LEADERSHIP STYLES SELF-ASSESSMENT

*Adapted from Daniel Goleman, Primal Leadership (2002, with Richard Boyatzis and Annie McKee)

There are many different ways to lead people, and effective leaders make use of different leadership styles according to the situation. This assessment lists six different leadership styles and their characteristics. As you complete this self-assessment, think about how you lead your team, your managers, your family members, and friends. What styles do you use?

Assessing dominant and least dominant leadership style(s)

Read through the leadership style descriptions. After you finish, reflect on which two or three styles you consider to be your dominant styles – those styles which you use most frequently and/or which you feel most comfortable using. Also reflect on your two least dominant styles – those that you use least frequently and/or which you are least comfortable using. Then allocate 100 percentage points to illustrate the relative dominance of each style in your own leadership (e.g. Coaching=5%; Pacesetter=35%; Democratic=20%; Visionary=10%; Commanding=25%; Affiliative=5%. Total = 100%).

Reflect on your responses and answer the questions below:

1. What are your two most dominant styles? Why do you use these styles? Do you use them even in times when you shouldn't just because they are comfortable for you?

2. What style do you use infrequently that perhaps you should use more of? Why? When?

%	Read the descriptions; reflect on your own most and least dominant styles. In the left column, allocate 100 percentage points to reflect the relative weight of each style in your leadership approach.
	AFFILIATIVE: An affiliative leader promotes collegial relationships within the group. She/he recognizes that effective teamwork depends on fostering good relations and communication among team members. An affiliative leader is as interested in the personal health and welfare of her/his team members as in the task or job they are performing. She/he is easy to get along with and spends time on teambuilding. She/he has a high level of trust in her/his team members and gives them great flexibility in how they do their jobs. She/he gives positive feedback frequently yet may be uncomfortable holding others accountable. Thus she/he will usually avoid difficult confrontations. Some team members may feel that she/he should be more authoritative or forceful.
	COACHING: A coaching leader is concerned with supporting the efforts of others on the team and developing their skills. She/he helps them identify their strengths, weaknesses and potential. Coaching leaders support others (especially new or inexperienced team members) to acquire new skills and develop professionally. She/he uses listening skills and open-ended questions to help others resolve work challenges. A coaching leader provides ongoing performance feedback and seeks to understand the reasons for underperformance. Mistakes and underperformance are seen as learning opportunities. Coaching leaders excel at delegating and giving others challenging assignments. Some team members may want this person to "lead" more and "coach" less.
	COMMANDING: A commanding leader provides clear direction and expects others to follow. She/he often takes decisions with little (or no) input from others. In crisis situations, she/he is comfortable making quick decisions and making them unilaterally. She/he does not hesitate to confront others when they are underperforming or making mistakes. She/he will take disciplinary action to hold others accountable (getting rid of underperformers), yet will also reward those who are excelling in their work. Some team members may feel that this person should listen more.
	DEMOCRATIC: A democratic leader encourages participation from her/his team regarding the directions the team should take and what actions they should prioritize. She/he will solicit input from others as a way to build "buy-in". When faced with a complex problem, she/he will elicit ideas from others, listen attentively and consolidate the many differing points-of-view. She/he encourages participation and exchange of ideas. A democratic leader facilitates consensus-building processes. Some team members may feel that she/he should "decide" more and "facilitate" less.
	PACESETTING: A pacesetting leader "sets the pace". She/he sets high-performance standards for herself/himself and expects others to do the same. She/he leads by example: i.e. she/he is tireless, exudes self-confidence and focuses on achieving results. A pacesetting leader interacts most frequently with other outstanding performers on the team – expecting the others to catch up if and when they can. If someone's performance is lagging, a pacesetting leader will reassign the job to someone she/he considers more competent. Pacesetters focus on individual effort and expect others to be competent in their roles. Some team members may feel that this person needs to be more sensitive and tolerant of other team member views and working styles.
	VISIONARY: A visionary leader focuses on the "big picture" and "long-term" goals rather than on the immediate tasks and details. She/he will have compelling ideas about what should be done and is persistent in communicating these to others. She/he will circumvent existing policies or procedures if they get in the way of getting things done. She/he easily mobilizes or inspires others to action. Some team members may feel that this person needs to spend less time "thinking" or "talking" and more time "doing" or paying more attention to the immediate problem(s).
100%	SUM TOTAL OF LEADERSHIP STYLES