Leadership Style 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, circle number.

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 organisation 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 organisation policies and procedures.   1 2 3 4 5

6. I recognise staff 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. Each section lists the statement numbers from the questionnaire.

For each statement number, transfer the number you circled into the corresponding box. Once completed total your score for each section, (add all the individual statement scores for each section together).

Statement Number (Facilitate)		Statement Number (Coach)	
Q 3		Q 2	
Q 7		Q 6	
Q 11		Q 10	
Q 15		Q 14	
Q 10		Q 18	
Q 23		Q 22	
Facilitating Total		**Coaching Total**	

Statement Number (Delegate)		Statement Number (Direct)	
Q 4		Q 1	
Q 8		Q 5	
Q 12		Q 9	
Q 16		Q 13	
Q 20		Q 17	
Q 24		Q 21	
Delegating Total		**Directing 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   Facilitating   Delegating
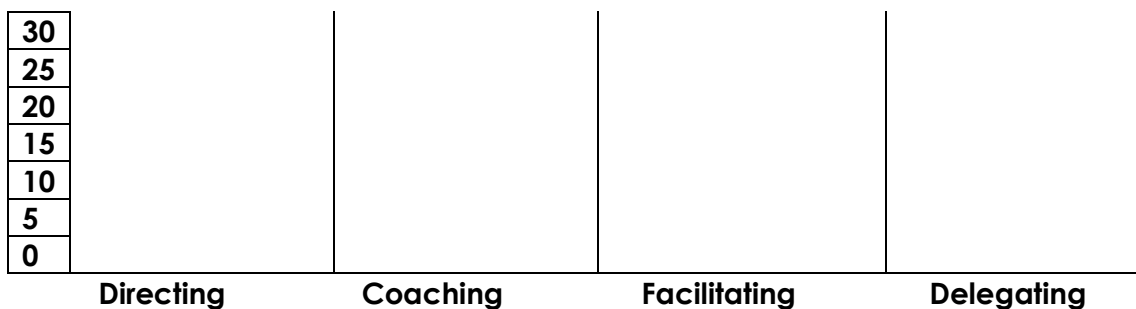
Leaderships Styles Descriptions

Directing

- Provides detailed instructions
- Gives staff specific goals and objectives
- Checks frequently with staff to keep them on track
- Demonstrates the steps involved in doing the job

Coaching

- Represents management's position in a convincing manner
- Tries to motivate people to make decisions
- Sells staff on their own ability to do the job
- Praises staff for their good work
- Provides staff with a lot of feedback on how they are doing

Facilitating

- Involves staff in making the decisions which will affect their work
- Makes staff feel free to ask questions and discuss important concerns
- Holds frequent staff meetings
- Helps staff locate and support their own developmental activities
- Listens to staff problems and concerns without criticising or judging

Delegating

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