DARE

Self-Checks

Leadership & Management Questionnaire

Purpose: This exercise is to help you explore how you currently prioritise leadership and management responsibilities and can prompt your thinking about what might need to change.

Task: The following pages contain statements about leadership and management responsibilities and actions. The statements are in pairs, with a beginning followed by two possible ways to complete the statement (A and B).

For each statement pair, indicate your current beliefs by dividing 5 points between the two choices

1.	My style as a leader/manager is	A	More inspirational More practical	
		B		
2.	A key management responsibility for me is	A	Maintaining an effective system of operations Encouraging and supporting change to meet new challenges	
		В		
3.	I motivate others through	A	Inspiration and challenge	
		B	Recognition and reward	
4.	I enhance the effectiveness of the work team by	A	Providing a focal point for meeting team	
		B	needs Ensuring that team roles and responsibilities are clear	
5.	I approach problems by	A	Considering them in new ways to see what	
		B	possibilities they might uncover Gathering information about all relevant factors and proceeding accordingly	
6.	My primary concern is increasing the organisation's	A	responsiveness	
		В	stability	
7.	I need to concentrate on	A	Managing operations to ensure success in	
		B	achieving goals Building high aspirations and expectations with team members	
8.	I deal with apparent conflict by	A	Clearly defining roles and boundaries,	
		B	given the needs of the situation Looking for ways to reframe issues in the context of broader organisational needs	
9.	I provide direction by helping clarify	A	Mission and values	
	•••	В	Vision and values	

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10. I believe I influence others	A	By getting them to identify with my ideas	
	B	Through their recognition of my expertise and/or position	
11. When giving assignments to team members, I should	A	Be clear	
members, i snould	B	Build commitment	
I emphasise planning for the	A	Long term (what will be needed for success in the future)	
	B	Short term (what is needed for success right now)	
13. I believe I encourage others by	A	Helping them set clear objectives	
	B	Stimulating them to want to excel	
14. I approach my work	A	With a strong desire for accomplishment	
	B	As a fulfilling way to make a living	
. I communicate expectations for team performance that are	A	Identical with established standards	
	B	Somewhat greater than they expect to get	
16. When assessing others, I	A	Communicate high expectations of their efforts on new assignments	
	В	Provide a fair appraisal of their past performance	
17. I can make an important contribution to team success by	A	Encouraging openness	
to team success by	В	Getting agreement on team goals	
18. I need to get things done by	A	Taking personal initiative to make things happen	
	B	Getting results through the involvement and co-operation of others	
19. I can effectively guide team performance by	A	Providing feedback	
performance by	B	Acting as a model for good performance	
20. I am more concerned with	A	Seeing that team members get fair recognition and rewards for their efforts	
	В	Understanding what team members value in their work lives	

Self-Checks

Scoring Key

	Column 1	Column 2
1.	B	A
2.	A	B
3.	B	A
4.	B	A
5.	B	A
6.	B	A
7.	A	B
8.	A	B
9.	A	B
10.	B	A
11.	A	B
12.	B	A
13.	A	B
14.	A	B
15.	A	B
16.	B	A
17.	B	A
18.	A	B
19.	A	B
20.	A	B
	Total	Total

There is no right or wrong answer for this self-check – it is purely to provide food for thought. The total in Column 1 indicates 'management activities' and the total in column 2 represents 'leadership activities'. So what does this mean for me?

1. To what extent are you satisfied with how you scored?

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- 2. What specifically might need to change in the future to be even more effective? To display more of a leadership style?
- 3. What is the one thing that you could change that would make the biggest impact/leverage for your (internal/external) customers, colleagues?

For related topics see Top Tip:

- **→** Leadership
- → Strategic Thinking