

SELECT YOUR LEADERSHIP STYLE

This instrument is designed to help identify your typical pattern of leadership behavior. While leaders must be somewhat flexible in dealing with various situations, most have a primary style of leadership that reflects their activities and beliefs and has proven successful in the past.

Instructions

For each of the six categories on the instrument, there are a series of statements. Consider each statement and mark the one that best describes you. If, in one or two situations, you cannot indicate only one response, mark your first choice, then your second choice.

DOMINANCE

I belong to several groups but only attend when something especially interests me. (c)

I like to work on committees but don't like to take the chairmanship. (d)

I lose interest in groups when they go along in the same old rut and don't listen to my suggestions. (a)

I consciously seek, and obtain, leadership in many of my groups' activities. (b)

I am often selected as leader of groups without seeking it. (e)

TACT

People frequently misunderstand my comments. (a)

My acquaintances tell me that I am noted for handling many difficult situations without arousing ill will. (c)

People seldom resent it when I must correct what they are doing or must criticize them. (d)

I consciously study how to handle people tactfully (e)

Before I try to get others to accept my point of view, I first try to find how they (b)

feel so I can adapt my ideas to theirs.

COMMUNICATION

I always assume that other people will be friendly and take the initiative in meeting them halfway. (e)

People tell me they come to me with problems they would not even discuss with their own families. (d)

I always try to give the other person some incentive or some reason for doing what I want done. (b)

When a conversation lags at a party of strangers, I try to fill in the break by trying to find a topic of general interest. (c)

I have some definite ideas about the failings and problems of youth and don't hesitate to express them. (a)

MATURITY

I want what I want when I want it, regardless of consequences to myself or others. (a)

I have been told that I can take well-meant, constructive criticism graciously. (d)

I believe in telling others the truth if it is for their own good. (b)

I take a stand on issues in which I believe, after looking into the pro's and con's, even if it is unpopular. (c)

ATTITUDES

I get annoyed when people don't do things my way. Sometimes, my temper gets the best of me. (a)

I try to show the attitude toward the other person that I want him/her to show toward me. (b)

I believe I should make every effort to accept change and try to keep changing with the times. (e)

I patiently listen to people with whom I disagree. (d)

I vacillate when it comes to making a decision; sometimes I wait so long, (c)

circumstances force a decision upon me.

COOPERATION

When people have a misunderstanding, I try to intervene and help them resolve it. (d)

In dealing with coworkers, I try to put myself in their shoes and act toward them the way I'd like them to act toward me. (c)

I am willing to accept the help of others, provided it does not interfere with their work. (e)

When I need information from others, I feel I have a right to demand it because it is important to completing my work. (a)

If my director says to me, "Tell So-and-So I want this right away," I change both the message and voice tone to, "The director would appreciate this as soon as possible." (b)

SCORE

It is most desirable for you to arrive at a final decision on your choice of response in every case. However, if in one or two instances, you found this choice especially difficult to make, add up your score based on the second choice column.

Make two lists of your leadership styles--

	<u>1st Choice</u>	<u>2nd Choice</u>
No. of a's		
No. of b's		
No. of c's		
No. of d's		
No. of e's		
	This is your predominant style	You have tendencies in this direction

*(Adapted from materials used by Leadership Resources, Inc. and the American Management Association).

KEY TO LEADERSHIP STYLES

a--Authoritative	(tells)
b--Political	(sells)
c--Evaluative	(tests)
d--Participative	(consults)
e--Laissez-faire	(joins)

PERSON CENTERED		GROUP CENTERED		
Authoritative	Political	Evaluative	Participative	Laissez-faire
a	b	c	d	e
TELLS	SELLS	TESTS	CONSULTS	JOINS

This diagram relates different kinds of leader behavior to different balances of power between leader and members. Behavior at the left of the scale might be called "leader-centered" because the decision depends largely on the leader's analysis of the problem, interests, experience, and motivations. Behavior on the right end of the scale might be called "group-centered" because the actions reflect the group members' assessment of problems, interest, experience, and motivations.

FIVE TYPICAL PATTERNS OF LEADERSHIP BEHAVIOR

The experienced leader uses many complex and subtle means to exercise his/her influence and stimulate those he/she leads to creative and productive efforts. From the complex range of leader behavior, we have selected five of the most typical patterns, ranging from highly leader-centered to highly group-centered:

..."Telling"...The leader identifies a problem, considers alternative solutions, chooses one of them, and then tells others what they are to do. The leader may or may not consider what the group members will think or feel about the decision, but group members clearly do not participate directly in the decision-making. Coercion may or may not be used or implied.

..."Selling"...The leader, as before, makes the decision without consulting the group. However, instead of simply announcing the decision, he/she tries to persuade the group members to accept it. The leader points out how he/she has considered organization goals and the interest of group members and states how the member will benefit from carrying out the decision.

..."Testing"...The leader identifies a problem and proposes a tentative solution. Before

finalizing it, however, he/she gets the reactions of those who will implement it. The leader says, in effect, "I'd like your frank reactions to this proposal, and I will then make the final decision."

..."Consulting"...The leader here gives the group members a chance to influence the decision from the beginning. Problems and relevant background information are presented, and then the members are asked for their ideas. In effect, the group is invited to increase the number of alternative actions to be considered. The leader then selects the solution he/she regards as most promising.

..."Joining"...The leader here participates in the discussion as "just another member"--and agrees in advance to carry out whatever decision the group makes. The only limits placed on the group are those given to the leader by his superiors. (Many research and development teams make decisions this way.)