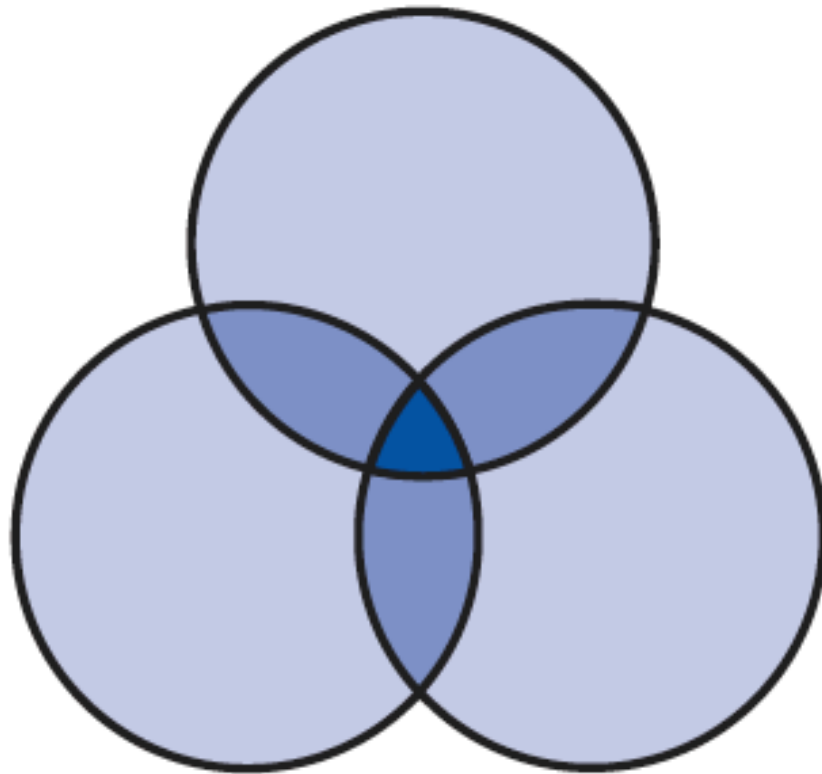


EFFECTIVE LEADERSHIP ASSESSMENT



An assessment of the considerations and priorities
which affect your leader's day-by-day activities.

By Professor John Adair and Michael Bailey



LPT Productions

Instructions for Completion

On the following five pages, you will find 30 questions. Each question comprises a statement of a management situation with which the leader is regularly faced. This is printed in bold type. This statement is followed by three different choices of management action. To complete each question, you must allocate five points between the three choices available. This allocation must be done in whole numbers, and the points which you allocate to each possibility should be placed in the box which is adjacent to that choice - as in the illustration below:

4. **When disciplining a member of staff, is your leader more likely to:**
- a. Concentrate on the assessment of quality/quantity of the work being processed.
 - b. Consider that day-to-day peaks and troughs are inevitable and unimportant compared to the finished work.
 - c. Rely on a one-to-one counselling, to produce the best overall result.

	2		
			1
		2	

The allocation can, of course, vary between 5,0,0; 4,1,0; 3,1,1; or 2,2,1. - in any combination.

You will find that many of the management situations stated in bold type at the beginning of each question are familiar, and will remind you of actual things with which the leader has dealt in the past. When this is the case, you will find no difficulty in allocating the points according to your leader's actual performance. When the management situations are not familiar to you, please allocate the points according to how you think the leader would actually perform in that situation.

When you have finished all the questions, you can add up the totals for each of the four columns on all five pages of the questionnaire.

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		Columns			
		A	B	C	D
13.	When faced with a critical shortage of time before starting a new job, is the leader more inclined to:				
	a. Consider the involvement and development of each member of staff.				
	b. Concentrate on the need to complete the job, to the standards and within the constraints, laid down.				
	c. Involve the group in a discussion about the best way of tackling the problem.				
14.	Before agreeing budgets for your department, does the leader:				
	a. Consider the differing abilities of your staff to contribute to the objectives.				
	b. Consider negotiating a logical and mathematical increase over the previous period's achievement.				
	c. Consider the reaction of your department to the constraints proposed.				
15.	When communicating decisions to staff is your leader more inclined to:				
	a. Ensure that enough time is spent with the staff representative/shop steward to ensure that they can answer any points raised.				
	b. Speak to everyone individually so that they are all aware of their personal role.				
	c. Call a meeting of all staff to ensure that there is a broad understanding of what is required.				
16.	When reviewing a successful piece of work, is your leader more inclined to:				
	a. Regard the result as 'water under the bridge' and concentrate on the next job to be undertaken.				
	b. Concentrate on an assessment of each individual member of staff's contribution to the work achieved.				
	c. Run a debriefing meeting where all the staff can discuss the success together.				
17.	When progressing work through your department is the leader more likely to:				
	a. Concentrate on assessing the quality and quantity of the work which is being processed.				
	b. Hold departmental meetings to ensure that everyone is aware of the total situation.				
	c. Rely on one-to-one counselling to produce the best overall result.				
18.	When passing on corporate or senior management information does your leader prefer to:				
	a. Ensure maximum accuracy by issuing written instructions, detailing exactly what is expected.				
	b. Ensure that enough time is spent with the staff representatives/shop stewards to ensure that they can answer any points raised.				
	c. Speak to everyone individually so that everybody is familiar with how the message affects him/her.				
Page Total					

Scoring Instructions:

To produce a total score for this questionnaire, you must first add up the totals from all five pages. This can be done on the chart alongside.

	A	B	C	D
Page 3				
Page 4				
Page 5				
Page 6				
Page 7				
Grand Total				

