

57 Miller

somewhat 6 = Agree 7 = Str

# 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

1. Others would seek help from him/her if they had a personal problem.	1 2 3 4
2. He/she emphasizes the importance of giving back to the community.	1 2 3 4
3. He/she can tell if something work related is going wrong.	1 2 3 4
4. He/she gives others the responsibility to make important decisions about their own jobs.	1 2 3 4
5. He/she makes others' career development a priority.	1 2 3 4
6. He/she cares more about others' success than his/her own.	1 2 3 4
7. He/she holds high ethical standards.	1 2 3 4
8. He/she cares about others' personal well-being.	1 2 3 4
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10. He/she is able to think through complex problems.	1 2 3 4
11. He/she encourages others to handle important work decisions on their own.	1 2 3 4
12. He/she is interested in making sure others reach their career goals.	1 2 3 4
13. He/she puts others' best interests above his/her own.	1 2 3 4
14. He/she is always honest.	1 2 3 4
15. He/she takes time to talk to others on a personal level.	1 2 3 4
16. He/she is involved in community activities.	1 2 3 4
17. He/she has a thorough understanding of the organization and its goals.	1 2 3 4
18. He/she gives others the freedom to handle difficult situations in the way they feel is best.	1 2 3 4
19. He/she provides others with work experiences that enable them to develop new skills.	1 2 3 4
20. He/she sacrifices his/her own interests to meet others' needs.	1 2 3 4
21. He/she would not compromise ethical principles in order to meet success.	1 2 3 4
22. He/she can recognize when others are feeling down without asking them.	1 2 3 4
23. He/she encourages others to volunteer in the community.	1 2 3 4
24. He/she can solve work problems with new or creative ideas.	1 2 3 4
25. If others need to make important decisions at work, they do not need to consult him/her.	1 2 3 4
26. He/she wants to know about others' career goals.	1 2 3 4

## LEADERSHIP

1. Others would seek help from him/her if they had a personal problem. 1 2 3 4 5 (9)7
2. He/she emphasizes the importance of giving back to the community. 1 2 3 4 5 6 (7)
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23. He/she encourages others to volunteer in the community. 1 2 3 4 (5) 6 7
24. He/she can solve work problems with new or creative ideas. 1 2 3 4 5 (6)7
25. If others need to make important decisions at work, they do not need to consult him/her. 1 2 3 4 (5) 6 7
26. He/she wants to know about others' career goals. 1 2 3 4 5 6 (7)
27. He/she does what he/she can to make others' jobs easier. 1 2 3 4 5 6 (7)
28. He/she values honesty more than profits. 1 2 3 4 5 6 (7)

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3. He/she can tell if something work related is going wrong.

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5. He/she makes others' career development a priority.

6. He/she cares more about others' success than his/her own.

- |   |               |  |
|---|---------------|--|
| 7. He/She holds high ethical standards.                                       | 1 2 3 4 5 6 7 | 13. He/She puts others' best interests above his/her own.                                  |
| 8. He/She cares about others' personal well-being.                            | 1 2 3 4 5 6 7 | 14. He/She is always honest.   |
| 9. He/She is always interested in helping people in the community.            | 1 2 3 4 5 6 7 | 15. He/She takes time to talk to others on a personal level.                               |
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| 13. He/She puts others' best interests  | 1 2 3 4 5 6 7 | 19. He/She provides others with experiences that enable them to...                         |

He/She provides others with work  
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He/She sacrifices his/her own  
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**Source:** Reprinted (adapted fr  
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 Wayne, H. Zhao, and D. Hende  
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# Servant Leadership

## Questionnaire

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1. Others would seek help from him/her if they had a personal problem.	1	2	3	4	5	6	7
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6. He/She cares more about others' success than his/her own.	1	2	3	4	5	6	7
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24. He/She can solve work problems with new or creative ideas.	1	2	3	4	5	6	7
25. If others need to make important decisions at work, they do not need to consult him/her.	1	2	3	4	5	6	7
26. He/She wants to know about others' career goals.	1	2	3	4	5	6	7
27. He/She does what he/she can to make others' jobs easier.	1	2	3	4	5	6	7
28. He/She values honesty more than profits.	1	2	3	4	5	6	7

NAME

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**Source:** Reprinted (adapted) from *Leadership Quarterly*, 19, R. C. Wayne, H. Zhao, and D. Hendebrink. Copyright: Development of a Leadership Measure and Multi-Level Assessment of Leadership. *Journal of Business Ethics*, 177, Copyright (2008), with permission from Springer. <https://doi.org/10.1007/s10551-008-9111-1>

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