

# LEADERSHIP STYLE QUIZ

## Instructions:

For each question, complete the statement by choosing one of the three options: **A**, **B**, or **C**.

Please answer according to how you would **normally** behave, not how you think you **should** act or what the “**best**” answer might be.

When you are finished, record below the total number of each letter; then multiple the total number of each letter by the letter’s value (listed at the end of this quiz). Finally, add all three numbers together for your total. This number will provide you with your Leadership Style.

	<b>A</b>	<b>B</b>	<b>C</b>
If there is serious conflict within my team: A. I remind everyone that we have goals to meet. B. I bring my people together so that we can talk it through. C. I let them work by themselves so that they don't have to bother one another.			
I trust my team members: A. Not at all. B. A fair amount. C. Very much.			
Some of my people are highly skilled and motivated. They: A. Are subject to the same workplace strategies and processes as everyone else. B. Often hold creative planning sessions with me. C. Can be set free to weave their magic.			
The best way for me to ensure that my team meets its goals is to: A. Lead from the front. B. Delegate often and widely. C. Encourage participation from everyone.			
We have an eight-hour deadline for a project that I think requires 16 hours, so I: A. Issue instructions and deadlines to each team member. B. Ask my team members what they feel is the fastest way to complete it. C. Relay the deadline and let everyone get on with it. They know what they're doing.			

	<b>A</b>	<b>B</b>	<b>C</b>
<p>Poor performance should be:</p> <p>A. Punished, so that it doesn't happen again.</p> <p>B. Talked through with the individual, so that we can learn.</p> <p>C. Left. It will work itself out.</p>			
<p>I need to develop and apply a new social media strategy, so I:</p> <p>A. Draw up the strategy myself and then sell it to the team.</p> <p>B. Tell my team what the challenge is and ask for suggestions on how to meet it.</p> <p>C. Hand over the project to my team members and ask them to come back with a plan.</p>			
<p>I like to:</p> <p>A. Make a decision but not until I have told the team my rationale.</p> <p>B. Make a decision but not until my team has had input.</p> <p>C. Let my team make the decisions.</p>			
<p>I have a new starter in my team, so I:</p> <p>A. Sit with him until he understands the processes and the quality that I expect.</p> <p>B. Invite him into team collaborative meetings.</p> <p>C. Let him discover the best way of working.</p>			
<p>I think that great leaders:</p> <p>A. Know best. That's why they're leaders.</p> <p>B. Are humble and understand that a team works best collectively.</p> <p>C. Give their team members plenty of space to let them get on.</p>			
<p>When asked whether I like to serve my team, I:</p> <p>A. Say yes, wholeheartedly.</p> <p>B. Am not sure.</p> <p>C. Frown.</p>			

	A	B	C
<p>I notice that a member of my team is demotivated, so I:</p> <p>A. Closely manage each of her tasks to ensure that she is following procedures correctly.</p> <p>B. Make an extra effort to ensure that she is involved in team discussions.</p> <p>C. Back off, as she probably needs some space</p>			

A's 1 point                      \_\_\_\_\_ A's x 1 =

B's 2 points                      \_\_\_\_\_ B's x 2 =

C's 3 points                      \_\_\_\_\_ C's x 3 = \_\_\_\_\_

**TOTAL:**

## SCORE INTERPRETATION

Score	Comment
12-20	<p>You most commonly adopt an <b>authoritarian</b> or <b>autocratic leadership style</b>. You rarely consult your team members and, instead, tend to tell them what you want, when you want it, and how you want it done.</p> <p>This style works well in a crisis, when a task must be completed quickly. However, you'll likely demoralize, demotivate and aggravate people if you use it all the time. This can translate into high absenteeism and turnover rates. You'll also miss out on a wealth of ideas, thereby stifling innovation and creativity.</p>
21-27	<p>You lean toward a <b>democratic</b> or <b>participative style of leadership</b>. You tend to set the parameters for the work and have the final say on decisions, but you actively involve your team members in the process.</p> <p>This style can build trust between you and your people, as they'll likely feel engaged and valued. But it's not great in a high-pressure situation that requires a fast turnaround, as it will slow you down. And, if you dislike disagreement or conflict, you might struggle with how people respond to consultation.</p>
28-36	<p>Your default leadership style is probably <b>delegating</b> or "<b>laissez faire</b>". You give your team members free rein in how they work toward their goals.</p> <p>This is an ideal approach when your people are highly skilled and motivated, and when you're working with contractors and freelancers who you trust. But if a team member is inexperienced or untrustworthy, or if you lose sight of what's going on, this approach can backfire catastrophically.</p>

## **Authoritarian, Autocratic Leadership**

This approach is helpful when your team needs to follow a process "to the letter," to manage a significant risk. It's also effective when you need to be hands-on with people who miss deadlines, where conflict is an issue, or in matters that rely on quick decisions being made.

But you need to be aware that relying on control to maintain standards will likely drive people away. Similarly, if you always demand that your team works at top speed, you can end up exhausting everyone.

Instead, you can show respect for club members by providing the rationale for your decisions. And they will more likely comply with your expectations if you take the trouble to explain how you came to a decision.

You can improve your ability to "lead from the front" by planning for a crisis, thinking on your feet, and making good decisions under pressure. But be sure to balance these skills with an awareness of their potential negative impact on creativity, ideas gathering, motivation, and trust within the team.

Being too autocratic can also mean that you'll find it hard to stand back from the detail and take a wider, more strategic view.

## **Democratic, Participative Leadership**

With this approach, you set goals, guide team discussions, and make the final decision. But you also acknowledge that your people can have valuable insight into a problem or process, so you actively consult them. As a result, you'll likely gain creative input and fresh ideas that you wouldn't have come up with if you were working alone.

You might wonder how to manage differing opinions in the team, once you've invited participation in this way. Your goal is to build a culture in which people can have healthy debates with one another. So, 1) Set an example by being open and flexible yourself, 2) Make managing mutual acceptance a priority, to ensure everyone's participation, and 3) Learn some Conflict Resolution skills.

Be aware that processes could become dangerously slow if you involve your team members in every decision. You'll need to judge carefully whether you need to adopt a more autocratic approach, even if it's only briefly.

## **The Delegating, "Laissez Faire" Leader**

"Laissez faire" is a French phrase adopted into English that means, "Let (people) do (as they choose)." It describes a policy of leaving situations to run their own course, without interfering.

By adopting this style of leadership, you empower your team to make decisions and to organize its own processes, with little or no guidance. The danger of this approach is that situations can collapse into chaos if your people have low motivation or poor skills. It can work, however, if they are experienced, knowledgeable, confident, creative, and driven, or if deadlines are flexible and processes are simple.

Be in no doubt, though, that as the leader you will still be held accountable for the outcome! So you might want to organize team decision making processes to support your people while you take a "hands off" approach. Just be sure to delegate the right task to the right person, as a mismatch could mean that the whole team fails.

Avoid becoming too remote, even with a high-performing, highly autonomous team. Change can occur at any time, so your club's requirements for your team might shift after your initial brief. If this happens, stay in touch with your members, and communicate clearly and promptly. Remember, you can offer your support without becoming a micromanager!