

What type of leader are you or would you be?

Directions

Answer the following questions (put a tick under mostly yes or mostly no), keeping in mind what you have done, or think you would do, in the situations described.

| | Mostly Yes | Mostly No |
|--|-----------------------|----------------------|
| 1. Do you enjoy the authority leadership brings? | _____ | _____ |
| 2. Do you think it is worth the time and effort for a manager to explain the reasons for a decision or policy before putting the policy into effect? | _____ | _____ |
| 3. Do you tend to prefer the planning functions of leadership, as opposed to working directly with team members? | _____ | _____ |
| 4. A stranger comes into your work area, and you know the person is a new employee. Would you first ask, "What is your name?" rather than introduce yourself? | _____ | _____ |
| 5. Do you keep team members up to date on developments affecting the work group? | _____ | _____ |
| 6. Do you find that in giving out assignments, you tend to state the goals and leave the methods up to your team members? | _____ | _____ |
| 7. Do you think leaders should keep aloof from team members because in the long run familiarity breeds lessened respect? | _____ | _____ |
| 8. It comes time to decide about a company event. You have heard that the majority prefer to have it on Wednesday but you are pretty sure Thursday would be better for all concerned. Would you put the question to a vote rather than make the decision yourself? | _____ | _____ |
| 9. If you had your way, would you make communications an employee-initiated affair with personal consultation held only on request? | _____ | _____ |
| 10. Do you find it fairly easy to give negative performance valuations to group members? | _____ | _____ |
| 11. Do you feel that you should be friendly with the members of your work group? | _____ | _____ |
| 12. After considerable time, you determine the answer to a tough problem. You pass along the solution to your team members, who find many errors. Would you be annoyed that the problem is still unsolved, rather than become upset with the employees? | _____ | _____ |
| 13. Do you agree that one of the best ways to avoid discipline problems is to provide adequate punishment for rule violations? | _____ | _____ |



| | Mostly Yes | Mostly No |
|--|-----------------------|----------------------|
| 14. Your employees are criticizing the way you handled a situation. Would you sell your viewpoint rather than make it clear that as the manager, your decisions are final? | _____ | _____ |
| 15. Do you generally leave it up to the team members to contact you as far as informal day to day communications are concerned? | _____ | _____ |
| 16. Do you feel that everyone in your work group should have a certain amount of personal loyalty to you? | _____ | _____ |
| 17. Do you favour the practice of using task force teams and committees rather than making decisions alone? | _____ | _____ |
| 18. Do you agree that differences of opinion within work groups are healthy? | _____ | _____ |

Scoring and skill development

On the scoring matrix below, place a check mark next to each question you answered Mostly Yes.

| | | | | | |
|---------------|-------|---------------|-------|-----------|-------|
| 1 | _____ | 2 | _____ | 3 | _____ |
| 4 | _____ | 5 | _____ | 6 | _____ |
| 7 | _____ | 8 | _____ | 9 | _____ |
| 10 | _____ | 11 | _____ | 12 | _____ |
| 13 | _____ | 14 | _____ | 15 | _____ |
| 16 | _____ | 17 | _____ | 18 | _____ |
| Authoritarian | | Participative | | Free-rein | |
| total | _____ | total | _____ | total | _____ |

You favour one of the three styles if your total for that style is three or more points higher than your total for either of the other styles. The quiz you just completed is also an opportunity for skill development.

