

Tool 2 - Leadership Styles Attitudes and Preferences Audit Tool

This Audit tool is based on the Leadership Attributes Scales devised as part of the Leadership Curriculum, Monash University, Industry Taskforce on Leadership and Management skills, Australia, March 1996; & The Institute for Working Futures Supervision Values Self-Appraisal Tool and Climate Diagnostic Tool, Sydney, Australia, 1994

On the following pages, you will find a list of 54 different statements. You are merely required to agree or disagree with these statements. For example, one statement may say:

*I prefer to go to work rather than go on a holiday
or
I often do not have the products customers want.*

On the answer sheet provided, you should:

- (i) Circle the **A** in the box which corresponds to the statement number if you **agree** with the statement, or*
- (ii) Circle the **D** if you **disagree** with the statement.*

*Sometimes you will find it difficult to just agree nor disagree with a particular statement, please circle the response you feel is **MOST** appropriate. Please complete the full answer sheet.*

*For you to get the most out of this exercise please be honest when completing the answer sheet. **YOUR ANSWERS WILL NOT BE VIEWED BY ANYONE ELSE.** Now begin.*

LEADERSHIP STYLES AUDIT TOOL

1. I would not mind routine unchallenging work if the pay was good.
2. I would prefer to have a reasonable income in a job with a future rather than in a job that I might lose if I did not perform well.
3. I do not like to do things that are new or unusual.
4. Capable people who fail to become successful have not taken chances when they have occurred.
5. I rarely day dream.
6. I usually defend my point of view if someone disagrees with me.
7. You are either naturally good at something or you are not, effort makes no difference.
8. Sometimes people find my ideas unusual.
9. The best solutions rarely satisfy everyone.
10. I like challenges that really stretch my abilities rather than things I can do easily.
11. When working with others I prefer to do the hard tasks so the job gets done correctly.
12. I like to do things in my own way without worrying about what other people think.
13. Many of the bad times that people experience are due to bad luck.
14. I like to find out about things even if it means handling some problems while doing so.
15. I have so much to do I will always move onto another task if I am having problems with an existing task.
16. When I am given a plan of things to do, I nearly always follow the plan.

17. I love changes in my work that impact my life.
 18. I like to deal with people face-to-face.
 19. I think more of the present and the past than of the future.
 20. Personal commitment is necessary before anyone can complete a job to the best of their ability.
 21. When I am in a group I am happy to let someone else take the lead.
 22. People generally get what they deserve.
 23. I do not like guessing.
 24. It is more important to do a job well than to try to please people.
 25. I will get what I want from life if I please the people with control over me.
 26. Other people think that I ask a lot of questions.
 27. Before making any decision the most important thing is to weigh up the impact on others.
 28. I get annoyed if people are not on time.
 29. I would rather set performance requirements based on my own experience than let others tell me what to do.
 30. When tackling a task I rarely need or want help.
 31. Success cannot come unless you are in the right place at the right time.
 32. I prefer to be quite good at several things rather than very good at one thing.
 33. I would rather work with a person I liked, but who was not very good at the job, than work with someone I did not really like who was very good at the job.
 34. Being successful is the result of working hard, luck has nothing to do with it.
 35. I prefer doing things in the usual way rather than trying out new things.
 36. I always try to compliment people on the things they have done well.
 37. I would rather work on a task as a member of a team than to take responsibility for it myself.
 38. Before I make a decision I would inform all individuals it will impact.
 39. I do what is expected of me and follow instructions.
 40. For me, getting what I want has little to do with luck.
 41. I like to have my life organised so that it runs smoothly and to plan.
 42. When I am faced with a challenge I think more about the results of succeeding than the effects of failing.
 43. I believe that what happens to me in life is determined mostly by other people.
 44. I can handle a lot of things at the same time.
 45. I find it difficult to ask for help from people I do not like.
 46. I get up early, stay late, or skip meals in order to get special tasks done.
 47. I never get a sense of discomfort when doing radical and new things.
 48. Most people think that I am stubborn.
 49. People's failures are rarely the result of their poor judgment.
 50. Sometimes I have so many ideas I do not know which one to pick.
 51. I find it easy to relax on holiday.
 52. I get what I want from life because I work hard to make it happen.
 53. It is easier for me to adapt to change than to keep to routine.
 54. People usually prefer what is familiar, to what is unfamiliar.
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ANSWER SHEET

Date: ___/___/___ {for your later reference}

ROW 1	46 A D	37 A D	28 A D	19 A D	10 A D	1 A D
ROW 2	47 A D	38 A D	29 A D	20 A D	11 A D	2 A D
ROW 3	48 A D	39 A D	30 A D	21 A D	12 A D	3 A D
ROW 4	49 A D	40 A D	31 A D	22 A D	13 A D	4 A D
ROW 5	50 A D	41 A D	32 A D	23 A D	14 A D	5 A D
ROW 6	51 A D	42 A D	33 A D	24 A D	15 A D	6 A D
ROW 7	52 A D	43 A D	34 A D	25 A D	16 A D	7 A D
ROW 8	53 A D	44 A D	35 A D	26 A D	17 A D	8 A D
ROW 9	54 A D	45 A D	36 A D	27 A D	18 A D	9 A D

GUIDE TO COMPLETING THE LEADERSHIP STYLES AUDIT TOOL

1. Ranking the features of your leadership style

Calculating your Score

Starting with box 1 in the top right hand corner of your answer sheet, and working across the sheet to the left, give yourself one point for every D you have circled in the **shaded** boxes on that line. Similarly, give yourself one point for every A that you have circled in the **unshaded** boxes on that line.

Now add up your total score in the top row and write it in the margin.

Do the same for the remaining eight rows scoring in the same manner as above.

When you have finished, transfer your scores for each row to the spaces below.

Row 1	Row 2	Row 3
Row 4	Row 5	Row 6
Row 7	Row 8	Row 9

Add the totals for Row 1 and Row 6 together.
This will give you a score for Section 1

Row 3 alone will give you a score for Section 2

Add your scores in Rows 5 and 8 for Section 3

Add your scores in Rows 2 and 9 for Section 4

Add your scores in Rows 4 and 7 for Section 5

- Completing the leadership styles audit tool -

Assessing your Score

Each section assesses particular leadership attributes. A high score in any category means that you have many of the qualities which that particular section has been measuring. The sections are as follows:

Section 1	Need for Recognition and Career Advancement
Maximum Score	12
	Average Score
	9

If you have scored well in this section your leadership style may emphasise the following features:

- Personal drive
- Able to identify personal career needs
- Work is part of a wider quality of life decision
- Optimistic rather than pessimistic
- Task oriented
- Results oriented
- Restless and energetic
- Persistent and determined
- Confident and self-assured regarding your own skills

Section 2	Capacity for Self-Direction
Maximum Score	6
	Average Score
	4

If you have scored well in this section your leadership style may emphasise the following features:

- Likes doing unconventional things
- Prefers to work without constant direction
- Needs to do their own thing
- Desire to express own ideas and contribute to work plans
- Dislikes being 'told' rather than 'asked'
- Can make own decision on key issues
- Where they conflict team ideas will not outrank personal ideas and values
- Is stubborn and determined

Section 3	Creative or Innovative Capacity
Maximum Score	12
	Average Score
	8

A high score in this section would suggest your leadership style may emphasise the following features:

- Are imaginative and innovative
- Have a tendency to daydream
- Are versatile and curious
- Have lots of ideas about better ways to complete work tasks
- Can guess well
- Enjoy challenges that extend your own thinking
- Like new and improved ways to do routine tasks

Section 4 **Working with Others and Building Commitment**
Maximum Score **12** **Average Score** **8**

If you have scored well in this section your leadership style may emphasise the following features:

- Prefer to use face-to-face communication
- Set tasks to achieve objectives
- Consult with staff on performance requirements
- Set realistic performance for individuals but acknowledge some tasks will be resisted by staff
- Encourage commitment from individuals for task completion
- Recognise 'comfort zones' will impact your own, staff and team performance
- Acknowledge good performance rather than always concentrate on poor performance

Section 5 **Drive and Determination**
Maximum Score **12** **Average Score** **8**

If you have scored well in this section your leadership style may emphasise the following features:

- Take advantage of opportunities
- Discount fate
- Make your own luck
- Are self-confident
- Believe in controlling your own destiny
- Equate results with effort
- Show considerable determination

Record and submit your scores on the page provided overleaf

Your Name: _____
Or
Employee/ Student Number _____

Date Completed _____ / _____ 20__

Location Completed: _____

1. **Need for Recognition and Career Advancement**
2. **Capacity for Self-Direction**
3. **Creative or Innovative Capacity**
4. **Working with Others and Building Commitment**
5. **Drive and Determination**

