Leadership Style

Questionnaire

Instructions and questions – One time use only -

For other uses and studies written permission must be obtained from info@tony-miller.com

**Introduction**

• This questionnaire is designed to help evaluate aspects of Leadership style

• You will be asked to comment on how you, approach work by considering the strength of capability with regard to certain behaviors or the frequency with which these behaviors are displayed.

• The objectis to identify areas of strength or those in need of development.

• You should therefore respond as honestly and as quickly as possible.

**Section One**

This section deals with perceived ability at performing in a certain way, answer from your perception as to how effective you are at these activities if completing the questionnaire for yourself

**For each statement below, decide which of the answers on the** **following scale best applies:**

5

1. Very strong in this area
2. Some strengths in this area

3 Capable in this area

1

2

3

4

1. Occasionally ineffective in this area

1 Clear development need in this area

1. Listening to others without being critical

2. Focusing single-mindedly on what needs to be done

3. Holding back when others may be about to do tasks in their own way

4. Directing effort towards priorities and end goals

5*.* Inviting comment on own ideas

6. Maintaining a quality focus on tasks

7. Consulting on issues where inputdecisions will be taken

1. Monitoring performance against targets

9. Defining broad areas for achievement without specifying detailed methods

1. Delivering against stretching targets

**For each statement below, decide which of the answers on the following scale best applies:**

1. Occasionally ineffective in this area

# 1 Clear development need in this area

1

2

1. Very strong in this area
2. Some strengths in this area

3 Capable in this area

3

4

5

11. Keeping others informed of developments, which may affect them

12. Measuring outputs to gauge performance

13. Involving others fully in the workings of the area

14. Running an efficient operation

15. Allowing others to plan their own work

16. Delivering consistently high level of results

17. Letting go of decision making power

18. Managing resourceseffectively

19. Encouraging others to implement their ideas

20. Improving work practices

## Section Two

**This section deals with how often a certain style of operating is evidenced.**

For each statement below, decide which of the answers on the following scale best applies:

 Happens most of the time

 Happens often

 Happens sometimes

 Happens occasionally

#  Happens rarely

1

2

3

4

5

1. Consulting with own team about forthcoming decisions

1. Highlighting the need to achieve results

3. Staying silent when in disagreement with own staff’s decisions

1. Raising quality standards on tasks
2. Finding necessary resources to support the team’s initiatives
3. Identifying clear priorities in work
4. Setting a broad goal which others can meet in their own way
5. Setting deadlines for task completion
6. Asking for ideas prior to tackling tasks
7. Reviewing achievements against objectives

For each statement below, decide which of the answers on the following scale best applies:

 Happens most of the time

 Happens often

 Happens sometimes

 Happens occasionally

 Happens rarely

1

2

3

4

5

11. Leaving it to the group to organise their activities

12. Defining what needs to beachieved on tasks

13. Supporting team decisions against opposition

14. Devising plans and concrete objectives for others

15. Involving individuals on drawing up plans

16. Setting clear objectives and goals for activities

17. Coaching others without giving direct advice

18. Scheduling activities for completion

19. Incorporating others’ ideas into own plans

20. Focusing effort solely on key tasks

**STYLE**

**QUESTIONNAIRE**

**MARKING GUIDE**

**INSTRUCTIONS**

The Response Sheet is arranged so that respondents enter scores into the boxes provided in FOUR columns for each Section.

Add up the scores for EACH column.

The TOTAL of the scores in columns with ODD numbered questions gives you the score for Leadership **style (A + C)**

The TOTAL of the scores in columns with EVEN numbered questions gives you the score for **Task focus (B+D)**

After you have completed the scoring sheet – use the guide below to plot your scores on the leadership grid.

Using the Leadership Style Grid plot these two scores as follows:

**TOTAL SCORE 1 – 10 ON GRID**

96 and above 10

92 and above 9

88 and above 8

84 and above 7

80 and above 6

76 and above 5

72 and above 4

68 and above 3

64 and above 2

60 and above 1

**Response Sheet**

Enter your response to each question in the relevant box

 **SECTION ONE**

4

3

2

1

8

7

6

5

**12**

**11**

**10**

9

**13**

**16**

**15**

**14**

**17**

**20**

**19**

**18**

 SECTION TWO

4

3

2

1

8

 7

6

5

12

11

10

9

13

16

15

14

17

20

19

18

 A= B= C= D=\_

A + C = Leadership style ….. B + D = task…….

Leadership Style Questionnaire

The GRID shows your balance of leadership styles

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| High 10 |  |  |  |  |  |  |  |  |  |  |
|  9 |  |  |  |  |  |  |  |  |  |  |
|  8 |  |  |  |  |  |  |  |  |  |  |
|  7 |  |  |  |  |  |  |  |  |  |  |
|  6 |  |  |  |  |  |  |  |  |  |  |
| ***TASK*** 5 |  |  |  |  |  |  |  |  |  |  |
|  4 |  |  |  |  |  |  |  |  |  |  |
|  3 |  |  |  |  |  |  |  |  |  |  |
|  2 |  |  |  |  |  |  |  |  |  |  |
| Low 1 |  |  |  |  |  |  |  |  |  |  |

 1 2 3 4 5 6 7 8 9 10

 **Directive Delegative Consultative Participative**

 ***Leadership Style***

**About leadership style**

Leadership style has changed dramatically in the last few years. Better employees, global competition and e business have all had a dramatic effect on how we manage, and lead our employees.

The leadership styles are the Bass and Stogdill labels used for clarity and standardization. With the rapidly increasing use of teams, it’s clear that the appropriate leadership style is critical if a radical improvement in team performance is needed. The styles also link conveniently with the Tuckman stages of team development and the four types of working teams

**Leadership labels**

DIRECTIVE, this is the real authoritarian way of managing, *I tell - you do*. Its use is a real problem in today’s business world. It assumes that you are leading stupid people –who can’t be trusted. People using this style are the least flexible and the hardest to change. However its still the predominate style in many regions of the world.

DELEGATIVE, a more flexible style, suitable for the first two stages of the Tuckman team development model –Forming and Storming. This type will work for teams but not empowered teams if the best results are sought.

CONSULTATIVE, this style is a good style for newly empowered teams who seek some guidance and help – it’s also appropriate at the Tuckman “norming stage” Realistically, this is a flexible as most leaders and organizations get to lead teams, and empowered teams working at a 1:50 ratio.

PARTICIPATIVE, the style for high ratio empowered teams, and self managing teams. This style requires true leadership skills as defined for the 21st Century. It’s a style that will get the most from the teams and will give the greatest flexibility. Leaders with this style tend to get the best results and are able to switch to other leadership styles easily, when circumstances require it. This is a proven style for getting the best from Talented people.