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

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1. I avoid making judgements or premature evaluation of ideas or suggestions.
2. I ask staff to think ahead and develop long-term plans for their areas.
3. I set down performance standards for each aspect of my staff’s job.
4. I explain the benefits of achieving their work goals to staff.
5. I rotate the role of team briefer among the staff.
6. I emphasise the importance of quality but I allow my staff to establish the control standards.
7. I have staff report back to me after completing each step of their work.
8. I hold regular meetings to discuss work status.
9. I provide staff with the time and resources to pursue their own developmental objectives.
10. I expect staff to create their own goals and objectives and submit them to me in finished form.
11. I try to assign work in small, easily controlled units.
12. I focus on opportunities and not problems.
13. I avoid evaluating problems and concerns as they are discussed.
14. I ensure that information systems are timely and accurate and that information is fed directly to staff.

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**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 (Facilitate)**  3  7  11  15  19  23 | **Statement Number (Coach)**  2  6  10  14  18  22 |
| **Statement Number (Delegate)**  4  8  12  16  20  24 | **Statement Number (Direct)**  1  5  9  13  17  21 |

**Step Four**

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

|  |  |
| --- | --- |
| **Facilitating**  Total= | **Coaching**  Total= |
| **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**

* 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 people to make decisions
* 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 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