

LEADERSHIP STYLE PROFILE

*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 there are 20 questions. Each question is followed by four different choices of action. To complete each question, you must allocate a total of **five points between the four choices available**. This must be done in whole numbers, and the points, which you allocate to each possibility, should be placed in the box adjacent to that choice, as shown in the illustration below.

5. You have to go away and an experienced colleague will carry out the completion of a project for you, you would:	a. Delegate the task to them and let them determine how they will achieve it.	S1	S2	S3	S4
	b. Brief them on the project and check how they propose to complete it.		1		1
	c. Discuss the project with them and recognise their experience.			3	
	d. Fully brief them and give them written instructions on what you want done.	0			

In some boxes you might have to choose 0 if that course of action is not at all applicable to you. The allocation can vary between 5,0,0,0; 4,1,0,0; 3,2,0,0; 3,1,1,0; 2,2,1,0; 2,1,1,1 in any combination. The total points allocated must add up to 5 for each question.

Many of the situations in bold type at the beginning of each question may be familiar, and will remind you of actual situations which you have experienced in the past. Using this experience allocate the points according to how you think you would actually behave in that situation. If you have not experienced this situation, allocate the points according to how you think you would act.

When you have completed the profile, total each page carrying forward the totals to the final page.

If you are on a course, please await further instructions from the person running this session, otherwise proceed to the scoring section.

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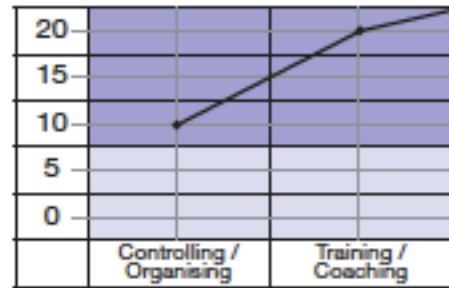
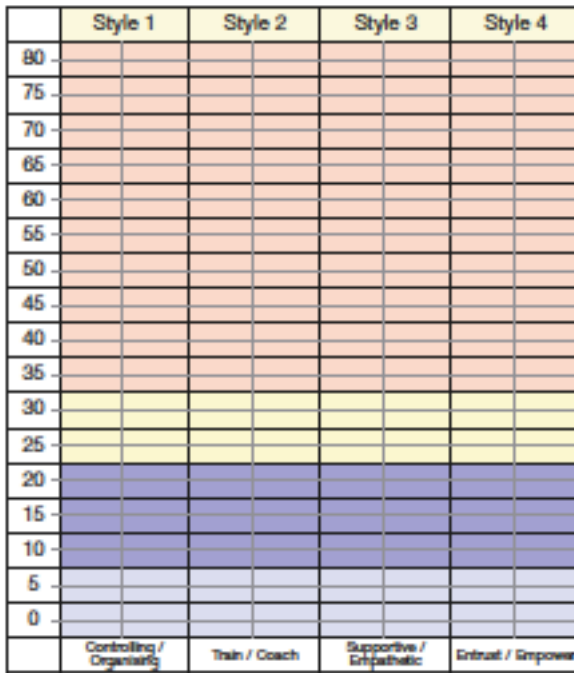
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Leadership Style Profile

Summary Box		
S1	Controlling / Organising	
S2	Training / Coaching	
S3	Supportive / Empathetic	
S4	Entrusting / Empowering	
Total		

When you have completed all the questions total each page and carry forward the totals to the last page. Transfer that score to the Summary Box. The total score for the profile should add up to 100.

Plotting the Style Graph



Example Score: S1 = 10, S2 = 20.

The Style Graph is scored from 0 to 80. Take your score for S1 and plot its position on the graph. Then take the remaining scores and plot those on the graph. Complete the graph by joining the points.

A score in the green area is acceptable, in the red area indicates overemphasis of the style. A score in the blue area indicates an under emphasis of the style.

Leadership Style Analysis

Leadership is a function of the situation. The leader must be aware of the situation he or she is in and then decide on which approach to take. Factors that affect the situation can be the difficulty of the task, the experience of the team members, the culture of the organisation and the time available. The leader has to assess the capabilities and dedication of the team members. Capability is the level of knowledge and skills, which can be gained from education, training and experience. Dedication is a combination of confidence and motivation. Confidence is a measure of a person's self assuredness; being able to do a task with little supervision. Motivation is a person's interest in and enthusiasm for doing a task willingly and well. How a leader deals with the level of capabilities and dedication will define his/her style of behaviour.

The graph below clearly illustrates how a leader's style changes according to the situation he or she is in. As the capabilities and dedication of the team member increases, the need for the leader to exert authority and control decreases. However, it is important that the leader remembers that he/she is constantly dealing with different people with different levels of skills, and therefore must be aware of his/her style and be prepared to change that style.