

## Leadership Styles Questionnaire

1. As a leader, do you gain most satisfaction from –
  - a. Directing people and achieving results?
  - b. Creating an environment in which your team could succeed?
  - c. Ensuring there is no conflict, and everyone is happy?
2. Someone tells you, "I have not been able to concentrate on my work recently". Would you say -
  - a. I sometimes have the same problem myself
  - b. You must have other things on your mind. What are they?
  - c. Pull your socks up!
3. When initiating action, would you -
  - a. Share the problem and seek contributions from others before you make a decision?
  - b. Share the problem and let others share in making the decision?
  - c. Decide on the course of action and tell the team how it affects them?
4. You have an important task to complete. Would you -
  - a. Delegate the task to someone else, but monitor progress to make sure it is done as you would like?
  - b. Give responsibility to someone else even though it may not be done as you would like?
  - c. Do it yourself?
5. You have to make a speedy decision but have incomplete information. Would you -
  - a. Seek clarification or more information?
  - b. Delegate the decision upwards to your boss?
  - c. Call a meeting?
6. What most attracts you to a leadership role?
  - a. The opportunity to achieve results with and through others?
  - b. The chance to direct people and events?
  - c. The opportunity to develop people and train others?
7. When told about accidents, losses or failures, would you -
  - a. Start immediate enquiries to establish the cause and allocate responsibility or blame?
  - b. Accept explanations from others?
  - c. Examine what went wrong, including your part in it, and look for ways to prevent a recurrence?
8. When confronted by conflict between team members, would you -
  - a. Leave them to sort out their differences in an adult way?
  - b. Encourage them to discuss their differences and find an acceptable solution?
  - c. Remind them of their responsibility to their jobs and the company/organization?
9. At meetings, do you tend to –
  - a. Remain neutral until all views have been expressed, then adopt a consensus view?
  - b. Keep your own counsel but look for the best solution?
  - c. Use the opportunity to get agreement for your plans?
10. Do you like to -
  - a. Maintain output without upsets?
  - b. Maintain pressure to improve results?
  - c. Motivate people to improve results through encouragement and support?
11. When faced with implementing an unpopular decision handed down from higher authority, would you -
  - a. Refer back to your boss, pointing out possible problems and suggesting alternatives?
  - b. Accept that you are not there to be popular and implement the action?
  - c. Accept the decision and ask people for co-operation?
12. In negotiations, do you like to -
  - a. Win?
  - b. Get the best deal acceptable to both sides?
  - c. Maintain good relations even if it means losing an advantage occasionally?
13. Do you think a leader should –
  - a. Maintain equilibrium in the organization?
  - b. Bring about change in the organization?
  - c. Protect the team from the disruptive effects of organizational pressure?
14. Do you believe leaders –
  - a. Are born, not made?
  - b. Should be well-liked and popular?
  - c. Can be developed through training and practice?

15. Do you think team members –
- a. Should take responsibility for themselves?
  - b. Need firm guidance and direction?
  - c. Need to be directed, encouraged and supported?
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How to score:

1	a = 3, b = 2, c = 1	9	a = 1, b = 2, c = 3
2	a = 1, b = 2, c = 3	10	a = 1, b = 3, c = 2
3	a = 2, b = 1, c = 3	11	a = 2, b = 1, c = 3
4	a = 2, b = 1, c = 3	12	a = 3, b = 2, c = 1
5	a = 2, b = 3, c = 1	13	a = 3, b = 2, c = 1
6	a = 2, b = 3, c = 1	14	a = 3, b = 1, c = 2
7	a = 3, b = 1, c = 2	15	a = 1, b = 3, c = 2
8	a = 1, b = 2, c = 3		

Score From 31 - 42 You tend to be a Style A Leader

Score From 16 - 30 You tend to be a Style B Leader

Score From 0 - 15 You tend to be a Style C Leader

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### Style C leaders

You are more consensual. You like to gain agreement before acting or taking decisions. Obtaining a consensus, however, can be time-consuming and may delay decisions. A possible danger of the extreme Style C leader is a tendency to compromise, avoid conflict or even abdicate responsibility. Style C can be effective when leading a small team of experts, where an autocratic style might lead to dissent and resentment.

### Style B Leaders

You have a broadly democratic style. You are more supportive than Style A leaders. Developing the team, involving others and acknowledging their views, comes more naturally to you. You recognise that involving others in planning and decision-making can produce greater commitment. Democracy also means being able to accept a majority decision and put it into effect. You need commitment to follow this style and there can be a danger of going through the motions of changing style when the going gets tough.

### Style A Leaders

You are largely task oriented. You are most concerned with getting things done, achieving targets and improving results. You are also more likely to enjoy the exercise of power and authority, possibly seeing it as essential to task achievement. One danger with this style is a tendency towards autocracy and authoritarianism. Some situations or environments may need such a style: for example, where there is an emphasis on structure and control, or where decisions have to be made and carried out quickly.