

Identifying Your Leadership Style*

Your performance as a leader depends primarily on the proper match between your leadership style and the control you have over your work situation. This section will help you identify your leadership style and the conditions in which you will be most effective. *Carefully read the following instructions and complete the Least Preferred Co-worker (LPC) Scale.*

INSTRUCTIONS

Throughout your life you have worked in many groups with a wide variety of different people — on your job, in social groups, in church organizations, in volunteer groups, on athletic teams, and in many other situations. Some of your co-workers may have been very easy to work with. Working with others may have been all but impossible.

Of all the people with whom you have ever worked, think of the one person now or at any time in the past with whom you could work *least well*. This individual is not necessarily the person you *liked* least well. Rather, think of the one person with whom you had the most difficulty getting a job done, the *one* individual with whom you could work *least well*. This person is called your *Least Preferred Co-worker* (LPC).

On the scale below, describe this person by placing an “X” in the appropriate space. The scale consists of pairs of words which are opposite in meaning, such as *Very Neat* and *Very Untidy*. Between each pair of words are eight spaces that form the following scale:

Very Neat Very Untidy
 8 7 6 5 4 3 2 1

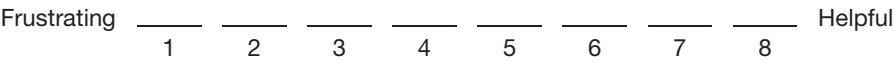
Think of those eight spaces as steps that range from one extreme to the other. Thus, if you ordinarily think this least preferred co-worker is *quite neat*, write an “X” in the space marked 7, like this:

Very			X						Very
Neat	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	Untidy
	8	7	6	5	4	3	2	1	
	Very	Quite	Somewhat	Slightly	Slightly	Some	Quite	Very	
	Neat	Neat	Neat	Neat	Untidy	what	Untidy	Untidy	
						Untidy			

*This material is from F. E. Fiedler, M. Chemers, and L. Mahar, *Improving Leadership Effectiveness: The Leader-Match Concept*. Copyright 1977 John Wiley & Sons. Reprinted by permission of the author and publisher.

However, if you ordinarily think of this person as being only *slightly neat*, you would put your “X” in space 5. If you think of this person as being *very untidy* (not neat), you would put your “X” in space 1.

Sometimes the scale will run in the other direction, as shown below:



Before you mark your “X,” look at the words at both ends of the line. *There are no right or wrong answers.* Work rapidly; your first answer is likely to be the best. Do not omit any items, and mark each item only once. Ignore the scoring column for now.

Now go to the next page and describe the person with whom you can work least well. Then go on to the following pages.

LEAST PREFERRED CO-WORKER (LPC) SCALE

Pleasant	_____	_____	_____	_____	_____	_____	_____	_____	Unpleasant	Scoring _____
	8	7	6	5	4	3	2	1		
Friendly	_____	_____	_____	_____	_____	_____	_____	_____	Unfriendly	_____
	8	7	6	5	4	3	2	1		
Rejecting	_____	_____	_____	_____	_____	_____	_____	_____	Accepting	_____
	1	2	3	4	5	6	7	8		
Tense	_____	_____	_____	_____	_____	_____	_____	_____	Relaxed	_____
	1	2	3	4	5	6	7	8		
Distant	_____	_____	_____	_____	_____	_____	_____	_____	Close	_____
	1	2	3	4	5	6	7	8		
Cold	_____	_____	_____	_____	_____	_____	_____	_____	Warm	_____
	1	2	3	4	5	6	7	8		
Supportive	_____	_____	_____	_____	_____	_____	_____	_____	Hostile	_____
	8	7	6	5	4	3	2	1		
Boring	_____	_____	_____	_____	_____	_____	_____	_____	Interesting	_____
	1	2	3	4	5	6	7	8		
Quarrelsome	_____	_____	_____	_____	_____	_____	_____	_____	Harmonious	_____
	1	2	3	4	5	6	7	8		
Gloomy	_____	_____	_____	_____	_____	_____	_____	_____	Cheerful	_____
	1	2	3	4	5	6	7	8		
Open	_____	_____	_____	_____	_____	_____	_____	_____	Guarded	_____
	8	7	6	5	4	3	2	1		
Backbiting	_____	_____	_____	_____	_____	_____	_____	_____	Loyal	_____
	1	2	3	4	5	6	7	8		
Untrustworthy	_____	_____	_____	_____	_____	_____	_____	_____	Trustworthy	_____
	1	2	3	4	5	6	7	8		
Considerate	_____	_____	_____	_____	_____	_____	_____	_____	Inconsiderate	_____
	8	7	6	5	4	3	2	1		
Nasty	_____	_____	_____	_____	_____	_____	_____	_____	Nice	_____
	1	2	3	4	5	6	7	8		
Agreeable	_____	_____	_____	_____	_____	_____	_____	_____	Disagreeable	_____
	8	7	6	5	4	3	2	1		
Insincere	_____	_____	_____	_____	_____	_____	_____	_____	Sincere	_____
	1	2	3	4	5	6	7	8		
Kind	_____	_____	_____	_____	_____	_____	_____	_____	Unkind	_____
	8	7	6	5	4	3	2	1		
									Total _____	

LEADER-MEMBER RELATIONS SCALE

Circle the number that best represents your response to each item.

- 1. The people I supervise have trouble getting along with each other.
- 2. My subordinates are reliable and trustworthy.
- 3. There seems to be a friendly atmosphere among the people I supervise.
- 4. My subordinates always cooperate with me in getting the job done.
- 5. There is friction between my subordinates and myself.
- 6. My subordinates give me a good deal of help and support in getting the job done.
- 7. The people I supervise work well together in getting the job done.
- 8. I have good relations with the people I supervise.

Strongly agree	Agree	Neither agree	Disagree	Strongly disagree
1	2	3	4	5
5	4	3	2	1
5	4	3	2	1
5	4	3	2	1
1	2	3	4	5
5	4	3	2	1
5	4	3	2	1
5	4	3	2	1

Total Score

TASK STRUCTURE RATING SCALE – PART I

Circle the number in the appropriate column.

Usually True	Sometimes True	Seldom True
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Is the Goal Clearly Stated or Known?

- | | | | |
|--|---|---|---|
| 1. Is there a blueprint, picture, model, or detailed description available of the finished product or service? | 2 | 1 | 0 |
| 2. Is there a person available to advise and give a description of the finished product or service, or how the job should be done? | 2 | 1 | 0 |

Is There Only One Way to Accomplish the Task?

- | | | | |
|--|---|---|---|
| 3. Is there a step-by-step procedure, or a standard operating procedure that indicates in detail the process that is to be followed? | 2 | 1 | 0 |
| 4. Is there a specific way to subdivide the task into separate parts or steps? | 2 | 1 | 0 |
| 5. Are there some ways that are clearly recognized as better than others for performing this task? | 2 | 1 | 0 |

Is There Only One Correct Answer or Solution?

- | | | | |
|---|---|---|---|
| 6. Is it obvious when the task is finished and the correct solution has been found? | 2 | 1 | 0 |
| 7. Is there a book, manual, or job description that indicates the best solution or the best outcome for the task? | 2 | 1 | 0 |

Is It Easy to Check Whether the Job Was Done Right?

- | | | | |
|---|---|---|---|
| 8. Is there a generally agreed understanding about the standards the particular product or service has to meet to be considered acceptable? | 2 | 1 | 0 |
| 9. Is the evaluation of this task generally made on some quantitative basis? | 2 | 1 | 0 |
| 10. Can the leader and the group find out how well the task has been accomplished in enough time to improve future performance? | 2 | 1 | 0 |

Subtotal

TASK STRUCTURE RATING SCALE – PART 2

Training and Experience Adjustment

NOTE: Do not adjust jobs with task structure scores of 6 or below.

(a) Compared to others in this or similar positions, how much *training* has the leader had?

<u>3</u>	<u>2</u>	<u>1</u>	<u>0</u>
No training at all	Very little training	A moderate amount of training	A great deal of training

(b) Compared to others in this or similar positions, how much *experience* has the leader had?

<u>6</u>	<u>4</u>	<u>2</u>	<u>0</u>
No experience at all	Very little experience	A moderate amount of experience	A great deal of experience

Add lines (a) and (b) of the training and experience adjustment, then *subtract* this from the subtotal given in Part 1.

Subtotal from Part 1.

Subtract training and experience adjustment

-

Total Task Structure Score

POSITION POWER RATING SCALE*Circle the number that best represents your answer.*

1. Can the leader directly or by recommendation administer rewards and punishments to his subordinates?

2	1	0
_____	_____	_____
Can act directly or can recommend with high effectiveness	Can recommend but with mixed results	No

2. Can the leader directly or by recommendation affect the promotion, demotion, hiring, or firing of his subordinates?

2	1	0
_____	_____	_____
Can act directly or can recommend with high effectiveness	Can recommend but with mixed results	No

3. Does the leader have the knowledge necessary to assign tasks to subordinates and instruct them in task completion?

2	1	0
_____	_____	_____
Yes	Sometimes or in some aspects	No

4. Is it the leader's job to evaluate the performance of his subordinates?

2	1	0
_____	_____	_____
Yes	Sometimes or in some aspects	No

5. Has the leader been given some official title of authority by the organization (e.g., foreman, department head, platoon leader)?

2	0
_____	_____
Yes	No

Total

SITUATIONAL CONTROL SCALE

Enter the total scores for the Leader–Member Relations dimension, the Task Structure scale, and the Position Power scale in the spaces below. Add the three scores together and compare your total with the ranges given in the table below to determine your overall situational control.

1. *Leader–Member Relations Total*

2. *Task Structure Total*

3. *Position Power Total*

Grand Total

Total Score	51–70	31–50	10–30
Amount of Situational Control	High Control	Moderate Control	Low Control