



# Leadership Style Profile Trainer's Guide

## Introduction

The Leadership Style Profile contains 20 multi-choice questions together with a scoring section and an interpretation of the results with a leadership style analysis.

You will need the necessary sensitivity that a tutor is required to have in the everyday handling of such courses where observation, analysis and critiques are part of the course structure. The scoring section of the profile is self explanatory, however, an understanding of Tannenbaum and Schmidt and the work of Keith Blanchard can be useful.

Before going into a recommended chronology for the use of the questionnaire, there are some general points which should be made about the use of this form of training aid.

## Experimentation

Obviously you should take a copy of the Leadership Style Profile, complete it, and then score it - strictly to the instructions! This will give you a feel for the questionnaire and an understanding of its mechanics.

Having completed the questionnaire in exactly the same way as a trainee will, you will find it useful to read through it again - alongside the chronology which follows.

When interpreting your score, remember to read ALL the different types of profile. The explanatory paragraph is fairly comprehensive for each profile. You will find it useful to read through all of them in order to prepare the input session where necessary.

## Timing

Within a course of 12-15 trainees, you may find a difference of five minutes or more between the quickest and slowest at completing the questionnaire.

Normal time taken is about 20 minutes. Sometimes it is necessary to have

the trainees complete it during the course time, but when it is possible two other methods can be used:

1. The questionnaire can be sent out as pre-work with the course joining instructions - so that all course members arrive with it completed.
2. The Leadership Style Profile can be given out on the course for completion in the evening of the first day (two day course).

### **Trainers Chronology for the use of the Leadership Style Profile**

This is a step-by-step guide to using the PLP. Any deviation from this order will reduce the effectiveness of the questionnaire.

### **Completion**

Ensure that the course members complete the questionnaire. As already mentioned this can be done either in course time, as pre-work or as homework during a course evening.

Briefing the trainees on how to complete the questionnaire should be done verbally where possible. When this is not possible the written instructions can be followed.

In either case it is worth emphasising that the seal must not be broken before being instructed to do so.

### **Theory Input**

When everyone has completed the questionnaire, you can conduct a session explaining the theory against which it is going to be scored. The Leadership Style Analysis in the scoring section is a very comprehensive, and can be the necessary content for the theory input aspect of the profile debrief.

### **The Scoring Process**

At the end of the 'Input' session you can now instruct the trainees to break open the seal on their questionnaire - and open up the back cover. The instructions for scoring are written on the questionnaire. Most people prefer to have these instructions verbally. It is as well to monitor this scoring process by walking around the trainees. While some trainees will finish the mathematics or scoring faster than others, the time difference does not matter at this stage. Once **everybody** has finished scoring their profiles, you can interpret the scores.

### **Interpreting the Scores**

You will need to have prepared a short input session giving guidelines on how to interpret the scores. You will find a brief paragraph describing some classic profiles on the inside back cover of the questionnaire. Interpreting these profiles will not be difficult for the experienced tutor and the composition of this input session should obviously be done in your own style.

## **Conclusion**

With a course of up to 10 trainees there should follow a general discussion in plenary. If the course is large enough, then there should be group discussions. Where possible these groups should be made up from people who know each other and can therefore comment on the accuracy of each individual score.

**N.B.** The profile obtained by each person should be regarded as private. It is certainly personal to the trainee who has completed the questionnaire. Experience suggests that if you ever have a trainee refuse to discuss his profile, it is because he/she agrees with it, but does not like it too much. Do not force the issue. The person has almost certainly learned from the experience.