

## What is Your Leadership Style?

### Leadership Style Self-Assessment

The position of a leader demands a diverse skill set, and it is rare for any individual to possess all the required skills naturally. Therefore, evaluating your strengths and devising a plan to enhance them is crucial. This process enables you to identify your interests and talents, which can aid in assuming the role of a successful leader.

#### Instruction

Examine each of the statements carefully. What point on the scale best describes your usual attitude and actions regarding leadership? This questionnaire does not have a "correct" response; therefore, provide responses that are true to you. Be prepared to provide examples where either end of the continuum is applicable.

#### Question

**1. I typically make decisions based on.**

|                |   |   |   |   |   |                       |
|----------------|---|---|---|---|---|-----------------------|
| Facts and Data | 1 | 2 | 3 | 4 | 5 | Feelings and Opinions |
|----------------|---|---|---|---|---|-----------------------|

**2. To achieve the desired outcome, it is advisable to.**

|                                         |   |   |   |   |   |                                |
|-----------------------------------------|---|---|---|---|---|--------------------------------|
| Consider exploring a range of processes | 1 | 2 | 3 | 4 | 5 | Depend on standard procedures. |
|-----------------------------------------|---|---|---|---|---|--------------------------------|

**3. When faced with a setback, I typically.**

|                                |   |   |   |   |   |                                  |
|--------------------------------|---|---|---|---|---|----------------------------------|
| I will look for other options. | 1 | 2 | 3 | 4 | 5 | Focus on a more productive area. |
|--------------------------------|---|---|---|---|---|----------------------------------|

**4. My aim when making a point is to**

|                          |   |   |   |   |   |                     |
|--------------------------|---|---|---|---|---|---------------------|
| Improve the relationship | 1 | 2 | 3 | 4 | 5 | Improve the outcome |
|--------------------------|---|---|---|---|---|---------------------|

**5. When presented with goals and deadlines, I consider it crucial to.**

|                                 |   |   |   |   |   |                         |
|---------------------------------|---|---|---|---|---|-------------------------|
| Stick to the plan and schedule. | 1 | 2 | 3 | 4 | 5 | Adapt to the situation. |
|---------------------------------|---|---|---|---|---|-------------------------|

**6. Others describe my approach during tense situations as.**

|            |   |   |   |   |   |            |
|------------|---|---|---|---|---|------------|
| Restrained | 1 | 2 | 3 | 4 | 5 | Expressive |
|------------|---|---|---|---|---|------------|

**7. It is important to me that my communication is honest and direct.**

|                          |   |   |   |   |   |                                                             |
|--------------------------|---|---|---|---|---|-------------------------------------------------------------|
| No matter the situation. | 1 | 2 | 3 | 4 | 5 | Except when it would lead to conflict or hurt relationships |
|--------------------------|---|---|---|---|---|-------------------------------------------------------------|

**8. When listening attentively to another person, I usually**

|                |   |   |   |   |   |                         |
|----------------|---|---|---|---|---|-------------------------|
| Disregard time | 1 | 2 | 3 | 4 | 5 | Keep an eye on the time |
|----------------|---|---|---|---|---|-------------------------|

**9. I am making new connections.**

|                                        |   |   |   |   |   |                                                      |
|----------------------------------------|---|---|---|---|---|------------------------------------------------------|
| Quickly by "stepping into their shoes" | 1 | 2 | 3 | 4 | 5 | Steadily by "building the castle on brick at a time" |
|----------------------------------------|---|---|---|---|---|------------------------------------------------------|

**10. When investigating a new topic, I prefer to.**

|                                                            |   |   |   |   |   |                                                            |
|------------------------------------------------------------|---|---|---|---|---|------------------------------------------------------------|
| Diligently collect data, be patient, and form a full view. | 1 | 2 | 3 | 4 | 5 | Quickly gather info, overcome delays, and analyse results. |
|------------------------------------------------------------|---|---|---|---|---|------------------------------------------------------------|

**11. Those who have worked with me would describe me as.**

|                   |   |   |   |   |   |                             |
|-------------------|---|---|---|---|---|-----------------------------|
| Busy as a beaver. | 1 | 2 | 3 | 4 | 5 | Deep thinker, as a wise owl |
|-------------------|---|---|---|---|---|-----------------------------|

**12. I hope to be remembered as.**

|                                                           |   |   |   |   |   |                                                                          |
|-----------------------------------------------------------|---|---|---|---|---|--------------------------------------------------------------------------|
| a specialist, with knowledge and proficiency in my field. | 1 | 2 | 3 | 4 | 5 | a generalist person who applies ideas and methods from different fields. |
|-----------------------------------------------------------|---|---|---|---|---|--------------------------------------------------------------------------|

**13. Taking the time to learn new subjects is beneficial if I feel I can.**

|                               |   |   |   |   |   |                           |
|-------------------------------|---|---|---|---|---|---------------------------|
| Develop my general knowledge. | 1 | 2 | 3 | 4 | 5 | Use the information soon. |
|-------------------------------|---|---|---|---|---|---------------------------|

**14. It comes naturally to me.**

|                                                |   |   |   |   |   |                                                    |
|------------------------------------------------|---|---|---|---|---|----------------------------------------------------|
| Be inquisitive and ask a variety of questions. | 1 | 2 | 3 | 4 | 5 | Be attentive and pay attention to any information. |
|------------------------------------------------|---|---|---|---|---|----------------------------------------------------|

**15. If you provide me with information, I will**

|                                              |   |   |   |   |   |                                             |
|----------------------------------------------|---|---|---|---|---|---------------------------------------------|
| Break it down to find its essential features | 1 | 2 | 3 | 4 | 5 | Pull it together to find its essential self |
|----------------------------------------------|---|---|---|---|---|---------------------------------------------|

**16. When I am speaking, the frequency of my use of filler words like "umm..." is**

|                                                             |   |   |   |   |   |                                                             |
|-------------------------------------------------------------|---|---|---|---|---|-------------------------------------------------------------|
| Less than 10% I've always got words on the tip of my tongue | 1 | 2 | 3 | 4 | 5 | Over 10% I sometimes must pull my words together as I speak |
|-------------------------------------------------------------|---|---|---|---|---|-------------------------------------------------------------|

**17. Regarding my language arts abilities, including public speaking and writing, I would describe myself as**

|                                                               |   |   |   |   |   |                                        |
|---------------------------------------------------------------|---|---|---|---|---|----------------------------------------|
| I enjoy crafting sentences with the right words and structure | 1 | 2 | 3 | 4 | 5 | I strive to make my point effectively. |
|---------------------------------------------------------------|---|---|---|---|---|----------------------------------------|

**18. Maximizing fairness and equality can be best attained by**

|                                                |   |   |   |   |   |                                            |
|------------------------------------------------|---|---|---|---|---|--------------------------------------------|
| Adhering to rules and guidelines consistently. | 1 | 2 | 3 | 4 | 5 | Analyse carefully and customize solutions. |
|------------------------------------------------|---|---|---|---|---|--------------------------------------------|

**Calculation**

| Count the number of times you selected each of the following ratings. |   |   |   |   |
|-----------------------------------------------------------------------|---|---|---|---|
| 1                                                                     | 2 | 3 | 4 | 5 |
|                                                                       |   |   |   |   |

| Use the following key to match the statements with desirable characteristics for leaders. |              |                |               |
|-------------------------------------------------------------------------------------------|--------------|----------------|---------------|
| Characteristic                                                                            | Statement(s) | Characteristic | Statements(s) |
| Good Judgement                                                                            | 1            | Patient        | 10            |
| Open-minded                                                                               | 2            | Industrious    | 11            |
| Resilient                                                                                 | 3            | Professional   | 12            |
| Diplomatic                                                                                | 4            | Interested     | 13            |
| Self-disciplined                                                                          | 5 and 6      | Inquiring mind | 14            |
| Honest                                                                                    | 7            | Analytical     | 15            |
| Good Listening                                                                            | 8            | Articulate     | 16 and 17     |
| Relational                                                                                | 9            | Egalitarian    | 18            |

**Result**

**Good Judgment**

When making decisions, leaders rely on facts and data to enhance their judgment. Whenever possible, it is best to use observable and objective evidence to inform decision-making. In some cases, it may be necessary to consider one's own feelings and opinions to interpret their observations. Most decisions are based on prior experiences or situations. Past experiences can shape opinions and emotions related to certain situations.

**Open-Minded**

Leaders should be open to exploring different processes to avoid becoming overly prescriptive. It can be challenging to achieve objectives quickly when they need to be addressed in different places or among a variety of teams. It may be beneficial to standardize processes, when possible, both within one location and across different

locations of the same work group. Variations in this case can be noted, though there is no requirement for processes to be done the same way. It is important to keep in mind that there are usually multiple ways to reach a desired goal.

### **Resilient**

When a leader lacks the necessary information to assess performance in a particular area, they may look for alternative sources of data. The leader may struggle with time management if they expend excessive energy tracking the details of a process. Therefore, leaders often shift their focus quickly. This combination of approaches may be seen as the optimal one.

### **Diplomatic**

Words can be an effective means for creating connections and achieving results. It is important to think carefully before speaking or writing, as words have the potential to have a significant impact. When acting in a leadership role, it is important to maintain and improve relationships. It is preferable to suggest rather than to require. When an associate annoys you, consider if it would be better to remain silent or confront the situation to reach the goal and foster the relationship. If diplomacy is necessary to achieve the desired outcome, it is important to select words that express your requirements without compromising the relationship.

### **Self-Disciplined**

For successful leaders, adhering to a schedule and following the action plan are essential. Achieving these results requires consistent effort, as it can be difficult to stay focused and remain on task. Being overly persuasive is not advisable. Establishing relationships requires exhibiting consideration and empathy for everyone's circumstances, as Murphy's law is an inevitability of life. It may be necessary to modify your plan of action, but this must not compromise the quality of the expected results. Dealing with conflict demands self-discipline. It is common for individuals to express strong opinions while using noticeable body language. This is often ineffective for leaders unless they face physical harassment. Restraining yourself enables you to maintain control. Expressiveness and agitation can give the other person control. Leaders strive to stay in control of the process while avoiding autocracy.

### **Honest**

Being honest is important. Silence can be beneficial in certain situations. This is the decision you need to make. Nit-picking and wordsmithing are not effective behaviours. Do not lie. Answer direct questions truthfully while paying attention to the words you use. If the goal will be put at risk if your concerns are not mentioned, bring them up for discussion. Explain that you trust your associate has a valid reason for the situation or is unaware of its significance to you.

### **Good Listening**

Successful leaders need to be able to effectively question and listen, while also paying attention to time management. Much is expected to be achieved in a limited time for most tasks. Time pressure can lead to leaders being abrupt and conveying an impression that the

associate's input is not valued or necessary. This could damage relationships and impede progress toward goals. Alternatively, by having a direct but friendly approach, individuals can create an atmosphere as though they are familiar acquaintances for years. Discussing the assignment with an associate can help to lessen any fear or apprehension they have. People may be distant when meeting new people. They begin with a conversation about the weather which gradually progresses to more serious topics. This can give the impression that no comment is being made, or that there is dissatisfaction, which can make a person feel more anxious about the situation. If you are not comfortable with initiating conversations, you can practice together with a colleague.

### **Patient**

Patience is an important quality for any job, including leadership. It is generally recommended to take it slow and steady for successful outcomes. It is important to be able to justify decisions with facts and data. Occasionally, you may have to proceed without complete information and make estimates based on the available data. For this situation, it is advised to include a disclaimer noting the reduced level of certainty and providing an explanation for this approach.

### **Industrious**

Leadership is an extremely demanding role. You may find yourself feeling intensely busy or like you are stuck in a mundane routine. It is recommended to take regular breaks to process your data, develop theories, and plan the acquisition of additional information.

### **Professional**

The definition of "professional" and the standards of "professionalism" are evolving. Businesses are encouraging employees to broaden their scope and assume more generalized job tasks. The organization gains flexibility and the employee benefits from enriched job opportunities. Leaders must have knowledge of any process they are assessing. This is best suited for a specialist. The need for specialized knowledge is one of the reasons why leadership teams are more effective than lone leaders - it allows each person to explore a few processes in which they have greater expertise and experience.

### **Interested**

Being curious is a beneficial quality for being a good leader. Thinking of your mind as a database allows you to store processes and approaches for future use. What you gain knowledge of today may be beneficial for you in the future, whether for a similar or different situation. This approach to learning differs from the "just in time" approach, which suggests that acquired knowledge will diminish if not used. While much of the observed information may be helpful for assessing a process, it is important to not disregard any data as it might be pertinent for future tasks.

### **Inquiring Mind**

The phrase is widely recognised in advertising and often leads to a humorous reaction. Having a curious mindset and being eager to learn are beneficial character traits for any leader. However, there are two exceptions. Listen before speaking to ensure that you are

aware of the current situation. It is best to avoid engaging in gossip or inquiring about confidential personal information.

### **Analytical**

Focusing on learning the relevant process can help to increase trust and improve your leadership effectiveness. You might need to adopt an open-minded attitude and embrace some working processes without performing a full assessment. If the lower-level procedures appear to be working efficiently, there may not be a requirement for individual assessment. This suggests that you are attempting to comprehend the approach, not critically assess it. It may be challenging for leaders who are generally analytical. It is essential to ensure the parts function together properly, while also achieving desirable results.

### **Articulate**

Effective leaders must possess the ability to actively listen, rapidly process information, and formulate questions in response that allow them to gain better understanding. Those who struggle to sustain a continuous dialogue may have difficulty with discovery interviewing. Do not focus on creating your next question before the person has finished responding to the first one. This type of communication can lead to misunderstandings and difficulty in acknowledging each other's perspective. Being able to communicate clearly and concisely when asking questions, presenting information, and drafting reports is essential for a leader. Successful leaders often engage in continued education to develop their skills.

### **Egalitarian**

This characteristic is the most difficult to master and can be challenging to implement from an associate's viewpoint. Fairness and equality are defined as consistent application of principles and regulations. Although this may appear to be a viable solution, it is important to consider potential uncommon situations. Is it appropriate to consistently enforce the same rules for all situations? Practicing good judgement and using common sense is necessary to develop an alternative approach. When applying a rule, one should ensure fairness and consistency by considering if similar situations have been similarly treated. This appears to be a circular argument, which may require philosophical interpretation. Seriousness is an important factor for leaders. Consistency should be maintained when making decisions and evaluating approaches, while rigidity should be avoided. It is necessary that processes, and job performance adhere to the specified requirements for one system to reach a specific goal. In another area, you might be able to be more flexible due to lower risks. Having clear definitions regarding deviations can be helpful in dealing with difficulties.