

Directions

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This questionnaire contains statements about leadership style beliefs. Next to each statement, circle the number that represents how strongly you feel about the statement by using the following scoring system:

5 = Almost Always True

1 = Almost Never True

Be honest about your choices as there are no right or wrong answers- it is a self-assessment

Situational Leadership Style Survey

		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
1.	I always retain the final decision-making authority within my group or team.	5	4	3	(2)	1
2.	I always try to include one or more team members in determining what to do and how to do it. However, I maintain the final decision-making authority.	5	4	(3)	2	1
3.	My team members and I always vote whenever a major decision has to be made.	5	4	(3)	(2)	1
4.	I do not consider suggestions made by my team members, as I do not have the time for them.	5	4	3	2	(1)
5.	I ask for team member ideas and input on upcoming plans and projects.	5	(4)	3	2	1
6.	For a major decision to pass in my group/team, it must have the approval of each individual or the majority.	5	4	(3)	2	1
7.	I tell my team members what has to be done and how to do it.	5	4	(3)	2	1
8.	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my team members' advice.	5	4	(3)	2	1
9.	To get information out, I send it by email, memos, or voice mail; very rarely is a meeting called. My team members are then expected to act upon the information.	5	4	(3)	2	1
10.	When someone makes a mistake, I tell him or her not to ever do that again and make a note of it.	5	4	3	2	(1)
11.	I want to create an environment where the team members take ownership of the project. I allow them to participate in the decision-making process.	5	(4)	3	2	1

	I allow my team members to determine what needs to be done and how to do it.	5	4	3	2	1
13.	New hires are not allowed to make any decisions unless I approve it first.	5	4	3	2	1
14.	I ask team members for their vision of where they see their jobs going and then use their vision where appropriate.	5	4	3	2	1
15.	My team members know more about their jobs than I, so I allow them to carry out the decisions to do their job.	5	4	3	2	1
16.	When something goes wrong, I tell my team members that a procedure is not working correctly and I establish a new one.	5	4	3	2	1
17.	I allow my team members to set priorities with my guidance.	5	4	3	2	1
18.	I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1
19.	I closely monitor my team members to ensure they are performing correctly.	5	4	3	2	1
20.	When there are differences in role expectations, I work with them to resolve the differences.	5	4	3	2	1
21.	Each individual is responsible for defining his or her job.	5	4	3	2	1
22.	I like the power that my leadership position holds over subordinates.	5	4	3	2	1
23.	I like to use my leadership power to help subordinates grow.	5	4	3	2	1
24.	I like to share my leadership power with my subordinates.	5	4	3	2	1
25.	Team members must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1
26.	Team members will exercise self-direction if they are committed to the objectives.	5	4	3	2	1
27.	Team members have the right to determine their own organizational objectives.	5	4	3	2	1
28.	Team members seek mainly security.	5	4	3	2	1
29.	Team members know how to use creativity and ingenuity to solve organizational problems.	5	4	3	2	1
30.	My team members can lead themselves just as well as I can.	5	4	3	2	1

Adapted from Clark, D. R. (2007) <http://nwlinc.com/~donclark/leader/survstyl.html>

In the fill-in lines below, mark the score of each item on the questionnaire. For example, if you scored item one with a 3 (Occasionally), enter a 3 next to item One. When you have entered all the scores for each question, total each of the three columns.

Item#	Score	Item#	Score	Item#	Score
1	2	2	3	3	3
4	1	5	4	6	3
7	2	8	3	9	3
10	1	11	4	12	4
13	2	14	3	15	4
16	4	17	4	18	4
19	2	20	4	21	3
22	2	23	4	24	3
25	2	26	4	27	3
28	3	29	4	30	3
TOTAL	22	TOTAL	37	TOTAL	33
	Style A		Style B		Style C

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This questionnaire is to help you assess what leadership style you normally use. The lowest score possible for any style is 10 (Almost never) while the highest score possible for any style is 50 (Almost always).

The three styles are: A- Direct / Authoritarian, B- Participative, C-Delegative

The highest of the three scores indicates what style of leadership you normally use. If your highest score is 40 or more, it is a strong indicator of your normal style.

The lowest of the three scores is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not use this style.

If two of the scores are close to the same, you might be going through a transition phase, either personally or at work, except if you score high in both the participative and the delegative, then you are probably a delegative leader.

If there is only a small difference between the three scores, then this indicates that you have no clear perception of the style you operate out of, or you are a new leader and are trying to feel out the correct style for yourself.

Most leaders use the participative style of leadership and use the other two styles as needed. An exception would be a leader who has a new team or temporary work force. That leader would probably need to use the authoritarian style most of the time. On the other hand, a leader who has a team of professionals or a team that knows more than she or he does, will delegate tasks. Leaders, who want their team members to grow, use a participative style of leadership. As they "grow" into their jobs, then they are gradually given more authority (delegative) over their jobs.