

# **PUBLIC LEADERS**

7



# PUBLIC LEADERS

## Module Overview

This module discusses leadership in the context of One Health as the 'ability to catalyze collective action for positive change'. In this module, students will explore a range of leadership skills, knowledge and behaviors that One Health professionals must demonstrate in order to be effective in their work, examine their personal leadership styles and the impact that it has on the ability to work in groups and review techniques for empowering others to take collective action.

## Module Competencies

Competencies#1	Learning Objectives to Develop Competencies
Ability to develop a shared vision of leadership	1) Discuss what leadership is and how cultural and sectoral lenses impact our perceptions of effective leadership
Competencies#2	Learning Objectives to Develop Competencies
Ability to demonstrate an understanding of effective leadership in the One Health context	1) Describe the skills, knowledge and behaviors necessary to promote collective action in the One Health context
Competencies#3	Learning Objectives to Develop Competencies
Be able to identify and adapt personal leadership styles	1) Undertake continuous self-reflection in order to understand the impact of your own style in different situations and how to effectively adapt
Competencies#4	Learning Objectives to Develop Competencies
Be able to develop and apply strategies for engaging and empowering others to take collective action	1) Identify and apply techniques for engaging, empowering and influencing others to take collective action in different One Health leadership situations

## A. INTRODUCTION TO LEADERSHIP

### Individual Pre-work Assignment



- ✓ What is leadership?
- ✓ Who are two leaders you admire? What is their role and what skills or attributes do you think makes them an effect leader?

There are many definitions of leadership. The Collins English dictionary defines leadership as “the leader(s) of a party or group”, yet true leadership is much more than that. A leader can be the CEO of an organization, or a first year employee who leads his or her team to success behind the scenes. A leader might leader through official authority and power, yet just as often great leaders lead through inspiration, persuasion and personal connection ([www.siyli.org](http://www.siyli.org)). Here are the definition of leadership based on some literatures:

- A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. (Wikipedia)
- Leadership is the art of leading others to deliberately create a result that wouldn't have happened otherwise. (A Blog Post)
- Leadership is the capacity to translate vision into reality. (Warren Bennis)
- Leadership is influence – nothing more, nothing less. (John Maxwell)
- Leadership is an opportunity to serve. It is not a trumpet call to self-importance. (J. Donald Walters)
- A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves. (Lao Tzu)
- A good leader can engage in a debate frankly, thoroughly, knowing that at the end he and the other side must be closer, and thus emerge stronger. (Nelson Mandela)
- A leader is one who knows the way, goes the way, and shows the way. (John Maxwell)

Being the leader is not easy. Inside its organization, the leader needs to lead and motivate a diversified group of people, work across organizational boundaries, improve efficiency, and achieve growth. Externally, they face a complex and globalized environment; they have to manage the requirements of government, keep up with competitors, and meet the expectations of other stakeholders. Moreover, within this global environment, there are many cultural considerations leaders must face to be effective. They must work across cultural boundaries and alongside others who, at times, are very different from them and have different ways of getting work completed (Center for Creative Leadership).

Leader needs to understand the culture within which he/she works and how his employees perceive leadership. If the culture where the leader works in doesn't allow the leader to practice certain traits – or worse still, discourages those traits – they become irrelevant. To be able to lead, the leader not only needs leadership skills, but also needs to match the skills with the values of the culture where the leader works ([www.martinbauer.com](http://www.martinbauer.com)). Global Leadership and Organizational Behavior Effectiveness Research Program (GLOBE) tested leadership hypotheses in various cultures. GLOBE has focused on universals and culture-based differences in perceived effectiveness of leadership by asking whether certain leader characteristics and behaviors would help or hinder a person in becoming an outstanding leader. In addition, the study also found that there are attributes that are universally seen as impediments to outstanding leadership. The most important finding is that there are culturally-contingent attributes that can help or hinder leadership. What is seen as a strength in one culture may be a considerable impediment in another culture. A general description of a leader might be someone who is charismatic and seeks to develop a transformational style of leadership. Charismatic/transformational leadership is thought to broaden and elevate the interests of followers, generate awareness and acceptance

among the followers of the purpose and mission of the group and motivate followers to go beyond their self-interests for the good of the organization. However different cultures may vary in their conceptions of the most important characteristics of charismatic/transformational leadership. In some cultures, one might need to take strong, decisive action in order to be seen as a leader, while in other cultures consultation and a democratic approach may be the preferred approach to exercising effective leadership ([www.knowledge.wharton.upenn.edu](http://www.knowledge.wharton.upenn.edu)).

A study in Malaysia investigate the influence of cultural forces on leadership practices and process. The study shows that people from different cultural groups experience and respond to a particular leadership style in different ways. Leadership styles are not universal behaviors, because leadership differs as a function of cultural factors when cultural attributes moderate the relationship between leadership behaviors and outcomes (Jogulu, Uma, and Lesley Ferkins, 2012). Leadership styles generally refers to the way a leader provides direction to his/her organization, how plans and programs get implemented, and how staff are motivated to do their work.

## EXERCISE#1

## Discussion

✓ What makes a good leader?

Notes:

This image shows a full page of a handwriting practice worksheet. It consists of multiple rows of horizontal dashed lines spaced evenly down the page, providing a guide for letter height and placement. The background is plain white, and there are no other markings or text present.

## **B. CORE LEADERSHIP THEORIES**

Why are some leaders successful, while others fail? The truth is that there is no “magic combination” of characteristics that makes a leader successful, and different characteristics matter in different circumstances. This doesn't mean, however, that you can't learn to be an effective leader. You just need to understand the various approaches to leadership, so that you can use the right approach for your own situation. One way of doing this is to learn about the core leadership theories that provide the backbone of our current understanding of leadership.

Since the early 20th century, four main groups of theories have emerged. We look at these core leadership theories in this article.

### **B.1. Trait Theories – What Type of Person Makes a Good Leader?**

Trait theories argue that effective leaders share a number of common personality characteristics, or “traits.” Early trait theories said that leadership is an innate, instinctive quality that you do or do not have. Thankfully, we've moved on from this idea, and we're learning more about what we can do to develop leadership qualities within ourselves and others. Trait theories help us identify traits and qualities (for example, integrity, empathy, assertiveness, good decision-making skills and likability) that are helpful when leading others.

However, none of these traits, nor any specific combination of them, will guarantee success as a leader. Traits are external behaviors that emerge from the things going on within our minds. It is these internal beliefs and processes that are important for effective leadership.

### **B.2. Behavioral Theories – What Does a Good Leader Do?**

Behavioral theories focus on how leaders behave. For instance, do leaders dictate what needs to be done and expect cooperation? Or do they involve their teams in decision-making to encourage acceptance and support? In the 1930s, Kurt Lewin developed a framework based on a leader's behavior. He argued that there are three types of leaders:

- Autocratic (now called Directive) leaders make decisions without consulting their teams. This style of leadership is considered appropriate when decisions need to be made quickly, when there's no need for input and when team agreement isn't necessary for a successful outcome.
- Democratic (now called Participatory) leaders allow the team to provide input before making a decision, although the degree of input can vary from leader to leader. This style is important when team agreement matters, but it can be difficult to manage when there are lots of different perspectives and ideas.
- Laissez-faire (now called Delegative) leaders don't interfere; they allow people within the team to make many of the decisions. This works well when the team is highly capable, is motivated and doesn't need close supervision. However, this behavior can arise because the leader is lazy or distracted; and this is where this style of leadership can fail.

Clearly, how leaders behave affects their performance. Researchers have realized, though, that many of these leadership behaviors are appropriate at different times. The best leaders are those who can use many different behavioral styles and choose the right style for each situation.

### B.3. Contingency Theories – How Does the Situation Influence Good Leadership?

The realization that there is no one correct type of leader led to theories that the best leadership style depends on the situation. These theories try to predict which style is best in which circumstance. For instance, when you need to make quick decisions, which style is best? When you need the full support of your team, is there a more effective way to lead? Should a leader be more people-oriented or task-oriented? These are all questions that contingency leadership theories try to address.

The Hersey-Blanchard Situational Leadership Theory is a popular contingency-based leadership framework, which links leadership style with the maturity of individual members of the leader's team. Other contingency-based models include House's Path-Goal Theory and Fiedler's Contingency Model. You can also use the Leadership Process Model to understand how your situation affects other factors that are important for effective leadership and how, in turn, these affect your leadership.

### B.4. Power and Influence Theories – What is the Source of the Leader's Power?

Power and influence theories of leadership take an entirely different approach; these are based on the different ways that leaders use power and influence to get things done, and they look at the leadership styles that emerge as a result. Perhaps the best-known of these theories is French and Raven's Five Forms of Power. This model highlights three types of positional power – legitimate, reward and coercive – and two sources of personal power – expert and referent (your personal appeal and charm). The model suggests that using personal power is the better alternative and that you should work on building expert power (the power that comes with being a real expert in the job) because this is the most legitimate source of personal power.

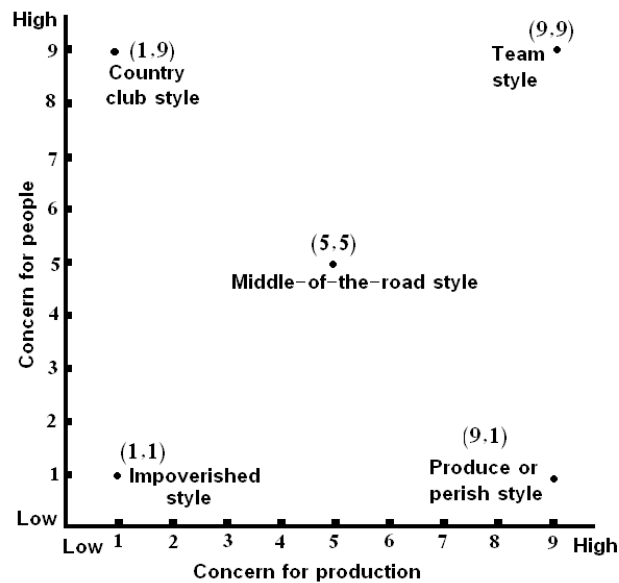
Another leadership style that uses power and influence is transactional leadership. This approach assumes that people do things for reward and for no other reason. Therefore, it focuses on designing tasks and reward structures. While this may not be the most appealing leadership strategy in terms of building relationships and developing a highly motivating work environment, it often works, and leaders in most organizations use it on a daily basis to get things done. Similarly, leading by example is another highly effective way of influencing your team.

## C. LEADERSHIP STYLE

Blake and Moulton adapted the Managerial Grid, a tool devised by Blake and his colleagues, to form the Leadership Grid. There are 81 positions on the grid and five different leadership styles. The vertical axis represents concern for people, and the horizontal axis represents concern for production (task-oriented behaviors). The location of each style on the grid is determined by where the style falls with respect to the two dimensions. *The Country Club Management* approach is characterized by a high level of concern for production and is thus placed in the upper left-hand corner of the grid. This managerial approach creates a relaxed atmosphere and makes people happy to come to work in the morning.

If the leader is not seriously concerned about the well-being of the employees or about production, the result is *Impoverished Management*. In this style of leadership, the leader engages in the least amount of work necessary to solve a production problem. The third approach is *Team Management*, in which the level of concern for employees and production is high. Strong, trusting relationships develop, and all or most employees feel a commitment to accomplish the tasks at hand.

In the *Authority-Obedience* approach, the primary concern of the leader is to control the production process and increase productivity. The leader's concern for the employee's well-being is minimal. *Organization Man Management* tries to balance the needs of the employees and the needs of production.



In 1939, leaderships were first defined by a group of researchers led by psychologist Kurt Lewin. This team observed and studied how youth leadership affected activity groups. From their observations they determined three styles of leadership that are the most common and the easiest to identify. First is *Authoritarian Leadership Style* which the leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates ([www.nwmissouri.edu](http://www.nwmissouri.edu)). This leadership style could also be called as Autocratic leadership style. The leader takes decisions without consulting with others. The decision is made without any form of consultation. The leader with autocratic style works when there is no need for input on the decision, where the decision would not change as a result of input, and where the motivation of people to carry out subsequent actions would not be affected whether they were or were not involved in the decision-making process (Lewin, K., Lippitt, R., and White, R.K., 1939).

Second is *Democratic Leadership Style* which one person takes control and does some delegating of tasks, but is open to group input, often allowing the group to make decisions and collectively assign tasks. This type style was the most popular leadership style amongst the groups and received a very positive response ([www.nwmissouri.edu](http://www.nwmissouri.edu)). Leader with democratic style involves people in the decision-making, although the process for the final decision may vary from the leader having the final say to them facilitating consensus in the groups. This leadership style is usually appreciated by the people, especially if they have been used to autocratic decisions with which they disagreed. It can be problematic when there are a wide range of opinions and there is no clear way of reaching an equitable final decision (Lewin, K., Lippitt, R., and White, R.K., 1939).

Last is *Delegative Approach* which the person in charge steps back and does nothing. Lewin and team found that these groups may work situationally when involving a group of highly qualified experts. Otherwise the delegative groups were seen to lead to poorly defined roles and lack of motivation ([www.nwmissouri.edu](http://www.nwmissouri.edu)). This leadership style could also be called as Laissez-Faire style which leader's involvement in decision-making, and hence allowing people to make their own decisions, although they may still be responsible for the outcome. This leadership style works best when people are capable and motivated in making their own decisions, and where there is no requirement for a central coordination, for example in sharing resources across a range of different people and groups (Lewin, K., Lippitt, R., and White, R.K., 1939).

Besides managerial grid and Lewin's leadership style, there are number of other leadership that has not classified and commonly used to identify leadership style. *Transformational leadership* style is one of them. This leadership style starts with the development of a vision, a view of the future that will excite and convert potential followers (Lewin, K., Lippitt, R., and White, R.K., 1939). This style is defined as a



leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. The Transformational leader enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weakness of followers, so the leader can align followers with tasks that optimize their performance ([www.langston.edu](http://www.langston.edu)).

Beside Transformational Leadership, there is *Charismatic Leadership* style which pays a great deal of attention in scanning and reading their environment, and are good at picking up the moods and concerns of both individuals and larger audiences. They then will hone their actions and words to suit the situation. The Charismatic leader gathers followers through dint of personality and charm, rather than any form of external power or authority. The Charismatic Leader and Transformational Leader have many similarities, in that the Transformational leader may well be charismatic. Their main difference is in their basic focus. Whereas the Transformational Leader has a basic focus of transforming the organization and, quite possibly, their followers, while the Charismatic Leader may not want to change anything. Conger and Kanungo (1998) describe five behavioral attributes of Charismatic Leaders that indicate a more transformational viewpoint: vision and articulation; sensitivity to the environment; sensitivity to member needs; personal risk taking; and performing unconventional behavior.

Instead of using one leadership style, leaders should use different styles for different situations. Leadership occurs in a social context in which values and norms cannot help but influence the process of leading. One leadership approach will not work for every individual in an agency ([www.nwmissouri.edu](http://www.nwmissouri.edu)). The *Situational Leadership* suggest that there is no “one size fits all” approach to leadership. Depending on the situation, varying levels of “leadership” and “management” are necessary. However, leaders must first identify their most important task or priorities. Second, leader must consider the readiness level of their followers by analyzing the group's ability and willingness. Depending on the level of these variables, leaders must apply the most appropriate leadership style to fit the given situation. There are four different types of situational leadership, they are: directing, coaching, supporting, and delegating.

*Directing approach* is most appropriate when the followers have low motivation, willingness, and ability to finish the task. At this situation, the leader must take a highly directive role. Directing requires those in charge to define the roles and tasks of the followers, and supervise them closely. Second is *Coaching approach* that is most appropriate when the followers have high willingness but low ability to finish the task. In this case, the leader seeks ideas and suggestions from the followers. While coaching, the leader spends time listening, advising, and helping the followers to gain necessary skills in order to do the task autonomously next time. Third is *Supporting approach* which is most appropriate when the followers have low willingness but high ability to do the task. Supportive leader works when follower can do the job, but is refusing to do it or showing a lack of commitment. Supportive leader needs to listen, give praise, and make the followers feel good when they show the necessary commitment for success. Last is *Delegating approach* which is most appropriate when the followers have high willingness and high ability. The leader should rely on delegating when the follower can do the job and is motivated to finish it. Delegating skill keeps the leader involved in the decision and problem-solving, but execution is mostly in the hands of the followers. At this level, followers have less need for support or frequent praise, although as with anyone, occasional recognition is always encouraged ([www.greeks.cofc.edu](http://www.greeks.cofc.edu)).

## **D. ADAPTING YOUR APPROACH TO LEADERSHIP**

In business, a leadership style called “transformational leadership” is often the most effective approach to use. Transformational leaders have integrity, they inspire people with a shared vision of the future, they set clear goals, they motivate people towards these goals, they manage delivery and they communicate well with their teams. (You can find out more about transformational leadership at the end of this article.)

However, leadership is not a “one size fits all” thing; often, you must adapt your style to fit a situation or a specific group. This is why it’s useful to gain a thorough understanding of other leadership styles; after all, the more approaches you’re familiar with, the more you can shape your approach to the situation. Let’s take a look at some of the leadership styles that you can use. (For ease of reference, these are shown in alphabetical order.)

### **D.1. Directive (Authoritarian) Leadership**

Directive leadership is an extreme form of transactional leadership, where leaders have a lot of power over their people. Staff and team members have little opportunity to make suggestions, even if these would be in the team’s or the organization’s best interest. The benefit of autocratic leadership is that it’s incredibly efficient. Decisions are made quickly, and work gets done efficiently. The downside is that most people resent being treated this way. Therefore, autocratic leadership can often lead to high levels of absenteeism and high staff turnover. However, the style can be effective for some routine and unskilled jobs; in these situations, the advantages of control may outweigh the disadvantages. Autocratic leadership is often best used in crises, when decisions must be made quickly and without dissent. For instance, the military often uses an autocratic leadership style; top commanders are responsible for quickly making complex decisions, which allows troops to focus their attention and energy on performing their allotted tasks and missions.

### **D.2. Bureaucratic Leadership**

Bureaucratic leaders work “by the book.” They follow rules rigorously and ensure that their people follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (as in manufacturing). The downside of this leadership style is that it’s ineffective in teams and organizations that rely on flexibility, creativity or innovation. Much of the time, bureaucratic leaders achieve their position because of their ability to conform to and uphold rules, not because of their qualifications or expertise. This can cause resentment when team members don’t value their expertise or advice.

### **D.3. Charismatic Leadership**

A charismatic leadership style can resemble transformational leadership because these leaders inspire enthusiasm in their teams and are energetic in motivating others to move forward. This ability to create excitement and commitment is an enormous benefit.

The difference between charismatic leaders and transformational leaders lies in their intention. Transformational leaders want to transform their teams and organizations. Charismatic leaders are often focused on themselves and may not want to change anything. The downside to charismatic leaders is that they can believe more in themselves than in their teams. This can create the risk that a project or even an entire organization might collapse if the leader leaves.

A charismatic leader might believe that she can do no wrong, even when others are warning her about the path she's on; and this feeling of invincibility can ruin a team or an organization. Also, in the followers' eyes, success is directly connected to the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and it needs a long-term commitment from the leader.

#### **D.4. Democratic/Participative Leadership**

Democratic leaders make the final decisions, but they include team members in the decision-making process. They encourage creativity, and team members are often highly engaged in projects and decisions. There are many benefits of democratic leadership. Team members tend to have high job satisfaction and are productive because they're more involved in decisions. This style also helps develop people's skills. Team members feel in control of their destiny, so they're motivated to work hard by more than just a financial reward.

Because participation takes time, this approach can slow decision-making, but the result is often good. The approach can be most suitable when working as a team is essential and when quality is more important than efficiency or productivity. The downside of democratic leadership is that it can often hinder situations where speed or efficiency is essential. For instance, during a crisis, a team can waste valuable time gathering people's input. Another downside is that some team members might not have the knowledge or expertise to provide high quality input.

#### **D.5. Laissez-Faire Leadership (Delegative)**

This French phrase means "leave it be," and it describes leaders who allow their people to work on their own. This type of leadership can also occur naturally, when managers don't have sufficient control over their work and their people. Laissez-faire leaders may give their teams complete freedom to do their work and set their own deadlines. They provide team support with resources and advice, if needed, but otherwise don't get involved. This leadership style can be effective if the leader monitors performance and gives feedback to team members regularly. It is most likely to be effective when individual team members are experienced, skilled self-starters. The main benefit of laissez-faire leadership is that giving team members so much autonomy can lead to high job satisfaction and increased productivity. The downside is that it can be damaging if team members don't manage their time well or if they don't have the knowledge, skills or motivation to do their work effectively.

#### **D.6. People-Oriented/Relations-Oriented Leadership**

With people-oriented leadership, leaders are totally focused on organizing, supporting and developing the people on their teams. This is a participatory style and tends to encourage good teamwork and creative collaboration. This is the opposite of task-oriented leadership. People-oriented leaders treat everyone on the team equally. They're friendly and approachable, they pay attention to the welfare of everyone in the group, and they make themselves available whenever team members need help or advice.

The benefit of this leadership style is that people-oriented leaders create teams that everyone wants to be part of. Team members are often more productive and willing to take risks, because they know that the leader will provide support if they need it. The downside is that some leaders can take this approach too far; they may put the development of their team above tasks or project directives.

### **D.7. Servant Leadership**

This term, created by Robert Greenleaf in the 1970s, describes a leader often not formally recognized as such. When someone at any level within an organization leads simply by meeting the needs of the team, he or she can be described as a “servant leader.”

Servant leaders often lead by example. They have high integrity and lead with generosity. In many ways, servant leadership is a form of democratic leadership because the whole team tends to be involved in decision-making. However, servant leaders often “lead from behind,” preferring to stay out of the limelight and letting their team accept recognition for their hard work. Supporters suggest that the servant leadership model is a good way to move ahead in a world where values are increasingly important and where servant leaders can achieve power because of their values, ideals and ethics. This approach can help create a positive corporate culture and can lead to high morale among team members. However, other people believe that in competitive leadership situations, people who practice servant leadership can find themselves left behind by leaders using other leadership styles. This leadership style also takes time to apply correctly; it is ill-suited in situations requiring quick decisions or that have tight deadlines. Although servant leadership can be used in many situations, it is often most practical in politics, or in positions where leaders are elected to serve a team, committee, organization or community.

### **D.8. Task-Oriented Leadership**

Task-oriented leaders focus only on getting the job done and can be autocratic. They actively define the work and the roles required, put structures in place, and plan, organize and monitor work. These leaders also perform other key tasks, such as creating and maintaining standards for performance. The benefit of task-oriented leadership is that it ensures that deadlines are met, and it’s especially useful for team members who don’t manage their time well. However, because task-oriented leaders don’t tend to think much about their team’s well-being, this approach can suffer many of the flaws of autocratic leadership, including causing motivation and retention problems.

Tip: In practice, most leaders use both task-oriented and people-oriented styles of leadership together. Our article on the Blake Mouton Managerial Grid explains how you can do this.

### **D.9. Transactional Leadership**

This leadership style starts with the idea that team members agree to obey their leader when they accept a job. The “transaction” usually involves the organization paying team members in return for their effort and compliance. The leader has a right to “punish” team members if their work doesn’t meet an appropriate standard.

Although this might sound controlling and paternalistic, transactional leadership offers some benefits. For one, this leadership style clarifies everyone’s roles and responsibilities. Another benefit is that, because transactional leadership judges team members on performance, people who are ambitious or who are motivated by external rewards—including compensation—often thrive. The downside of this leadership style is that team members can do little to improve their job satisfaction. It can feel stifling, and it can lead to high staff turnover. Transactional leadership is really a type of management, not a true leadership style, because the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work. However, it can be effective in other situations.

## D.10. Transformational Leadership

As we discussed earlier in this article, transformation leadership is often the best leadership style to use in business situations. Transformational leaders are inspiring because they expect the best from everyone on their team as well as themselves. This leads to high productivity and engagement from everyone in their team.

The downside of transformational leadership is that, while the leader's enthusiasm is passed onto the team, he or she can need to be supported by "detail people." That's why, in many organizations, both transactional and transformational leadership styles are useful. Transactional leaders (or managers) ensure that routine work is done reliably, while transformational leaders look after initiatives that add new value. It's also important to use other leadership styles when necessary; this will depend on the people you're leading and the situation you're in.

### Key Points

In business, transformational leadership is often the best leadership style to use. However, no one style of leadership fits all situations, so it helps to have an understanding of other styles.

Common leadership styles include:

1. Directive leadership.
2. Bureaucratic leadership.
3. Charismatic leadership.
4. Participative leadership.
5. Delegative leadership.
6. People/relations-oriented leadership.
7. Servant leadership.
8. Task-oriented leadership.
9. Transactional leadership.
10. Transformational leadership.

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. Employees want to be a part of the decision-making process.	1	2	3	4	5
3. In complex situations, leaders should let subordinates work problems out on their own.	1	2	3	4	5
4. It is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5. Providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6. Leadership requires staying out of the way of subordinates as they do their work.	1	2	3	4	5
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8. Most workers want frequent and supportive communication from their leaders.	1	2	3	4	5
9. As a rule, leaders should allow subordinates to appraise their own work.	1	2	3	4	5
10. Most employees feel insecure about their work and need direction.	1	2	3	4	5
11. Leaders need to help subordinates accept responsibility for completing their work.	1	2	3	4	5
12. Leaders should give subordinates complete freedom to solve problems on their own.	1	2	3	4	5
13. The leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5

### Peter Northouse Leadership Assessment Questionnaire

**Scoring**

4. Sum the responses on items 1, 4, 7, 10, 13 and 16 (Directive leadership)
5. Sum the responses on items 2, 5, 8, 11, 14 and 17 (Participatory leadership)
6. Sum the responses on items 3, 6, 9, 12, 15 and 18 (Delegative leadership)

**Total Scores**

Directive Leadership \_\_\_\_

Participative Leadership \_\_\_\_

Delegative Leadership \_\_\_\_

**Scoring Interpretation**

This questionnaire is designed to measure three common styles of leadership: Directive, Participative, Delegative. By comparing your scores on each of the three dimensions, you can determine which styles are most dominant and least dominant in your own style of leadership.

If your score is 26-30, you are in the very high range.

If your score is 21-25, you are in the high range.

If your score is 16-20, you are in the moderate range.

If your score is 11-15, you are in the low range.

If your score is 6-10, you are in the very low range.

[http://www.sagepub.com/northouseintro2e/study/resources/questionnaires/89527\\_03q.pdf](http://www.sagepub.com/northouseintro2e/study/resources/questionnaires/89527_03q.pdf).

## Reflection

- Notes:

This image shows a full page of handwriting practice paper. It features 20 evenly spaced, horizontal dashed lines across the entire width of the page. The background is plain white, and there are no margins or additional markings.