



Leadership Style Assessment

The following items describe aspects of leadership behaviour. Respond to each item according to the way you would most likely act if you were the leader of a work group. Circle where you would most likely behave in the described way:

	ALWAYS (A)	FREQUENTLY (F)	OCCASIONALLY (O)	SELDOM (S)	NEVER(N)			
1				A	F	O	S	N
2				A	F	O	S	N
3				A	F	O	S	N
4				A	F	O	S	N
5				A	F	O	S	N
6				A	F	O	S	N
7				A	F	O	S	N
8				A	F	O	S	N
9				A	F	O	S	N
10				A	F	O	S	N
11				A	F	O	S	N
12				A	F	O	S	N
13				A	F	O	S	N
14				A	F	O	S	N
15				A	F	O	S	N
16				A	F	O	S	N
17				A	F	O	S	N
18				A	F	O	S	N
19				A	F	O	S	N
20				A	F	O	S	N
21				A	F	O	S	N
22				A	F	O	S	N
23				A	F	O	S	N
24				A	F	O	S	N
25				A	F	O	S	N
26				A	F	O	S	N
27				A	F	O	S	N
28				A	F	O	S	N
29				A	F	O	S	N
30				A	F	O	S	N
31				A	F	O	S	N
32				A	F	O	S	N



	ALWAYS (A)	FREQUENTLY (F)	OCCASIONALLY (O)	SELDOM (S)	NEVER (N)			
33	I would urge the group to beat its previous record.			A	F	O	S	N
34	I would act without consulting the group.			A	F	O	S	N
35	I would ask that group members follow standard rules and regulations.			A	F	O	S	N
T	_____		P	_____				

Scoring Leadership-Style Profile Instructions

- Circle the item number for 8, 12, 17, 18, 19, 30, 34, and 35.
- Write the number 1 in front of a **circled item number** if you responded S or N to that item.
- Also write a number one in front of **item numbers** not circled if you responded A or F.
- Circle the number 1's which you have written in front of the following items: 3, 5, 8, 10, 15, 18, 19, 22, 24, 26, 28, 30, 32, 34, and 35.
- Count the circled number 1's.** This is your score for concern for people. Record the score in the blank following the letter P at the end of the questionnaire.
- Count the un-circled number 1's.** This is your score for concern for task. Record this number in the blank following the letter T.

To determine your style of leadership

- Mark your score on the **concern for task** dimension (T) on the left-hand arrow below.
- Move to the right-hand arrow and mark your score on the **concern for people** dimension (P).
- Finally, draw a straight line that intersects the P and T scores.

The point at which that line crosses the shared leadership arrow indicates your score on that dimension.

Shared Leadership Results from balancing concern for Task and concern for People

