

## Leadership Styles Questionnaire

There are different leadership styles, each of which can be appropriate and effective in different situations. Most of us, if we find ourselves in a leadership role, have a preference for a particular style.

This questionnaire is designed to help you think about your preferences. Please read each statement and tick the appropriate box, indicating what you think is true for you.

|   |   | Exactly<br>like me<br>(3) | Much<br>like<br>me<br>(2) | A bit<br>like<br>me<br>(1) | Not<br>me at<br>all<br>(0) | Score: |
|---|---|---------------------------|---------------------------|----------------------------|----------------------------|--------|
| 1 | I believe teams work best when everyone is involved in taking decisions       |                           |                           |                            |                            |        |
| 2 | I'm good at bringing out the best in other people                             |                           |                           |                            |                            |        |
| 3 | I'm happy to act as the spokesperson for our group                            |                           |                           |                            |                            |        |
| 4 | I'm determined to push projects forward and get results                       |                           |                           |                            |                            |        |
| 5 | I think people should be allowed to make mistakes in order to learn           |                           |                           |                            |                            |        |
| 6 | I enjoy working on committees   |                           |                           |                            |                            |        |
| 7 | I think the most important thing for a group is the well-being of its members |                           |                           |                            |                            |        |

|    |  | Exactly<br>like me<br>(3) | Much<br>like<br>me<br>(2) | A bit<br>like<br>me<br>(1) | Not<br>me at<br>all<br>(0) | Score: |
|----|--|---------------------------|---------------------------|----------------------------|----------------------------|--------|
| 8  | I don't mind how long discussions last, so long as we consider every angle                         |                           |                           |                            |                            |        |
| 9  | I am good at organising other people   |                           |                           |                            |                            |        |
| 10 | I think all group members should abide by formal decisions, so long as we follow proper procedures |                           |                           |                            |                            |        |
| 11 | I set myself high standards and expect others to do the same for themselves                        |                           |                           |                            |                            |        |
| 12 | I love helping other people to develop   |                           |                           |                            |                            |        |

Once you have ticked one box for each of the statements, please note the score for each question in the right-hand column (Exactly like me = 3 points; Much like me = 2 points; A bit like me = 1 point; Not me at all = 0).

Finally, add up the totals for the following combinations of questions:

| Questions   | Total score | Leadership style preference |
|-------------|-------------|-----------------------------|
| 3, 4, 9, 11 |             | Authoritative               |
| 1, 6, 8, 10 |             | Democratic                  |
| 2, 5, 7, 12 |             | Facilitative                |

*[Please have a look at the descriptions of each style on the following sheet.]*

## Democratic

The leader is determined to include all group members in decisions about how the group should operate. The democratic style is based on a belief that groups cannot be effective unless all members have an opportunity to participate fully. The democratic leader's role is largely one of *establishing a structure and ground-rules* for the group, protecting these, and *enabling* group activity.

| Strengths   | Weaknesses  |
|---|---|
| Gives real power to group members<br>Energises and motivates group members to achieve their tasks<br>Builds individual responsibility amongst members | May slow down tasks, encouraging talk not action<br>Can frustrate members who like clear direction<br>Inappropriate when rapid decisions are needed<br>The most popular decisions are not always the best |

## Authoritative

This style is based on the belief that leadership = power, and that the leader should assume responsibility for all decisions themselves. While the authoritative leader may sometimes 'consult' group members before taking decisions, their favoured approach is to take the decisions first and then 'tell' or 'sell' them.

| Strengths  | Weaknesses  |
|--|---|
| Group members know exactly where they stand.<br>Decisions can be taken rapidly, which is great in a crisis.<br>Members can concentrate on 'operational' tasks, without having to worry about 'strategic' issues. | Unlikely to win full commitment from all group members.<br>Can lead to un-informed and shallow decisions.<br>Does not allow members any space to develop. |

## Facilitating

This style is concerned with offering suggestions which group members may or may not take up. Structure, content and operation of the group are left to group members to determine. While facilitating leaders may have their own clear opinions about the best courses of action, they are not willing to influence the group unduly with their personal ideas. They believe that group activity should be a constant learning process.

| Strengths   | Weaknesses  |
|---|---|
| Gives plenty of space for creative ideas to emerge and be explored<br>Enables individual learning | Can easily become aimless and chaotic<br>The leadership 'gap' can get filled by other people, who have to operate as 'informal' leaders |