

2.2 LEADERSHIP TRAITS QUESTIONNAIRE

Purpose

1. To gain an understanding of how traits are used in leadership assessment
2. To obtain an assessment of your own leadership traits

Directions

1. Make five copies of this questionnaire. It should be completed by you and five people you know (e.g., roommates, coworkers, relatives, friends).
2. 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 regarding your leadership traits. Do not forget to complete this exercise for yourself.
3. _____ (your name) is

Statements	Strongly disagree	Disagree	Neutral	Agree	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 oneself and one's 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, 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 careful	1	2	3	4	5
12. Diligent: Is industrious, 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

(Continued)



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2.2 LEADERSHIP TRAITS QUESTIONNAIRE

(Continued)

Scoring

1. Enter the responses for Raters 1, 2, 3, 4, and 5 in the appropriate columns on the scoring sheet on this page. An example of a completed chart is provided on page 41.
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.

Leadership Traits Questionnaire Chart

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

Summary and interpretation:

Scoring Interpretation

The scores you received on this questionnaire 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. There are no "perfect" scores for this questionnaire. The purpose of the instrument is to provide a way to assess your strengths and weaknesses and to evaluate areas where your perceptions are similar to or different from those of others. While it is confirming when others see you in the same way as you see yourself, it is also beneficial to know when they see you differently. This assessment can help you understand your assets as well as areas in which you may seek to improve.

2.2 LEADERSHIP TRAITS QUESTIONNAIRE

(Continued)

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

Summary and interpretation: The scorer's self-ratings are higher than the average ratings of others on articulate, perceptive, conscientious, and diligent. The scorer's self-ratings are lower than the average ratings of others on self-confident, persistent, dependable, outgoing, sensitive, and empathic. The scorer's self-ratings on self-assured, determined, trustworthy, and friendly are the same as the average ratings of others.

Improve Your Leadership Skills

If you have the interactive eBook version of this text, log in to access the interactive leadership assessment. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.

2.3 OBSERVATIONAL EXERCISE

Leadership Traits

Purpose

1. To gain an understanding of the role of traits in the leadership process
2. To examine the traits of selected historical and everyday leaders

Directions

1. Based on the descriptions of the historical leaders provided in the chapter, identify the three major leadership traits for each of the leaders listed below.
2. Select and briefly describe two leaders in your own life (e.g., work supervisor, teacher, coach, music director, business owner, community leader). Identify the three major leadership traits of each of these leaders.

Historical leaders	The leader's three major traits
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George Washington

1. _____ 2. _____ 3. _____

Winston Churchill

1. _____ 2. _____ 3. _____

Mother Teresa

1. _____ 2. _____ 3. _____

Bill Gates

1. _____ 2. _____ 3. _____

Oprah Winfrey

1. _____ 2. _____ 3. _____



2.3 OBSERVATIONAL EXERCISE

(Continued)

Everyday leaders

Leader #1 _____

Brief description _____

Traits 1. _____ 2. _____ 3. _____

Leader #2 _____

Brief description _____

Traits 1. _____ 2. _____ 3. _____

APPLICATION

Questions

1. Based on the leaders you observed, which leadership traits appear to be most important?
2. What differences, if any, did you observe between the historical and everyday leaders' traits?
3. Based on your observations, what one trait would you identify as the definitive leadership trait?
4. Overall, what traits do you think should be used in selecting our society's leaders?

2.4 REFLECTION AND ACTION WORKSHEET

Leadership Traits

Reflection

1. Based on the scores you received on the Leadership Traits Questionnaire, what are your strongest leadership traits? What are your weakest traits? Discuss.
2. In this chapter, we discussed five leadership figures. As you read about these leaders, which leaders did you find most appealing? What was it about their leadership that you found remarkable? Discuss.
3. As you reflect on your own leadership traits, do you think some of them are more “you” and authentic than others? Have you always been the kind of leader you are today, or have your traits changed over time? Are you a stronger leader today than you were five years ago? Discuss.

Action

1. If you could model yourself after one or more of the historical leaders we discussed in this chapter, whom would you model yourself after? Identify two of their traits that you could and should incorporate into your own style of leadership.
2. Based on the case study of Tim T., which of his traits could you incorporate into your own leadership? Discuss.
3. Although changing leadership traits is not easy, which of your leadership traits would you like to change? Specifically, what actions do you need to take to change your traits?
4. All of us have problematic traits that inhibit our leadership but are difficult to change. Which single trait distracts from your leadership? Since you cannot easily change this trait, what actions can you take to “work around” this trait? Discuss.



3.2 LEADERSHIP STRENGTHS QUESTIONNAIRE

Purpose

1. To develop an understanding of your leadership strengths
2. To rank your strengths in selected areas of performance

Directions

1. Please answer the statements below in terms of whether the statement describes *what you are like*.
2. For each of the statements, circle the number that indicates the degree to which *you feel the statement is like you*.

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
1. I am an energetic participant when working with others.	1	2	3	4	5
2. Brainstorming is one of my strengths.	1	2	3	4	5
3. I am good at encouraging coworkers when they feel frustrated about their work.	1	2	3	4	5
4. I want to know "why" we are doing what we are doing.	1	2	3	4	5
5. I look for common ground in opposing opinions of others.	1	2	3	4	5
6. I enjoy implementing the details of projects.	1	2	3	4	5
7. I like to explore creative approaches to problems.	1	2	3	4	5
8. I go out of my way to help others feel good about their accomplishments.	1	2	3	4	5
9. Examining complex problems or issues is one of my strengths.	1	2	3	4	5
10. I am a mediator in conflict situations.	1	2	3	4	5
11. I stick with the task until the work is completed.	1	2	3	4	5
12. I can initiate change, if it is needed, when working with others.	1	2	3	4	5
13. I show concern for the personal well-being of others.	1	2	3	4	5
14. I like to consider various options for doing things.	1	2	3	4	5

(Continued)



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3.2 LEADERSHIP STRENGTHS QUESTIONNAIRE

(Continued)

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
15. I am effective communicating with people who are inflexible.	1	2	3	4	5
16. I try to follow through with ideas so that the work gets done.	1	2	3	4	5
17. I enjoy creating a vision for a work-related project.	1	2	3	4	5
18. I am the "glue" that helps hold the group together.	1	2	3	4	5
19. I like exploring the details of a problem before trying to solve it.	1	2	3	4	5
20. I can draw the best out of people with diverse opinions.	1	2	3	4	5
21. I like making to-do lists so that the work gets completed.	1	2	3	4	5
22. I can "think outside of the box."	1	2	3	4	5
23. Encouraging others comes easily for me.	1	2	3	4	5
24. I like thinking things through before engaging in work projects.	1	2	3	4	5
25. I am good at finding common ground when a conflict is present.	1	2	3	4	5
26. I enjoy scheduling and coordinating activities so the work is completed.	1	2	3	4	5
27. I am good at developing new ideas for others to consider.	1	2	3	4	5
28. I am good at encouraging others to participate on projects.	1	2	3	4	5
29. I like to explore problems from many different perspectives.	1	2	3	4	5
30. I am effective at helping coworkers reach consensus.	1	2	3	4	5

3.2 LEADERSHIP STRENGTHS QUESTIONNAIRE

(Continued)

Scoring

1. Sum the responses on items 1, 6, 11, 16, 21, and 26 (Implementer score).
2. Sum the responses on items 2, 7, 12, 17, 22, and 27 (Innovator score).
3. Sum the responses on items 3, 8, 13, 18, 23, and 28 (encourager score).
4. Sum the responses on items 4, 9, 14, 19, 24, and 29 (analytic score).
5. Sum the responses on items 5, 10, 15, 20, 25, and 30 (mediator score).

Total Scores:

_____	_____	_____	_____	_____
Implementer	Innovator	Encourager	Analytic	Mediator

Scoring Interpretation

The Leadership Strengths Questionnaire is designed to measure your strengths in the areas of implementation, innovation, encouragement, analysis, and mediation. By assessing the rank order of your scores, you can determine the areas in which you have the greatest strengths and the areas in which you are weaker. A high score in a certain area indicates where you are strong; a low score shows where you are weak. As discussed in this chapter, every person has multiple strengths. In addition to the strengths revealed by the Leadership Strengths Questionnaire, you may wish to complete other strengths assessments to obtain a more complete picture of all of your strengths.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

If your score is 6–10, you are in the very low range.

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3.3 OBSERVATIONAL EXERCISE

Strengths

Purpose

1. To learn to recognize people's strengths
2. To gain an understanding of the role of strengths in the leadership process

Directions

1. In this exercise, your task is to observe a leader *in action*. The leader can be a teacher, a supervisor, a coach, a manager, or anyone who has a position that involves leadership.
2. Based on your observations of the leader in action, identify areas in which the leader has strengths and areas in which the followers have strengths.

Questions

1. Based on the virtue-based strengths listed in Table 3.3, identify two strengths you observed the leader exhibit. How did these strengths affect his or her followers?
2. Discuss what strengths group members appeared to exhibit and how these strengths may complement or distract from the leader's leadership.
3. Do you think the followers in this situation would feel comfortable expressing their own strengths to others? Discuss.
4. If you were coaching the leader in this situation, what specific things could she or he do to create a positive environment where the expression of people's strengths was welcomed?



3.4 REFLECTION AND ACTION WORKSHEET

Strengths

Reflection

1. For this exercise, you are being asked to interview several people you know about your strengths. Instructions:
 - First, identify three people (e.g., friends, coworkers, colleagues, family members) from whom you feel comfortable asking for feedback about yourself.
 - Second, ask each of these individuals to do the following:
 - a. Think of a time or situation when they saw you at your best
 - b. Tell a brief story about what you were doing
 - c. Describe why they thought you were performing well in this situation
 - d. Based on this story, describe what unique benefits you offered others in this situation
 - Third, from the answers the individuals gave, identify two or three recurring themes. These themes represent your strengths.
2. What is your reaction to what others (in Step 1) have identified as your strengths? Are the strengths others identified about you consistent with your own perceptions of your strengths? In what way are they consistent with your scores on the Leadership Strengths Questionnaire?
3. This chapter suggests that it is important for leaders to reveal their strengths to others. As a leader, how do you feel about disclosing your strengths to others? How do you react when others express their strengths to you?

Action

1. Based on the questionnaire in this chapter and your own insights, create a business card for yourself that lists your five signature strengths.
2. Of the four domains of leadership strengths (see Table 3.2), which are your strongest? Describe how you could solicit support from followers to complement these areas of strength.
3. Imagine you are the leader of a classroom group required to do a semester-long service learning project. Identify and discuss specific things you could do to create a positive climate, positive relationships, positive communication, and positive meaning.

