

# Leadership Styles Survey

Christopher von strandmann  
31 January 2017



# Introduction

## Leadership Styles Survey

**Thank you for completing the Leadership Styles Survey. The survey you completed will identify how you chose to approach each of those management scenarios and determine the styles that you prefer to use when managing others.**

**The four styles we use are called:**

Instructing  
Engaging  
Coaching  
Delegating

An individual can choose any of the styles when leading others, but we often favour one or perhaps two styles, regardless of the scenario. Your report is in two sections: The first identifies how FLEXIBLE you are in making your choices - it identifies how frequently you choose to move between each style in different situations.

Even if you are very flexible, that is not necessarily a good thing - unless you are flexible at the right time, by making choices that result in the most likely successful outcomes.

There is no single style which is the 'best' style. A perfect leader would use all 4 styles, adapting to the situation and using the most appropriate style based on a number of factors such as the individual or team's experience, the urgency of the task and the preferred working style of the individual(s) or team they are leading. Knowing there are four styles is then a matter of choosing the appropriate style from your toolkit.

The second part shows EFFECTIVENESS - how well you scored in each of your responses. While no answer is wrong, some of the answers are certainly better than others, in those specific situations. As a result, we have ranked the results based on the strength of the answer. A Highly effective answer receives a score of 10, an Effective answer receives a score of 6, a Less effective answer receives a score of 2 and a Poor answer receives a score of 2.

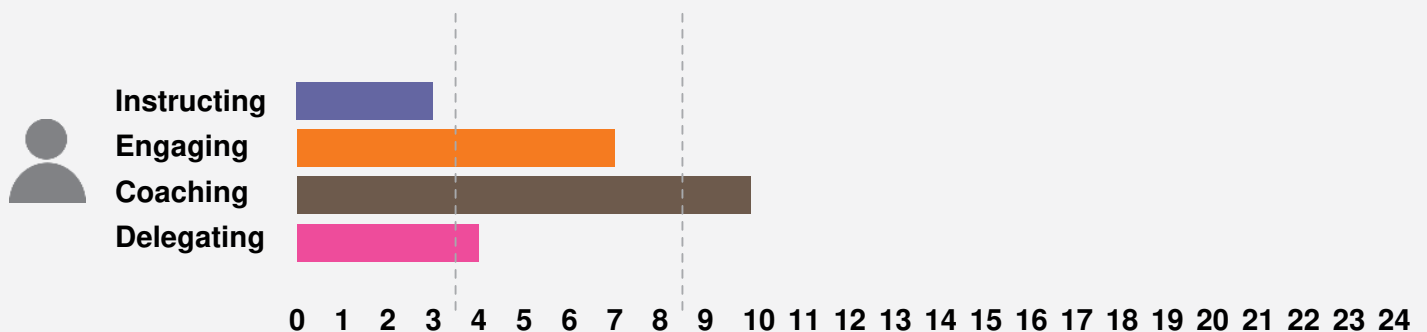
For each question we have shown your response and we have highlighted the most effective ways to manage the situation. Each question has a summary of the challenge and the possible responses to enable you to identify how to improve.

How do you use this report to become a better leader? We suggest you review each of the questions and the response you gave (even where you scored 10) to review why you chose those responses. We have shown with a big green tick against each question what we believe is a Highly effective answer and have ranked the other answers Effective, Less Effective and Poor. By re-reading the question and reviewing what we believe is a Highly effective answer it should become apparent why the response was ranked that way. For example if the question alluded to the person being inexperienced, naturally they would need more help and be 'shown the ropes' rather than simply being delegated the task.

By adapting your style to meet the needs of every situation you are faced with, you will ultimately become a more effective and highly respected leader. You will have a high performing team who are satisfied in the workplace.

# Preferred Styles

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017



**This graph shows how many times you adopted one of the four styles.** There are 24 questions. If you are very flexible then you might find that you chose to approach the challenges and provide a balance of different styles depending on the situation. If you have chosen each style 5 or 6 times across all 24 scenarios you are very flexible. This does not mean you had the correct approach but means that you can adapt your approach depending on the situations that present themselves to you.

Most people find they score between 4 and 8 for each of the styles, we have highlighted this with two vertical grey lines. If you have scored above 9, it means this is a real preference for you as a leadership style, regardless of the situation or the needs of the individual or team. You need to be careful that you identify the needs of the people you are managing and not be so ready to adopt this style. A different approach is likely to give a better response and develop a side by side relationship with your colleagues.

If any of your scores are below 4 it shows you very rarely use this style of leadership. You could consider this style more often and use it based on the situation, which will help your colleagues to do a better job through better alignment and improve team satisfaction.

# How Flexible Are You

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

The graph below shows your level of flexibility based on your questionnaire responses. A very effective leader will need to be highly flexible if he or she is to adapt to the various situations they find themselves working in. Different people need a different approach.

However, it is important to understand that being flexible by itself is not proof that you adapt to situations in the right way. If you have a low score - use the graph on page 3 to identify which of the leadership styles you tend to favour and consider what you can do to broaden your approach. If you have a high score - congratulations... now check through each question above and see how you could flex your style in some situations to adapt better to the scenario.

## Flexometer Your grading is Flexible



# Style

## Effectiveness

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017



Here is a summary of how you scored against each question. We scored you 10 marks if your response was a Highly effective response, an Effective answer would have scored you 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

If your overall score is in the green boxed area (between 90 and 150) then this is within the same range as most others that complete this survey. We hope that with what you may have learnt from doing this survey and with ongoing leadership development you would comfortably exceed 150. If you are there already well done, but set yourself another goal and push on with your leadership development.

The following pages will show you each question again and the response you chose and what we believe was a Highly effective response!



# Question 1 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

Your team has a new member. You need her to contribute to a report for a very important client. The new member is unfamiliar with the style and format specified by the client but she is eager to learn. Would you...



## Possible ways of leading in this scenario

## Question ranking

	<b>A</b> Tell her exactly what is required. Explain the required style and format. Introduce her to other team members. Check progress frequently during the week.	Highly effective	
	<b>B</b> Check if there is anything you can do to help. Introduce her to other team members. Discuss her ideas on how she will familiarise herself with the project. Check with her on progress during the week.	Less Effective	
	<b>C</b> State the required style and format and ask for her ideas. Introduce her to other team members. Check progress frequently during the week and help with any amendments.	Effective	
	<b>D</b> Welcome her into the team and introduce her to team members who could help her. Ask her to let you know if she has any problems.	Poor	

**You scored 10 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 2 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

Your department is cutting costs. You ask the most senior member of your team to lead a cost-cutting review and report back with their findings. Normally eager to help, you sense reluctance from him to carry out this task. Would you...

## Possible ways of leading in this scenario

## Question ranking



**A** Give him encouragement. Detail the steps required. Ask for his input and incorporate when possible, whilst following your template. Monitor progress regularly.

Less Effective

**B** Give him encouragement. Allow him the authority to manage the review his way. Be available to provide help and support. Ask for regular updates.

Effective

**C** Give him encouragement. Ask for his views and suggested approach. Explore options and encourage his creativity. Establish frequent milestones.

Highly effective





**D** Give him encouragement. Explain how you want him to conduct the review. Monitor progress regularly.

Poor

## You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 3 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

Due to a recent highly successful marketing campaign, your team is experiencing an increased workload. The team request changes to working schedules to accommodate this increase. Their ideas appear logical. The team is efficient and harmonious. Would you...

## Possible ways of leading in this senario

## Question ranking

**A** Explore the changes to working schedules with the team. Support their plan. Check on the team's progress

Effective

**B** Re-design the working schedules. Explain your design, invite feedback and incorporate their ideas if possible. Check that the new schedules are being implemented

Less Effective



**C** Let the team re-design schedules. Approve their plan and at a suitable point check how implementation is going.

Highly effective





**D** Re-design the working schedules. Explain your design and answer queries. Frequently monitor implementation

Poor

**You scored 2 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.



# Question 4 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You need to delegate a new project to a senior member of your team, he has good experience of the sector but does not appear committed to taking control on his own. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Listen to his concerns. Explain why you believe he is ready for this responsibility. Ask if he would like to discuss options. Give assurance that he will get the support and resources required. Monitor progress periodically.

Highly effective



**B** Listen to his concerns. Discuss the actions required. Ask for ideas and suggestions, incorporating them when possible whilst following your general outline. Monitor progress regularly.

Less Effective

**C** Listen to his concerns. Let him resolve any issues. Allow time to settle in to the new responsibility, don't look for quick results. Ask for regular updates.

Effective





**D** Listen to his concerns. Bolster confidence by giving clear direction on the action required. Set an action plan. Closely monitor progress.

Poor

## You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 5 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have been asked to select someone from your team to join a major project to review your departments service offering. You decide to select a high-performer who did well on a previous project. He is eager to join the project although unsure where to start due to a lack of information. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Explain why you believe they are right for this project. Ask what problems he foresees and explore alternative solutions. Provide frequent contact and support.

Less Effective

**B** Explain how he should approach the project and the actions required. Monitor closely.

Highly effective



**C** Ask him to draft a plan for your approval within a set deadline. Let him get started on the project and periodically offer support.

Poor





**D** Explain how the project should be approached and ask for ideas and suggestions. Adopt his ideas if possible, whilst still ensuring your general approach is followed. Monitor progress regularly.

Effective

## You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 6 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have been instructed to change working methods in your Department to increase efficiency. Department members are open to change but are limited by the specialist nature of their different roles in understanding what is required from a Department perspective. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Explain your efficiency plan to the Department. Invite feedback and ideas, incorporate them, if possible, while still implementing your plan. Monitor progress on a frequent basis.

Effective

**B** Explain your efficiency plan to the Department. Instigate plan and monitor results.

Highly effective



**C** Discuss improving efficiency with the Department team. Encourage their creativity and input, help them to explore alternative options. Monitor the implementation of their plan.



Less Effective

**D** Ask the team to formulate an efficiency plan. Address any concerns but keep responsibility for the task with the team. Monitor progress periodically.

Poor

**You scored 6 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 7 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

A junior staff member has been making regular mistakes in her work. You have heard that she finds the work "dull." Would you...

## Possible ways of leading in this senario

## Question ranking

**A** Inform her that she is regularly making mistakes. Discuss required steps and why it is important for her to follow them. Invite suggestions but ensure that your plan is followed. Monitor frequently.

Highly effective



**B** Inform her that she is regularly making mistakes. Ask her to create an action plan. Allow time to implement and then check progress.

Poor



**C** Inform her that she is regularly making mistakes. Ask her what she is going to do about it. Help her to create an action plan. Monitor periodically.



Less Effective

**D** Inform her she is regularly making mistakes. Demonstrate the standard required. Set an action plan. Closely monitor progress.

Effective

**You scored 10 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 8 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have asked a moderately-performing team member to research three potential new revenue streams. He feels that he will struggle to find the time to do the research. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Tell him when you want the research and explain what the research should consist of. Explain how to obtain the research and set daily progress reviews.

Effective

**B** Ask him to produce the research and convey its importance. Ask him to set the deadline. Furnish the required resources. Ask him to provide regular updates.

Poor



**C** Tell him when you want the research and discuss its importance. Explain the detail of what you want in the research. Advise how he should conduct the research. Listen to any concerns and adopt any of his suggestions, if feasible. Have weekly reviews.

Highly effective





**D** Ask him to produce the research and discuss its importance. Discuss any issues he may have and how he is going to deal with them. Ask him to set a deadline and periodically check progress.

Less Effective

## You scored 10 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 9 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have an issue with an established team member whose performance has deteriorated and who is now displaying a negative attitude. You need to crack the whip. You are also unsure if they are competent to complete a particularly important task. Would you...

## Possible ways of leading in this senario

## Question ranking

**A** Explain what he needs to do and the results you expect. Establish milestones. Frequently check that things are progressing as expected.

Effective

**B** Explain what he needs to do and the results you expect. Invite ideas and use them if viable. Ask for his thoughts about the task. Check to see that things are progressing as expected.

Highly effective



**C** Involve him in problem-solving the task. Offer your help and encourage him to come up with suitable ideas. Ask for his thoughts on the task. Periodically check on progress.



Less Effective

**D** Stress the importance of the task. Ask him to produce a plan and send you a copy. Ask him to let you know if he has any problems.

Poor

**You scored 10 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 10 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

After recent changes and departures, the performance of your team has dropped. Your line manager is demanding improvement. The team wants to improve but there is a lack of expertise and awareness. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Ask them to identify any training needs and produce a plan for improvement. Give any resources required. Be available to help and ask them to update you.

Poor

**B** Discuss your improvement plan. Ask for their input and suggestions and include if possible. Explain your reasoning. Frequently check on progress.

Effective

**C** Explain how you want them to approach the issue. Establish a timetable and explain what they need to learn. Closely follow progress of their plan.

Highly effective





**D** Help them produce an improvement plan. Encourage their creativity. Support their plan and check on progress periodically.

Less Effective

## You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 11 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

For the third time in the last three weeks an experienced member of your team has made mistakes and missed an important deadline. Previously, her work has been satisfactory. You decide to speak to her about the missed deadlines. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Tell her to improve quality and meet deadlines. Discuss errors in work. Ensure she knows the level of performance you require. Keep monitoring performance.

Poor

**B** Explain tactfully that you need her to meet deadlines. Keep monitoring performance.

Effective



**C** Discuss required standards of performance. Listen to her side of the story but ensure she know what is expected. Examine work errors and answer any questions she may have, utilise her suggestions if appropriate. Keep monitoring performance.

Less Effective



**D** Seek an explanation for the errors. Listen to any concerns and clarify the importance of required performance standards. Keep monitoring performance.

Highly effective



**You scored 2 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.



# Question 12 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have decided to reward a team member whose work has been excellent, by giving them a high-profile project. She is proud to accept and successfully lead a similar project. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Define how she should approach the project. List the various requirements. Closely monitor progress.

Poor

**B** State why you believe they are suitable for the project. Ask what problems she perceives and explore solutions. Provide frequent support through regular contact.

Effective



**C** Describe how the project should be approached, invite ideas and suggestions. Adopt her suggestions whenever possible, without straying too far from your original direction. Regularly check on progress.

Less Effective



**D** Allow her to manage the project. Ask her to provide updates as the project progresses.

Highly effective



## You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 13 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

One of your reports is struggling somewhat with a current project. You know they have the ability to do what is required to meet the impending deadline. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Inform him of your concern about meeting deadline. Explore alternative options and encourage them to provide solutions. Periodically check progress.

Highly effective



**B** Discuss with him your deadline concerns. Produce a plan for him to follow and invite feedback. Incorporate his ideas if possible but largely stick to your plan. Have regular progress checks.

Less Effective

**C** State the actions you want him to do. Explain why the deadline has to be met. Monitor progress closely.

Poor





**D** Inquire if there are any issues, but allow him to resolve them. Tactfully remind him of the importance of the deadline. Ask him to update you at an appropriate point.

Effective

**You scored 6 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 14 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have just taken over an under-performing team of five, their performance has been steadily deteriorating. It appears that they may not be fully competent. They have generally displayed a poor attitude since your arrival. You decide to call a team meeting. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Point out their performance gap. Ask them to provide a solution and a deadline. Check progress at some stage.

Poor

**B** Point out their performance gap. Give them an action plan. Offer constructive feedback on how they can improve performance. Monitor progress closely.

Effective



**C** Point out their performance gap. Give them an action plan and ask for feedback. Incorporate their ideas if possible, whilst largely sticking to your plan. Have regular progress checks.

Highly effective





**D** Point out their performance gap. Ask for reasons behind drop in standard, listen to any concerns. Help them to formulate their recovery plan. Check periodically on progress.

Less Effective

**You scored 10 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 15 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You are due to conduct an annual appraisal. The team member has performed well and is enthusiastic about the challenges ahead. The department's targets are not significantly different for next year. Would you...

## Possible ways of leading in this senario

## Question ranking

**A** Ask him to specify his key objectives and create an action plan. Inform him you will get back if you have any queries.

Highly effective



**B** Set key objectives and an action plan and ask him to come back with any questions.

Poor

**C** Set key objectives and an action plan. Get his reaction and invite suggestions. Modify the plan according to his suggestions whilst retaining the option of final decision if necessary.

Less Effective





**D** Ask him to send you his objectives and action plan. Discuss at review. Listen to his ideas and explore alternatives. Allow him to have final say on objectives and action plan.

Effective

## You scored 10 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 16 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You manage an excellent team. Recently, however, two major clients have been lost. Although this was not down to the team, their morale and performance has suffered. The situation was discussed at your recent annual review. At the team's next meeting, would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Discuss the client losses. Inform the team what you want them to do to improve performance. Monitor progress closely.

Poor

**B** Ask for their views on the client losses. Listen to their concerns and help them to form ideas for improving performance. Check progress periodically.

Highly effective



**C** Discuss the client losses. Explain the steps you want them to take to improve performance. Ask for suggestions and incorporate if possible. Stress the importance of improved performance. Regularly check progress.

Less Effective





**D** Discuss the client losses without putting any pressure on. Ask them to support each other and set a deadline for improved performance. Monitor progress.

Effective

## You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 17 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have just returned from a long period of absence due to ill health. The team that you have led for the last 12 months has performed admirably in your absence. All project team members are focused and motivated and enjoy working together. You are not certain what part you have to play. Would you...

## Possible ways of leading in this senario

## Question ranking

**A** Thank the team for their efforts. Allow them to continue working in the manner established during your absence.

Highly effective



**B** Thank the team for their efforts. Set the agenda for the next meeting. Re-establish your approach.

Poor



**C** Thank the team for their efforts. Invite ideas and suggestions. Work hard to engage and motivate team members.



Effective

**D** Thank the team for their efforts. Set the agenda for the next meeting but invite the team's ideas and suggestions.

Less Effective

## You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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# Question 18 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

Your team has had a great year, they are experienced and work well together. They are enthusiastic about repeating recent triumphs. You are about to discuss with them strategy and targets for the next year. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Praise them for last year. Get the team engaged in problem-solving and setting goals. Encourage creativity and work with them to explore alternative options.

Effective

**B** Praise them for last year. Set challenging goals for next year. Outline what is required to get results.

Poor



**C** Praise them for last year. Ask the team to set objectives and an action plan. Be available to support if required.

Highly effective





**D** Praise them for last year. Set goals for next year and actions required. Invite input from the team and incorporate if possible.

Less Effective

## You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 19 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have just added a new team member who has an important role to play. Although somewhat inexperienced, he is keen and is confident of fulfilling the role. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Allow him the time to understand what is required. Let him know the importance of the role. Ask him to let you know if he needs help. Monitor performance.

Poor



**B** Define expected results and deadline. Explain the steps required for desired outcome. Demonstrate how to do the job. Monitor progress closely.

Highly effective



**C** Discuss outcomes and deadlines. Explain the steps required for the desired outcome. Explain the importance of these steps and invite ideas. Incorporate his ideas if possible but continue to follow your plan. Regularly check progress.



Effective

**D** Ask him how he plans to do the job. Help to explore potential problems and encourage him to provide solutions. Allow him to carry out his plan. Be around to discuss issues and check progress periodically.

Less Effective

**You scored 2 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.



# Question 20 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

Your department has recently undergone a re-shuffle and you have now been given responsibility for an additional team which will combine with yours. You have detected a drop in their performance since they 'joined' your team. They appear unable and worse, unwilling, to adopt your working methods. At your next team meeting would you:

## Possible ways of leading in this scenario

## Question ranking



**A** Discuss the drop in performance. Ask for solutions and listen to any concerns. Show your support for their ideas. Recognise their past record but periodically check progress.

Less Effective

**B** Set out your corrective plan. Explore options and incorporate ideas when possible, allowing modification whilst ensuring implementation of your overall plan. Monitor progress frequently.

Highly effective



**C** Ask them to analyse their performance and create a draft action plan for your approval. Set a deadline and monitor performance.



Poor

**D** Explain the necessary corrective action required. Detail responsibilities and expected outcomes. Regularly monitor progress.

Effective

## You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 21 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have just secured a large contract with a new client. You decide to give most of the day-to-day responsibility for the client to a newly promoted colleague, who has recently joined your team and who has a reputation for doing a good job in a different area of the business and not with this kind of client. How would you instruct them?

## Possible ways of leading in this scenario

## Question ranking

**A** Let them know that you are available if support is required. Allow them to get on with the job and keep you informed.

Poor

**B** Explain exactly what this client requires and outline necessary steps. Frequently monitor progress.

Highly effective



**C** Encourage ideas and suggestions. Ask them to create an action plan for your approval. Offer help if required. Monitor periodically.



Less Effective

**D** Explain exactly what this client requires and outline necessary steps. Ask for input and ideas, incorporate if possible whilst following your outline. Monitor regularly.

Effective

## You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 22 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You have just discovered a performance issue with one member of your team that has been going on for almost a year. The person responsible for supervising this individual is a peak performer who is being fast tracked for promotion due to their great track record. They tell you they have been hesitant in dealing with the issue. Would you...

### Possible ways of leading in this senario

### Question ranking

**A** Listen to concerns. Give encouragement and ask for ideas. Decide and implement action plan, incorporating ideas if possible. Monitor regularly.

Less Effective

**B** Decide and implement action plan. Monitor and provide feedback frequently.

Poor

**C** Allow them to create and implement an action plan for the individual. Ask to be kept informed.

Effective





**D** Ask for ideas and suggestions. Listen to concerns. Ask them to create an action plan. Offer support. Agree regular updates.

Highly effective



## You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 23 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

You're about to leave for an overseas project for three months, your tasks will be handled by an experienced colleague. He's very familiar with your responsibilities, and he's excited to do the job. Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Explain exactly what is required and outline required actions. Monitor frequently.

Poor

**B** Listen to any concerns. Outline actions required and ask for input, incorporate ideas, if possible, in your plan. Encourage and praise. Set regular updates.

Less Effective



**C** Discuss options and encourage ideas and suggestions. Listen to concerns. Ask how you can help. Monitor periodically.

Effective



**D** Allow them to create a plan and deadlines. Provide support if required.

Highly effective



**You scored 2 in this scenario**

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Question 24 of 24

**Name:** Christopher von strandmann  
**Date Survey Completed:** 7 January 2017

A normally reliable, less experienced, member of your team has missed an important deadline for the first time recently. Another important project they are currently working on is falling behind schedule as well. You are aware that they have recently been made an offer by another organisation and you wonder whether this is a factor. How would you manage this individual? Would you...

## Possible ways of leading in this scenario

## Question ranking

**A** Explain the importance of meeting deadlines. State next steps and actions. Monitor frequently.

Effective



**B** Outline an action plan. Encourage ideas and suggestions, incorporate if possible, whilst continuing to follow the outline. Listen to any concerns. Set regular check points.

Highly effective



**C** Discuss missed deadlines, encourage them to problem-solve and set necessary actions. Ask how you can help. Monitor progress periodically.



Less Effective

**D** Discuss missed deadlines. Listen to concerns. Let them implement their action plan. Ask to be kept informed at suitable intervals.

Poor

## You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

# Summary

## Leadership Styles Survey

Based on the responses you gave to each of the 24 scenarios, we scored you 10 marks if your response was a Highly effective response, 6 if it was Effective, 2 for an Less Effective approach and a Poor answer scores 2.

On the previous pages you will see your range of scores for each question and where your approach could be improved e.g. where you have scored less than 10. If you were a consistently strong leader you would have scored 240, but we have yet to meet anyone scoring that highly. The typical scores are usually between 90 and 150, so if your overall score is in this range you are within the 'norm group'. But we want you to be a highly effective leader, so we want you to score above 150! If you are already there, well done - but explore how you can adapt your style even further.

How do I improve my leadership style? Review all the questions and the 4 possible responses. See where we have graded each answer, particularly where it differs to your response and see what makes an alternative approach more effective. Look at the question which contains a clue. For example, a team (or member) lacking required skills requires an instructing approach (they need telling and training). Our colour scheme may help you remember 'here I need an instructing approach or I need to be more Purple on this occasion!'



**Good luck and remember a flexible leadership style will help your colleagues to do a better job through better alignment and improve team satisfaction.**