

Understanding Your Leadership Style

The following pages contain four tests of leadership styles to be discussed in this chapter. Before reading any further in the text, follow the instructions for each of the four sections below. After you have completed the tests, continue reading the chapter.

Section A

Answer true or false for the next 18 questions.

- | | | |
|--|---|---|
| 1. I find it hard to imitate the behavior of others. | T | F |
| 2. At parties and social gatherings, I do not attempt to do or say things that others will like. | T | F |
| 3. I can only argue for ideas that I already believe. | T | F |
| 4. I can make impromptu speeches even on topics about which I have almost no information. | T | F |
| 5. I guess I put on a show to impress or entertain people. | T | F |
| 6. I would probably make a good actor. | T | F |
| 7. In a group of people, I am rarely the center of attention. | T | F |
| 8. In different situations with different people, I act like very different people. | T | F |
| 9. I am not particularly good at making other people like me. | T | F |
| 10. I am not always the person I appear to be. | T | F |
| 11. I would not change my opinions in order to please someone else or win his or her favor. | T | F |
| 12. I have considered being an entertainer. | T | F |
| 13. I have never been good at games like charades or improvisational acting. | T | F |
| 14. I have trouble changing my behavior to suit different people and different situations. | T | F |
| 15. At a party, I let others keep the jokes and stories going. | T | F |
| 16. I feel a bit awkward in company and do not show up quite as well as I should. | T | F |
| 17. I can look anyone in the eye and tell a lie with a straight face (if for the right end). | T | F |
| 18. I may deceive people by being friendly when I really dislike them. | T | F |

Section B

Think of the person with whom you can work least well. He or she may be someone you work with now or someone you knew in the past. He or she does not have to be the person you like least well, but should be the person with whom you had the most difficulty in getting a job done. Describe below how this person appears to you by placing a check in the appropriate place on the scale.

Pleasant	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Unpleasant
Friendly	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Unfriendly
Rejecting	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Accepting
Helpful	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Unhelpful
Unenthusiastic	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Enthusiastic
Tense	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Relaxed
Distant	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Close
Cold	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Warm
Cooperative	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Uncooperative
Supportive	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Unsupportive
Boring	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Interesting
Quarrelsome	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Harmonious
Self-assured	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Hesitant
Efficient	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Inefficient
Gloomy	<u> 1 </u>	<u> 2 </u>	<u> 3 </u>	<u> 4 </u>	<u> 5 </u>	<u> 6 </u>	<u> 7 </u>	<u> 8 </u>	Cheerful
Open	<u> 8 </u>	<u> 7 </u>	<u> 6 </u>	<u> 5 </u>	<u> 4 </u>	<u> 3 </u>	<u> 2 </u>	<u> 1 </u>	Guarded

Understanding Your Leadership Style, continued

Section C

For each statement, circle the number corresponding to the extent to which you agree.

SD=strongly disagree D=disagree N=neutral

A=agree SA=strongly agree

	SD	D	N	A	SA
1. Most employees need to be told what to do.	1	2	3	4	5
2. Most employees will take advantage of a friendly supervisor.	1	2	3	4	5
3. Most decisions should be made by management rather than by employees.	1	2	3	4	5
4. When a supervisor leaves the room, employee effort goes down.	1	2	3	4	5
5. Most employees who call in sick are probably faking their illness.	1	2	3	4	5
6. The decline in productivity is mostly due to employees not caring about their work.	1	2	3	4	5
7. If welfare and work paid the same, few people would choose to work.	1	2	3	4	5

Section D

For each item below, rate the extent to which the statement is true for you. The rating is on a 5-point scale with a rating of 1 indicating that the statement is not at all true of you and a rating of 5 indicating that the statement is very true of you.

	not true at all			very true of me	
1. It is important for me to accomplish many things in life.	1	2	3	4	5
2. It is important for me to have many friends.	1	2	3	4	5
3. I like to be better than others.	1	2	3	4	5
4. I feel hurt when people don't like me.	1	2	3	4	5
5. I always try to get an A in every class.	1	2	3	4	5
6. Failure greatly upsets me.	1	2	3	4	5
7. I enjoy being in charge of other people.	1	2	3	4	5
8. I hate to be alone.	1	2	3	4	5
9. Awards are important to me.	1	2	3	4	5
10. I would feel uncomfortable going to a movie alone.	1	2	3	4	5
11. I am much more of a leader than a follower.	1	2	3	4	5
12. It is important for me to be in control.	1	2	3	4	5
13. I need to have close friends.	1	2	3	4	5
14. I hate having people in charge of me.	1	2	3	4	5
15. I have high standards and goals for myself.	1	2	3	4	5

Section E

To give you an idea about your IMPACT leadership styles, go back to Project B in Chapter 1 and get your scores for the Employee Personality Inventory. Scores on these dimensions roughly correspond with the IMPACT Styles.

EPI Category	Your EPI Score	IMPACT Equivalent
Thinking	_____	Informational
Directing	_____	Position/Coercive
Communicating	_____	Magnetic
Soothing	_____	Affiliation
Organizing	_____	Tactical

Putting It All Together

Transfer your scores from Sections A, B, C, and D onto the chart below.

Leadership Profile

Percentile							Percentile
99	25	25	25	15	119	30	99
95	24	24	24	14	103	28	95
90	21	23	22	13	92	26	90
85	20		21	12	83	25	85
80	19				80	24	80
75	18	22	20	11	75		75
70		21	19	10	72	23	70
65	17				70		65
60	16		18	9	67	22	60
55		20			65	21	55
50	15	19	17	8	62		50
45				7	60	20	45
40		18	16		55		40
35			15	6	54	19	35
30	14	17	14		51	18	30
25				5	49		25
20	13	16	13		46	17	20
15	12	15	12		44	16	15
10	10	14	11	4	35	15	10
5	8	12	9	3	28	14	5
	Need for power	Need for achievement	Need for affiliation	Self-monitoring	LPC	Task orientation	

Scoring and Interpreting Your Leadership Inventories, continued

Transfer your scores from Section E onto the chart below.

IMPACT Leadership Profile

Percentile						Percentile
99	14	16	13	16	15	99
95	12	15	11	14	14	95
90	11	14	10	13	13	90
85	10		9	12	12	85
80	9	13	8	11	11	80
75					10	75
70		12	7	10	9	70
65						65
60	8	11		9	8	60
55			6			55
50	7	10		8	7	50
45			5			45
40		9		7		40
35	6	8			6	35
30			4	6		30
25	5	7			5	25
20		6	3	5	4	20
15		5		4		15
10	4	4	2	3	3	10
5	3	3	1	2	2	5
	Information (Thinking)	Magnetic (Communi- cation)	Position/ Coercive (Directing)	Affiliation (Soothing)	Tactical (Organizing)	

