

Leadership Style Survey

Directions

This questionnaire contains statements about leadership style beliefs. Next to each statement, circle the number that represents how strongly you feel about the statement by using the following scoring system:

- Almost Always True - 5
- Frequently True - 4
- Occasionally True - 3
- Seldom True - 2
- Almost Never True - 1

Be honest about your choices as there are no right or wrong answers - it is only for your own self-assessment.

Leadership Style Survey

		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
1.	I always retain the final decision making authority within my team.	5	4	3	2	1
2.	I always try to include one or more of my team in determining what to do and how to do it. However, I maintain the final decision making authority.	5	4	3	2	1
3.	I and my team always vote whenever a major decision has to be made.	5	4	3	2	1

4.	I do not consider suggestions made by my team as I do not have the time for them.	5	4	3	2	1
5.	I ask for teams idea and input on upcoming plans.	5	4	3	2	1
6.	For a decision to pass in my department, it must have the approval of each individual or the majority.	5	4	3	2	1
7.	I tell my team what has to be done and how to do it.	5	4	3	2	1
8.	When things go wrong and I need to keep running on schedule, I call a meeting to get my team's advice.	5	4	3	2	1
9.	To get information out, I send it by email, memos, or voice mail; very rarely is a meeting called. My team are then expected to act upon the information.	5	4	3	2	1
10.	When someone makes a mistake, I tell them not to ever do that again and make a note of it.	5	4	3	2	1
11.	I want to create an environment where the team take ownership of the project. I allow them to participate in the decision making process.	5	4	3	2	1
12.	I allow my team to determine what needs to be done and how to do it.	5	4	3	2	1
13.	New staff are not allowed to make any decisions unless it is approved by me first.	5	4	3	2	1
14.	I ask my team where they see their jobs going and then use their vision where appropriate.	5	4	3	2	1
15.	My staff know more about their	5	4	3	2	1

	jobs than me, so I allow them to carry out the decisions to do their job.					
16.	When something goes wrong, I tell my team that a procedure is not working correctly and I establish a new one.	5	4	3	2	1
17.	I allow my team to set priorities with my guidance.	5	4	3	2	1
18.	I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1
19.	I closely monitor my team to ensure they are performing correctly.	5	4	3	2	1
20.	When there are differences in role expectations, I work with them to resolve the differences.	5	4	3	2	1
21.	Each individual is responsible for defining their job.	5	4	3	2	1
22.	I like the power that my leadership position holds over subordinates.	5	4	3	2	1
23.	I like to use my leadership power to help subordinates grow.	5	4	3	2	1
24.	I like to share my leadership power with my subordinates.	5	4	3	2	1
25.	Staff must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1
26.	Staff will exercise self-direction if they are committed to the objectives.	5	4	3	2	1
27.	Staff have the right to determine their own organizational objectives.	5	4	3	2	1

28.	Staff seek mainly security.	5	4	3	2	1
29.	Staff know how to use creativity and ingenuity to solve problems.	5	4	3	2	1
30.	My staff can lead themselves just as well as I can.	5	4	3	2	1

In the fill-in lines below, mark the score of each item on the questionnaire. For example, if you scored item one with a 3 (Occasionally), then enter a 3 next to Item One. When you have entered all the scores for each question, total each of the three columns.

Item	Score	Item	Score	Item	Score
1	_____	2	_____	3	_____
4	_____	5	_____	6	_____
7	_____	8	_____	9	_____
10	_____	11	_____	12	_____
13	_____	14	_____	15	_____
16	_____	17	_____	18	_____
19	_____	20	_____	21	_____
22	_____	23	_____	24	_____
25	_____	26	_____	27	_____
28	_____	29	_____	30	_____
TOTAL	_____	TOTAL	_____	TOTAL	_____
	Authoritarian Style		Participative Style		Delegative Style
	(autocratic)		(democratic)		(free reign)

This questionnaire is to help you assess what leadership style you normally operate out of. The lowest score possible for any stage is 10 (Almost never) while the highest score possible for any stage is 50 (Almost always).

The highest of the three scores indicates what style of leadership you normally use. If your highest score is 40 or more, it is a strong indicator of your normal style.

The lowest of the three scores is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not operate out of this mode.

If two of the scores are close to the same, you might be going through a transition phase, either personally or at work, except if you score high in both the participative and the delegative then you are probably a delegative leader.

If there is only a small difference between the three scores, then this indicates that you have no clear perception of the mode you operate out of, or you are a new leader and are trying to feel out the correct style for yourself.

Final Thoughts

Normally, some of the best leaders operate out of the participative mode and use the other two modes as needed. An example of an exception would be a leader who has a new crew or temporary work-force. That leader would probably need to operating out of the authoritarian mode most of the time. On the other hand, a leader who has a crew of professionals or a crew that knows more than she or he does, would probably operate out of the delegative mode.

Leaders who want their employees to grow, use a participative style of leadership. As they "grow" into their jobs, then they are gradually given more authority (delegative) over their jobs.