

SELF-ASSESSMENT 9-2

Are You More Charismatic, Transformational, or Both?

There are no right or wrong answers, so be honest and you will really increase your self-awareness. We suggest doing this exercise in pencil or making a copy before you write on it. We will explain why later.

Using the scale below, rate each of the 20 statements according to how accurately it describes you. Place a number from 1 to 7 on the line before each statement.

Like me Somewhat like me Not like me
 7 6 5 4 3 2 1

- 2 1. I do enjoy getting up in front of audiences and giving passionate presentations on topics I care about.
- 2 2. I tend to associate my faith and religious values to issues I care very much about.
- 4 3. I enjoy change and see myself as a change agent.
- 5 4. I have always seen myself as someone who has the ability to inspire trust with my fellow students.
- 4 5. On occasions when I have made a difficult moral decision (or if I had to make a moral decision), I was (or will be) guided by the desire to not seem like a hypocrite if my actions became public.
- 6 6. I see myself as someone who, if given a leadership opportunity, will influence my followers and colleagues based on who I am (my vision and values), not what I am (my position).
- 3 7. When I walk into a room of people (other students), I generally feel like my presence evokes a "powerful aura" or immediate attention.
- 4 8. I make friends easily and feel like I am extraordinarily gifted in more ways than others.
- 3 9. I am pretty good at making people feel empowered and self-confident.
- 5 10. If I believe in something, I will not give up trying to achieve it even if my life is threatened because of it.

- 6 11. I want to be remembered for something special I did beyond just being a loving member of my family.
- 3 12. I am better at inspiring employees toward a new future than motivating them to perform their current jobs.
- 3 13. I have/had a vision of how an organization can change for the better.
- 4 14. I see myself as someone who is comfortable encouraging people to express ideas and opinions that differ from my own.
- 6 15. I enjoy taking risks but I'm not reckless.
- 3 16. I enjoy spending time developing new solutions to old problems rather than implementing existing solutions.
- 5 17. I deliberate carefully before acting; I'm not impulsive.
- 3 18. Being in a position to turn a struggling organization around will be more attractive to me than leading a stable (no big changes required) type organization.

To determine whether you are more charismatic, transformational, or both: (1) In the blanks, place a number from 1 to 7 that represents your score for each statement. (2) Add up each column. Your total should be a number from 5 to 35. (3) On the number scale, circle the number that is closest to your total score. Each column in the chart represents an attribute of charismatic or transformational leadership.

1 Charismatic		2 Transformational		3 Both	
	35		35		
	30				30
_____ 1.	25	_____ 12.	25	_____ 3.	25
_____ 2.	20	_____ 14.	20	_____ 4.	20
_____ 7.	15	_____ 15.	15	_____ 5.	15