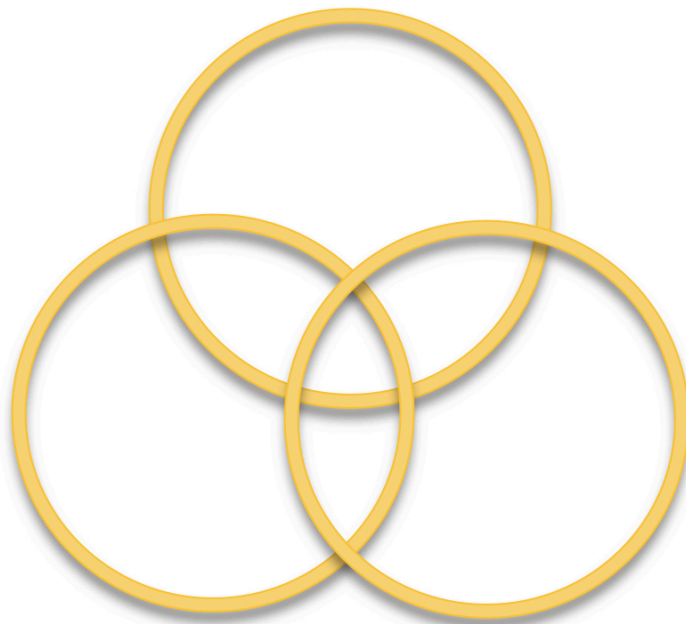


---

# **PERSONAL LEADERSHIP**

## **PROFILE 3**

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



LPT Productions  
Braemore House, Meikle  
Perthshire, Scotland PH12 8QX  
+44 (0) 1828 640770  
email: [sales@lpt.org.uk](mailto:sales@lpt.org.uk)  
website: [www.lpt.org.uk](http://www.lpt.org.uk)



# Instructions for Completion

On the following five pages, you will find 30 questions. Each question comprises a statement of a familiar management situation which 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:

|           |  |   |  |
|-----------|--|---|--|
| <b>9.</b> | <b>When supporting the progress of a task or project, do you:</b>                |   |  |
|           | a. Recognise achievements and efforts of each individual along the way           | 2 |  |
|           | b. Consider changing the plan if the priorities and objectives have been altered | 1 |  |
|           | c. Bring in outside help to support the team if necessary                        | 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 you have dealt in the past. When this applies use your experience to allocate the points according to your actual performance. When the management situations are not familiar to you, please allocate the points according to how you think you would actually perform in that situation.

All references to 'Staff' and 'Individuals' are intended to relate to those reporting *directly* to you.

On completion add up the totals for each of the four columns on all five pages of the questionnaire.

**N.B. Having done this, please await further instructions from the person running this session.**

**DO NOT BREAK THE SEAL UNTIL INSTRUCTED TO DO SO**

---

### COPYRIGHT

This booklet is protected by international copyright. It cannot be reprinted or copied by any process whatsoever, nor can it be reproduced in any format which substantially relies on this original. Breaches of this copyright will be acted upon regardless of circumstances.

---

|   |  | Columns |   |   |   |
|---|--|---------|---|---|---|
|   |  | A       | B | C | D |
| <b>13. When evaluating the results of a task or project, do you:</b>  |  |         |   |   |   |
| a. Measure the results achieved against the targets originally agreed and consider how you will take action next time               |  |         |   |   |   |
| b. Identify further training needs for individuals  |  |         |   |   |   |
| c. Run a debriefing meeting to help the team learn from any setbacks  |  |         |   |   |   |
| <b>14. When reviewing work, which has failed to meet its objectives, do you:</b>  |  |         |   |   |   |
| a. Regard the results as "water under the bridge" and concentrate on the next job to be undertaken                                  |  |         |   |   |   |
| b. Measure the results precisely against the targets and constraints originally agreed  |  |         |   |   |   |
| c. Concentrate on an assessment of each individual member of staff's contribution to the work achieved                              |  |         |   |   |   |
| <b>15. When reviewing a successful piece of work are you more inclined to:</b>  |  |         |   |   |   |
| a. Spend time on assessing individual's contribution to the success   |  |         |   |   |   |
| b. Run a de-briefing meeting when all staff can discuss the reasons for the success   |  |         |   |   |   |
| c. Measure the results precisely against the targets and constraints originally agreed  |  |         |   |   |   |
| <b>16. When planning a task or project, do you think it is important to:</b>  |  |         |   |   |   |
| a. Carefully plan the time of each action   |  |         |   |   |   |
| b. Involve the team in a discussion about the best way to tackle the task.  |  |         |   |   |   |
| c. Consider the skills and abilities of each team member  |  |         |   |   |   |
| <b>17. When communicating decisions to your staff, are you more inclined to :</b>   |  |         |   |   |   |
| a. Call a meeting of all your staff to ensure that there is the broadest possible understanding of what is required                 |  |         |   |   |   |
| b. Ensure that you spend enough time with staff representatives/shop stewards; so that they can answer any points that arise        |  |         |   |   |   |
| c. Ensure maximum accuracy by issuing written instructions, detailing exactly what is required                                      |  |         |   |   |   |
| <b>18. When the team members are experiencing increased stress levels due to time pressure, do you:</b>                             |  |         |   |   |   |
| a. Call the team together to try to work out how the situation can be resolved  |  |         |   |   |   |
| b. Speak to each team member to ascertain how he or she will cope   |  |         |   |   |   |
| c. Believe pressure is a fact of life and it is important to concentrate on the need to complete the job to the standards laid down |  |         |   |   |   |
| <b>Page Total</b>   |  |         |   |   |   |

## 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.

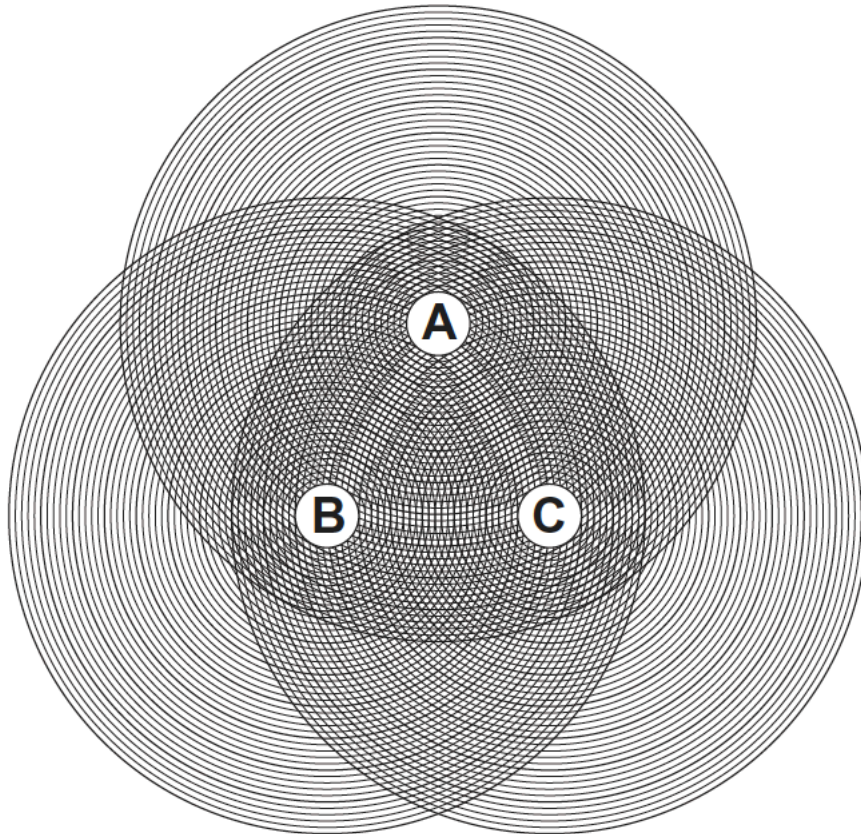
Now you have heard about Professor John Adair's Functional Leadership Model, you should know that your total scores represent the respective consideration which you give to each of the circles which comprise the model.

|                    | A | B | C | D |
|--------------------|---|---|---|---|
| Page 3             |   |   |   |   |
| Page 4             |   |   |   |   |
| Page 5             |   |   |   |   |
| Page 6             |   |   |   |   |
| Page 7             |   |   |   |   |
| <b>Grand Total</b> |   |   |   |   |

A score is the Task, B score is the Team, and C score is the Individual.

Taking the A score, you can start filling in the Task circle. The 'bullseye' represents 10 points and each circle thereafter represents a further 10 points. Shade in the Task circle with the correct number of points.

Repeat the exercise for both the Team and the Individual circles. You now have a graphic picture of your preferred leadership functions - and more importantly the function(s) which you do not consider enough.



The D scores throughout the questionnaire represent a preference for 'non-management action'. Although it is technically possible to score 30 points for the D score, the 'ideal' score should be less than 5 points. 10 points

suggests that these options were considered - although usually rejected. Any score in excess of 10 suggests that these options are always considered and the higher the score, the more frequently they are used.