

Appendix I: Leadership Style Questionnaire

Leadership Style Self-Assessment Questionnaire

Complete the Leadership Styles questionnaire below. Interpret your scores as instructed and review the Situational Leadership model in preparation for discussion during the workshop.

Below are sets of statements relating to the leadership task categories. Take each set of statements (e.g., 1-4, 5-8, 9-12, 13-16, etc.) read them carefully and mark yourself as follows:

Most like me	Score 4	Third most like me	Score 2
Second most like me	Score 3	Least like me	Score 1

So for example, for the first set of statements you may feel, out of the four statements the third one is the most like you. You should give this a score of four and so on.

STATEMENT		SCORE
Goal Setting		
1	I think it is important to outline the task clearly	
2	I believe I should tell people exactly what I accomplished	
3	I'd prefer my team members to set their own detailed goals	
4	I'd prefer to outline a task in broad terms to my team	

5	Sometimes people don't grasp what I am really after	

6	Sometimes I may be perceived as being too patronising when I am setting tasks	
7	People feel that I sometimes come across as too dictatorial	
8	There is a danger that my team sometimes lacks a clear direction	

Team Spirit		
9	I'd like the team to develop their own ways of working together.	
10	I feel I must make my team understand the importance of working for each other.	
11	I feel it's important that I state quite clearly the role I want each team member to play.	
12	I like the idea of the team regularly meeting to share ideas.	

13	I sometimes don't give my team members enough freedom to help each other.	
14	We can spend too much time discussing issues without coming to any constructive conclusions.	

15	I sometimes spend too much time with each individual to allow enough time for the whole team to be together.	
16	The team is sometimes so busy doing their own thing that they can become fragmented.	

Communication

17	I feel I should tell everyone exactly what they need to know – and no more.	
18	I like people to take the time to tell me what is happening in their work	
19	I think it's important that I regularly advise my staff so they have a clear picture of what is going on.	

20	I always like having the time to exchange information within the team.	
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21	I sometimes learn about problems too late to take the appropriate action.	
22	People in my team sometimes feel they cannot raise controversial issues.	
23	I sometimes don't know what my team really thinks about things	

24	Sometimes I spend too much time listening to others rather than giving information myself.	
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Motivating

25	I believe that working closely with my staff inevitably makes them more motivated.	
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26	I feel that allowing my team to have a free rein increases their motivation	
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27	I like my staff to suggest ways in which I can motivate them better	
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28	I feel that being direct is the best way of letting my staff know how I feel about their job performance.	
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29	Sometimes the way I handle my staff doesn't take into account their personal motivational characteristics.	
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30	I can sometimes be overbearing when I am trying to get my staff to accomplish a task.	
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31	Sometimes I spend too much time trying to find out what makes my team tick.	
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32	People really have to be self-motivators in my team to do very well	
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Developing Discipline		
33	I prefer looking for joint solutions to poor performance.	
34	I feel that if I work closely with my staff it helps maintain discipline	
35	I believe it is important to act in a direct way when I spot poor performance.	
36	I like my team to take full responsibility for maintaining high work standards.	

37	I suppose I can be a bit relaxed about disciplining my team.	
38	I sometimes find it difficult to see why people don't take responsibility for their own work standards.	
39	I sometimes find it difficult to switch from helping to disciplining	
40	Sometimes I may be a little harsh on poor performers.	

Supporting		
41	I like to point out to my staff what development plans I have for them.	
42	I think an open discussion is a good way to make people feel there is support available.	

43	I feel that I should have close contact with my staff so that I will find out their problems.	
44	I think it's important that my team know that I am available when they need help.	

45	Sometimes I try too hard to be pleasant with everyone in my team	
46	I can sometimes be too protective of my staff instead of letting them learn from their own experiences.	
47	I am sometimes seen as being too remote to be of help to my team.	
48	I suspect that staff tend not to come to me with their problems.	

Scoring: Put in the scores you gave for the following statements:

DIRECTING

2		7			11		13			17		23	
28		29			35		40			41		48	
TOTAL													

COACHING

1		6			10		15			19		22	
25		30			34		39			43		46	
TOTAL													

SUPPORTING

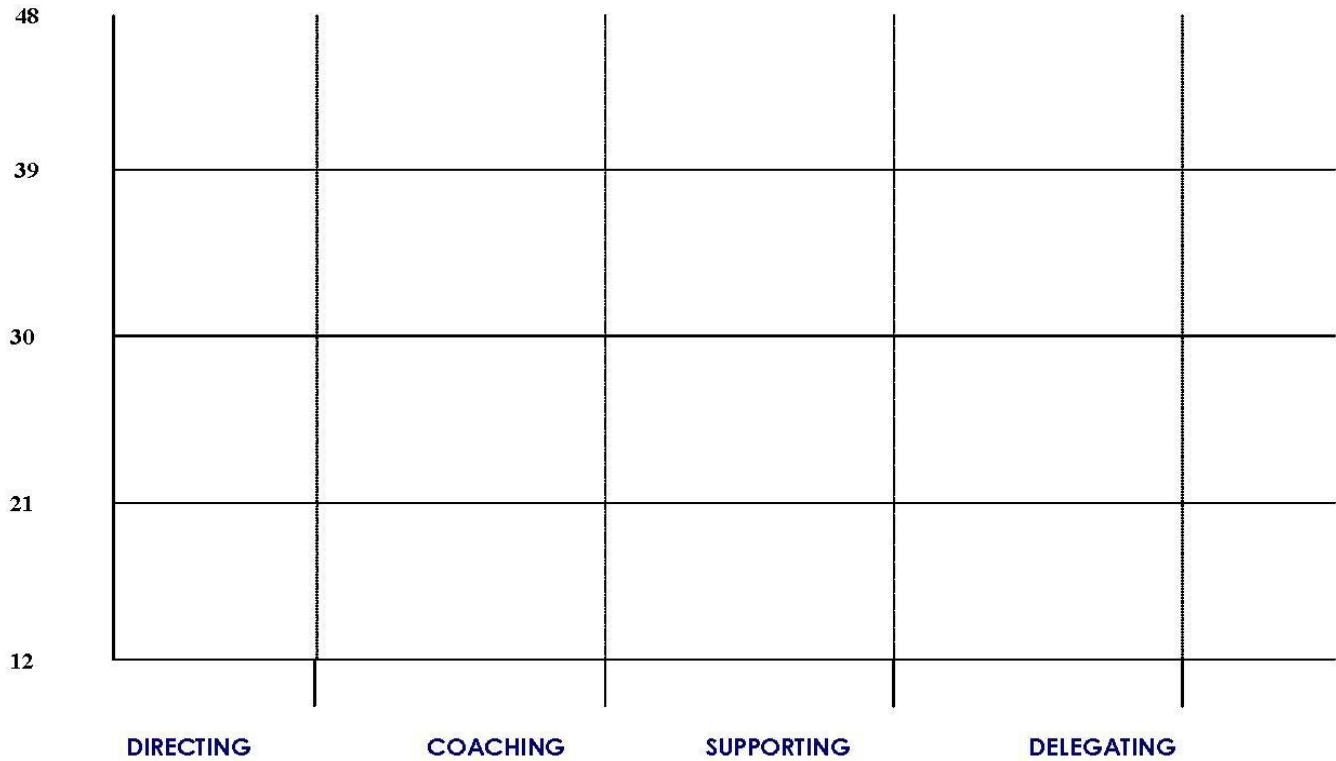
4		5			12		14			20		24	
27		31			33		37			42		45	
TOTAL													

DELEGATING

3		8			9		16			18		21	
26		32			36		38			44		47	
TOTAL													

Leadership Style Analysis

Now plot your scores: -



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Leadership skills and actions in the four styles

Supporting	Coaching
<ul style="list-style-type: none"> ● Assume the role of guide, listener, facilitator, etc. ● Make yourself available for problem counselling ● Continue to communicate widely and be available for feedback ● Coach, mentor, train ● Specify objectives and leave the team to decide how these will be achieved ● Encourage shared decision-making and responsibility 	<ul style="list-style-type: none"> ● Combine instruction with coaching questions ● Spend time with each individual in the team ● Develop personal relationships based on shared interests ● Get to know the team individually ● Concentrate on extensive daily communication and interaction with the team ● Be directing, but encourage feedback and contributions from the team ● Continue to monitor performance and reward positive behaviours
Delegating	Directing
<ul style="list-style-type: none"> ● Clarify and agree on objectives with the full participation of the team ● Give support if requested ● Reconcile difficulties if reported ● Provide information and technical expertise if requested ● Represent the group to other groups if necessary ● Avoid interfering/monitor indirectly ● Attend to other aspects of leadership 	<ul style="list-style-type: none"> ● Instruct clearly and extensively ● Be clear about expectations and procedures ● Develop an individual's technical knowledge ● Rigorously monitor performance ● Discipline constructively where necessary ● Be fair, but firm ● Praise and criticise justly ● Explore performance in an objective setting ● Involve yourself fully in the daily performance of the team