

# Leadership Style: Assessment<sup>1</sup>

Next to each statement below, enter the number that represents how strongly you feel about the statement: almost always (1), frequently (2), sometimes (3), seldom (4), or almost never (5).

|   | Almost<br>Always<br>1 | Frequently<br>2 | Sometimes<br>3 | Seldom<br>4 | Almost<br>Never<br>5 |
|---|-----------------------|-----------------|----------------|-------------|----------------------|
| 1. I retain the final decision making authority.  |                       |                 |                |             |                      |
| 2. I include employees in decision making, but I retain the final decision-making authority.      |                       |                 |                |             |                      |
| 3. My employees and I vote on major decisions.  |                       |                 |                |             |                      |
| 4. I lack the time to consider employee suggestions.  |                       |                 |                |             |                      |
| 5. I ask for employee input on upcoming projects.   |                       |                 |                |             |                      |
| 6. For a major decision to be made, it must have the approval of each individual or the majority. |                       |                 |                |             |                      |
| 7. I tell my employees what to do and how to do it.   |                       |                 |                |             |                      |
| 8. When things go wrong, I ask for my employee's advice on how to stay on schedule.               |                       |                 |                |             |                      |
| 9. I send information for my employees to act on via e-mail, memos, or voicemail, not meetings.   |                       |                 |                |             |                      |
| 10. When someone makes a mistake, I make a note of it and tell them never to do it again.         |                       |                 |                |             |                      |
| 11. I want to create an environment where my employees take ownership of their projects.          |                       |                 |                |             |                      |

<sup>1</sup> Clark, D.R. (2007), Leadership Style Survey. Retrieved October 16, 2007 from <http://www.nwlink.com~donclark/leader/survstyl.html>

|   | Almost Always<br>1 | Frequently<br>2 | Sometimes<br>3 | Seldom<br>4 | Almost Never<br>5 |
|---|--------------------|-----------------|----------------|-------------|-------------------|
| 12. I allow my employee to determine what needs to be done and how to do it.                          |                    |                 |                |             |                   |
| 13. Newly hired employees are not allowed to make decisions that I don't approve first.               |                    |                 |                |             |                   |
| 14. I ask employees for their visions of their jobs and I use their vision where appropriate.         |                    |                 |                |             |                   |
| 15. My employees know more about their jobs than me, so they make their own decisions.                |                    |                 |                |             |                   |
| 16. When things go wrong, I tell my employees that a procedure was incorrect and establish a new one. |                    |                 |                |             |                   |
| 17. I allow my employees to set their own priorities with my guidance.                                |                    |                 |                |             |                   |
| 18. I delegate tasks when implementing a new process or procedure.                                    |                    |                 |                |             |                   |
| 19. I closely monitor my employees to ensure they are performing correctly.                           |                    |                 |                |             |                   |
| 20. When there are differences in expectations, I work with my employees to resolve them.             |                    |                 |                |             |                   |
| 21. My employees are responsible for defining their jobs.   |                    |                 |                |             |                   |
| 22. I like the power that my leadership position holds over subordinates.                             |                    |                 |                |             |                   |
| 23. I like to use my leadership power to help subordinates grow.                                      |                    |                 |                |             |                   |

|  | Almost<br>Always<br>1 | Frequently<br>2 | Sometimes<br>3 | Seldom<br>4 | Almost<br>Never<br>5 |
|--|-----------------------|-----------------|----------------|-------------|----------------------|
| 24. I like to share my leadership power with my subordinates.                            |                       |                 |                |             |                      |
| 25. My employees need directions or threats to get them to achieve their objectives.     |                       |                 |                |             |                      |
| 26. My employees will exercise self-direction if they are committed to their objectives. |                       |                 |                |             |                      |
| 27. My employees have the right to determine their own objectives.                       |                       |                 |                |             |                      |
| 28. My employees mainly seek security.   |                       |                 |                |             |                      |
| 29. My employees solve organizational problems creatively and with ingenuity.            |                       |                 |                |             |                      |
| 30. My employees can lead themselves just as well as I can.                              |                       |                 |                |             |                      |

In the tables below, mark the score of each statement. For example, if you scored statement 1 as Sometimes, then enter a 3. After you enter all the scores for each statement, total up the column.

### Leadership Style Scores

| <b>Authoritarian</b> |       |
|----------------------|-------|
| Statement            | Score |
| 1                    |       |
| 4                    |       |
| 7                    |       |
| 10                   |       |
| 13                   |       |
| 16                   |       |
| 19                   |       |
| 22                   |       |
| 25                   |       |
| 28                   |       |
| TOTAL                |       |

| <b>Participative</b> |       |
|----------------------|-------|
| Statement            | Score |
| 2                    |       |
| 5                    |       |
| 8                    |       |
| 11                   |       |
| 14                   |       |
| 17                   |       |
| 20                   |       |
| 23                   |       |
| 26                   |       |
| 29                   |       |
| TOTAL                |       |

| <b>Delegative</b> |       |
|-------------------|-------|
| Statement         | Score |
| 3                 |       |
| 6                 |       |
| 9                 |       |
| 12                |       |
| 15                |       |
| 18                |       |
| 21                |       |
| 24                |       |
| 27                |       |
| 30                |       |
| TOTAL             |       |

This questionnaire helps assess your leadership style. 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. However, if you score high as both participative and 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.