

WHAT KIND OF LEADER AM I?

The following items describe aspects of leadership behaviour. Respond to each item according to the way you would be most likely to act if you were the leader of a dairy farm business.

Circle whether you would be likely to behave in the described way:
Always (A), Frequently (F), Occasionally (O), Seldom (S), or never (N).

IF I WERE THE LEADER OF A DAIRY FARM BUSINESS

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|-----|---|-----------|
| 1. | I would like to act as the spokesperson of the group | A F S O N |
| 2. | I would encourage working overtime | A F S O N |
| 3. | I would give others complete freedom to do the job as they wished | A F S O N |
| 4. | I would encourage the use of uniform procedures | A F S O N |
| 5. | I would permit staff to use their own initiative in solving problems | A F S O N |
| 6. | I would stress the importance of being the best dairy farmers | A F S O N |
| 7. | I would speak as a representative of the group | A F S O N |
| 8. | I would push the staff for greater effort regardless of their current level | A F S O N |
| 9. | I would try out my ideas on the farm | A F S O N |
| 10. | I would let people do job the way they see fit | A F S O N |
| 11. | I would try to get to the top of where I am at | A F S O N |
| 12. | I would be able to tolerate an uncertain future | A F S O N |
| 13. | I would speak for the group when visitors were present | A F S O N |
| 14. | I would keep the work moving at a rapid pace | A F S O N |
| 15. | I would give others some major jobs and let them loose on it | A F S O N |
| 16. | I would settle conflicts immediately within the group | A F S O N |
| 17. | I would get swamped by all the details of record keeping | A F S O N |
| 18. | I would be the representative for the farm at farm meetings | A F S O N |
| 19. | I would be reluctant to allow others any freedom of action | A F S O N |

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| 20. | I would decide what should be done and how it should be done | A F S O N |
| 21. | I would push for increased production | A F S O N |
| 22. | I would let some staff members have authority which I could keep | A F S O N |
| 23. | Things would usually turn out as I predict | A F S O N |
| 24. | I would allow the group a high degree of initiative | A F S O N |
| 25. | I would assign workers to specific tasks | A F S O N |
| 26. | I would be willing to make changes | A F S O N |
| 27. | I would ask the workers to work harder | A F S O N |
| 28. | I would trust the team to exercise good judgement | A F S O N |
| 29. | I would schedule the work for the day | A F S O N |
| 30. | I would refuse to explain my actions | A F S O N |
| 31. | I would persuade others that my ideas are to their advantage | A F S O N |
| 32. | I would permit the team to set its own pace to finish jobs | A F S O N |
| 33. | In would urge the group to beat its previous record | A F S O N |
| 34. | I would act without consulting the others | A F S O N |
| 35. | I would ask that staff follow standard rules and regulations | A F S O N |

Go to the next page to work out your score

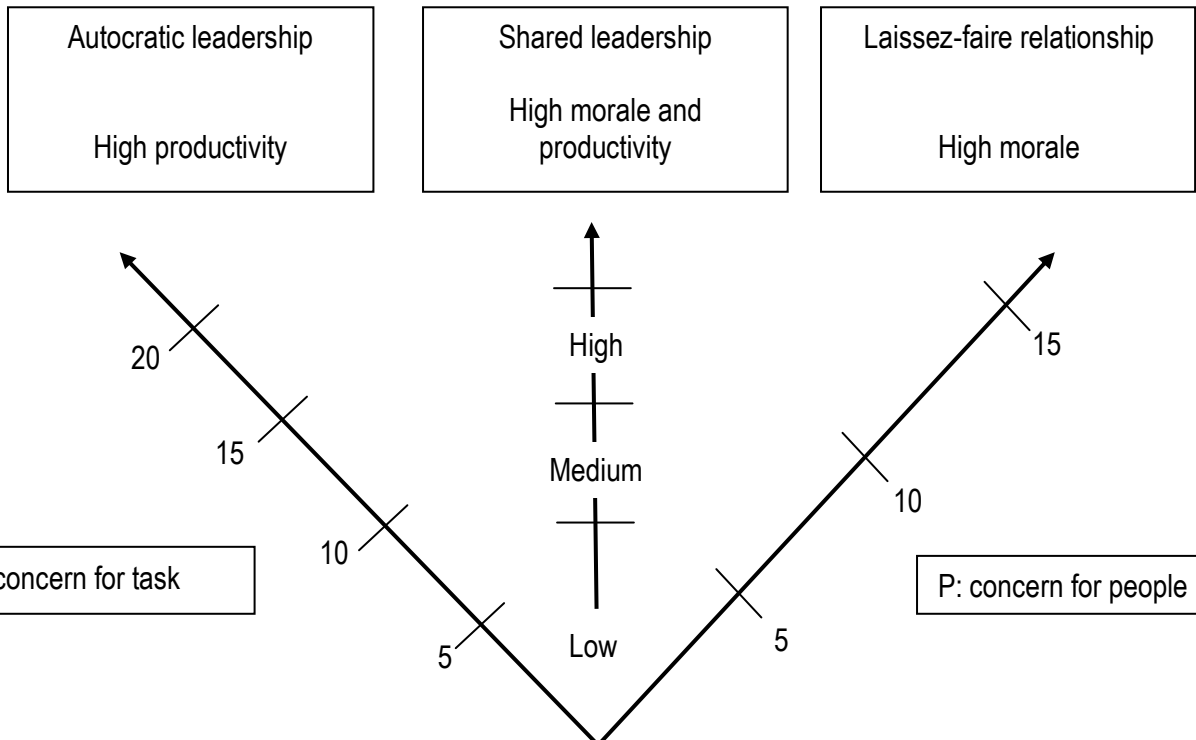
WHAT KIND OF LEADER AM I? – SCORING GUIDE

To find your leadership style

1. Circle the item numbers for items 8, 12, 17, 19, 30, 34 and 35.
2. Write a “1” in front of the **circled** items to which you responded S (seldom) or N (never).
3. Write a “1” in front of the items **not circled** to which you responded A (always) or F (frequently).
4. Circle the “1’s” which you have written in front of the following items: 3, 5, 8, 10, 15, 18, 19, 22, 24, 26, 28, 30, 32, 34 and 35.
5. Count the circled “1’s”. This is your score for the concerns for people. Record the score in the “P” box below.
6. Count the uncircled “1’s”. This is your score for the concern for task. Record this score in the “T” box below.

Concerns for people
P

Concerns for task
T



Adapted from: What Kind of Leader are You? Robbins, S. & Mukerji, D., 1990, *Managing organizations: New challenges and perspectives*, pp. 299-300, 524.