SELECT YOUR LEADERSHIP STYLE

Directions: For each section—place one “X” by the statement that best describes you. It is most desirable that you arrive at a final decision on your choice of response in every case. However, if in one or two cases, you find this choice hard to make, place a checkmark (✓) beside your second choice.

DOMINANCE
I belong to several groups but only attend when something especially interests me. (c)
I like to work on committees but don’t like to be the chairperson. (d)
I lose interest in groups when they go along in the same old rut and don’t listen to my suggestions. (a)
I consciously seek, and obtain, leadership in many of my groups’ activities. (b)
I am often selected as leader of groups without seeking it. (e)

TACT
People frequently misunderstand my comments. (a)
My acquaintances tell me that I am noted for handling many difficult situations without arousing ill will. (c)
People seldom resent it when I must correct what they are doing or must criticize them. (d)
I consciously study how to handle people tactfully. (e)
Before I try to get others to accept my point of view, I first try to find out how they feel so I can adapt my ideas to theirs. (b)

COMMUNICATION
I always assume the other person will be friendly and take the initiative in meeting them more than halfway. (e)
People tell me they come to me with problems they wouldn’t even discuss with their own families. (d)
I always try to give the other person some incentive or some reason for doing what I want done. (b)
When a conversation lags at a party of strangers I try to fill in the break by finding a topic of general interest. (c)
I have some definite ideas about the failings of others and don’t hesitate to express them. (a)

MATURITY
I want what I want when I want it, regardless of consequences to myself or others. (a)
I frequently let others have the last word. (e)
I have been told that I can take well-meant, constructive criticism graciously. (d)
I believe in telling others the truth if it is for their own good. (b)
I take a stand on issues in which I believe even if they are unpopular after looking into the pro’s and con’s. (c)

ATTITUDES
I get annoyed when people don’t do things my way. Sometimes my temper gets the best of me. (a)
I try to show the attitude the person that I want them to show toward me. (b)
I believe I should make every effort to accept change and try to keep changing with the times. (e)
I patiently listen to people with whom I disagree. (d)
I vacillate when it comes to making a decision; sometimes I wait so long circumstances force a decision upon me. (c)

COOPERATION
When people have a misunderstanding, I try to intervene and reconcile them. (d)
In dealing with others, I try to put myself in their shoes and act toward them the way I’d like them to act toward me. (c)
I am willing to accept the help of others, provided it does not interfere with their work. (e)
When I want information from others, I feel I have a right to demand it because I am acting on behalf of my boss. (a)
If my boss says to me, “Tell So- and –So I want this right away,” I change both the message and voice tone to, “The boss would appreciate this as soon as possible.” (b)

SCORE
Make two lists of your leadership styles by adding up the X’s and checks (✓) you marked.

<table>
<thead>
<tr>
<th>1st choice (X)</th>
<th>2nd choice (✓)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td># of A’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of B’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of C’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of D’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of E’s</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This is your predominant style.
You have tendencies in this direction.