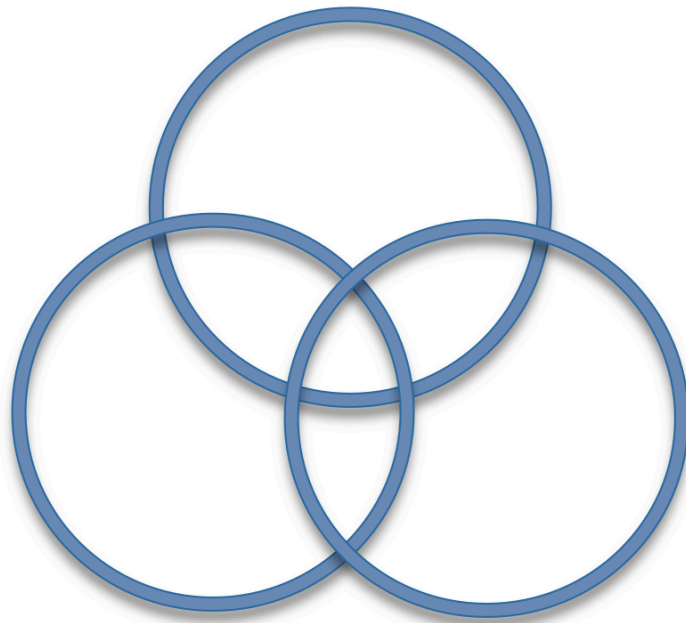


PERSONAL LEADERSHIP PROFILE 1

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



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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:

18. **When you and your staff fail to meet an important deadline, do you:**

- i. Identify the cause of the failure for future reference.
- ii. Let it pass, as it is now history and you have other jobs to be getting on with.
- iii. Assess each individual's performance in relation to the work achieved.

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 you have dealt in the past. When this is the case, you will find no difficulty in allocating 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.

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.

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

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		Columns			
		A	B	C	D
7. If there is conflict amongst individuals in your team, do you:	i. Hold a team meeting and try to resolve the conflict together.				
	ii. Ensure everyone gets on with the job in order to take their minds off the conflict.				
	iii. Consider that these are the ups and downs of human relationships and they will sort themselves out in the long run.				
8. When you have set your staff a task, do you:	i. Guide and encourage each person s performance.				
	ii. Inform them of the standards expected.				
	iii. Call a meeting and ask your team for their ideas.				
9. When informing your staff of a management decision, do you:	i. Assemble your team and answer their questions.				
	ii. Consider carefully the involvement and development of each member of staff.				
	iii. Give each individual written instructions to ensure maximum accuracy.				
10. Before you decide on a course of action, do you:	i. Base your decision on previous experience.				
	ii. Consider how each person in your team will be affected by the decision.				
	iii. Discuss with your team the best way to tackle it.				
11. When you delegate a task to a member of staff, to what extent do you:	i. Involve other members of your team in a discussion about the best way to tackle it.				
	ii. Consider the ability and development of the person to whom you are delegating.				
	iii. Ensure the individual completes the task according to the standards required.				
12. If one of your staff has difficulty completing their work on time, do you:	i. Counsel them and sort out their further training needs.				
	ii. Inform them of the standards that must be met and warn them of the consequences of not doing so.				
	iii. Involve the rest of the group in a discussion about the best way to				
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.

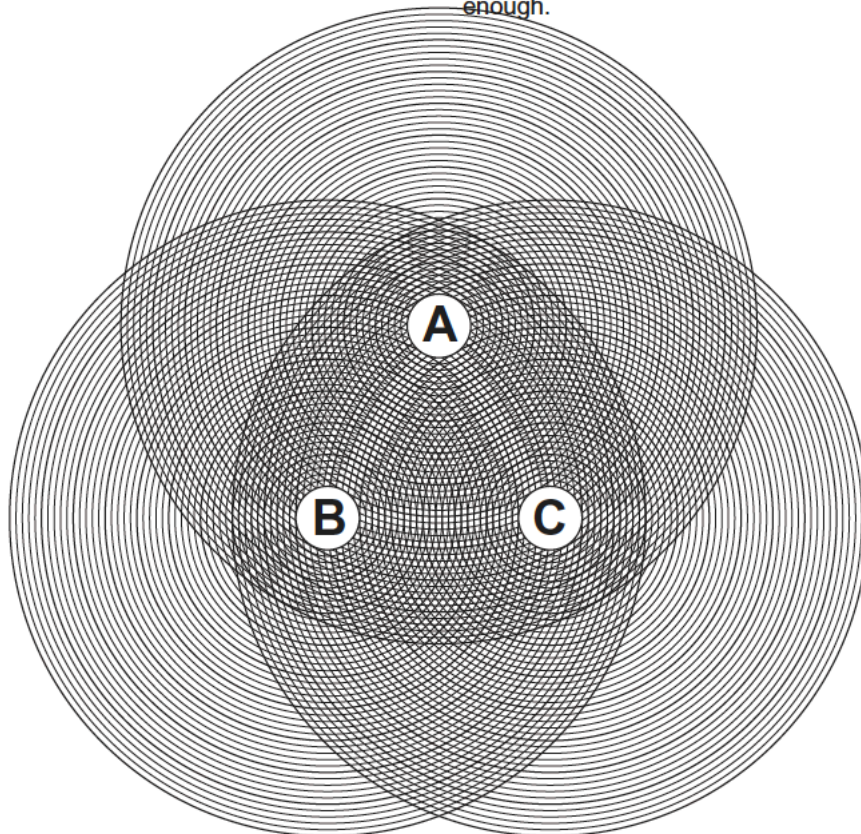
Now you have heard about Professor John Adair's Functional Leadership Model, you should know that your total scores represent the respective consideration which you give to each of the circles which comprise the model.

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

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 75 points for the D score, the ideal score should be less than 10 points. 15

points suggests that these options were considered - although usually rejected. Any score in excess of 15 suggests that these options are always considered and the higher the score, the more frequently they