

Discover Your Leadership Style

Please rate your level of agreement with each statement. Circle the appropriate response. If you do not have enough experience to answer a given statement, choose the response you feel is most representative of you.

Rating Scale

0 Not at all **1 Slightly** **2 Moderately** **3 Completely**

1. I focus on the professional development of others.	0	1	2	3
2. I have more experience and information than the people I am leading.	0	1	2	3
3. I allow every stakeholder to have a say in decision-making.	0	1	2	3
4. I must take charge in order for things to get done.	0	1	2	3
5. I promote innovative problem-solving.	0	1	2	3
6. Getting things done quickly and efficiently is more important than getting them done perfectly.	0	1	2	3
7. I consistently provide others with positive feedback.	0	1	2	3
8. When leading, I closely organize and monitor tasks.	0	1	2	3
9. I fill my team with highly skilled and self-directed people.	0	1	2	3
10. I ask others for their opinions before I make an important decision.	0	1	2	3
11. I would like to be remembered more for what I contributed than what I achieved.	0	1	2	3
12. It is acceptable to miss a deadline if the extra time creates a better-quality result	0	1	2	3
13. Maintaining team harmony is of equal importance to achieving results.	0	1	2	3

14. I achieve results by giving priority attention to the needs of the team and to those I serve.	0 1 2 3
15. It is important to invest time to allow people to fully develop their skills.	0 1 2 3
16. I demonstrate optimism and enthusiasm for organizational goals.	0 1 2 3
17. I clearly communicate my expectations to my team	0 1 2 3
18. I create an environment that allows others to think unconventionally.	0 1 2 3
19. I am most comfortable with convention and tradition.	0 1 2 3
20. I articulate the path to success.	0 1 2 3
21. I model the actions I expect from my team.	0 1 2 3
22. I am affective at building consensus within groups.	0 1 2 3
23. It is my responsibility to assist in resolving conflict between team members.	0 1 2 3
24. I create a collaborative environment where emotional needs are met	0 1 2 3
25. I uphold my convictions when my values and beliefs are challenged.	0 1 2 3
26. I am comfortable taking risks.	0 1 2 3
27. Teams perform best when individuals repeat tasks and perfect them.	0 1 2 3
28. The best way to motivate others is to invest time in them.	0 1 2 3
29. I recognize the unique emotional needs of those I lead.	0 1 2 3
30. I am committed to building community.	0 1 2 3
31. I clearly articulate a vision.	0 1 2 3

32. The combined knowledge and expertise of the team leads to the best results.	0 1 2 3
33. I expect nothing less than the best results from people.	0 1 2 3
34. I accept and recognize people for their uniqueness.	0 1 2 3
35. I enjoy thinking about the future.	0 1 2 3
36. Everyone should follow policy and procedures very closely.	0 1 2 3
37. I give motivational feedback.	0 1 2 3
38. I take full responsibility for my team's actions.	0 1 2 3
39. I motivate others by setting a high standard of performance.	0 1 2 3
40. I have a passion for pursuing excellence.	0 1 2 3
41. I take time to learn what others need from me.	0 1 2 3
42. I am comfortable allowing others to occasionally take the lead.	0 1 2 3
43. I empower others by providing them the opportunity to contribute to the decision-making process.	0 1 2 3
44. I take pride in my ability to keep employees happy.	0 1 2 3
45. I promote and support the success of others.	0 1 2 3
46. Every team member needs to be heard and respected.	0 1 2 3
47. I would not expect others to do a task I am not prepared to do myself.	0 1 2 3
48. I expect people to perform at 100 percent regardless of circumstances.	0 1 2 3

At this time, refer to the Leadership Style Scoring Guide to identify your leadership style. Calculate your scores and keep them available for review as you work through the remainder of program.

Discover Your Leadership Style

Use this scoring sheet to determine your leadership style.

Directions:

- Using your completed questionnaire, enter the number value you chose for each corresponding item in the boxes below.
- For each of the eight leadership styles, add your score values and write the total in the bottom of the box.
- Transfer your score for each leadership style into the ranking box below. Place your highest score in the top row and your lowest score in the bottom row.

Scoring Guide

Bureaucratic

Item	Score
4	
8	
19	
27	
33	
36	
Total	

Authoritative

Item	Score
2	
17	
20	
25	
31	
38	
Total	

Innovative

Item	Score
5	
12	
18	
26	
35	
40	
Total	

Pacesetting

Item	Score
6	
9	
21	
39	
47	
48	
Total	

Democratic

Item	Score
3	
10	
32	
42	
43	
46	
Total	

Affiliative

Item	Score
1	
13	
23	
24	
29	
44	
Total	

Coaching

Item	Score
7	
15	
28	
37	
41	
45	
Total	

Altruistic

Item	Score
11	
14	
16	
22	
30	
34	
Total	

Notes:

Item	Leadership Style	Score
1		
2		
3		
4		
5		
6		
7		
8		

Ranking your scores will help you determine which leadership styles are most dominant and least dominant in your own personal style. Take note of how your highest-rated attributes manifest in your life. Styles with lower scores can be developed and nurtured.

Your Leadership Style

Bureaucratic

- This leader stringently establishes and enforces rules.
- The leader's decisions are absolute.
- This leader motivates by discipline and demands immediate compliance.
- This leader engages in top-down interactions.
- This style is not effective when trying to lead highly skilled individuals, as they often become resentful of micromanagement.
- This style is most effective when a decision has to be made in a short amount of time.

Authoritative

- This leader provides long-term direction and focuses on end-goals.
- This leader often has more experience and knowledge than those she leads.
- This leader motivates by inspiring enthusiasm for the mission.
- This leader gives clear direction and sets standards.
- This style is less effective when explicit guidance is required.
- This style is most effective when a change of direction or vision is required.

Innovative

- This leader shares a vision of the future and pursues excellence.
- This leader encourages innovative ideas.
- This leader motivates by promoting respect for team members' creativity. This leader invites collaborative conversation.
- This style can be less effective when risks taken make team members apprehensive.
- This style is most effective when solving complex problems.

Pacesetting

- This leader expects those he leads to embrace new projects and move with speed.
- This leader focuses on productivity.
- This leader motivates by setting high standards of performance, and then leads by example.

- This leader does not feel it necessary to communicate a lot of detailed instructions.
- This style can be ineffective if used over a long period of time.
- This style is effective when team members are self-motivated and highly skilled.

Democratic

- This style relies on consensus decision-making.
- This leader is comfortable allowing others to occasionally take the lead.
- This leader motivates by providing opportunity for participation.
- This leader uses collaboration and communication to receive input from team members.
- This style is ineffective when time is limited or if team members do not have the knowledge or expertise to make quality contributions.
- This approach is most effective when the knowledge of the entire team is needed to solve a problem or find direction.

Affiliative

- This leader's objective is to create a cohesive unit by emphasizing teamwork and harmony.
- This leader is collaborative and focuses on emotional needs. The affiliative style is often used effectively alongside visionary leadership.
- This leader motivates by creating positive personal relationships and avoids conflict.
- This style is less effective when the leader has difficulty giving negative feedback and performance is not emphasized.
- This style is effective in increasing morale, repairing broken trust, and working through stressful circumstances.

Coaching

- This leader concentrates on preparing individuals for the future by building skills.
- This leader excels with individuals or groups that have not yet realized their full potential.
- This leader motivates by challenging the individual.
- This leader communicates with positive statements to foster a high level of personal gratification.

- This style is less effective when those being coached are adverse to change.
- This style is most effective in a one-on-one setting when the person being coached is receptive to the close working relationship of this leadership style.

Altruistic

- This leader personalizes approaches to meet the individualized needs of the team.
- This leader leads in order to better serve others.
- This leader motivates by her empowering, ethical approach.
- This leader focuses on active listening, empathy, and commitment to building community.
- This style can be ineffective if not given sufficient time to apply a long-term perspective.
- This style is effective in creating a positive culture and promoting high morale.