LEADER EFFECTIVENESS AND ADAPTABILITY DESCRIPTION

SCORING KEY

*Directions:* Circle the letter that you have chosen for each situation on the same line to the right, under Column I and also Column II. After you have circled the alternative actions, total the number of circles for each sub-column under Column I and under Column II and enter the totals in the appropriate spaces provided.

In Column II, multiply the totals entered in sub-columns (a), (b), (c) and (d) by the positive and negative factors in the same sub-columns. Enter the products in the spaces provided directly below (Be sure to include pluses and minuses). Then add all four figures and record the sum in the box designated Score.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  | Column I | | | |  | Column II | | | | | | | | | | |
|  | |  | (1) | (2) | (3) | (4) |  | (a) | | (b) | | | (c) | | | (d) | | |
| SITUATIONS | | 1 | A | C | B | D |  | D | | B | | | C | | | A | | |
| 2 | D | A | C | B |  | B | | D | | | C | | | A | | |
| 3 | C | A | D | B |  | C | | B | | | A | | | D | | |
| 4 | B | D | A | C |  | B | | D | | | A | | | C | | |
| 5 | C | B | D | A |  | A | | D | | | B | | | C | | |
| 6 | B | D | A | C |  | C | | A | | | B | | | D | | |
| 7 | A | C | B | D |  | A | | C | | | D | | | B | | |
| 8 | C | B | D | A |  | C | | B | | | D | | | A | | |
| 9 | C | B | D | A |  | A | | D | | | B | | | C | | |
| 10 | B | D | A | C |  | B | | C | | | A | | | D | | |
| 11 | A | C | B | D |  | A | | C | | | D | | | B | | |
| 12 | C | A | D | B |  | C | | A | | | D | | | B | | |
| Sub-Columns | | | (1) | (2) | (3) | (4) |  | (a) | | (b) | | | (c) | | | (d) | | |
| Total | | |  |  |  |  | Total |  | |  | | |  | | |  | | |
|  |  |  |  |  |  |  |  | *Multiply by:* | | | | | | | | | | |
|  |  |  |  |  |  |  |  | (a)  -2 | | (b)  -1 | | | (c)  +1 | | | (d)  +2 | | |
|  |  |  |  |  |  |  |  |  | |  | | |  | | |  | | |
|  |  |  |  |  |  |  |  |  | + | |  | + | |  | + | |  | = | |  |
|  |  |  |  |  |  |  |  |  |  | |  |  | |  |  | |  |  | | Score |

INEFFECTIVE STYLES

***EFFECTIVENESS DIMENSION***

S3

*High Supportive*

*Low Directive*

*High Directive*

*High Supportive*

S2

***EFFECTIVE STYLES***

EFFECTIVE

-24

*Low Supportive*

*Low Directive*

*High Directive*

*Low Supportive*

+24

+18

+12

+6

0

-6

-12

-18

INEFFECTIVE

**DIRECTIVE BEHAVIOUR**

*High Supportive*

*Low Directive*

*High Directive*

*High Supportive*

*Low Supportive*

*Low Directive*

*High Directive*

*Low Supportive*

**EFFECTIVE & INEFFECTIVE LEADERSHIP STYLES**

*High Supportive*

*Low Directive*

*High Directive*

*High Supportive*

*Low Supportive*

*Low Directive*

*High Directive*

*Low Supportive*

***APPEASING***

***DOMINATING***

***ABDICATING***

***DICTATING***

***SUPPORTING***

***COACHING***

***DELEGATING***

***DIRECTING***

D4

D3

D2

D1

**Subordinate Development Level**

**High**

**Low**

**Competence:**

High

High

Some

Low

**Commitment:**

High

Variable

Low

Low

S4

S1

**SUPPORTIVE BEHAVIOUR**