

Leadership Style Assessment

Instructions

The following statements will help you assess your leadership style tendency. As you read each statement, try to think of typical situations and how you usually react.

Please use the following marking scale:

- 1 = to almost no extent
- 2 = to a slight extent
- 3 = to a moderate extent
- 4 = to a great extent
- 5 = to a very great extent

Answer the questions fairly quickly, without rushing your response.

1	I check staff's work on a regular basis to assess their progress and learning	1	2	3	4	5
2	I hold periodic meetings to show support for organisation policy and mission	1	2	3	4	5
3	I appoint staff into task groups to action policies affecting them	1	2	3	4	5
4	I provide staff with clear responsibilities and allow them to decide how to accomplish them	1	2	3	4	5
5	I make sure staff are aware of, and understand, all organisation policies and procedures	1	2	3	4	5
6	I recognise staff's achievements with encouragement and support	1	2	3	4	5
7	I discuss any organisational or policy changes with staff prior to taking action	1	2	3	4	5
8	I discuss the organisation's strategic mission with staff	1	2	3	4	5
9	I demonstrate each task involved in doing the job	1	2	3	4	5
10	I meet with staff regularly to discuss their needs	1	2	3	4	5
11	I avoid making judgements or premature evaluation of ideas or suggestions	1	2	3	4	5
12	I ask staff to think ahead and develop long-term plans for their areas	1	2	3	4	5
13	I set down performance standards for each aspect of my staff's job	1	2	3	4	5
14	I explain the benefits of achieving their work goals to staff	1	2	3	4	5

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15	I rotate the role of team briefer among the staff.	1	2	3	4	5
16	I emphasise the importance of quality but I allow my staff to establish the control standards.	1	2	3	4	5
17	I have staff report back to me after completing each step of their work.	1	2	3	4	5
18	I hold regular meetings to discuss work status.	1	2	3	4	5
19	I provide staff with the time and resources to pursue their own developmental objectives.	1	2	3	4	5
20	I expect staff to create their own goals and objectives and submit them to me in finished form.	1	2	3	4	5
21	I try to assign work in small, easily controlled units.	1	2	3	4	5
22	I focus on opportunities and not problems.	1	2	3	4	5
23	I avoid evaluating problems and concerns as they are discussed.	1	2	3	4	5
24	I ensure that information systems are timely and accurate, and that information is fed directly to staff.	1	2	3	4	5

Scoring: For each statement number above, transfer the number you circled into the relevant column below. To calculate the total score for each section, add all the individual statement scores.

Directing	Coaching	Facilitating	Delegating
1.	2.	3.	4.
5.	6.	7.	8.
9.	10.	11.	12.
13.	14.	15.	16.
17.	18.	19.	20.
21.	22.	23.	24.
Total:	Total:	Total:	Total:

You may now find it useful to plot your scores on the following bar graph.

30			
25			
20			
15.			
10			
5			
0			
Directing	Coaching	Facilitating	Delegating

Leadership Styles Descriptions

Directing

- Provide detailed instructions
- Give staff specific goals and objectives
- Check frequently with staff to keep them on track
- Demonstrate the steps involved in doing the job

Coaching

- Represents management's position in a convincing manner
- Try to motivate people to make decisions
- Sell staff in their own ability to do the job
- Praise staff for their good work
- Provide staff with a lot of feedback on how they are doing

Facilitating

- Involve staff in making the decisions which will affect their work
- Make staff feel free to ask questions and discuss important concerns
- Hold frequent staff meetings
- Help staff locate and support their own developmental activities
- Listens to staff problems and concerns without criticising or judging

Delegating

- Delegate broad responsibilities to staff and expect them to handle the details.
- Expect staff to find and correct their own errors

Developing a Situational Leadership Style

Becoming a situational manager involves;

- Flexibility: Learning to use a variety of leadership styles, flexibly
- Diagnosis: Learning to diagnose the needs of the people you work with
- Partnering: Learning to come to some agreements about the leadership style they need from you

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The four basic leadership styles, made up of directive and supportive styles, are;

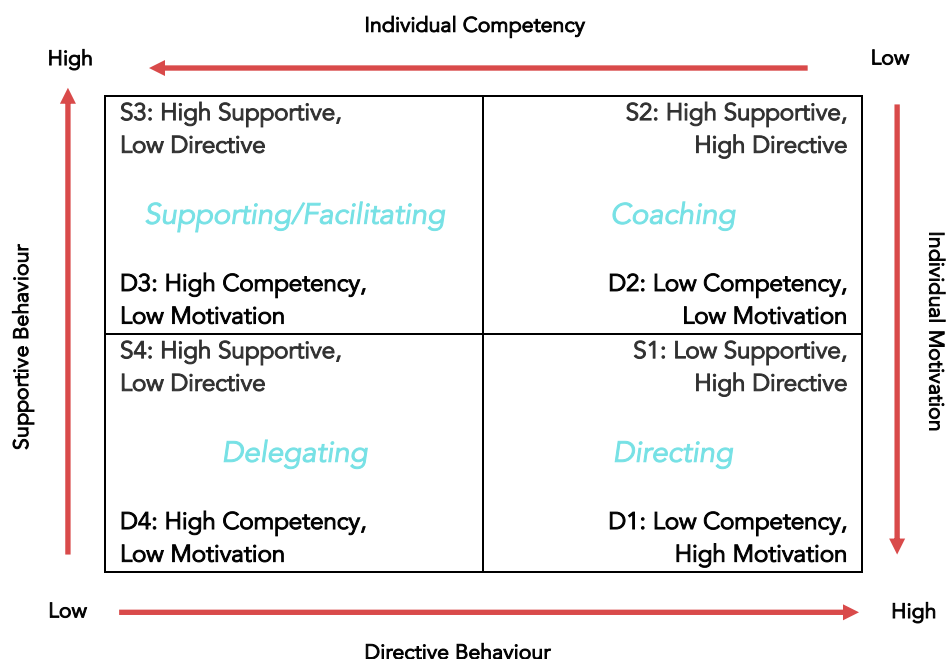
- S1. Directing:** The leader provides specific direction and closely monitors task accomplishment. Behaviours: structure, organise, teach and supervise.
- S2. Coaching:** The leader continues to direct closely monitor task accomplishment, but also decisions, solicits, suggestions, and supports progress. Behaviours: direct and support.
- S3. Supporting:** The leader facilitates and supports people’s efforts towards task accomplishment and shares responsibility for decision-making with them. Behaviours: praise, listen and facilitate.
- S4. Delegating:** The leader turns over responsibility for decision-making and problem-solving to people. Behaviours: turn over responsibility for day-to-day decision-making.

The 4 Development Levels

To know which leadership style to use, you need to diagnose the development level the person is at, by task. The four development levels are;

- D1.** Low competence, high commitment
- D2.** Some to low competence, low commitment
- D3.** moderate to high competence, variable commitment
- D4.** High competence, high commitment

This framework below aligns the leadership style with the relevant development level.



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Leadership style one (S1): directing, is suitable for development level one, people who lack confidence, but are committed and enthusiastic. (D1) They require direction and frequent feedback.

Leadership style two (S2): coaching, is suitable for development level two, people who have experience, but lack commitment. (D2) They require direction and feedback because they're still relatively inexperienced. They also need support and praise to build self-esteem, and involvement in decision-making to restore their commitment.

Leadership style three (S3): supporting/facilitating, is suitable for development level three, people who have competence, but lack confidence or motivation. (D3) They do not require much direction, but support is necessary to bolster their confidence and motivation.

Leadership style four (S4): delegating, is suitable for development level four, people who have both competence and commitment. (D4) They are willing and able to work on a project by themselves with little support or supervision.

The framework equips you with the tools to analyse which development level a person is at, and change your management style to meet the needs of the development style and get the person back on track to moving up the scale. The framework is dynamic, people can go from D1 (development level 1), through D2, D3, to D4, but they can also go backwards a step at a time based on performance.