



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



## Scoring Key

	<b>Column 1</b>	<b>Column 2</b>
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?

## Self-Checks

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**