

3. Write a number 1 in front of *item numbers not circled* if you responded A (always) or F (frequently).
4. Circle the number 1's which you have written in front of items 3, 5, 8, 10, 15, 18, 19, 22, 24, 26, 28, 30, 32, 34, and 35.
5. *Count the circled number 1's*. This is your score for leadership *concern for people*. Record the score in the blank following the letter P at the end of the questionnaire.
6. *Count the uncircled number 1's*. This is your score for leadership *concern for task*. Record this number in the blank following the letter T.

ASSESSMENT 12

"TT" Leadership Style

Instructions

For each of the following 10 pairs of statements, divide 5 points between the two elements of each pair according to your beliefs, perceptions of yourself, or which of the two statements characterizes you better. The 5 points may be divided between the a and b statements in any one of the following ways: 5 for a, 0 for b; 4 for a, 1 for b; 3 for a, 2 for b; 1 for a, 4 for b; 0 for a, 5 for b, but not equally (2.5) between the two. Weigh your choices between the two according to the one that characterizes you or your beliefs better.

1. (a) As leader I have a primary mission of maintaining stability.
(b) As leader I have a primary mission of change.
2. (a) As leader I must cause events.
(b) As leader I must facilitate events.
3. (a) I am concerned that my followers are rewarded equitably for their work.
(b) I am concerned about what my followers want in life.
4. (a) My preference is to think long range: what might be.
(b) My preference is to think short range: what is realistic.
5. (a) As a leader I spend considerable energy in managing separate but related goals.
(b) As a leader I spend considerable energy in arousing hopes, expectations, and aspirations among my followers.

6. (a) Although not in a formal classroom sense, I believe that a significant part of my leadership is that of teacher.
(b) I believe that a significant part of my leadership is that of facilitator.
7. (a) As leader I must engage with followers at an equal level of morality.
(b) As leader I must represent a higher morality.
8. (a) I enjoy stimulating followers to want to do more.
(b) I enjoy rewarding followers for a job well done.
9. (a) Leadership should be practical.
(b) Leadership should be inspirational.
10. (a) What power I have to influence others comes primarily from my ability to get people to identify with me and my ideas.
(b) What power I have to influence others comes primarily from my status and position.

Scoring

Circle your points for items 1b, 2a, 3b, 4a, 5b, 6a, 7b, 8a, 9b, 10a and add up the total points you allocated to these items; enter the score here [T = ____]. Next, add up the total points given to the uncircled items 1a, 2b, 3a, 4b, 5a, 6b, 7a, 8b, 9a, 10b; enter the score here [T = ____].

Interpretation

This instrument gives an impression of your tendencies toward "transformational" leadership (your T score) and "transactional" leadership (your T score). Today, a lot of attention is being given to the transformational aspects of leadership: those personal qualities that inspire a sense of vision and desire for extraordinary accomplishment in followers. The most successful leaders of the future will most likely be strong in both T's.