

6.2 LEADERSHIP SKILLS QUESTIONNAIRE

Purpose

1. To identify your leadership skills
2. To provide a profile of your leadership skills showing your strengths and weaknesses

Directions

1. Place yourself in the role of a leader when responding to this questionnaire.
2. For each of the statements below, circle the number that indicates the degree to which you feel the statement is true.

Statements	Not true	Seldom true	Occasionally true	Somewhat true	Very true
1. I am effective with the detailed aspects of my work.	1	2	3	4	5
2. I usually know ahead of time how people will respond to a new idea or proposal.	1	2	3	4	5
3. I am effective at problem solving.	1	2	3	4	5
4. Filling out forms and working with details come easily for me.	1	2	3	4	5
5. Understanding the social fabric of the organization is important to me.	1	2	3	4	5
6. When problems arise, I immediately address them.	1	2	3	4	5
7. Managing people and resources is one of my strengths.	1	2	3	4	5
8. I am able to sense the emotional undercurrents in my group.	1	2	3	4	5
9. Seeing the big picture comes easily for me.	1	2	3	4	5
10. In my work, I enjoy responding to people's requests and concerns.	1	2	3	4	5
11. I use my emotional energy to motivate others.	1	2	3	4	5
12. Making strategic plans for my company appeals to me.	1	2	3	4	5
13. Obtaining and allocating resources is a challenging aspect of my job.	1	2	3	4	5
14. The key to successful conflict resolution is respecting my opponent.	1	2	3	4	5



6.2 LEADERSHIP SKILLS QUESTIONNAIRE

(Continued)

Statements	Not true	Seldom true	Occasionally true	Somewhat true	Very true
15. I enjoy discussing organizational values and philosophy.	1	2	3	4	5
16. I am effective at obtaining resources to support our programs.	1	2	3	4	5
17. I work hard to find consensus in conflict situations.	1	2	3	4	5
18. I am flexible about making changes in our organization.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (administrative skill score).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (interpersonal skill score).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (conceptual skill score).

Total Scores

Administrative skill: _____

Interpersonal skill: _____

Conceptual skill: _____

Scoring Interpretation

The Leadership Skills Questionnaire is designed to measure three broad types of leadership skills: administrative, interpersonal, and conceptual. By comparing your scores, you can determine where you have leadership strengths and where you have leadership weaknesses.

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.

6.3 OBSERVATIONAL EXERCISE

Leadership Skills

Purpose

1. To develop an understanding of different types of leadership skills
2. To examine how leadership skills affect a leader's performance

Directions

1. Your task in this exercise is to observe a leader and evaluate that person's leadership skills. This leader can be a supervisor, a manager, a coach, a teacher, a fraternity or sorority officer, or anyone who has a position that involves leadership.
2. For each of the groups of skills listed below, write what you observed about this leader.

Name of leader: _____

Administrative skills	1	2	3	4	5
Managing people	Poor	Weak	Average	Good	Very good
Managing resources	Poor	Weak	Average	Good	Very good
Showing technical competence	Poor	Weak	Average	Good	Very good

Comments:

Interpersonal skills	1	2	3	4	5
Being socially perceptive	Poor	Weak	Average	Good	Very good
Showing emotional intelligence	Poor	Weak	Average	Good	Very good
Managing conflict	Poor	Weak	Average	Good	Very good

Comments:



6.3 OBSERVATIONAL EXERCISE

(Continued)

Conceptual skills	1	2	3	4	5
Problem solving	Poor	Weak	Average	Good	Very good
Strategic planning	Poor	Weak	Average	Good	Very good
Creating vision	Poor	Weak	Average	Good	Very good
Comments:					

APPLICATION

Questions

1. Based on your observations, what were the leader's strengths and weaknesses?
2. In what setting did this leadership example occur? Did the setting influence the kind of skills that the leader used? Discuss.
3. If you were coaching this leader, what specific things would you tell this leader about how he or she could improve leadership skills? Discuss.
4. In another situation, do you think this leader would exhibit the same strengths and weaknesses? Discuss.

6.4 REFLECTION AND ACTION WORKSHEET

Leadership Skills

Reflection

1. Based on what you know about yourself and the scores you received on the Leadership Skills Questionnaire in the three areas (administrative, interpersonal, and conceptual), how would you describe your leadership skills? Which specific skills are your strongest, and which are your weakest? What impact do you think your leadership skills could have on your role as a leader? Discuss.
2. This chapter suggests that emotional intelligence is an interpersonal leadership skill. Discuss whether you agree or disagree with this assumption. As you think about your own leadership, how do your emotions help or hinder your role as a leader? Discuss.
3. This chapter divides leadership into three kinds of skills (administrative, interpersonal, and conceptual). Do you think some of these skills are more important than others in some kinds of situations? Do you think lower levels of leadership (e.g., supervisor) require the same skills as upper levels of leadership (e.g., CEO)? Discuss.

Action

1. One unique aspect of leadership skills is that they can be practiced. List and briefly describe three things you could do to improve your administrative skills.
2. Leaders need to be *socially perceptive*. As you assess yourself in this area, identify two specific actions that would help you become more perceptive of other people and their viewpoints. Discuss.
3. What kind of problem solver are you? Are you slow or quick to address problem situations? Overall, what two things could you change about yourself to be a more effective problem solver?



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