



JUDGEMENT INDEX

MAKING THE RIGHT DECISION
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Leadership and Management

A Communication Styles Questionnaire

THE NEW LEADERS

Daniel Goleman's international bestseller Emotional Intelligence (1995) forever changed our concept of 'being smart', proving that emotional intelligence – how we handle ourselves and our relationships – matters more than IQ or technical competence.

Drawing from decades of analysis within world class organisations, this research has recently been extended (Goleman, Boyatzis & McKee, 2002) to unveil scientific evidence that links organisational success or failure to the concept of 'primal leadership' to argue that a leader's emotions are contagious – and must resonate energy and enthusiasm for an organisation to survive and thrive.

This highly practical theory suggests that 'resonant' leaders excel not just through industry savvy but also by leveraging EQ competencies such as empathy and self awareness. They also interchange among six leadership styles – from visionary to coaching to commanding – as the situation demands.

Identifying the psychological processes through which EQ leadership can be learned, it provides a powerful framework and cutting edge insights into how leaders might develop their capability to maximise organisational performance.

ASSESSING YOUR LEADERSHIP STYLE

This questionnaire is based on the work of George Litwin and Richard Stringer, psychologists from Harvard University. But it considers the same six distinct styles of leadership as Daniel Goleman.

SCORING

Read the following statements and against each statement allocate a score:

This is always true of me	5 points
This is often true of me	3 points
This is true of me 50% of the time	2 points
This is largely untrue of me	1 point
This is totally untrue of me	0 points

- | | | |
|-----|--|--|
| 1. | My team trust me implicitly | |
| 2. | I spend a lot of my time getting buy-in to ideas from my team members | |
| 3. | I expect people to do as they are told, without questioning my motives | |
| 4. | I am more interested in setting long term goals than in being involved in detailed day to day work | |
| 5. | I delegate challenging assignments, even if they will not be accomplished quickly | |
| 6. | I would prefer that team members be happy in their work than spend my time correcting each fault | |
| 7. | I exemplify all the standards that I expect from my team | |
| 8. | I believe in investing time in people | |
| 9. | I translate the organisation's strategy into terms that the team can understand | |
| 10. | People who do not do what their leaders tell them deserve to be reprimanded immediately | |
| 11. | I work hard to create a strong sense of belonging for all the team | |
| 12. | I think that we can all get a good deal of insight into an issue if we discuss it as a team | |
| 13. | Work should be very task-focused | |
| 14. | I spend time helping staff to identify their own strengths and areas for development | |

- 29. I give my team members regular feedback on their performance
- 30. I set out where I want the team to get to, and expect them to use their initiative in getting there
- 31. I believe that we can always find ways to do things better and faster
- 32. I make agreements with my team about their roles and responsibilities and enact development plans
- 33. I give the team freedom to achieve our goals
- 34. I believe in letting the team have a say in the way the team is managed
- 35. I have great self-control and expect to use my initiative alone in managing others
- 36. I think that team members should have a say in setting goals and objectives

ANALYSIS

Transfer your scores from the statements above to the appropriate statement numbers in the grid below to determine your leadership styles.

	Commanding	Pacesetting	Democratic	Coaching	Affiliative	Visionary
	3.	7.	2.	5.	1.	4.
10.		13.	12.	8.	6.	9.
15.		18.	21.	14.	11.	16.
22.		24.	23.	20.	19.	17.
26.		25.	34.	28.	29.	27.
35.		31.	36.	32.	33.	30.
Totals						