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## Scoring Section

After completing the Questionnaire, transfer your answers to the spaces below:

### People

#### Question

1. \_\_\_\_\_

4. \_\_\_\_\_

6. \_\_\_\_\_

9. \_\_\_\_\_

10. \_\_\_\_\_

12. \_\_\_\_\_

14. \_\_\_\_\_

16. \_\_\_\_\_

17. \_\_\_\_\_

**TOTAL** \_\_\_\_\_

**X 0.2 =** \_\_\_\_\_

(Multiply the Total by 0.2 to get  
your final score)

### Task

#### Question

2. \_\_\_\_\_

3. \_\_\_\_\_

5. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

11. \_\_\_\_\_

13. \_\_\_\_\_

15. \_\_\_\_\_

18. \_\_\_\_\_

**TOTAL** \_\_\_\_\_

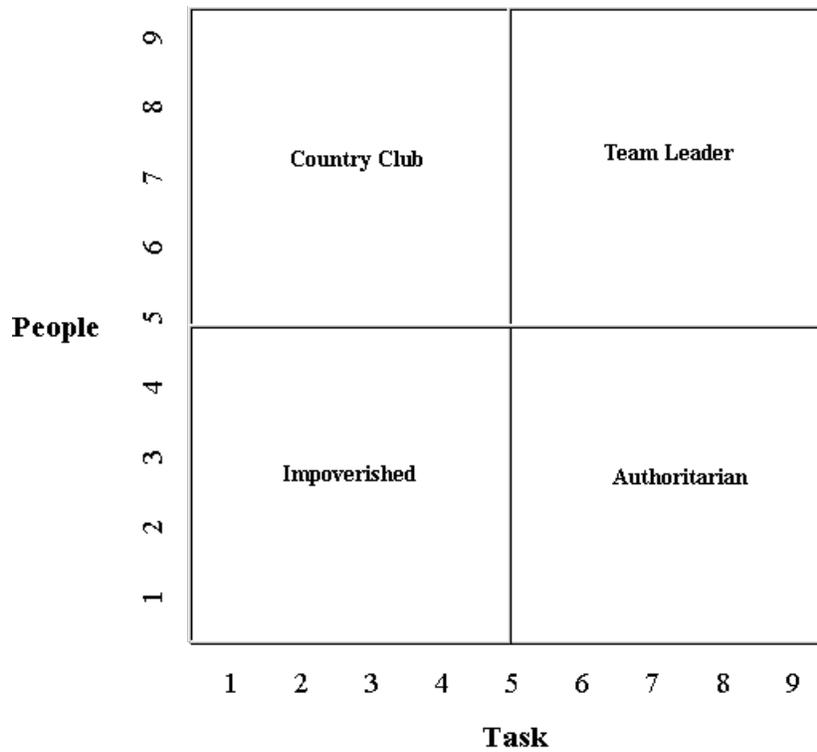
**X 0.2** \_\_\_\_\_

(Multiply the Total by 0.2 to get  
your final score)

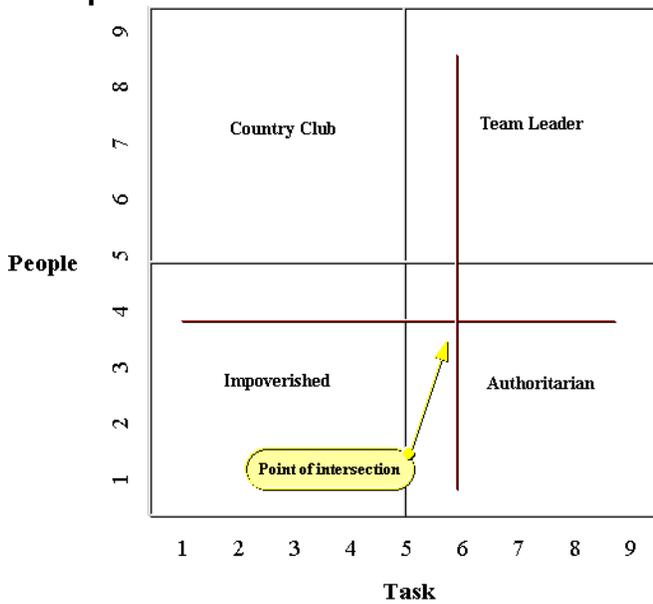
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## Matrix Section

Plot your final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate out of.



**Example**



The above sample shows score of 4 in the **people** section and a score of 6 in the **task** section. The quad where the two lines intersect is the leadership style, in this case -- **Authoritarian** section.

## The Results

This chart will give you an idea of your leadership style. But, like any other instrument that attempts to profile a person, you have to take in other factors, such as, how **your** peers and employees rate you as a leader, do you get your job done, do you take care of your employees, are you helping to "grow" your organization, etc.

You should review the statements in the survey and reflect on the low scores by asking yourself, "**If I scored higher in that area, would I be a more effective leader?**" And if the answer is yes, then it should become a **personal action item**.

### **Authoritarian Leader** (high task, low relationship)

People who get this rating are very much task oriented and are hard on their workers (autocratic). There is little or no allowance for cooperation or collaboration. Heavily task oriented people display these characteristics: they are very strong on schedules; they expect people to do what they are told without question or debate; when something goes wrong they tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it; they are intolerant of what they see as dissent (it may just be someone's creativity), so it is difficult for their subordinates to contribute or develop.

### **Team Leader** (high task, high relationship)

This type of person leads by positive example and endeavors to foster a team environment in which all team members can reach their highest potential, both as team members and as people. They encourage the team to reach team goals as effectively as possible, while also working tirelessly to strengthen the bonds among the various members. They normally form and lead some of the most productive teams.

### **Country Club Leader** (low task, high relationship)

This person uses predominantly reward power to maintain discipline and to encourage the team to accomplish its goals. Conversely, they are almost incapable of employing the more punitive coercive and legitimate powers. This inability results from fear that using such powers could jeopardize relationships with the other team members.

### **Impoverished Leader** (low task, low relationship)

A leader who uses a "delegate and disappear" management style. Since they are not committed to either task accomplishment or maintenance; they essentially allow their team to do whatever it wishes and prefer to detach themselves from the team process by allowing the team to suffer from a series of power struggles.

The most desirable place for a leader to be along the two axis at most times would be a 9 on task and a 9 on people -- the Team Leader. However, do not entirely dismiss the other three. Certain situations might call for one of the other three to be used at times. For example, by playing the Impoverished Leader, you allow your team to gain self-reliance. Be an Authoritarian Leader to instill a sense of discipline in an unmotivated worker. By carefully studying the situation and the forces affecting it, you will know at what points along the axis you need to be in order to achieve the desired result.