

LEADERSHIP QUESTIONNAIRE

Read each statement below and select the answer, which best describes how you would or do respond. Remember to answer as honestly as possible in order to accurately capture the way you really react (not how you think you should).

1. When faced with a challenge, my first thought is, ‘*Who can I enlist to help?*’ and not ‘*What can I do?*’
0 1 2 3
Never Rarely Occasionally Always
2. When my team, committee, or organization fails to achieve an objective, my first assumption is that it’s some kind of leadership issue.
0 1 2 3
Never Rarely Occasionally Always
3. I believe that developing my leadership skills will increase my effectiveness dramatically.
0 1 2 3
Never Rarely Occasionally Always
4. I rely on influence rather than on my position or title to get others to follow me or do what I want.
0 1 2 3
Never Rarely Occasionally Always
5. During discussions or brainstorming sessions, people turn to me and ask for my advice.
0 1 2 3
Never Rarely Occasionally Always
6. I rely on my relationships with others rather than organizational systems and procedures to get things done.
0 1 2 3
Never Rarely Occasionally Always
7. I have a concrete, specific plan for personal growth that I engage in weekly.
0 1 2 3
Never Rarely Occasionally Always
8. I have found experts and mentors for key areas of my life with whom I engage on a regular basis.
0 1 2 3
Never Rarely Occasionally Always

9. To promote my professional growth, I have read at least six books (or taken at least one worthwhile class or listened to twelve or more audio lessons) per year for the last three years.

0	1	2	3
Never	Rarely	Occasionally	Always

10. I spot problems, obstacles, and trends that will impact the outcome of initiatives my organization puts into place.

0	1	2	3
Never	Rarely	Occasionally	Always

11. I can clearly see a pathway for the implementation of a vision, including not only the process but also the people and resources needed.

0	1	2	3
Never	Rarely	Occasionally	Always

12. I am called upon to plan initiatives for my organization.

0	1	2	3
Never	Rarely	Occasionally	Always

13. Rather than being annoyed when team members have issues preventing them from doing their jobs effectively, I see the issues as an opportunity to serve and help those people.

0	1	2	3
Never	Rarely	Occasionally	Always

14. I look for ways to make things better for the people I lead.

0	1	2	3
Never	Rarely	Occasionally	Always

15. I find great personal satisfaction in helping other people become more successful.

0	1	2	3
Never	Rarely	Occasionally	Always

16. The people I lead confide in me regarding sensitive issues.

0	1	2	3
Never	Rarely	Occasionally	Always

17. When I tell someone in my organization that I will do something, s/he can count on me to follow through.

0	1	2	3
Never	Rarely	Occasionally	Always

18. I avoid undermining others or talking behind their backs.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
19. People are naturally drawn to me and often want to do things with me just to spend time with me.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
20. I go out of my way to show respect and loyalty to the people I lead.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
21. I make courageous decisions and take personal risks that could benefit my followers even if there is no benefit to me.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
22. I can easily gauge morale, whether in a room full of people, on a team, or in an organization.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
23. I often take the right action as a leader even if I cannot explain why.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
24. I can read situations and sense trends without having to gather hard evidence.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
25. I am satisfied with the caliber of people who report to me or work with me.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
26. I expect the people I attract to be similar to me in values, skills, and leadership ability.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
27. I recognize that no personnel process can improve the quality of people I recruit compared to improving myself.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |

28. When I am new to a leadership situation, one of the first things I try to do is to develop a personal connection with the individuals involved.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
29. I know the stories, hopes, and dreams of the people I lead.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
30. I avoid asking people to help accomplish the vision until we have built a relationship that goes beyond the nuts and bolts of our work together.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
31. I am strategic and highly selective about which people are closet to me personally and professionally.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
32. I regularly rely on some key people in my life to help accomplish my goals.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
33. I believe that 50 percent or more of the credit for my accomplishments goes to the people on my team.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
34. I embrace change easily and become dissatisfied with the *status quo*.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
35. I believe that no matter how talented the people who work for me are, my position is secure.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
36. It is my regular practice to give people I lead the authority to make decisions and take risks.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |

37. If I observe an undesirable action or quality in team members, I check for it in myself first before addressing it with them.

0	1	2	3
Never	Rarely	Occasionally	Always

38. I am continually working to try to make my actions and words consistent with one another.

0	1	2	3
Never	Rarely	Occasionally	Always

39. I do what I should rather than what I want because I am conscious that I am setting an example for others.

0	1	2	3
Never	Rarely	Occasionally	Always

40. I recognize that a lack of credibility can be as harmful to an organization as a lack of vision.

0	1	2	3
Never	Rarely	Occasionally	Always

41. I wait until I see that most of the people on the team have confidence in me before asking for a commitment to the vision.

0	1	2	3
Never	Rarely	Occasionally	Always

42. Even when my ideas are not very good, my people tend to side with me.

0	1	2	3
Never	Rarely	Occasionally	Always

43. When I lead a team, I feel ultimate responsibility for whether it achieves its goals.

0	1	2	3
Never	Rarely	Occasionally	Always

44. If members of my team are not unified in their efforts to achieve the vision, I take action to get them on the same page.

0	1	2	3
Never	Rarely	Occasionally	Always

45. I make personal sacrifices to help ensure victory for my team, department, or organization.

0	1	2	3
Never	Rarely	Occasionally	Always

46. I am enthusiastic and maintain a positive attitude every day for the sake of my team members.

0	1	2	3
Never	Rarely	Occasionally	Always

47. Whenever I make a major leadership decision, I consider how that decision will impact momentum in my team, department or organization.

0	1	2	3
Never	Rarely	Occasionally	Always

48. I initiate specific actions with the purpose of generating momentum when introducing something new or controversial.

0	1	2	3
Never	Rarely	Occasionally	Always

49. I avoid tasks that are not required by my leadership, don't have a tangible return, or don't reward me personally.

0	1	2	3
Never	Rarely	Occasionally	Always

50. I set aside time daily, monthly and yearly to plan my upcoming schedule and activities based on my priorities.

0	1	2	3
Never	Rarely	Occasionally	Always

51. I delegate any task for which a team member can be at least 80 percent as effective as I could be.

0	1	2	3
Never	Rarely	Occasionally	Always

52. I know making trade-offs is a natural part of leadership growth, and I make sacrifices to become a better leader as long as they don't violate my values.

0	1	2	3
Never	Rarely	Occasionally	Always

53. I expect to give more than my followers do in order to accomplish the vision.

0	1	2	3
Never	Rarely	Occasionally	Always

54. I will give up my rights in order to reach my potential as a leader.

0	1	2	3
Never	Rarely	Occasionally	Always

55. I expend as much effort figuring out the timing for an initiative as I do figuring out the strategy.
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|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
56. I will launch something using a less-than-ideal strategy because I know the timing is right.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
57. I can sense whether or not people are ready for an idea.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
58. I believe that I can grow my organization more rapidly by developing leaders than by any other method.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
59. I spend a significant amount of time every week investing in the development of the top 20 percent of my leaders.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
60. I would rather see leaders I develop succeed out on their own than keep them with me so that I can keep mentoring them.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
61. I possess a strong sense of why I am in my position and why I am leading.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
62. In each position I've held, I have identified people who can carry on after me, and I have invested in them.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |
63. One of my strongest motivations is to leave any team I lead better than I found it.
- | | | | |
|-------|--------|--------------|--------|
| 0 | 1 | 2 | 3 |
| Never | Rarely | Occasionally | Always |

Congratulations! Please use the accompanying score sheet to record your responses. You will be able to determine your strengths, potential for growth, and weakest areas of leadership skills. You are on your way!