APPLICATION

4.2 Leadership Styles Questionnaire

Purpose

1. To identify your style of leadership
2. To examine how your leadership style relates to other styles of leadership

Directions

1. For each of the statements below, circle the number that indicates the degree to which you agree or disagree.
2. Give your immediate impressions. There are no right or wrong answers.

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. Employees want to be a part of the decision-making process.	1	2	3	4	5
3. In complex situations, leaders should let followers work problems out on their own.	1	2	3	4	5
4. It is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5. Providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6. Leadership requires staying out of the way of followers as they do their work.	1	2	3	4	5
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8. Most workers prefer supportive communication from their leaders.	1	2	3	4	5
9. As a rule, leaders should allow followers to appraise their own work.	1	2	3	4	5
10. Most employees feel insecure about their work and need direction.	1	2	3	4	5
11. Leaders need to help followers accept responsibility for completing their work.	1	2	3	4	5
12. Leaders should give followers complete freedom to solve problems on their own.	1	2	3	4	5
13. The leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5
14. It is the leader's job to help followers find their "passion."	1	2	3	4	5

APPLICATION

4.2 Leadership Styles Questionnaire

(continued)

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
15. In most situations, workers prefer little input from the leader.	1	2	3	4	5
16. Effective leaders give orders and clarify procedures.	1	2	3	4	5
17. People are basically competent and if given a task will do a good job.	1	2	3	4	5
18. In general, it is best to leave followers alone.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (authoritarian leadership).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (democratic leadership).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (laissez-faire leadership).

Total Scores

Authoritarian Leadership 13

Democratic Leadership 22

Laissez-Faire Leadership 17

Scoring Interpretation

This questionnaire is designed to measure three common styles of leadership: authoritarian, democratic, and laissez-faire. By comparing your scores, you can determine which styles are most dominant and least dominant in your own style of leadership.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

If your score is 6–10, you are in the very low range.

Building Your Leadership Profile

If you have the interactive eBook version of this text, log in to access the Leadership Profile Tool. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.

Visit **edge.sagepub.com/northouseintro4e** for a downloadable version of this questionnaire.

APPLICATION

6.2 LEADERSHIP SKILLS QUESTIONNAIRE

Purpose

1. To identify your leadership skills
2. To provide a profile of your leadership skills showing your strengths and weaknesses

Directions

1. Place yourself in the role of a leader when responding to this questionnaire.
2. For each of the statements below, circle the number that indicates the degree to which you feel the statement is true.

Statements	Not true	Seldom true	Occasionally true	Somewhat true	Very true
1. I am effective with the detailed aspects of my work.	1	2	3	4	5
2. I usually know ahead of time how people will respond to a new idea or proposal.	1	2	3	4	5
3. I am effective at problem solving.	1	2	3	4	5
4. Filling out forms and working with details come easily for me.	1	2	3	4	5
5. Understanding the social fabric of the organization is important to me.	1	2	3	4	5
6. When problems arise, I immediately address them.	1	2	3	4	5
7. Managing people and resources is one of my strengths.	1	2	3	4	5
8. I am able to sense the emotional undercurrents in my group.	1	2	3	4	5
9. Seeing the big picture comes easily for me.	1	2	3	4	5
10. In my work, I enjoy responding to people's requests and concerns.	1	2	3	4	5
11. I use my emotional energy to motivate others.	1	2	3	4	5
12. Making strategic plans for my company appeals to me.	1	2	3	4	5
13. Obtaining and allocating resources is a challenging aspect of my job.	1	2	3	4	5
14. The key to successful conflict resolution is respecting my opponent.	1	2	3	4	5

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6.2 LEADERSHIP SKILLS QUESTIONNAIRE

(continued)

Statements	Not true	Seldom true	Occasionally true	Somewhat true	Very true
15. I enjoy discussing organizational values and philosophy.	1	2	3	4	5
16. I am effective at obtaining resources to support our programs.	1	2	3	4	5
17. I work hard to find consensus in conflict situations.	1	2	3	4	5
18. I am flexible about making changes in our organization.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (administrative skill score).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (interpersonal skill score).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (conceptual skill score).

Total Scores

Administrative skill: 25

Interpersonal skill: 28

Conceptual skill: 29

Scoring Interpretation

The Leadership Skills Questionnaire is designed to measure three broad types of leadership skills: administrative, interpersonal, and conceptual. By comparing your scores, you can determine where you have leadership strengths and where you have leadership weaknesses.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

If your score is 6–10, you are in the very low range.

Building Your Leadership Profile

If you have the interactive eBook version of this text, log in to access the Leadership Profile Tool. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.

Visit **edge.sagepub.com/northouseintro4e** for a downloadable version of this questionnaire.

6.3 Leadership Strengths Questionnaire

Purpose

1. To develop an understanding of your leadership strengths
2. To rank your strengths in selected areas of performance

Directions

1. Please answer the following statements in terms of whether the statement describes *what you are like.*
2. For each of the statements, circle the number that indicates the degree to which *you feel the statement is like you.*

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
1. I am an energetic participant when working with others.	1	2	3	4	5
2. Brainstorming is one of my strengths.	1	2	3	4	5
3. I am good at encouraging coworkers when they feel frustrated about their work.	1	2	3	4	5
4. I want to know "why" we are doing what we are doing.	1	2	3	4	5
5. I look for common ground in opposing opinions of others.	1	2	3	4	5

(Continued)

(Continued)

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
6. I enjoy implementing the details of projects.	1	2	3	4	5
7. I like to explore creative approaches to problems.	1	2	3	4	5
8. I go out of my way to help others feel good about their accomplishments.	1	2	3	4	5
9. Examining complex problems or issues is one of my strengths.	1	2	3	4	5
10. I am a mediator in conflict situations.	1	2	3	4	5
11. I stick with the task until the work is completed.	1	2	3	4	5
12. I can initiate change, if it is needed, when working with others.	1	2	3	4	5
13. I show concern for the personal well-being of others.	1	2	3	4	5
14. I like to consider various options for doing things.	1	2	3	4	5
15. I am effective communicating with people who are inflexible.	1	2	3	4	5

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
16. I try to follow through with ideas so that the work gets done.	1	2	3	4	5
17. I enjoy creating a vision for a work-related project.	1	2	3	4	5
18. I am the "glue" that helps hold the group together.	1	2	3	4	5
19. I like exploring the details of a problem before trying to solve it.	1	2	3	4	5
20. I can draw the best out of people with diverse opinions.	1	2	3	4	5
21. I like making to-do lists so that the work gets completed.	1	2	3	4	5
22. I can "think outside of the box."	1	2	3	4	5
23. Encouraging others comes easily for me.	1	2	3	4	5
24. I like thinking things through before engaging in work projects.	1	2	3	4	5
25. I am good at finding common ground when a conflict is present.	1	2	3	4	5

(Continued)

(Continued)

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
26. I enjoy scheduling and coordinating activities so the work is completed.	1	2	3	4	5
27. I am good at developing new ideas for others to consider.	1	2	3	4	5
28. I am good at encouraging others to participate on projects.	1	2	3	4	5
29. I like to explore problems from many different perspectives.	1	2	3	4	5
30. I am effective at helping coworkers reach consensus.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 6, 11, 16, 21, and 26 (implementer score).
2. Sum the responses on items 2, 7, 12, 17, 22, and 27 (innovator score).
3. Sum the responses on items 3, 8, 13, 18, 23, and 28 (encourager score).
4. Sum the responses on items 4, 9, 14, 19, 24, and 29 (analyzer score).
5. Sum the responses on items 5, 10, 15, 20, 25, and 30 (mediator score).

Total Scores:

Implementer	Innovator	Encourager	Analyzer	Mediator
28	28	27	26	28

Scoring Interpretation

The Leadership Strengths Questionnaire is designed to measure your strengths in the areas of implementation, innovation, encouragement, analysis, and mediation. By assessing the rank order of your scores, you can determine the areas in which you have the greatest strengths and the areas in which you are weaker. A high score in a certain area indicates where you are strong; a low score shows where you are weak. As discussed in this chapter, every person has multiple strengths. In addition to the strengths revealed by the Leadership Strengths Questionnaire, you may wish to complete other strengths assessments to obtain a more complete picture of all of your strengths.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

If your score is 6–10, you are in the very low range.

Reflection and Action Worksheet: Leadership Styles (Chapter 4)

Reflection

1. As you reflect on the assumptions of Theory X and Theory Y, how would you describe your own philosophy of leadership? I think I am more of a theory Y I like to be lead, & lead with motivation, without direct supervision
2. Of the three styles of leadership (authoritarian, democratic, and laissez-faire), what style comes easiest for you? Describe how people respond to you when you use this style. Democratic leadership. I think the response goes over well as everyone has a chance to voice opinion.
3. One of the aspects of democratic leadership is to help followers take responsibility for themselves. How do you assess your own ability to help others help themselves? Making sure they know the job description & what they expected to do. Give them guidance when needed.

Action

1. If you were to try to strengthen your philosophy of leadership, what kinds of changes would you have to make in your assumptions about human nature and work? That people do make mistakes, & not dwell on mistakes,
2. As you look at your results on the Leadership Styles Questionnaire, what scores would you like to change? What would you have to do to make those changes? Analyzer. I would be more confident in my Decision making.
3. List three specific activities you could use to improve your leadership style. Crocodile River, Leadership Pizza, & what I need from you!
4. If you make these changes, what impact will this have on others? Bring the morale of the team members up. Express new Ideas, & how to change something that may not be going so well.

6.5 Reflection and Action Worksheet

Strengths

Reflection

1. For this exercise, you are being asked to interview several people you know about your strengths. Instructions:
   - First, identify three people (e.g., friends, coworkers, colleagues, family members) from whom you feel comfortable asking for feedback about yourself.
   - Second, ask each of these individuals to do the following:
     a. Think of a time or situation when they saw you at your best
     b. Tell a brief story about what you were doing
     c. Describe why they thought you were performing well in this situation
     d. Based on this story, describe what unique benefits you offered others in this situation
   - Third, from the answers the individuals gave, identify two or three recurring themes. These themes represent your strengths.

They Said Have been working very hard to lose weight, Go and run, walk, and workout even when Ive had a long day and are tired. They Said Im constantly training to meet my goals

They Said I performed well because most people would give up or Skip days I can offer Inspiration and Coaching to the people I workout with.

Hard working, Persistance

2. What is your reaction to what others (in Step 1) have identified as your strengths? Are the strengths others identified about you consistent with your own perceptions of your strengths? In what way are they consistent with your scores on the Leadership Strengths Questionnaire?

Hard working, Persistance, and Clarity Seem to be what people see in me. I would agree with what they see, in what I See in myself

(Continued)

APPLICATION

(Continued)

3. This chapter suggests that it is important for leaders to reveal their strengths to others. As a leader, how do you feel about disclosing your strengths to others? How do you react when others express their strengths to you?

I think it is important to tell others your strengths because you can work better as a group knowing what works well with everyone else. As long as they dont do it in an over boasting manner, I think it is fine.

Action

1. Based on the questionnaire in this chapter and your own insights, create a business card for yourself that lists your five signature strengths.

- Dedication
- Respectfulness
- Enthusiasm
- outgoing
- hardworking

2. Of the four domains of leadership strengths (see Table 6.2), which are your strongest? Describe how you could solicit support from followers to complement these areas of strength.

Conceptual Skill. I would let coworkers come up w/ multiple solutions to complex issues. I would also let them work on negotiation skills.

3. Imagine you are the leader of a classroom group required to do a semester-long service learning project. Identify and discuss specific things you could do to create a positive climate, positive relationships, positive communication, and positive meaning.

I think letting start from beginning to end & let them do what they wanted, & pick own groups. I would answer any questions along the way if needed. Group activities & excercizes would be a good idea as well.