**Situational Leadership Questionnaire**

# Name: ……………………………………………

This questionnaire consists of twelve work situations. For each situation there are four leadership styles described. Circle the letter of the style which you feel is most appropriate to the situation. Circle only one choice for each answer.

1. **A new technique is being introduced into the Department which you are knowledgeable about, but the member of your team who is to apply it, is not. The person is a very capable performer who, normally, you largely leave alone to manage their own job. With the introduction of the new technique.**

You would;

1. Give explicit briefing for the new technique and manage its application closely, initially, while leaving them to manage the rest of their job as before
2. Encourage them to learn the technique for themselves, with you providing advice when things go wrong
3. Give clear briefing, but seek to involve their views on how the new technique can be modified and improved
4. Demonstrate your trust in them by letting them take responsibility for applying the new technique
5. **The performance of a new starter is improving well. Up to now you have been concentrating on giving explicit briefing for each task and setting standards.**

You would;

1. Start to involve the new starter by drawing out their suggestions about how to complete the tasks
2. Leave them alone to get on with things &focus all your attention on another new starter
3. Provide them with advice only, expecting them to ask for it when they need it
4. Maintain the approach of setting all tasks very precisely & the way they are to be done
5. **One of your teams is having difficulty in solving a particular problem. Normally their performance is good, as is your relationship with them and generally, you have felt able to let them get on with things by themselves.**

You would;

1. Lead a group problem solving exercise, involving their opinions & judgments, but also deciding the outcome
2. Leave the group entirely alone to work the problem out
3. Act quickly & decisively to correct & solve the problem yourself, then redirect the group
4. Encourage the group to find a quality answer, facilitating their efforts & providing advice
5. **You are considering a major change in work organisation in your Department, which your team can see is needed. The team has always previously produced what is required.**

You would;

1. Allow the team much involvement in deciding the direction of the changes and their implementation
2. Decide and announce the changes, and then implement them with close direction
3. Allow the team to agree the changes required and for them to implement them
4. Incorporate valid recommendations from the team, but decide the changes and manage the implementation yourself
5. **The performance of one of your team has been falling, over recent weeks. They are not meeting deadlines; the quality of work is poor and generally little is achieved. Previously they performed moderately well.**

You would;

1. Try to encourage them to take more responsibility for their work by allowing them complete discretion in managing it them self
2. Incorporate their suggestions about how the work is done, but ensure that both quality and deadlines are met
3. Give explicit direction on how to perform the tasks and standards required, and monitor performance closely
4. Provide advice, but act to support and consolidate their own judgments
5. **You have moved to a new Department as the manager. The previous manager had built up a high level of efficiency through tightly controlling the situation. You want to increase the team’s performance still higher.**

You would;

1. Immediately involve the team in deciding how to do the work, supporting their judgment, and managing everyone in the same way
2. Continue to tightly control the situation, for the time being, to ensure that performance levels are maintained
3. Let the team simply get on with things, on the basis that they performed successfully in the past
4. Start involving team members in decision making, while ensuring that standards of performance are met

1. **One of your team is eager to take on a new project. They have always responded well to such challenges in the past and learn rapidly. They have had, however, relatively little experience in the type of work concerned.**

You would;

1. Tell them exactly what has to be done to complete the new project and supervise them closely
2. Encourage them to use their own judgment, but support them by providing advice when needed during some review meetings
3. Explain to them what they must do, but also seek their views on possible ways of going about the work
4. Let them determine the best way to go about the project and report back to you once it is completed
5. **The performance of your team, and the relationships between you and them, are good. However, you are starting to feel a little left out of things and miss the direct involvement.**

You would;

1. Leave things as they are
2. Discuss the situation with the team and then initiate changes in ways of operating
3. Take steps to ensure that you re-secure your direct involvement in all decisions
4. Take the opportunity to provide more advice to team members
5. **You have just taken on a new staff member who, although you feel has the potential to do the job well, lacks confidence and experience.**

You would;

1. See how they cope when left alone to decide what to do and how to do it
2. Let them know what you want them to do, but seek their opinions and judgments additionally
3. Brief them on exactly what to do and what is expected, and supervise closely, initially, giving regular feedback
4. Encourage them to use their best judgments and to do the best they can

1. **Previously one of your team members has not been a good performer. Their approach was careless and sloppy, and they only met deadlines when constantly reminded by you. Recently, however, their work has improved considerably, and they have even made some helpful suggestions.**

You would;

1. Support their suggestions and judgments, providing advice when needed, and allow them to manage the job with a large degree of discretion
2. Continue to closely supervise their efforts and to direct them clearly
3. Let them take responsibility for their own work and standards of performance
4. Continue to direct and monitor their work, but also actively seek their opinions and ideas, and incorporate these whenever reasonable
5. **A highly effective and experienced performer in your team has expressed doubts to you about their ability to solve a particular work problem. Usually they are highly adept at solving such problems for themselves.**

You would;

1. Work out the solution yourself and brief them on how to implement it
2. Discuss the problem with them and support their efforts to find their own solution
3. Determine to answer the problem yourself, but work with them in problem solving
4. Continue to allow them to work at the problem independently until it is solved
5. **Your team has asked you to consider a change in their work rota, to meet both their needs and the Department’s. No extra costs are involved. Your team are very competent and work well as a group.**

You would;

1. Seek the team’s ideas, incorporate appropriate ones, but design and implement the new rota yourself
2. Allow the team to design and implement the new rota on its own
3. Design the new rota yourself and direct its implementation
4. Encourage the team to produce ideas itself, and keep supporting them until they reach a good outcome, providing advice where necessary

# Situational leadership style questionnaire - analysis

**Directions for scoring:**

Circle the letter that you have chosen for each situation on the same line, under Style Flexibility and Style Effectiveness, and total the number of circles for each sub-column. Then, with the Style Effectiveness section, multiply the total score for each sub-column by the factor shown, and total the overall score in the box provided.

|  | **Style Flexibility** | | | | **Style Effectiveness** | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Situations** | **S1**  **Direct** | **S2**  **Coach** | **S3**  **Support** | **S4**  **Delegate** | **a)** | **b)** | **c)** | **d)** |
| **1** | A | C | B | D | D | B | C | A |
| **2** | D | A | C | B | B | D | C | A |
| **3** | C | A | D | B | C | B | A | D |
| **4** | B | D | A | C | B | D | A | C |
| **5** | C | B | D | A | A | D | B | C |
| **6** | B | D | A | C | C | A | B | D |
| **7** | A | C | B | D | A | C | D | B |
| **8** | C | B | D | A | C | B | D | A |
| **9** | C | B | D | A | A | D | B | C |
| **10** | B | D | A | C | B | C | A | D |
| **11** | A | C | B | D | A | C | D | B |
| **12** | C | A | D | B | C | A | D | B |
| **Sub Columns** | **S1** | **S2** | **S3** | **S4** | **a)** | **b)** | **c)** | **d)** |
| **Totals** |  |  |  |  |  |  |  |  |
|  |  |  |  |  | MULTIPLY BY | | | |
|  |  |  |  |  | **-2** | **-1** | **1** | **2** |
|  |  |  |  | Totals |  |  |  |  |