

4.2 LEADERSHIP STYLES QUESTIONNAIRE

Purpose

1. To identify your style of leadership
2. To examine how your leadership style relates to other styles of leadership

Directions

1. For each of the statements below, circle the number that indicates the degree to which you agree or disagree.
2. Give your immediate impressions. There are no right or wrong answers.

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. Employees want to be a part of the decision-making process.	1	2	3	4	5
3. In complex situations, leaders should let followers work problems out on their own.	1	2	3	4	5
4. It is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5. Providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6. Leadership requires staying out of the way of followers as they do their work.	1	2	3	4	5
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8. Most workers prefer supportive communication from their leaders.	1	2	3	4	5
9. As a rule, leaders should allow followers to appraise their own work.	1	2	3	4	5
10. Most employees feel insecure about their work and need direction.	1	2	3	4	5
11. Leaders need to help followers accept responsibility for completing their work.	1	2	3	4	5
12. Leaders should give followers complete freedom to solve problems on their own.	1	2	3	4	5
13. The leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5
14. It is the leader's job to help followers find their "passion."	1	2	3	4	5

(Continued)



4.2 LEADERSHIP STYLES QUESTIONNAIRE

(Continued)

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
15. In most situations, workers prefer little input from the leader.	1	2	3	4	5
16. Effective leaders give orders and clarify procedures.	1	2	3	4	5
17. People are basically competent and if given a task will do a good job.	1	2	3	4	5
18. In general, it is best to leave followers alone.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (authoritarian leadership).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (democratic leadership).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (laissez-faire leadership).

Total Scores

Authoritarian Leadership _____

Democratic Leadership _____

Laissez-Faire Leadership _____

Scoring Interpretation

This questionnaire is designed to measure three common styles of leadership: authoritarian, democratic, and laissez-faire. By comparing your scores, you can determine which styles are most dominant and least dominant in your own style of leadership.

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.

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.

4.3 OBSERVATIONAL EXERCISE

Leadership Styles

Purpose

1. To become aware of authoritarian, democratic, and laissez-faire styles of leadership
2. To compare and contrast these three styles

Directions

1. From all of the coaches, teachers, music directors, or managers you have had in the past 10 years, select one who was authoritarian, one who was democratic, and one who was laissez-faire.

Authoritarian leader (name) _____

Democratic leader (name) _____

Laissez-faire leader (name) _____

2. On another sheet of paper, briefly describe the unique characteristics of each of these leaders.

Questions

1. What differences did you observe in how each leader tried to influence you?
2. How did the leaders differ in their use of rewards and punishment?
3. What did you observe about how others reacted to each leader?
4. Under which leader were you most productive? Why?



4.4 REFLECTION AND ACTION WORKSHEET

Leadership Styles

Reflection

1. As you reflect on the assumptions of Theory X and Theory Y, how would you describe your own philosophy of leadership?
2. Of the three styles of leadership (authoritarian, democratic, and laissez-faire), what style comes easiest for you? Describe how people respond to you when you use this style.
3. One of the aspects of democratic leadership is to help followers take responsibility for themselves. How do you assess your own ability to help others help themselves?

Action

1. If you were to try to strengthen your philosophy of leadership, what kinds of changes would you have to make in your assumptions about human nature and work?
2. As you look at your results on the Leadership Styles Questionnaire, what scores would you like to change? What would you have to do to make those changes?
3. List three specific activities you could use to improve your leadership style.
4. If you make these changes, what impact will this have on others?



5.3 OBSERVATIONAL EXERCISE

Task and Relationship

Purpose

1. To understand how leadership includes both task and relationship behaviors
2. To contrast different leaders' task and relationship behaviors

Directions

1. Over the next couple of days, observe the leadership styles of two different leaders (e.g., teacher, athletic coach, choir director, restaurant manager, work supervisor).
2. Record your observations of the styles of each person.

Leader #1 (name) _____

Task behaviors	Relationship behaviors
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____

Leader #2 (name) _____

Task behaviors	Relationship behaviors
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____

Questions

1. What differences did you observe between the two leaders?
2. What did you observe about the leader who was most task oriented?
3. What did you observe about the leader who was most relationship oriented?
4. How effective do you think you would be in each of these leadership positions?



Visit edge.sagepub.com/northouseIntro4e for a downloadable version of this exercise.

5.4 REFLECTION AND ACTION WORKSHEET

Task and Relationship

Reflection

1. As you reflect on what has been discussed in this chapter and on your own leadership style, how would you describe your own style in relation to task and relationship orientations? What are your strengths and weaknesses?
2. What biases do you maintain regarding task style and relationship style? How do your biases affect your leadership?
3. One of the most difficult challenges leaders face is to integrate their task and relationship behaviors. Do you see this as a challenge in your own leadership? How do you integrate task and relationship behaviors?

Action

1. If you were to change in an effort to improve your leadership, what aspect of your style would you change? Would you try to be more task oriented or more relationship oriented?
2. Identify three specific task or relationship changes you could carry out.
3. What barriers will you face as you try to make these changes?
4. Given that you believe this change will improve your overall leadership, what can you do (i.e., what strategies can you use) to overcome the barriers you cite in Action Item #3 above?

