

Authentic Leadership Self-Assessment Questionnaire

Instructions: This questionnaire contains items about different dimensions of authentic leadership. There are no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by writing the number from the scale below that you feel most accurately characterizes your response to the statement.

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

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| 1. I can list my three greatest weaknesses. | 1 2 3 4 5 |
| 2. My actions reflect my core values. | 1 2 3 4 5 |
| 3. I seek others' opinions before making up my own mind. | 1 2 3 4 5 |
| 4. I openly share my feelings with others. | 1 2 3 4 5 |
| 5. I can list my three greatest strengths. | 1 2 3 4 5 |
| 6. I do not allow group pressure to control me. | 1 2 3 4 5 |
| 7. I listen closely to the ideas of those who disagree with me. | 1 2 3 4 5 |
| 8. I let others know who I truly am as a person. | 1 2 3 4 5 |
| 9. I seek feedback as a way of understanding who I really am as a person. | 1 2 3 4 5 |
| 10. Other people know where I stand on controversial issues. | 1 2 3 4 5 |
| 11. I do not emphasize my own point of view at the expense of others. | 1 2 3 4 5 |
| 12. I rarely present a "false" front to others. | 1 2 3 4 5 |
| 13. I accept the feelings I have about myself. | 1 2 3 4 5 |
| 14. My morals guide what I do as a leader. | 1 2 3 4 5 |
| 15. I listen very carefully to the ideas of others before making decisions. | 1 2 3 4 5 |
| 16. I admit my mistakes to others. | 1 2 3 4 5 |

Scoring

1. Sum the responses on items 1, 5, 9, and 13 (self-awareness).
2. Sum the responses on items 2, 6, 10, and 14 (internalized moral perspective).
3. Sum the responses on items 3, 7, 11, and 15 (balanced processing).
4. Sum the responses on items 4, 8, 12, and 16 (relational transparency).

Total Scores

Self-Awareness: 15

Internalized Moral Perspective: 20

Balanced Processing: 15

Relational Transparency: 16

Scoring Interpretation

This self-assessment questionnaire is designed to measure your authentic leadership by assessing four components of the process: self-awareness, internalized moral perspective, balanced processing, and relational transparency. By comparing your scores on each of these components, you can determine which are your stronger and which are your weaker components in each category. You can interpret your authentic leadership scores using the following guideline: high = 16–20 and low = 15 and below. Scores in the upper range indicate stronger authentic leadership, whereas scores in the lower range indicate weaker authentic leadership.

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 4 5 6 7
2. He/She emphasizes the importance of giving back to the community. 1 2 3 4 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 4 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 5 6 <u>7</u> |
| 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 5 6 <u>7</u> |
| 22. He/She can recognize when others are feeling down without asking them. | 1 2 3 4 <u>5</u> 6 7 |
| 23. He/She encourages others to volunteer in the community. | 1 2 3 4 <u>5</u> 6 7 |
| 24. He/She can solve work problems with new or creative ideas. | 1 2 3 <u>4</u> 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 <u>5</u> 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 4 5 6 <u>7</u> |
| 28. He/She values honesty more than profits. | 1 2 3 4 5 <u>6</u> 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. 25
2. Add up the scores for 2, 9, 16, and 23. This is your score for creating value for the community. 24
3. Add up the scores for 3, 10, 17, and 24. This is your score for conceptual skills. 18
4. Add up the scores for 4, 11, 18, and 25. This is your score for empowering. 28

5. Add up the scores for 5, 12, 19, and 26. This is your score for helping followers grow and succeed. *28*
6. Add up the scores for 6, 13, 20, and 27. This is your score for putting followers first. *20*
7. Add up the scores for 7, 14, 21, and 28. This is your score for behaving ethically. *28*

Scoring Interpretation

- *High range:* A score between 23 and 28 means you strongly exhibit this servant leadership behavior.
- *Moderate range:* A score between 14 and 22 means you tend to exhibit this behavior in an average way.
- *Low range:* A score between 8 and 13 means you exhibit this leadership below the average or expected degree.
- *Extremely low range:* A score between 0 and 7 means you are not inclined to exhibit this leadership behavior at all.

The scores you received on the Servant Leadership Questionnaire indicate the degree to which you exhibit the seven behaviors characteristic of a servant leader. You can use the results to assess areas in which you have strong servant leadership behaviors and areas in which you may strive to improve.

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