Leadership Style Assessment

Participant’s Name: __________________________________________

Instructions: Respond to each item according to the way you would be most likely to act as the leader of a work group. **Circle** whether you would be likely to behave in the described way: always (A); frequently (F); occasionally (O); seldom (S); or never (N).

If I were the leader of a work group . . .

1. I would most likely act as the spokesperson of the group
2. I would encourage overtime work
3. I would allow members complete freedom in their work
4. I would encourage the use of uniform procedures
5. I would permit the members to use their own judgment in solving problems
6. I would stress being ahead of competing groups
7. I would speak as representative of the group
8. I would needle members for greater effort
9. I would try out my own ideas in the group
10. I would let members do their work the way they think best
11. I would work hard for a promotion
12. I would be able to tolerate postponement and uncertainty
13. I would speak for the group when visitors were present
14. I would keep the work moving at a rapid pace
15. I would turn the members loose and let them go to it
16. I would settle conflicts when they occur in the group
17. I would get swamped by details
18. I would represent the group at outside meetings
19. I would be reluctant to allow the members any freedom of action
20. I would decide what shall be done and how it shall be done
21. I would push for increased production
22. I would let some members have authority that I could keep
23. Things would usually turn out as I predict
24. I would allow the group a high degree of initiative
25. I would assign group members to particular tasks
26. I would be willing to make changes
27. I would ask the members to work harder
28. I would trust the group members to exercise good judgment
29. I would schedule the work to be done
30. I would refuse to explain my actions
31. I would persuade others that my ideas are to their advantage
32. I would permit the group to set its own pace
33. I would urge the group to beat its previous record
34. I would act without consulting the group
I would ask the group members to follow standard rules and regulations.

**Scoring Key**

To find your leadership style:

1. Circle the item numbers for items 8, 12, 17, 18, 19, 30, 34, & 35.

2. Write a “1” in front of the **circled items** to which you responded S (seldom) or N (never).

3. Write a “1” in front of the **items not circled** to which you responded A (always) or F (frequently).

4. Circle the “1’s” which you have written in front of the following items: 3, 5, 8, 10, 15, 18, 19, 22, 24, 26, 28, 30, 32, 34, and 35.

5. Count the circled “1’s.” This is your score for concern-for-people.

6. Count the uncircled “1’s.” This is your score for concern-for-task.

7. Refer to the diagram that follows. Find your score for concern-for-task dimension on the left-hand arrow. Next, move to the right-hand arrow and find your score on the concern-for-people dimension. Draw a straight line that intersects the two scores. The point at which that line crosses the shared leadership arrow indicates your score on that dimension.

INTERPRETING YOUR RESULTS:

Consider your leadership style and the project team you are working with. How might your style impact team performance? What can you do to flex your natural style that would have a more positive influence on team performance?

Provide your interpretation in the text box below: