

Scoring the Leadership Profile

<u>Question</u>	<u>Directive</u>	<u>Consultative</u>	<u>Free Rein</u>
1	A_____	B_____	C_____
2	C_____	A_____	B_____
3	B_____	C_____	A_____
4	A_____	B_____	C_____
5	C_____	A_____	B_____
6	B_____	C_____	A_____
7	A_____	B_____	C_____
8	C_____	A_____	B_____
9	C_____	B_____	A_____
10	A_____	B_____	C_____
11	B_____	A_____	C_____
12	C_____	B_____	A_____
13	A_____	C_____	B_____
14	C_____	A_____	B_____
TOTAL	_____	_____	_____

My natural leadership style is:_____

DIRECTIVE LEADERSHIP STYLE

1. In challenging situations, you feel most comfortable working from clear guidelines.
2. In meetings, you take charge early and become anxious to get down to business.
3. You find it easy to assign tasks, provide schedules, and monitor progress.
4. You may tend to become impatient when subordinates want to prolong a discussion. You tend to be more concerned with getting the job done than you are with meeting interpersonal needs.
5. In situations in which you have complete control you tend to relax more, assume an easy-going manner, and become more patient and considerate.

CONSULTIVE LEADERSHIP STYLE

1. The primary goal is to have good interpersonal relations with others-even at the sacrifice of the goal.
2. You tend to be very sensitive to the individual members of the group and are especially concerned with their feelings.
3. In a meeting you tend to encourage the participation of various members of the group.
4. In high stress situations you tend to find it more difficult to reach the goal.
5. You function best in moderate control situations where you are able to deal with interpersonal relations and deal effectively with difficult subordinates.

FREE-REIN LEADERSHIP STYLE

1. In challenging situations, you allow the greatest freedom to your subordinates.
2. You can become overly tolerant of non-productive members of your team.
3. Your "best" day is one in which you have spent the majority of your time working on projects and administrative functions.
4. You schedule meetings, but may tend to have a difficult time bringing the discussion to any definitive conclusion or implementation plan.
5. You tend to function best with subordinates who enjoy working on their own and need little day-to-day supervision from you.

Comparison of Leadership Styles

Area of Concern	Directive (Control Orientated)	Consultative (Team Approach)	Free Rein (Laissez-Faire)
Who does the planning?	Leader	Leader plus group	Individuals or groups
Who does the Problem Solving?	Leader	Leader plus group	Individuals or groups
Who makes decisions?	Leader	Leader plus group	Individuals or groups
What is the direction of communication?	Down	Down, up and across	Across
Where is the responsibility for achievement felt?	Leader	Leader plus group	Not Felt
Where does the responsibility actually lie?	Leader	Leader	Leader
Leader's confidence level in subordinates	Little to none	High	High
Leader's rapport with subordinates	Low	High	Questionable
Amount of delegation of authority by leader	None	Lots	Lots
Crisis Management	Good	Poor	Chaotic
Change Management	Poor	Good	Ineffective

Behaviors That Work For and Against Leadership Selection

The behavioral approach to leadership suggests that people can behave in ways that may lead to their being selected as leaders or distinguish them as leaders. This is similar to the trait approach, except that traits are considered more or less inborn attributes, while behaviors can be learned and refined. The list below shows behaviors that have been identified as being related to being selected or not selected as a leader in groups.

Contributing Behaviors	Interfering Behaviors
<ul style="list-style-type: none">• high participation and talking• comfort and fluency in delivering information• forceful and energetic in presentation• does not express strong opinions early in group (can later)• initiates conversation• introduces new themes and topics• seeks comments from others (Gatekeeper role)• sits at head of table• in a position of receiving, dispensing, or coordinating information• avoids obviously persuading other to a point of view• interacts flexibly with others; changes style as needed but not seen as chameleon• promotes identity of group ("we, us, our", etc.)• listens accurately to other's contributions• demonstrates achievement, goal orientation and task structure	<ul style="list-style-type: none">• low level of participation, involvement or contribution• uninformed contribution• overly directive comments• offensive language (including sexist and profanity)• stilted, overly formal language• dominates conversation• absent from meetings• volunteers as secretary or recorder of meetings• takes role of joker• shows contempt for leadership• willing to do as told• presents self too strongly early in group discussion

Go back over the above lists and reflect on the differences between them. What are the principles involved? What makes a person desirable or undesirable as a leader based on behavior?