

One for the money _____

Margarethe Collins in "Leadership Styles" presents a comparative way to determine your style. [Collins] This assessment is about you and how you handle situations.

The ten questions of Collins' survey have four choices of response. Rank every choice on a scale of 4, 3, 2, or 1. 4 is most similar, 3 is somewhat similar, 2 is little and 1 is least like you. That gives a value of 10 (4+3+2+1) to each question.

Rank your evaluation. Use 4 for most like, 3 for similar, 2 for sometimes, and 1 for least like you.

Example: When you are doing your homework your desk:

- 1 a. has piles of papers, but you know what is in the piles.
- 2 b. is messy and it doesn't bother you at all.
- 4 c. is messy, and you don't want to admit you can't find things.
- 3 d. isn't messy at all.

1. When assigned to a group to complete an assignment you

- a. want to be the leader in charge.
- b. enjoy getting to know and learn from group members most.
- c. listen patiently to others ideas.
- d. want to do things right the first time.

2. When your friends are disagreeing on what to do for the evening you

- a. state reasons why your idea is best.
- b. just want to go out and have a good time.
- c. are willing to do what the group wants most.
- d. like to plan ahead, so this doesn't occur.

3. At parties people see you as

- a. the one who organized a great time.
- b. the life of the party.
- c. calm and easy going.
- d. the person who ensures everything is laid out well so everyone has a good time.

4. For you life is most meaningful when

- a. you are productive and accomplishing things.
- b. you are lighthearted and playful.
- c. it is filled with people and purpose.
- d. free of stress and pressure.

5. When you get in an argument with a significant other or best friend you

- a. fight back with facts.
- b. become quiet and hold anger.
- c. distance yourself and avoid further conflict.
- d. become upset and feel hurt, but don't discuss.

6. In evaluating the outcome of a project, others would have described you as the

- a. first one to act.
- b. outgoing personality.
- c. one who understood others feelings.
- d. one who wanted to know the guidelines.

7. When in a group debate you

- a. argue your point.
- b. discuss with energy and relationship viewpoints.
- c. let others lead the debate.
- d. think your points through before speaking.

8. If your project is getting off track you

- a. tend to tell others what to do.
- b. need praise and enthusiasm to get others back on track.

- c. are patient with others.
- d. work independently to accomplish tasks.

9. If your friend were in trouble you would be

- a. protective, resourceful and recommend solutions.
- b. optimistic and downplay the seriousness.
- c. concerned, empathetic and loyal.
- d. supportive, patient and a good listener.

10. When you fail you feel

- a. silently self-critical, yet verbally stubborn.
- b. embarrassed and nervous, wanting to escape.
- c. self-critical, depressed and you dwell on it.
- d. unsettled, but keep everything within.

Total the value for each letter choice (a, b, c, or d) in the chart below. The sum of all letters should be 100.

Two for the show _____

Dr. Anthony Falikowski provided the basis for this assessment in *Mastering Human Relations*. [Falikowski] This measurement is about relationships inside an organization.

For consistency with other assessments, the scoring has been modified. Complete the evaluation in the same way as the previous assessments. As in all appraisals, it is important to give your true perception, not what you think is the “right” response.

Rank your evaluation. Use 4 for most like, 3 for similar, 2 for sometimes, and 1 for least like you.

1. People occupying formal leadership roles should pay attention to

- a. the organization's hierarchy.
- b. the immediate practical needs of the organization.
- c. the future growth needs of the organization.
- d. the philosophy and systems of the organizations.

2. As a leader, I am/would be best able to

- a. build conceptual frameworks and develop models.
- b. respond immediately and realistically to problems in an open and flexible way.
- c. use my charisma to facilitate participation and group decision making.
- d. establish rules and policies while at the same time bring projects to completion.

3. As a leader of others, I am inclined to ask questions like

- a. What's involved? Who possesses the power or authority? What's the system? What's the strategy?
- b. What's the immediate need? Where is the problem? What are the risks and benefits? How soon can we get started to resolve the matter?
- c. How will this affect people's morale? Who should be informed? What is most important for people?
- d. What's my responsibility? What's the proper sequence? Why should we change? Can this be justified?

4. My personal belief is that leaders

- a. should help organizations and institutions to operate according to their missions.
- b. should run an organization/group/institution to meet current needs.
- c. must use their followers' talents and potentials to maximize the strength of the group/organization.
- d. should run an organization using solid and reliable information.

5. In functioning as a leader of people, I (would) value

- a. ability and intelligence, complexity and principles.
- b. an environment that encourages flexibility and risk-taking.
- c. cooperative effort and good interpersonal relations.
- d. caution, care and accuracy.

6. At work, I (would) orient to

- a. planned change for the future.
- b. things that affect current needs.
- c. motivating others to get the best from them.
- d. things that meet or don't meet standards.

7. What I appreciate in myself as a (potential) leader is

- a. my genius, thinking ability, and idea production.
- b. my active nature, cleverness, and great sense of timing.
- c. my high energy level, the unique contributions I can make, as well as my ability to value others.
- d. my sense of responsibility, loyalty and industry.

8. As a leader, I need others to

- a. recognize my talents and abilities.
- b. respond to me.
- c. approve of my efforts.
- d. appreciate me as an individual.

9. I would be irritated at work

- a. by silly mistakes, stupidity, illogic, and unnecessary duplication.

- b. by having limits imposed, being told what to do and having to do things conventionally.
- c. if people criticized me and treated me impersonally.
- d. by ignored deadlines, rule violations and violations of procedures.

10. I irritate others by

- a. hurting their feelings, nitpicking, my skepticism and by taking others for granted.
- b. lack of follow through.
- c. getting emotional, moralizing, overextending myself and creating dependencies.
- d. my sarcasm, seriousness or by my critical pessimistic attitudes.

11. My liabilities as a leader arise from the fact that I

- a. am impatient with human concerns, escalating standards and a lack of personal execution after designing something.
- b. am unpredictable, impatient with theoretical abstractions, tactless and unconcerned with the past or its implications for the future.
- c. often ignore problems and sweep difficulties under the rug while playing favorites and trying to please.
- d. am impatient about project delays, I make hasty decisions, I am preoccupied with negative outcomes and believe long and hard work is the way to succeed.

Three to get ready _____

The final leadership assessment is used only to determine the strength of the task propensity as compared to the strength of the people orientation. The questions are adopted from *Organizational Behavior* by Hellriegel, Slocum, Woodman, and Bruning. Select whether you exhibit the trait often, sometime, or seldom.

	Style ranking	Often	Some time	Seldom
1.	I take time to explain how a job should be carried out.	2	1	0
2.	I explain the part that co-workers are to play in the group.	2	1	0
3.	I make clear the rules and procedures for others to follow in detail.	2	1	0
4.	I organize my own work activities.	2	1	0
5.	I let people know how well they are doing.	2	1	0
6.	I let people know what is expected of them.	2	1	0
7.	I encourage the use of uniform procedures for others to follow in detail.	2	1	0
8.	I make my attitude clear to others.	2	1	0
9.	I assign others to particular tasks.	2	1	0
10.	I make sure that others understand their part in the group.	2	1	0
11.	I schedule the work that I want others to do.	2	1	0
12.	I ask that others follow standard rules and regulations.	2	1	0
13.	I make working on the job more pleasant.	2	1	0
14.	I go out of my way to be helpful to others.	2	1	0
15.	I respect others' feelings and opinions.	2	1	0
16.	I am thoughtful and considerate of others.	2	1	0
17.	I maintain a friendly atmosphere in the group.	2	1	0
18.	I do little things to make it more pleasant for others to be a member of my group.	2	1	0
19.	I treat others as equals.	2	1	0
20.	I give others advance notice of change and explain how it will affect them.	2	1	0
21.	I look out for others' personal welfare.	2	1	0
22.	I am approachable and friendly toward others.	2	1	0