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Leadership style questionnaire pdf

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This quiz will help you identify the style you naturally lean toward and introduce you to alternative approaches that you might find useful to develop and the occasions when they might be appropriate. We based our questions on psychologist Kurt Lewin's Leadership Styles Framework - a model developed in the 1930s that is still popular and useful today. What is your management style? Instructions For each question, fill out the statement by selecting one of the three options: A, B, or C. Answer how you would behave in real life, rather than how you think you should behave. When you're done, click the Calculate My Total button at the bottom of the test and read the following instructions. Score Comment 12-20 You most often adopt an authoritarian or autocratic management style. You rarely consult your team members and instead tend to tell them what you want, when you want it, and how you want it done. This style works well in a crisis where a task must be performed quickly. But you will probably demoralize, demotivate and aggravate people if you use it all the time. This can result in a high absenteeism and turnover. You'll also miss out on a wealth of ideas, thus stifling innovation and creativity. Read more below. 21-27 You lean toward a democratic or participatory style of leadership. You tend to set the work parameters and have the final say on decisions, but you actively involve your team members in the process. This style can build trust between you and your people as they will probably feel engaged and appreciated. But it's not great in a high-pressure situation that requires a quick turnaround as it will slow you down. And if you don't like disagreement or conflict, you can struggle with how people respond to consultation. Read more below. 28-36 Your standard management style is probably delegate or laissez faire. You give your team members free rein in how they work towards their goals. This is an ideal approach when your employees are high motivated, and when you work with contractors and freelancers that you trust. However, if a team member is inexperienced or or or if you forget what's going on, this approach can backfire disastrously. Read more below. Do you think you can customize your style? Harvard University professor Ron Heifetz and leadership experts David Rooke and William Torbert say you can. So let's take a closer look at Lewin's management styles, their strengths and risks, and how you can become more adept at using them. Authoritarian, autocratic leadership This approach is useful when your team needs to follow a process to the limit in order to manage a significant risk. It's also effective when you need to be hands-on with people who miss deadlines, in departments where conflict is a problem, or in teams that rely on quick decisions made. But you need to be aware that relying on control and punishment to maintain standards will likely drive people away. Similarly, if you always require your team to work at top speed, you may end up exhausting everyone. Instead, you can show respect for team members by providing the rationale for your decisions. And they will more likely meet your expectations if you take the trouble to explain why the rules are there. You can improve your ability to lead from the front by planning a crisis, thinking on your feet, and making good decisions under pressure. But be sure to balance these skills with an awareness of their potential negative impact on creativity, ideas gathering, motivation and confidence in the team. Being too autocratic can also mean that you will find it hard to stand back from the details and take a broader, more strategic point of view. Did you gain leadership thanks to your technical expertise? If so, you will probably be used to getting things right, adding value, and having people's respect. But your soft skills may be lacking, so don't be afraid to listen and collaborate anymore. Democratic, participatory leadership With this approach, you set goals, guide team discussions and make the final decision. But you also recognize that your employees can have valuable insights into a problem or process so that you actively consult them. As a result, you'll probably get creative input and fresh ideas that you wouldn't have come up with if you worked alone. You may be wondering how to handle different opinions in the team after you've invited to participate in this way. Their goal is to build a culture where people can have healthy debates with each other. So: Be aware that processes can become dangerously slow if you involve your team members in any decision. You will need to judge carefully whether you need to adopt a more autocratic approach, even if it is only brief. The delegated, Laissez Faire Leader Laissez faire is a French phrase adopted in English that means Let (people) do (as they choose). It describes a policy of allowing situations to run their own course without By adopting this management style, you allow your team to make decisions and organize its own processes, processes, little or no guidance. The danger of this approach is that situations can collapse into chaos if your people have low motivation or poor skills. However, it can work if they are experienced, knowledgeable, confident, creative and driven, or if deadlines are flexible and processes are simple. Do not doubt that you as a leader will still be held responsible for the result! So you might want to organize team decision-making to support your employees while taking a hands off approach. Just make sure you delegate the right task to the right person, as a mismatch can mean the whole team fails. Avoid getting too distant, even with a high-performance, highly autonomous team. Changes can happen at any time in your company, so your organization's requirements for your team can change after your first task. If this happens, stay in touch with your employees and communicate clearly and quickly. Remember that you can offer your support without becoming a micromanager! Consistently excellent and long-term teams tend to have transformational leaders. These leaders have high expectations and are a good example of their people. And they inspire them to reach for the seemingly impossible. We all tend to have a management style more than another, because of our personal preferences, abilities, role models and more. But one approach doesn't fit all scenarios: some situations and people require a fast, firm, top-down approach, while others flourish with shared responsibility and freedom to plan, decide and act. You and your team will probably do better if you develop a wide set of styles to apply as needed. Kurt Lewin's model expresses this range of styles in relatively simple terms, from authoritarian or autocratic, through democratic or participative, to delegate or Laissez Faire. Transformational leadership is the best approach to most situations. This self-test is just one of a great set that helps you evaluate your skills in a wide range of important career skills. Visit our Test Yourself section for other self-testing. This questionnaire contains statements about management style beliefs. Next to each sentence, mark the number that represents how strongly you feel about the statement using the following points system: Almost always true – 5 Often true – 4 Occasional true – 3 Rarely true – 2 Almost never true – 1 Be honest about your choices as there are no right or wrong answers – it is only for your own self-evaluation. 1. I always have the final decision-making authority in my department or team. 5 4 3 2 1 2. I always try to include one or more employees in determining what to do and how to do it. But I maintain the final decision-making power. 5 4 3 2 1 3. My employees and I always vote when making a bigger decision. 5 4 3 2 1 4. I do not believe that my employees have suggestions, as I do not have time for them. 5 4 3 2 1 5. I ask for employee ideas and input on plans and projects. 5 4 3 2 1 6. For a major decision to pass in my department, it must have the approval of the individual or the majority. 5 4 3 2 1 7. I tell my staff what needs to be done and how to do it. 5 4 3 2 1 8. When things go wrong and I need to create a strategy to keep a project or process running on time, I call a meeting to get my employee's advice. 5 4 3 2 1 9. To get information out, I send it via email, notes, or voice mail; very rarely is a meeting called. My employees are then expected to act on the information. 5 4 3 2 1 10. When someone makes a mistake, I tell them not to ever do it again and make a note of it. 5 4 3 2 1 11. I want to create an environment where employees take ownership of the project. I give them the opportunity to participate in the decision-making process. 5 4 3 2 1 12. I allow my employees to decide what to do and how to do it. 5 4 3 2 1 13. New hires are not allowed to make any decisions unless it is approved by me first. 5 4 3 2 1 14. I ask employees for their vision of where they look at their jobs and then use their vision where appropriate. 5 4 3 2 1 15. My workers know more about their jobs than me, so I allow them to make the decisions to do their job. 5 4 3 2 1 16. When something goes wrong, I tell my employees that a procedure is not working properly and that I am setting up a new one. 5 4 3 2 1 17. I give my employees the opportunity to prioritize with my guidance. 5 4 3 2 1 18. I delegate tasks to implement a new procedure or process. 5 4 3 2 1 19. I closely monitor my staff to make sure they are doing well. 5 4 3 2 1 20. When there are differences in role expectations, I work with them to resolve the differences. 5 4 3 2 1 21. Each person is responsible for defining his or her job. 5 4 3 2 1 22. I like the power that my leadership position has over subordinates. 5 4 3 2 1 23. I like to use my leader power to help subordinates grow. 5 4 3 2 1 24. I like to share my leadership power with my subordinates. 5 4 3 2 1 25. Employees must be corrected or punished for achieving their organisational goals. 5 4 3 2 1 26. Employees will exercise self-direction if they are committed to the goals. 5 4 3 2 1 27. Employees have the right to determine their own organisational goals. 5 4 3 2 1 28. Employees are primarily looking for safety. 5 4 3 2 1 29. Employees know how to use creativity and ingenuity to solve organizational problems. 5 4 3 2 1 30. My employees can lead themselves as best I can. 5 4 3 2 1 The table below indicates the result for each item on the above questionnaire. For example, if you've scored point one with 3 (Occasionally), enter a 3 next to Item One. Once you have entered all points for each question, each of the three columns. Result result result for item 1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 5 _____ 6 _____ 7 _____ 8 _____ 5 _____ 6 _____ 7 _____ 8 _____ 8 _____ 5 _____ 6 _____ 7 _____ 8 _____ 5 _____ 6 _____ 7 _____ 8 _____ 5 ___ 100 000 000 000 000 9 _____ 10 _____ 11 _____ 12 _____ 13 _____ 14 _____ 15 _____ _____ _____ 17 _____ 18 _____ 19 _____ 20 _____ 21 _____ 22 _____ 23 _____ 24 _____ 25 _____ 26 _____ _____ 28 _____ 29 _____ 30 _____ Total _____ Total _____ Total _____ Author-itarian Style Partici-pative Style Delegat-ive Style autocratic democratic freely manage questionnaire This is to help you assess what leadership style you normally operate out of. The lowest possible score for a stage is 10 (Almost never), while the highest score possible for any stage is 50 (almost always). The highest of the three scores in the columns above indicates which management style you normally use – authoritarian, participative, or delegative. If your highest score is 40 or more, it's a strong indicator of your normal style. The lowest of the three scores is an indicator of the style you use the least. If your lowest score is 20 or less, it's a strong indicator that you don't normally operate outside of this mode. If two of the scores are close to the same, you can go through a transition phase, either in person or at work, except if you score high in both participative and delegative then you are probably a delegative leader. If there is only a slight difference between the three scores, then this indicates that you have no clear view of the state you are operating out of, or you are a new leader and trying to feel the right style for yourself. Final thoughts Usually some of the best leaders operate out of the participatory state and use the other two modes as needed. An example of an exception could be a manager who has a new crew or temporary workforce. This leader would probably have to operate out of the authoritarian state most of the time. On the other hand, a leader who has a crew of professionals or a crew who knows more than she or he does would likely operate out of delegative mode. Leaders who want their employees to grow use a participatory style of leadership. As they grow into their jobs, they gradually gain more authority (delegative) in relation to their jobs. Reliability and validity As this study is a learning tool used in educational programmes such as leadership development, rather than a research tool, it has not been formally verified for reliability or validity. But since I've received feedback from various sources and it's been updated many times, I think it's a pretty accurate tool. Next step This activity is based on the Chapter Leadership Styles Return to the Leadership Training and Development Outline

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