

## What kind of leader are you? (Steve Garnett, 2012)

The following questionnaire seeks to identify your leadership style. For each of the statements you will need to give a score of either 3, 2, 1 or 0 depending on how strongly you agree with the statement from 0 (strongly disagree) to 3 (strongly agree).

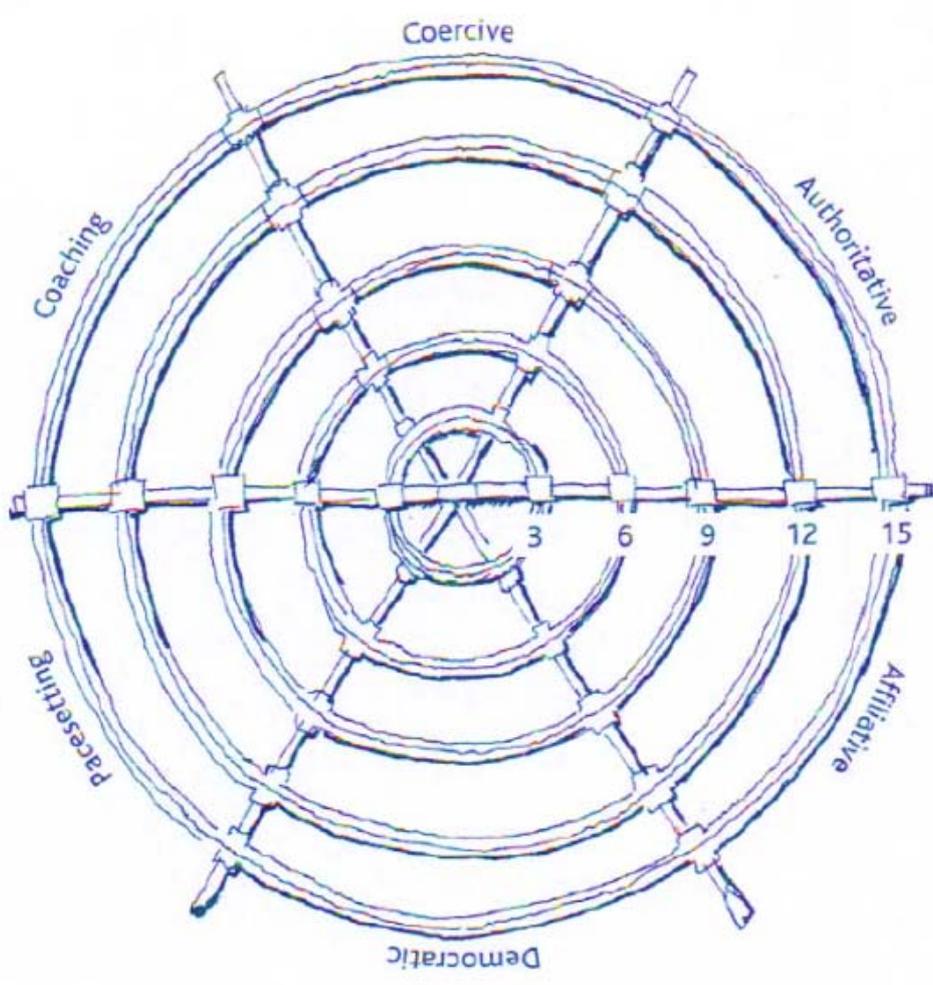
<b>Leaders should:</b>	<b>Score</b> <b>Low = 0</b> <b>High = 3</b>
1. Provide on-going instruction on what works and give feedback	
2. Articulate a clear vision for the department	
3. Control their team by keeping a close eye on them	
4. Reward adequate performance, rarely giving negative feedback	
5. Expect members of their team to face negative consequences to force improvement.	
6. Expect high standards and expect others to follow	
7. Encourage members of their team to establish yearly development goals linked to the department plan	
8. Help members of their team identify their strengths and weaknesses	
9. Give a balance to positive and negative feedback in order to motivate their team	
10. Expect their team to do as they're told	
11. Try to promote friendly interactions amongst their team	
12. Try to ensure the happiness and well-being of their team	
13. Ask their team's views on the department's vision	
14. Be apprehensive about delegating	
15. Criticise their team in order to motivate them to improve	
16. Trust their team to plan for lessons appropriately	
17. Hold meetings with members of their team to listen to their concerns	
18. Set the department's vision and sell it to the team	
19. Tell their team what to do	

20. Encourage open debate about the issues the department has to confront	
21. Set standards and monitor performance against performance related goals	
22. Lead by example and from the front	
23. Invite the team to participate in decision making about the department's overall aims	
24. Work with members of their team only if it will help the immediate task	
25. Reward personal characteristics more than job performance	
26. Reach agreement with their team about their role in improving the department's performance	
27. Rescue a bad situation personally	
28. Sometimes accept lower standards as a trade-off for long-term gain	
29. Potentially place members of their team's personal needs above the needs of the department	
30. Avoid performance related confrontations	

Now add up what you gave yourself for each of the following sets of statements. These have been grouped into sets of five. Each set of five represents a particular style of leadership (coercive, authoritative, affiliative, democratic, pacesetter or coaching).

Style		Score
Coercive (they do it the way I tell them)	Response 3, 5, 10, 15, 19	
Authoritative (firm but fair)	Responses 2, 9, 13, 18, 21	
Affiliative (people first-task second)	Responses 11, 12, 25, 29, 30	
Democratic (participative)	Responses 4, 16, 17, 20, 23	
Pacesetter (do it myself)	Responses 6, 14, 22, 24, 27	
Coaching (development style)	Responses 1, 7, 8, 26, 28	

The closer the number to 15 the stronger this suggests you have the leadership style related to a particular category. The closer your score is to 0, the less this suggests you have a tendency towards this type of leadership. A distribution of where your tendencies lie can be mapped onto the following diagram.



Of these six leadership styles it is important to note that they all have a time and place when they are the 'best' kind of leadership for a particular context or scenario, so there is not necessarily a right wrong outcome to this survey.

The following table suggests scenarios when each of the six leadership styles is effective and times when they are less effective:

<b>Leadership style</b>	<b>Effective for ...</b>	<b>Ineffective as it ...</b>
<b>Coercive</b> (they do it the way I tell them)	<ul style="list-style-type: none"> <li>• Immediate compliance from your team</li> <li>• Getting straightforward tasks done</li> <li>• Crisis situations</li> <li>• Underperforming staff when all else fails</li> </ul>	<ul style="list-style-type: none"> <li>• Can cause resentment when tackling complex issues</li> <li>• Stifles self-motivated staff</li> <li>• Prevents initiative from knowledgeable staff</li> <li>•</li> </ul>
<b>Authoritative</b>	<ul style="list-style-type: none"> <li>• Situations where routines are running smoothly</li> <li>• Staff who need guidance from an 'expert'</li> </ul>	<ul style="list-style-type: none"> <li>• Creates dependency</li> <li>• Prevents creative initiative</li> </ul>
<b>Affiliative</b>	<ul style="list-style-type: none"> <li>• Getting diverse groups together</li> <li>• Giving personal help and support</li> </ul>	<ul style="list-style-type: none"> <li>• Can mean avoidance of confronting</li> <li>• Underperforming staff</li> <li>• Doesn't suit staff who do not want friendship at work and prefer to be task orientated</li> </ul>
<b>Democratic</b>	<ul style="list-style-type: none"> <li>• Working with competent team</li> </ul>	<ul style="list-style-type: none"> <li>• Can cause tension when there is no time for discussion or when there are competency issues</li> </ul>
<b>Pacesetting</b>	<ul style="list-style-type: none"> <li>• Times when quick results are needed</li> <li>• Staff who are highly motivated</li> <li>• Colleagues who have similar views to leader</li> </ul>	<ul style="list-style-type: none"> <li>• Can leave some behind in dazed state!</li> <li>• Can create too much work for subject leader</li> </ul>
<b>Coaching</b>	<ul style="list-style-type: none"> <li>• When staff know there is a need to improve performance</li> <li>• Staff willing to accept support</li> </ul>	<ul style="list-style-type: none"> <li>• Can be time consuming</li> <li>• Can prevent action when leader has low credibility</li> <li>• Leads to procrastination if done badly</li> </ul>