

LEADERSHIP STYLES QUESTIONNAIRE

Identifying Your Leadership Style

Each area below contains a series of paired statements. Each pair is separated by a row of numbers, 1 to 5. So, if you agree strongly with the left-hand statement, draw a circle around 1. If the right-hand statement appeals strongly, circle 5. Agree with both of them? Circle 3 (but try not to do this too much). Please don't ponder too long – the exercise works best if you go for quick 'gut' responses.

Area 1

I like to achieve things with clear goals.	1 2 3 4 5	I am more concerned about the needs and feelings of others than about achieving things.
If I worry, it tends to be about deadlines/ completing tasks.	1 2 3 4 5	If I worry, it tends to be about people and their needs.
I prefer a task to be well defined.	1 2 3 4 5	I prefer to help people.
I think about whether people are fully contributing to the task.	1 2 3 4 5	I think about how people are feeling.
I feel happiest when completing a worthwhile task.	1 2 3 4 5	I feel happy when those around me are happy.

Area 2

I like to plan, decide, control.	1 2 3 4 5	I like to keep things open, see where they might go, keep options open.
If I worry, it tends to be about losing control of a situation.	1 2 3 4 5	If I worry, it tends to be about whether I've made the right decision.
I prefer not to give people too much control over things.	1 2 3 4 5	I prefer to trust people to achieve the things asked of them.
I think it is important to be able to predict outcomes.	1 2 3 4 5	I think it is important to see how things work out.
I feel that my contribution to those I lead is vitally important.	1 2 3 4 5	I feel those I lead could get on fine without me.

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Area 3

I like to do something rather than nothing.	1 2 3 4 5	I like to consider things carefully.
If I worry it tends to be about being reckless.	1 2 3 4 5	If I worry, it tends to be about not identifying the best way forward.
I prefer new possibilities, to consider what might be.	1 2 3 4 5	I prefer to consolidate what already is.
I think people who avoid risks are dull.	1 2 3 4 5	I think risk-takers are reckless.
I feel happiest when involved in new things.	1 2 3 4 5	I feel happiest when things are in a good place.

Area 4

I like ideas and vision.	1 2 3 4 5	I like everything to be clear and sorted.
I prefer talking about concepts.	1 2 3 4 5	I prefer analysing things carefully.
If I worry, it tends to be about whether we are going to 'get there'.	1 2 3 4 5	If I worry, it tends to be about making a small mistake that may have a large consequence.
I think in pictures.	1 2 3 4 5	I think in practicalities.
I feel excited about the future and about where we could go.	1 2 3 4 5	I feel excited about making things work.

Area 5

I like to persuade people and see them change.	1 2 3 4 5	I like to work out where people want to go.
I prefer to lead from the front.	1 2 3 4 5	I prefer to lead with others.
If I worry, it tends to be about whether people are motivated enough.	1 2 3 4 5	If I worry, it tends to be about whether anyone is left out.
I think about how I can influence people.	1 2 3 4 5	I think about how to help everyone play their part.
I often feel excited about many things.	1 2 3 4 5	I often feel responsible for many things.