. When you have entered all the scores for each question, total each of the three columns.

Item	Score	Item	Score	Item	Score
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	_____
Total	_____	Total	_____	Total	_____
	<u>Authoritarian Style</u> (autocratic)		<u>Participative Style</u> (democratic)		<u>Delegative Style</u> (permissive)

Interpretation

This questionnaire is to help you assess what leadership style you normally operate out of. The lowest score possible for any stage is 10 (Almost never) while the highest score possible for any stage is 50 (Almost always). The highest of the three scores in the columns above indicate what style of leadership you normally use — Authoritarian, Participative, or Delegative. If your highest score is 40 or more, it is a strong indicator of your normal style.

The lowest of the three scores is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not operate out of this mode. If two of the scores are close to the same, you might be going through a transition phase, either personally or at work, except if you score high in both the participative and the delegative then you are probably a delegative leader.

If there is only a small difference between the three scores, then this indicates that you have no clear perception of the mode you operate out of, or you are a new leader and are trying to feel out the correct style for yourself.

About The Leadership Styles

Authoritative

This style is used when leaders tell their team members what they want done and how they want it accomplished, without getting the advice of their followers. Some of the appropriate conditions to use it are when you have all the information to solve the problem, you are short on time, and your team are well motivated.

Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not the authoritarian style, rather it is an abusive, unprofessional style called “bossing people around.” It has no place in a leader's repertoire.

The authoritarian style should normally only be used on rare occasions. If you have the time and want to gain more commitment and motivation from your team members, then you should use the participative style.

Participative/Democratic

This style involves the leader including one or more team members in the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness, rather it is a sign of strength that your team will respect.

This is normally used when you have part of the information, and your team members have other parts. A leader is not expected to know everything—this is why you employ knowledgeable and skillful employees. Using this style is of mutual benefit as it allows them to become part of the team and allows you to make better decisions.

Delegative

In this style, the leader allows the team members to make the decisions. However, the leader is still responsible for the decisions that are made. This is used when team members are able to analyze the situation and determine what needs to be done and how to do it. You cannot do everything! You must set priorities and delegate certain tasks.

This is not a style to use so that you can blame others when things go wrong, rather this is a style to be used when you fully trust and confidence in the people below you. Do not be afraid to use it, however, use it wisely!