

Step 3: 10 Minutes. Your style.

Complete the following questionnaire and score it on the scoring sheet that follows.

LEADERSHIP QUESTIONNAIRE

For each of the following 10 pairs of statements, divide 5 points between the two according to your beliefs, perceptions of yourself, or according to which of the two statements characterizes you better. The 5 points may be divided between the A and B statements in any one of the following ways: 5 for A, 0 for B; 4 for A, 1 for B; 3 for A, 2 for B; 1 for A, 4 for B; 0 for A, 5 for B, but not equally 2½ between the two. Weigh your choices between the two according to the one that characterizes you or your beliefs better.

1. A As leader I have a primary mission of maintaining stability.
 B As leader I have a primary mission of change.
2. A As leader I must cause events.
 B As leader I must facilitate events.
3. A I am concerned that my followers are rewarded equitably for their work.
 B I am concerned about what my followers want in life.
4. A My preference is to think long range: What might be.
 B My preference is to think short range: What is realistic.
5. A As a leader I spend considerable energy in managing separate but related goals.
 B As a leader I spend considerable energy in arousing hopes, expectations, and aspirations among my followers.
6. A While not in a formal classroom sense, I believe that a significant part of my leadership is that of teacher.
 B I believe that a significant part of my leadership is that of facilitator.
7. A As leader I must engage with followers at an equal level of morality.
 B As leader I must represent a higher morality.
8. A I enjoy stimulating followers to want to do more.
 B I enjoy rewarding followers for a job well done.
9. A Leadership should be practical.
 B Leadership should be inspirational.
10. A What power I have to influence others comes primarily from my ability to get people to identify with me and my ideas.
 B What power I have to influence others comes primarily from my status and position.

EXERCISE 27

SCORING SHEET FOR LEADERSHIP QUESTIONNAIRE

<i>Transformational</i>	<i>Transactional</i>
<i>Your Point(s)</i>	<i>Your Point(s)</i>
1. B _____	1. A _____
2. A _____	2. B _____
3. B _____	3. A _____
4. A _____	4. B _____
5. B _____	5. A _____
6. A _____	6. B _____
7. B _____	7. A _____
8. A _____	8. B _____
9. B _____	9. A _____
10. A _____	10. B _____
Column Totals: _____	_____

NOTE: The higher column total indicates that you agree more with, and see yourself as more like, either a transformational leader or a transactional leader.