APPENDIX

The Conger-Kanungo Charismatic Leadership Questionnaire

INSTRUCTIONS

In your work experience you may have come across several individuals whom you considered to have leadership abilities. Pick one with whom you are most familiar and assess him or her on the basis of the statements in the questionnaire.

Indicate the extent to which each of the following items is characteristic of the person by circling the appropriate category next to the item.

The response categories are numbered 6 to 1 to represent the categories in the following way:

6 = Very Characteristic
5 = Characteristic
4 = Slightly Characteristic
3 = Slightly Uncharacteristic
2 = Uncharacteristic
1 = Very Uncharacteristic

1. Influences others by developing mutual liking and respect

6 5 4 3 2 1
2. Readily recognizes barriers/forces within the organization that may block or hinder achievement of his/her goals

3. Engages in unconventional behavior in order to achieve organizational goals

4. Entrepreneurial; seizes new opportunities in order to achieve goals

5. Shows sensitivity for the needs and feelings of the other members in the organization

6. Uses nontraditional means to achieve organizational goals

7. In pursuing organizational objectives, engages in activities involving considerable self-sacrifice

8. Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives

9. Advocates following non-risky, well-established courses of action to achieve organizational goals

10. Provides inspiring strategic and organizational goals

11. Readily recognizes constraints in the organization’s social and cultural environment (cultural norms, lack of grassroots support, etc.) that may stand in the way of achieving organizational objectives

12. Takes high personal risks for the sake of the organization

13. Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing
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<th>6</th>
<th>5</th>
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<td>14.</td>
<td>Consistently generates new ideas for the future of the organization</td>
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<td>15.</td>
<td>Exciting public speaker</td>
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<td>16.</td>
<td>Often expresses personal concern for the needs and feelings of other members of the organization</td>
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<td>17.</td>
<td>Tries to maintain the status quo or the normal way of doing things</td>
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<td>18.</td>
<td>Often exhibits very unique behavior that surprises other members of the organization</td>
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<td>19.</td>
<td>Recognizes the abilities and skills of other members in the organization</td>
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<td>20.</td>
<td>Often incurs high personal costs for the good of the organization</td>
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<td>21.</td>
<td>Appears to be a skillful performer when presenting to a group</td>
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<td>22.</td>
<td>Has vision; often brings up ideas about possibilities for the future</td>
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<td>23.</td>
<td>Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives</td>
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<td>24.</td>
<td>Recognizes the limitations of other members in the organization</td>
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<td>25.</td>
<td>In pursuing organizational objectives, engages in activities involving considerable personal risk</td>
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Conger, Jay Adler.
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