

Leadership Assessment

Rate the following statements on a scale from 0 to 10, depending on the degree to which each statement is true of you or the way that you think. Put “0” to indicate Never true about me, and “10” to indicate Always true about me.

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|--|---|
| ___ 01 I am very much aware of how my staff are different from one another. | ___ 14 I ask people lots of questions and listen carefully to their answers. |
| ___ 02 I approach staff differently based on what I have learned about them. | ___ 15 I believe that people are primarily motivated by money. |
| ___ 03 I am very careful not to show empathy at the office. | ___ 16 I am comfortable asking for advice from my staff. |
| ___ 04 Even when I'm angry, I will stop myself from saying or doing something negative. | ___ 17 It's better not to know anything about the personal lives of people who work for you. |
| ___ 05 I prefer to use email to communicate with my team, even when in person or by phone might be more beneficial. | ___ 18 I think I'm particularly good at sensing how people are feeling. |
| ___ 06 When one of my staff is upset, I know something is wrong before they say anything; even if I'm not aware of how I know, I sense something is wrong. | ___ 19 I have been called a perfectionist (in a negative way). |
| ___ 07 I prefer when decisions are made through group consensus. | ___ 20 When people are upset, I am good at calming them down. |
| ___ 08 People have trouble reading me. | ___ 21 I keep people informed of issues that are directly and indirectly related to them. |
| ___ 09 I work hard to get along and understand people who are very different from me. | ___ 22 I find that some people can be completely angry with me and I would never know it until they tell me. |
| ___ 10 I am easily able to put myself in other people's shoes. | ___ 23 I place a high degree of trust in others. |
| ___ 11 I find socializing with my team to be generally tiring and not necessary. | ___ 24 When someone at work wants to talk with me, I put down what I'm doing and give them my full attention. |
| ___ 12 I intentionally use words or acts of kindness with my staff. | ___ 25 I have very little patience for mistakes. |
| ___ 13 I can be a micromanager at times. | ___ 26 I encourage new ways of doing things. |
| | ___ 27 I want group members to feel involved and relevant in decision-making processes. |

- ___ 28 | My enthusiasm and energy are infectious in a team situation.
- ___ 29 | I am easily annoyed when people don't do things the best way.
- ___ 30 | I want to create an environment where the employees take ownership of our mission and our task.
- ___ 31 | I patiently listen to people I disagree with.
- ___ 32 | I like to have a high level of control over all elements of a task.

- ___ 33 | People find it easy to approach me for advice and/or direction.
- ___ 34 | I don't think that the morale of my team is particularly important if the task gets done.
- ___ 35 | I like to tell members what I want done and how, without needing much input from them.
- ___ 36 | I actively encourage feedback from team members.

SCORING

Write the number you wrote for each question on the blank below. Total the two sections, and then subtract the total in section B from section A.

| Section A | | | | | | | |
|-------------------------|----|----|----|----|----|----|----|
| 01 | 02 | 04 | 06 | 07 | 09 | 10 | 12 |
| 14 | 16 | 18 | 20 | 21 | 23 | 24 | 26 |
| 27 | 28 | 30 | 31 | 33 | 36 | | |
| Section A Total: | | | | | | | |

| Section B | | | | | | | |
|-------------------------|----|----|----|----|----|----|----|
| 03 | 05 | 08 | 11 | 13 | 15 | 17 | 19 |
| 22 | 25 | 29 | 32 | 34 | 35 | | |
| Section B Total: | | | | | | | |

INTERPRETING YOUR SCORES

Scores are influenced by who you are leading and in what environment. What follows are generalizations.

Section A

The highest possible score in Section A is 220. An average score is 140. If you scored over 150, you are in the high range for this section.

High scores in Section A usually indicate that you believe:

- Employees are self-motivated and can exercise self-control
- Employees enjoy work and will naturally want to perform well
- People will seek out and accept responsibility
- Support is better than control
- Relational connection is important at work

High Section A scores often indicate that the people you manage perform well and are happy at work.

Section B

The highest possible score in Section B is 140. An average score is 40. If you scored higher than 60 you are in the high range for this section.

High scores in Section B usually indicate that you believe or act as though:

- Employees are not naturally motivated to perform and need to be carefully directed
- Employees dislike work and will probably avoid it if given the chance
- People will naturally shy away from responsibility and have low ambition
- Control is more necessary than support
- Relational connection is not very important at work

High Section B scores may indicate that the people you manage are not performing as well as they could be and are less happy at work.