

Complete the self-assessment to better understand your management style and strengths.

## SELF-ASSESSMENT 12.2

### WHAT IS YOUR LEADERSHIP STYLE?

The following questionnaire will help you to assess your leadership style. Read each item and think about how often you engage in the described behavior. Indicate your response to each item by circling one of the five numbers to the right of each item (1 = *never*, 2 = *seldom*, 3 = *occasionally*, 4 = *often*, 5 = *always*). We will discuss the results of the questionnaire later in the chapter.

	Never	Seldom	Occasionally	Often	Always
1. Tells group members what they are supposed to do	1	2	3	4	5
2. Acts friendly with members of the group	1	2	3	4	5
3. Sets standards of performance for group members	1	2	3	4	5
4. Helps others to feel comfortable in the group	1	2	3	4	5
5. Makes suggestions about how to solve problems	1	2	3	4	5
6. Responds favorably to suggestions made by others	1	2	3	4	5
7. Makes his or her perspective clear to others	1	2	3	4	5
8. Treats others fairly	1	2	3	4	5
9. Develops a plan of action for the group	1	2	3	4	5
10. Behaves in a predictable manner toward group members	1	2	3	4	5
11. Defines role responsibilities for each group member	1	2	3	4	5
12. Communicates actively with group members	1	2	3	4	5
13. Clarifies his or her own role within the group	1	2	3	4	5
14. Shows concern for the personal well-being of others	1	2	3	4	5
15. Provides a plan for how the work is to be done	1	2	3	4	5
16. Shows flexibility in making decisions	1	2	3	4	5
17. Provides criteria for what is expected of the group	1	2	3	4	5
18. Discloses thoughts and feelings to group members	1	2	3	4	5
19. Encourages group members to do quality work	1	2	3	4	5
20. Helps group members to get along	1	2	3	4	5

#### Scoring

The style questionnaire is designed to measure two major types of leadership behavior: task orientation and relationship orientation. Score the questionnaire by first summing the responses on the odd-numbered items; this is your task score. Then sum the responses on the even-numbered items; this is your relationship score. We discuss the question of leadership style later in the chapter.

Total scores: Task \_\_\_\_\_ Relationship \_\_\_\_\_

#### Interpretation

45–50 Very high

40–44 High

35–39 Moderately high

30–34 Moderately low

25–29 Low

10–24 Very low

Source: From Northouse, P. G. (2013). *Leadership: Theory and practice* (6th ed.). Thousand Oaks, CA: Sage, pp. 93–94. Used by permission.