What is Your Leadership Style?

LEARN, IMPROVE AND CONSULT ME IF YOU NEED ANY FURTHER HELP.......

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Aim

This diagnostic will help you to identify your preferred style(s) of leadership.

There are no right or wrong answers to the questions in the questionnaire, which will take you around 30 minutes to complete. Be honest with yourself, its no point kidding yourself. We all have our strengths and weaknesses. We learn by experience!

As well as completing it yourself, you might like to ask people who know you well to give you feedback; for instance, your manager, peer, team member, or even your partner. But please stay away from people who are doom and gloom and who never have any self-esteem/confidence and low self-orientation. By this I mean constantly blaming others for their mishaps in life!!

Task

1. Complete the questionnaire by scoring each of the four statements in the right-hand column, referring to the guidance at the top of the page.

   You may find it difficult to differentiate between all of the statements, but persevere. For the diagnostic to work, you must score all 48 statements.

   As a tip, score the statement **most like** you first, then the statement **least like** you, and the two in-between statements last.

2. When you have completed all 12 sections, copy the scores you have allocated on to the grid on the Summary Sheet.

3. Add up the scores for each column (a) to (d).

4. The column with the highest total score will be your preferred leadership style.

5. The Interpretation Sheet describes the four leadership styles measured by the questionnaire.

6. If one style has scored higher than the rest, you will definitely be more comfortable with it. If you have two or three scores which are close together, it is likely that you are flexible, and are able to move between a number of styles quite easily.

7. Consider the implications of what the questionnaire results are telling you, and also the outcomes from anyone else who has completed it on your behalf.

8. In what ways can you change or enhance your leadership style?

9. Put together a development plan, incorporating the actions you need to take to vary your leadership style so that it is appropriate for each situation.

Questionnaire

In each of the 12 sections, score all the statements in the column on the right-hand side, as follows:

Scoring

1. This statement is least like me.
2. This statement is next least like me.
3. This statement is next most like me.
4. This statement is most like me.

Statement	**Score**

1. Decision-Making

(a) I make the decisions and announce them.

(b) I make the decisions but announce how and why I made them.

(c) I ask my team for their ideas before making decisions.

(d) I set clear parameters within which my people are allowed to make their own decisions.

2. Sharing Information

(a) I pass on information only if it is unavoidable.

(b) I make the decisions but announce how and why I made them.

(c) I try to answer team members' questions openly and honestly.

(d) I make available all information, apart from that which is personally or commercially sensitive.

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3. Delegation

(a) As a general rule, I do not delegate.

(b) I delegate occasionally, but when I do I follow up carefully.

(c) I delegate regularly, to individuals who have demonstrated that they can handle it.

(d) I use delegation as a means of developing new skills in my people.

4. Degree of Autonomy

(a) I am always closely in control of how people go about tasks in my department.

(b) I suggest how people should go about their work, but am prepared to listen to alternative suggestions.

(c) I encourage people to think about how to go about their work and agree it with me.

(d) I set objectives, but let people decide themselves how they will achieve them.

5. Standards of Work

(a) I lay down the standards I expect to be achieved.

(b) I explain why standards have been set as they are.

(c) I communicate standards, but allow individuals to have their say.

(d) I help my team to identify appropriate standards for their jobs.

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6. Management of Change

(a) When change is forced on me, I tell people exactly how we are going to respond to it.

(b) I try to explain the reasons for change.

(c) In responding to change, I ask team members for their ideas.

(d) I expect my people to come up with suggestions for handling change situations.

7. Response to Mistakes and Errors

(a) When mistakes occur, I find out who is responsible and make it clear that such errors will not be tolerated.

(b) My main concern when mistakes occur is that people understand why they made them.

(c) When mistakes occur, I ask people how they would do things differently if the same situation happened again.

(d) I do not mind some mistakes, so long as people use them as genuine learning opportunities.

8. Attitude to Risk-Taking

(a) I try to operate in a way which removes all possible risk.

(b) I only take carefully calculated risks.

(c) I am prepared to take reasonable risks, provided I am able to effect a contingency plan.

(d) I am happy to undertake risky ventures if the potential benefits are high.

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9. Approach to Conflict

(a) I try to prevent conflict in any of my dealings.

(b) Where conflict occurs, I try to sort it out quickly.

(c) I feel reasonably relaxed about conflict, provided I have the situation under control.

(d) I encourage constructive tension, provided it leads to new ideas.

10. Developing People

(a) I identify development opportunities for individuals in my team without necessarily inviting their opinions.

(b) I identify development opportunities for individuals in my team, highlighting the benefits for them and the team.

(c) I suggest development opportunities but invite feedback before we reach a joint decision.

(d) It is the responsibility of individual team members to identify development opportunities and put the necessary arrangements in place, with my support.

11. Communication

(a) I tell my team what they need to know.

(b) When communicating, I am most concerned about passing on information, but am prepared to answer any questions.

(c) Communication is about passing on information accurately, but it is important to get feedback.

(d) I believe in genuine, two-way communication and I actively encourage my team to inform me, question uncertainities and challenge my opinions.

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12. Availability

    (a)   I prefer issues to be raised with me in writing or at formal meetings.

    (b)   My people can raise anything with me, provided they have an appointment.

    (c)   My people know I will make time for them, if their issue is urgent.

    (d)   I try to operate an 'open door' policy at all times.

Summary Sheet

Copy over the scores you have allocated for the 28 statements onto the grid below and then total each column.

Q	(a)	(b)	(c)	(d)
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
Total				

The column with highest total score will be your preferred leadership style. A description of each of the four leadership styles is given overleaf.

Interpretation Sheet

The four styles assessed by the questionnaire are based broadly on the seminal Tannenbaum and Schmidt Leadership Continuum[1] and are described below:

a) Tell

Your approach to leadership is autocratic. You like to be in control and you issue orders and directives. Generally, you are less interested in other people's ideas because you believe that, with your experience, you know best. You dislike change, risks or anything which might interfere with the harmonious running of your patch.

b) Sell

You generally like to be in control of your team and direct the way they go about things. However, you like to explain the reasons why you do things and would prefer the agreement of your team. You are risk averse, careful about to whom you communicate and delegate, but will answer reasonable questions.

c) Consult

Your leadership style is based on asking people's opinions. You are genuinely interested in what they have to say and you use good ideas, but you believe that, ultimately, it is your responsibility to decide what is going to happen. You like to let your team know that they have a degree of autonomy, but at the same time, you want to support them with the necessary development.

d) Empower

You lead by allowing your people as much freedom as they can handle. You lay down clear parameters but expect them to reorganise themselves and operate without referring everything to you. You are happy to debate most things openly and to tolerate dissent. You delegate decision-making as a matter of course and look for opportunities for their long-term progression.

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