

2.3 Leadership Traits Questionnaire

Purpose

1. To gain an understanding of how traits are used in leadership assessment
2. To obtain an assessment of your own leadership traits

Directions

1. Make five copies of this questionnaire. It should be completed by you and five people you know (e.g., roommates, coworkers, relatives, friends).
2. Using the following scale, have each individual indicate the degree to which he or she agrees or disagrees with each of the 14 statements regarding your leadership traits. Do not forget to complete this exercise for yourself.
3. Heather K (your name) is

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Articulate: Communicates effectively with others	1	2	3	4	5
2. Perceptive: Is discerning and insightful	1	2	3	4	5
3. Self-confident: Believes in oneself and one's ability	1	2	3	4	5
4. Self-assured: Is secure with self, free of doubts	1	2	3	4	5
5. Persistent: Stays fixed on the goals, despite interference	1	2	3	4	5
6. Determined: Takes a firm stand, acts with certainty	1	2	3	4	5
7. Trustworthy: Is authentic, inspires confidence	1	2	3	4	5
8. Dependable: Is consistent and reliable	1	2	3	4	5

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
9. Friendly: Shows kindness and warmth	1	2	3	4	5
10. Outgoing: Talks freely, gets along well with others	1	2	3	4	5
11. Conscientious: Is thorough, organized, and careful	1	2	3	4	5
12. Diligent: Is industrious, hardworking	1	2	3	4	5
13. Sensitive: Shows tolerance, is tactful and sympathetic	1	2	3	4	5
14. Empathic: Understands others, identifies with others	1	2	3	4	5

Scoring

1. Enter the responses for Raters 1, 2, 3, 4, and 5 in the appropriate columns on the scoring sheet on this page. An example of a completed chart is provided on pages 50–51.
2. For each of the 14 items, compute the average for the five raters and place that number in the “average rating” column.
3. Place your own scores in the “self-rating” column.

Leadership Traits Questionnaire Chart

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
1. Articulate							
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3. Self-confident							
4. Self-assured							
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3. Dayna Shaffer (your name) is

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Articulate: Communicates effectively with others	1	2	3	4	5
2. Perceptive: Is discerning and insightful	1	2	3	4	5
3. Self-confident: Believes in oneself and one's ability	1	2	3	4	5
4. Self-assured: Is secure with self, free of doubts	1	2	3	4	5
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	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
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1. Articulate
2. Perceptive
3. Self-confident
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3. Roxanne Piper (your name) is

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1. Articulate: Communicates effectively with others	1	2	3	4	5
2. Perceptive: Is discerning and insightful	1	2	3	4	5
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3. Troy (your name) is

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2. Perceptive: Is discerning and insightful	1	2	3	4	5
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3. Brian Decker (your name) is

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1. Articulate: Communicates effectively with others	1	2	3	4	5
2. Perceptive: Is discerning and insightful	1	2	3	4	5
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3. Katrina Hargrave (your name) is

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Articulate: Communicates effectively with others	1	2	3	4	5
2. Perceptive: Is discerning and insightful	1	2	3	4	5
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Leadership Traits Questionnaire Chart

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
1. Articulate	4	5	5	4	4	4.4	4
2. Perceptive	4	5	5	4	4	4.4	4
3. Self-confident	5	5	5	5	5	5	4
4. Self-assured	4	4	4	4	4	4	4
5. Persistent	5	5	5	4	4	4.6	5
6. Determined	5	4	5	4	5	4.6	5

(Continued)

(Continued)

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
7. Trustworthy	5	5	5	5	5	5	5
8. Dependable	5	5	5	4	5	4.8	5
9. Friendly	5	5	4	5	5	4.8	4
10. Outgoing	4	5	5	5	5	4.8	5
11. Conscientious	5	5	5	4	4	4.6	5
12. Diligent	5	5	5	4	4	4.6	5
13. Sensitive	4	4	3	4	5	4	4
14. Empathic	4	4	4	5	4	4.2	4

Summary and interpretation:

Scoring Interpretation

The scores you received on this questionnaire provide information about how you see yourself and how others see you as a leader. The chart allows you to see where your perceptions are the same as those of others and where they differ. There are no "perfect" scores for this questionnaire. The purpose of the instrument is to provide a way to assess your strengths and weaknesses and to evaluate areas where your perceptions are similar to or different from those of others. While it is confirming when others see you in the same way as you see yourself, it is also beneficial to know when they see you differently. This assessment can help you understand your assets as well as areas in which you may seek to improve.

Example Leadership Traits Questionnaire Ratings

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
1. Articulate	4	4	3	2	4	3.4	4
2. Perceptive	2	5	3	4	4	3.6	5
3. Self-confident	4	4	5	5	4	4.4	4
4. Self-assured	5	5	5	5	5	5	5
5. Persistent	4	4	3	3	3	3.4	3

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
6. Determined	4	4	4	4	4	4	4
7. Trustworthy	5	5	5	5	5	5	5
8. Dependable	4	5	4	5	4	4.4	4
9. Friendly	5	5	5	5	5	5	5
10. Outgoing	5	4	5	4	5	4.6	4
11. Conscientious	2	3	2	3	3	2.6	4
12. Diligent	3	3	3	3	3	3	4
13. Sensitive	4	4	5	5	5	4.6	3
14. Empathic	5	5	4	5	4	4.6	3

Summary and interpretation: The scorer's self-ratings are higher than the average ratings of others on articulate, perceptive, conscientious, and diligent. The scorer's self-ratings are lower than the average ratings of others on self-confident, persistent, dependable, outgoing, sensitive, and empathic. The scorer's self-ratings on self-assured, determined, trustworthy, and friendly are the same as the average ratings of others.