

ASSESSMENT 11

Leadership Style

Instructions

The following statements describe leadership acts. Indicate the way you would most likely act if you were leader of a workgroup, by circling whether you would most likely behave in this way:

always (A); frequently (F); occasionally (O); seldom (S); or never (N)

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|---|---|---|---|---|---|
| A | F | O | S | N | 1. Act as group spokesperson. |
| A | F | O | S | N | 2. Encourage overtime work. |
| A | F | O | S | N | 3. Allow members complete freedom in their work. |
| A | F | O | S | N | 4. Encourage the use of uniform procedures. |
| A | F | O | S | N | 5. Permit members to solve their own problems. |
| A | F | O | S | N | 6. Stress being ahead of competing groups. |
| A | F | O | S | N | 7. Speak as a representative of the group. |
| A | F | O | S | N | 8. Push members for greater effort. |
| A | F | O | S | N | 9. Try out ideas in the group. |
| A | F | O | S | N | 10. Let the members work the way they think best. |
| A | F | O | S | N | 11. Work hard for a personal promotion. |
| A | F | O | S | N | 12. Tolerate postponement and uncertainty. |
| A | F | O | S | N | 13. Speak for the group when visitors are present. |
| A | F | O | S | N | 14. Keep the work moving at a rapid pace. |
| A | F | O | S | N | 15. Turn members loose on a job. |
| A | F | O | S | N | 16. Settle conflicts in the group. |
| A | F | O | S | N | 17. Focus on work details. |
| A | F | O | S | N | 18. Represent the group at outside meetings. |
| A | F | O | S | N | 19. Avoid giving the members too much freedom. |
| A | F | O | S | N | 20. Decide what should be done and how it should be done. |
| A | F | O | S | N | 21. Push for increased production. |
| A | F | O | S | N | 22. Give some members authority to act. |
| A | F | O | S | N | 23. Expect things to turn out as predicted. |
| A | F | O | S | N | 24. Allow the group to take initiative. |
| A | F | O | S | N | 25. Assign group members to particular tasks. |
| A | F | O | S | N | 26. Be willing to make changes. |
| A | F | O | S | N | 27. Ask members to work harder. |
| A | F | O | S | N | 28. Trust members to exercise good judgment. |
| A | F | O | S | N | 29. Schedule the work to be done. |
| A | F | O | S | N | 30. Refuse to explain my actions. |
| A | F | O | S | N | 31. Persuade others that my ideas are best. |
| A | F | O | S | N | 32. Permit the group to set its own pace. |
| A | F | O | S | N | 33. Urge the group to beat its previous record. |
| A | F | O | S | N | 34. Act without consulting the group. |
| A | F | O | S | N | 35. Ask members to follow standard rules. |

T _____ P _____

Scoring

- Circle items 8, 12, 17, 18, 19, 30, 34, and 35.
- Write the number 1 in front of a circled item number if you responded S (seldom) or N (never) to that item.