

2

38 LEADERSHIP | THEORY AND PRACTICE

Leadership Trait Questionnaire (LTQ)

Instructions: The purpose of this questionnaire is to measure personal characteristics of leadership. The questionnaire should be completed by the leader and five people who are familiar with the leader.

Make five copies of this questionnaire. This questionnaire should be completed by you and five people you know (e.g., roommates, coworkers, relatives, friends). Using the following scale, have each individual indicate the degree to which he or she agrees or disagrees with each of the 14 statements below. Do not forget to complete one for yourself.

_____ (leader's name) is

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

- | | |
|--|-----------|
| 1. Articulate: Communicates effectively with others | 1 2 3 4 5 |
| 2. Perceptive: Is discerning and insightful | 1 2 3 4 5 |
| 3. Self-confident: Believes in himself/herself and his/her ability | 1 2 3 4 5 |
| 4. Self-assured: Is secure with self, free of doubts | 1 2 3 4 5 |
| 5. Persistent: Stays fixed on the goals, despite interference | 1 2 3 4 5 |
| 6. Determined: Takes a firm stand, acts with certainty | 1 2 3 4 5 |
| 7. Trustworthy: Is authentic and inspires confidence | 1 2 3 4 5 |
| 8. Dependable: Is consistent and reliable | 1 2 3 4 5 |
| 9. Friendly: Shows kindness and warmth | 1 2 3 4 5 |
| 10. Outgoing: Talks freely, gets along well with others | 1 2 3 4 5 |
| 11. Conscientious: Is thorough, organized, and controlled | 1 2 3 4 5 |
| 12. Diligent: Is persistent, hardworking | 1 2 3 4 5 |
| 13. Sensitive: Shows tolerance, is tactful and sympathetic | 1 2 3 4 5 |
| 14. Empathic: Understands others, identifies with others | 1 2 3 4 5 |

Scoring

1. Enter the responses for Raters 1, 2, 3, 4, and 5 in the appropriate columns as shown in Example 2.1. The example provides hypothetical ratings to help explain how the questionnaire can be used.
2. For each of the 14 items, compute the average for the five raters and place that number in the "average rating" column.
3. Place your own scores in the "self-rating" column.

Example 2.1 Leadership Traits Questionnaire Ratings

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
1. Articulate	4	4	3	2	4	3.4	4
2. Perceptive	2	5	3	4	4	3.6	5
3. Self-confident	4	4	5	5	4	4.4	4
4. Self-assured	5	5	5	5	5	5	5
5. Persistent	4	4	3	3	3	3.4	3
6. Determined	4	4	4	4	4	4	4
7. Trustworthy	5	5	5	5	5	5	5
8. Dependable	4	5	4	5	4	4.4	4
9. Friendly	5	5	5	5	5	5	5
10. Outgoing	5	4	5	4	5	4.6	4
11. Conscientious	2	3	2	3	3	2.6	4
12. Diligent	3	3	3	3	3	3	4
13. Sensitive	4	4	5	5	5	4.6	3
14. Empathic	5	5	4	5	4	4.6	3

Scoring Interpretation

The scores you received on the LTQ provide information about how you see yourself and how others see you as a leader. The chart allows you to see where your perceptions are the same as those of others and where they differ.

The example ratings show how the leader self-rated higher than the observers did on the characteristic *articulate*. On the second characteristic, *perceptive*, the leader self-rated substantially higher than others. On the *self-confident* characteristic, the leader self-rated quite close to others' ratings but lower. There are no best ratings on this questionnaire. The purpose of the instrument is to give you a way to assess your strengths and weaknesses and to evaluate areas where your perceptions are congruent with those of others and where there are discrepancies.

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| 2. Perceptive: Is discerning and insightful | 1 | 2 | 3 | 4 | 5 |
| 3. Self-confident: Believes in himself/herself and his/her ability | 1 | 2 | 3 | 4 | 5 |
| 4. Self-assured: Is secure with self, free of doubts | 1 | 2 | 3 | 4 | 5 |
| 5. Persistent: Stays fixed on the goals, despite interference | 1 | 2 | 3 | 4 | 5 |
| 6. Determined: Takes a firm stand, acts with certainty | 1 | 2 | 3 | 4 | 5 |
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5. Persistent	4	4	3	3	3	3.4	3
6. Determined	4	4	4	4	4	4	4
7. Trustworthy	5	5	5	5	5	5	5
8. Dependable	4	5	4	5	4	4.4	4
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11. Conscientious	2	3	2	3	3	2.6	4
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Servant Leadership Questionnaire

Instructions: Select two people who know you in a leadership capacity such as a coworker, fellow group member, or follower. Make two copies of this questionnaire and give a copy to each individual you have chosen. Using the following 7-point scale, ask them to indicate the extent to which they agree or disagree with the following statements as they pertain to your leadership. In these statements, "He/She" is referring to you in a leadership capacity.

Key: 1 = Strongly disagree 2 = Disagree 3 = Disagree somewhat
4 = Undecided 5 = Agree Somewhat 6 = Agree 7 = Strongly agree

1. Others would seek help from him/her if they had a personal problem. 1 2 3 5 6 7
2. He/She emphasizes the importance of giving back to the community. 1 2 3 5 6 7
3. He/She can tell if something work related is going wrong. 1 2 3 4 5 6 7
4. He/She gives others the responsibility to make important decisions about their own jobs. 1 2 3 5 6 7
5. He/She makes others' career development a priority. 1 2 3 4 5 6 7
6. He/She cares more about others' success than his/her own. 1 2 3 4 5 6 7
7. He/She holds high ethical standards. 1 2 3 4 5 6 7
8. He/She cares about others' personal well-being. 1 2 3 4 5 6 7
9. He/She is always interested in helping people in the community. 1 2 3 4 5 6 7
10. He/She is able to think through complex problems. 1 2 3 4 5 6 7
11. He/She encourages others to handle important work decisions on their own. 1 2 3 4 5 6 7
12. He/She is interested in making sure others reach their career goals. 1 2 3 4 5 6 7
13. He/She puts others' best interests above his/her own. 1 2 3 4 5 6 7
14. He/She is always honest. 1 2 3 4 5 6 7
15. He/She takes time to talk to others on a personal level. 1 2 3 4 5 6 7
16. He/She is involved in community activities. 1 2 3 4 5 6 7
17. He/She has a thorough understanding of the organization and its goals. 1 2 3 4 5 6 7
18. He/She gives others the freedom to handle difficult situations in the way they feel is best. 1 2 3 4 5 6 7

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|--|----------------------|
| 19. He/She provides others with work experiences that enable them to develop new skills. | 1 2 3 4 <u>5</u> 6 7 |
| 20. He/She sacrifices his/her own interests to meet others' needs. | 1 2 3 4 <u>5</u> 6 7 |
| 21. He/She would not compromise ethical principles in order to meet success. | 1 2 3 4 <u>5</u> 6 7 |
| 22. He/She can recognize when others are feeling down without asking them. | 1 2 <u>3</u> 4 5 6 7 |
| 23. He/She encourages others to volunteer in the community. | 1 2 3 <u>4</u> 5 6 7 |
| 24. He/She can solve work problems with new or creative ideas. | 1 2 3 4 <u>5</u> 6 7 |
| 25. If others need to make important decisions at work, they do not need to consult him/her. | 1 2 3 <u>4</u> 5 6 7 |
| 26. He/She wants to know about others' career goals. | 1 2 3 4 5 <u>6</u> 7 |
| 27. He/She does what he/she can to make others' jobs easier. | 1 2 3 <u>4</u> 5 6 7 |
| 28. He/She values honesty more than profits. | 1 2 3 <u>4</u> 5 6 7 |

SOURCE: Reprinted (adapted version) from "Servant Leadership: Development of a Multidimensional Measure and Multi-Level Assessment," by R. C. Liden, S. J. Wayne, H. Zhao, and D. Henderson, 2008, *The Leadership Quarterly*, 19, 161–177. Copyright © Reprinted with permission from Elsevier Science.

Scoring

Using the questionnaires on which others assessed your leadership, take the separate scores for each item, add them together, and divide that sum by two. This will give you the average score for that item. For example, if Person A assessed you at 4 for Item 2, and Person B marked you as a 6, your score for Item 2 would be 5.

Once you have averaged each item's scores, use the following steps to complete the scoring of the questionnaire:

1. Add up the scores on 1, 8, 15, and 22. This is your score for emotional healing. 13
2. Add up the scores for 2, 9, 16, and 23. This is your score for creating value for the community. 17
3. Add up the scores for 3, 10, 17, and 24. This is your score for conceptual skills. 23
4. Add up the scores for 4, 11, 18, and 25. This is your score for empowering.

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19

ADAPTIVE LEADERSHIP QUESTIONNAIRE

Instructions: This questionnaire contains items that assess different dimensions of adaptive leadership and will be completed by you and others who know you (coworkers, friends, members of a group you belong to).

1. Make five copies of this questionnaire.
2. Fill out the assessment about yourself; where you see the phrase "this leader," replace it with "I" or "me."
3. Have each of five individuals indicate the degree to which they agree with each of the 30 statements below regarding your leadership by circling the number from the scale that they believe most accurately characterizes their response to the statement. There are no right or wrong responses.

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

- | | |
|---|-----------|
| 1. When difficulties emerge in our organization, this leader is good at stepping back and assessing the dynamics of the people involved. | 1 2 3 4 5 |
| 2. When events trigger strong emotional responses among employees, this leader uses his/her authority as a leader to resolve the problem. | 1 2 3 4 5 |
| 3. When people feel uncertain about organizational change, they trust that this leader will help them work through the difficulties. | 1 2 3 4 5 |
| 4. In complex situations, this leader gets people to focus on the issues they are trying to avoid. | 1 2 3 4 5 |
| 5. When employees are struggling with a decision, this leader tells them what he/she thinks they should do. | 1 2 3 4 5 |
| 6. During times of difficult change, this leader welcomes the thoughts of group members with low status. | 1 2 3 4 5 |
| 7. In difficult situations, this leader sometimes loses sight of the "big picture." | 1 2 3 4 5 |
| 8. When people are struggling with a value conflict, this leader uses his or her expertise to tell them what to do. | 1 2 3 4 5 |
| 9. When people begin to be disturbed by unresolved conflicts, this leader encourages them to address the issues. | 1 2 3 4 5 |
| 10. During organizational change, this leader challenges people to concentrate on the "hot" topics. | 1 2 3 4 5 |
| 11. When employees look to this leader for answers, he/she encourages them to think for themselves. | 1 2 3 4 5 |
| 12. Listening to group members with radical ideas is valuable to this leader. | 1 2 3 4 5 |

13. When this leader disagrees with someone, he/she has difficulty listening to what the other person is really saying. 1 2 3 4 5
14. When others are struggling with intense conflicts, this leader steps in to resolve their differences for them. 1 2 3 4 5
15. This leader has the emotional capacity to comfort others as they work through intense issues. 1 2 3 4 5
16. When people try to avoid controversial organizational issues, this leader brings these conflicts into the open. 1 2 3 4 5
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18. This leader is open to people who bring up unusual ideas that seem to hinder the progress of the group. 1 2 3 4 5
19. In challenging situations, this leader likes to observe the parties involved and assess what's really going on. 1 2 3 4 5
20. This leader encourages people to discuss the "elephant in the room." 1 2 3 4 5
21. People recognize that this leader has confidence to tackle challenging problems. 1 2 3 4 5
22. This leader thinks it is reasonable to let people avoid confronting difficult issues. 1 2 3 4 5
23. When people look to this leader to solve problems, he/she enjoys providing solutions. 1 2 3 4 5
24. This leader has an open ear for people who don't seem to fit in with the rest of the group. 1 2 3 4 5
25. In a difficult situation, this leader will step out of the dispute to gain perspective on it. 1 2 3 4 5
26. This leader thrives on helping people find new ways of coping with organizational problems. 1 2 3 4 5
27. People see this leader as someone who holds steady in the storm. 1 2 3 4 5
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Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1. When difficulties emerge in our organization, this leader is good at stepping back and assessing the dynamics of the people involved. 1 2 3 4 5
2. When events trigger strong emotional responses among employees, this leader uses his/her authority as a leader to resolve the problem. 1 2 3 4 5
3. When people feel uncertain about organizational change, they trust that this leader will help them work through the difficulties. 1 2 3 4 5
4. In complex situations, this leader gets people to focus on the issues they are trying to avoid. 1 2 3 4 5
5. When employees are struggling with a decision, this leader tells them what he/she thinks they should do. 1 2 3 4 5
6. During times of difficult change, this leader welcomes the thoughts of group members with low status. 1 2 3 4 5
7. In difficult situations, this leader sometimes loses sight of the "big picture." 1 2 3 4 5
8. When people are struggling with a value conflict, this leader uses his or her expertise to tell them what to do. 1 2 3 4 5
9. When people begin to be disturbed by unresolved conflicts, this leader encourages them to address the issues. 1 2 3 4 5
10. During organizational change, this leader challenges people to concentrate on the "hot" topics. 1 2 3 4 5
11. When employees look to this leader for answers, he/she encourages them to think for themselves. 1 2 3 4 5
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22. This leader thinks it is reasonable to let people avoid confronting difficult issues. 1 2 3 4 5
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| 4. In complex situations, this leader gets people to focus on the issues they are trying to avoid. | 1 2 3 4 5 |
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11

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| 1. When difficulties emerge in our organization, this leader is good at stepping back and assessing the dynamics of the people involved. | 1 2 3 <u>4</u> 5 |
| 2. When events trigger strong emotional responses among employees, this leader uses his/her authority as a leader to resolve the problem. | 1 2 3 <u>4</u> 5 |
| 3. When people feel uncertain about organizational change, they trust that this leader will help them work through the difficulties. | 1 2 3 <u>4</u> 5 |
| 4. In complex situations, this leader gets people to focus on the issues they are trying to avoid. | 1 2 3 <u>4</u> 5 |
| 5. When employees are struggling with a decision, this leader tells them what he/she thinks they should do. | 1 <u>2</u> 3 4 5 |
| 6. During times of difficult change, this leader welcomes the thoughts of group members with low status. | 1 2 3 <u>4</u> 5 |
| 7. In difficult situations, this leader sometimes loses sight of the "big picture." | <u>1</u> 2 3 4 5 |
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| 9. When people begin to be disturbed by unresolved conflicts, this leader encourages them to address the issues. | 1 2 3 <u>4</u> 5 |
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The Leadership Archetype Questionnaire (Abridged Version)

To assist you in understanding the process of what your own dominant leadership behaviors might be, this questionnaire provides 360°, or multi-rater, feedback about your leadership. The Leadership Archetype Questionnaire (LAQ), Abridged Version, comprises 8 items that assess 8 archetypes: the strategist, the change catalyst, the transactor, the builder, the innovator, the processor, the coach, and the communicator. The results you obtain on this questionnaire will provide you with information on what your own leadership archetype may be.

Note: Another recommendation is to get other members of your team to complete the questionnaire for themselves so that you can map out your team constellation to see how balanced your team is, or if there are areas that are lacking.

Instructions: This questionnaire contains items that assess different dimensions of your leadership and will be completed by you and others who know you (coworkers, friends, members of a group you belong to).

1. Make five copies of this questionnaire.
2. Self-assessment: Fill out the assessment about yourself.
3. For the 360° feedback, have each individual answer the same questions about you. It is insightful to see how other people perceive you; their perceptions also influence the way they deal and interact with you.

Study the following statements and mark the ones that you think are true for you. Select more than one if appropriate.

- ☒ 1. I have great strategic sense.
2. I take on the role of deal maker, always prepared to make propositions about new business deals.
3. I am highly experienced at turning around difficult situations.
4. I suggest entrepreneurial ways of developing the business.
5. I come up with a number of new product or process innovations.
6. I promote and monitor structures, systems, and tasks.
7. I am very interested in devising creative ways to develop people.
- ☒ 8. I take on the role of communicator in my organizations.

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