



Leadership Styles Questionnaire

For each statement, give yourself a rating between 0 and 10, where 0 is never and 10 is always.

1. You believe that a high standard of performance is the most critical theme for success and you are intolerant of people who do not reach your standards.

Rating. -----

2. You believe you have a happy team and that being responsive to how they're feeling is more important than the job at hand.

Rating. -----

3. When you come up with a vision or a decision, you work at inspiring your team to accept it.

Rating. -----

4. The only way to achieve results is by firm discipline

Rating. -----

5. You help people to develop by giving them the opportunity to participate and be heard.

Rating. -----

6. You discourage people to have arguments, which may lead to conflict.

Rating. -----

7. You often give team members tasks to do but then take them back if you feel they are not performing them adequately.

Rating. -----

8. You lead your team by group consensus and not by directly controlling them.

Rating. -----

9. When you discuss performance, you focus on assisting people to develop themselves and how to raise their game, rather than on the results themselves.

Rating. -----

10. It is important to you that people follow your example.

Rating. -----

11. If someone's ideas or work-plans are not appropriate you help them rethink how they might do it differently.

Rating. -----

12. You are able to communicate your ideas and visions effectively and gain enthusiastic support from the team.

Rating. -----

Results

Transpose your rating from each question into the table below. Add the two ratings to form a total rating for each Leadership Style. Your highest ratings will show you which styles you currently use most.

Coercive	Affiliative	Authoritative	Coaching	Pace Setting	Democratic
1)	2)	3)	9)	7)	5)
4)	6)	12)	11)	10)	8)
Total	Total	Total	Total	Total	Total

My two most used Leadership Styles are:

----- and -----

The styles I want to develop are:

----- and -----

My ideas for developing them are:

Leadership Styles Notes

These are styles, not types. Any leader can use any style and a good mix that is customised to the situation is generally the most effective approach.

The Authoritative Leader

- The Authoritative Leader moves people towards a shared vision, telling where to go but not how to get there – thus motivating them forwards. They openly share information hence giving knowledge power to others.
- They can fail when trying to motivate more experienced experts or peers.
- This style is best when a new direction is needed.
- Overall, it has a very strong impact on the climate.

The Coaching Leader

- The Coaching Leader connects wants to organizational goals, holding long conversations that reach beyond the workplace, helping people find strengths and weaknesses and trying these to career aspirations and actions. They are good at delegating challenging assignments, demonstrating faith that demands justification and which leads to high levels of loyalty.
- Done badly, this style looks like micromanaging.
- It is best used when individuals need to build long term capabilities.
- It has a highly positive impact on the climate.



The Affiliative Leader

- The Affiliative Leader creates people connections and thus harmony within the organization. It is a very collaborative style which focuses on emotional needs over work needs.
- When done badly, it avoids emotionally distressing situations such as negative feedback.
- Done well, it is often used alongside visionary leadership.
- It is best used for healing rifts and getting through stressful situations.
- It has a positive impact on climate.

The Democratic Leader

- The Democratic Leader acts to value inputs and commitment via participation, listening to both the bad and the good news.
- When done badly, it looks like lots of listening but very little effective action.
- It is best used to gain buy-in or when simple inputs are needed (when you are uncertain).
- It has a positive impact on climate.

The Pace-setting Leader

- The Pace-setting Leader builds challenge and exciting goals for people, expecting excellence and often exemplifying it themselves. They identify poor performers and demand more of them. If necessary, they will roll up their sleeves and rescue the situation themselves.
- They tend to be low on guidance, expecting people to know what to do. They get short-term results but over the long term this style can lead to exhaustion and decline.
- Done badly, it lacks Emotional Intelligence, especially self-management. A classic problem happens when the 'star techy' gets promoted.
- It is best used for results from a motivated and competent team.
- It often has a very negative effect on climate (because it is often poorly done).

The Coercive Leader

- The Commanding Leader gives clear directions by his or her powerful stance, commanding and expecting full compliance (agreement is not needed). They need emotional self-control for success and can seem cold and distant.
- This approach is best in times of crisis when you need unquestioned rapid action and with problem employees who do not respond to other methods.