

Leadership Style Assessment



*WHAT PATTERNS OF LEADERSHIP BEHAVIOR COME NATURALLY TO YOU?
MAKE SURE YOU CHOOSE THE ONES THAT COME NATURALLY, NOT THE ONES
YOU THINK ARE RIGHT.*

SELECT ALL THAT APPLY.

1. Have a clear vision, a strategy for achieving it, and objectives to measure it's been reached (Z)
2. Communicate your vision, strategy and objectives often to your team (Z)
3. Spend time thinking how to make your vision relevant to your audience (Z)
4. Provide the rationale behind your decisions or actions, and link this to your larger goals (Z)
5. Delegate responsibility clearly (Z)
6. Let each person know what they do well, what they don't do well, and how to improve (Z)
7. State policies firmly, reward and punish fairly (Z)
8. Create development goals with employees (Y)
9. Talk to direct reports about their long term aspirations (Y)
10. Identify employee strengths and weaknesses (Y)
11. Support your employee's development plans (Y)
12. Seek opportunities for your employees (Y)
13. Periodically review the progress of each of your employees (Y)
14. Advise your people about their professional development (Y)
15. Identify and act on interpersonal conflict (X)
16. Show empathy for other team members (X)
17. Put the welfare of your people before the organizational goals (X)
18. Trust that your team will perform well if they are treated well (X)
19. Initiate personal contacts with your team/ other teams (X)
20. Provide social activities (X)
21. Give personal recognition to your team members/ other teams (X)

22. Hold information sharing meetings (W)
23. Keep everyone informed about organizational issues affecting them (W)
24. Conduct participative meetings (W)
25. Ask your team to participate in making major decisions with you (W)
26. Avoid making a decision until everyone has been heard and has agreed to it (W)
27. Encourage high performance by giving positive feedback (W)
28. Reward people for their more productive efforts (W)
29. Maintain your “expert” professional knowledge in your field (V)
30. Model the behavior you want to see in your team (eg. Working long hours) (V)
31. Try to find work for people in which they can excel (V)
32. Delegate tasks that are not high-risk (V)
33. Focus on results (V)
34. Let your team get on with it as long as they achieve the goals (V)
35. Offer help when people need advice or assistance (V)
36. Know the jobs better than the people who you are trying to influence (U)
37. Give direct orders (U)
38. Be decisive (U)
39. Set clear standards of performance (U)
40. Monitor employees closely (U)
41. Clearly point out deviation from rules (U)
42. Keep on top of what’s going on (U)

Add up the letter codes. You may have more than one natural leadership style, and the way you use these styles may depend on the situation and your audience. Bring your results to the session on September 20.

Z: Y: X: W: V: U: