Form S-4

Your name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

LEADERSHIP ORIENTATIONS (SELF)[[1]](#footnote-1)

This questionnaire asks you to describe your leadership and management style.

I. **Behaviors**

You are asked to indicate *how often* each of the items below is true of you.

Please use the following scale in answering each item.

1 2 3 4 5

Never Sometimes Always

Occasionally Often

So, you would answer '1' for an item that is never true of you, '2' for one that is occasionally true, '3' for one that is sometimes true of you, and so on.

**Be discriminating!** Your results will be more helpful if you think about each item and distinguish the things that you really do all the time from the things that you do seldom or never.

1. \_\_\_\_\_ *Think very clearly and logically.*

2. \_\_\_\_\_ *Show high levels of support and concern for others.*

3. \_\_\_\_\_ *Have exceptional ability to mobilize people and resources to get things done.*

4. \_\_\_\_\_ *Inspire others to do their best.*

5. \_\_\_\_\_ *Strongly emphasize careful planning and clear time lines.*

6. \_\_\_\_\_ *Build trust through open and collaborative relationships.*

7. \_\_\_\_\_ *Am a very skillful and shrewd negotiator.*

8. \_\_\_\_\_ *Am highly charismatic.*

9. \_\_\_\_\_ *Approach problems through logical analysis and careful* *thinking*.

10. \_\_\_\_\_ *Show high sensitivity and concern for others' needs and feelings.*

11. \_\_\_\_\_ *Am unusually persuasive and influential.*

12. \_\_\_\_\_ *Am able to be an inspiration to others.*

13. \_\_\_\_\_ *Develop and implement clear, logical policies and procedures.*

14. \_\_\_\_\_ *Foster high levels of participation and involvement in decisions.*

15. \_\_\_\_\_ *Anticipate and deal adroitly with organizational conflict.*

16. \_\_\_\_\_ *Am highly imaginative and creative.*

17. \_\_\_\_\_ *Approach problems with facts and logic.*

18. \_\_\_\_\_ *Am consistently helpful and responsive to others.*

19. \_\_\_\_\_ *Am very effective in getting support from people with influence and power.*

20. \_\_\_\_\_ *Communicate a strong and challenging sense of vision and mission.*

21. \_\_\_\_\_ *Set specific, measurable goals and hold people accountable for results.*

22. \_\_\_\_\_ *Listen well and am unusually receptive to other people's ideas and input.*

23. \_\_\_\_\_ *Am politically very sensitive and skillful.*

24. \_\_\_\_\_ *See beyond current realities to generate exciting new opportunities.*

25. \_\_\_\_\_ *Have extraordinary attention to detail.*

26. \_\_\_\_\_ *Give personal recognition for work well done.*

27. \_\_\_\_\_ *Develop alliances to build a strong base of support.*

28. \_\_\_\_\_ *Generate loyalty and enthusiasm.*

29. \_\_\_\_\_ *Strongly believe in clear structure and a chain of command.*

30. \_\_\_\_\_ *Am a highly participative manager.*

31. \_\_\_\_\_ *Succeed in the face of conflict and opposition.*

32. \_\_\_\_\_ *Serve as an influential model of organizational aspirations and values.*

II. **Leadership Style**

This section asks you to describe your leadership style. For each item, give the number "4" to the phrase that best describes you, "3" to the item that is next best, and on down to "1" for the item that is least like you.

1. My strongest skills are:

\_\_\_\_\_ a. *Analytic skills*

\_\_\_\_\_ b. *Interpersonal skills*

\_\_\_\_\_ c. *Political skills*

\_\_\_\_\_ d. *Ability to excite and motivate*

2. The best way to describe me is:

\_\_\_\_\_ a. *Technical expert*

\_\_\_\_\_ b. *Good listener*

\_\_\_\_\_ c. *Skilled negotiator*

\_\_\_\_\_ d. *Inspirational leader*

3. What has helped me the most to be successful is my ability to:

\_\_\_\_\_ a. *Make good decisions*

\_\_\_\_\_ b. *Coach and develop people*

\_\_\_\_\_ c. *Build strong alliances and a power base*

\_\_\_\_\_ d. *Energize and inspire others*

4. What people are most likely to notice about me is my:

\_\_\_\_\_ a. *Attention to detail*

\_\_\_\_\_ b. *Concern for people*

\_\_\_\_\_ c. *Ability to succeed, in the face of conflict and* *opposition*

\_\_\_\_\_ d. *Charisma.*

5. My most important leadership trait is:

\_\_\_\_\_ a. *Clear, logical thinking*

\_\_\_\_\_ b. *Caring and support for others*

\_\_\_\_\_ c. *Toughness and aggressiveness*

\_\_\_\_\_ d. *Imagination and creativity*

6. I am best described as:

\_\_\_\_\_ a. *An analyst*

\_\_\_\_\_ b. *A humanist*

\_\_\_\_\_ c. *A politician*

\_\_\_\_\_ d. *A visionary*

III. **Overall rating**

Compared to other individuals that you have known with comparable levels of experience and responsibility, how would you rate yourself on:

1. Overall effectiveness as a **manager**.

1 2 3 4 5

Bottom 20% Middle 20% Top 20%

2. Overall effectiveness as a **leader**.

1 2 3 4 5

Bottom 20% Middle 20% Top 20%

IV. **Background Information**

1. Are you: \_\_\_\_Male \_\_\_\_Female

2. How many years have you been in your current job? \_\_\_\_\_

3. How many total years of experience do you have as a manager? \_\_\_\_\_

Form O-4

Name of person described:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Group code (if any): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

LEADERSHIP ORIENTATIONS (OTHER)[[2]](#footnote-2)

This questionnaire asks you to describe the person that you are rating in terms of leadership and management style.

I. **Leader Behaviors**

You are asked to indicate *how often* each item is true of the person that you are rating.

Please use the following scale in answering each item.

1 2 3 4 5

Never Sometimes Always

Occasionally Often

So, you would answer '1' for an item that is never true of the person you are describing, '2' for one that is occasionally true, '3' for one that is sometimes true, and so on.

**Be discriminating!** The results will be more helpful to the ratee if you think about each item and distinguish the things that the ratee really does all the time from the things that s/he does seldom or never.

1. \_\_\_\_\_ *Thinks very clearly and logically.*

2. \_\_\_\_\_ *Shows high levels of support and concern for others.*

3. \_\_\_\_\_ *Shows exceptional ability to mobilize people and resources to get things done.*

4. \_\_\_\_\_ *Inspires others to do their best.*

5. \_\_\_\_\_ *Strongly emphasizes careful planning and clear time lines.*

6. \_\_\_\_\_ *Builds trust through open and collaborative relationships.*

7. \_\_\_\_\_ *Is a very skillful and shrewd negotiator.*

8. \_\_\_\_\_ *Is highly charismatic.*

9. \_\_\_\_\_ *Approaches problems through logical analysis and careful* *thinking*.

10. \_\_\_\_\_ *Shows high sensitivity and concern for others' needs and feelings.*

11. \_\_\_\_\_ *Is unusually persuasive and influential.*

12. \_\_\_\_\_ *Is an inspiration to others.*

13. \_\_\_\_\_ *Develops and implements clear, logical policies and procedures.*

14. \_\_\_\_\_ *Fosters high levels of participation and involvement in decisions.*

15. \_\_\_\_\_ *Anticipates and deals adroitly with organizational conflict.*

16. \_\_\_\_\_ *Is highly imaginative and creative.*

17. \_\_\_\_\_ *Approaches problems with facts and logic.*

18. \_\_\_\_\_ *Is consistently helpful and responsive to others.*

19. \_\_\_\_\_ *Is very effective in getting support from people with influence and power.*

20. \_\_\_\_\_ *Communicates a strong and challenging vision and sense of mission.*

21. \_\_\_\_\_ *Sets specific, measurable goals and holds people accountable for results.*

22. \_\_\_\_\_ *Listens well and is unusually receptive to other people's ideas and input.*

23. \_\_\_\_\_ *Is politically very sensitive and skillful.*

24. \_\_\_\_\_ *Sees beyond current realities to create exciting new opportunities.*

25. \_\_\_\_\_ *Has extraordinary attention to detail.*

26. \_\_\_\_\_ *Gives personal recognition for work well done.*

27. \_\_\_\_\_ *Develops alliances to build a strong base of support.*

28. \_\_\_\_\_ *Generates loyalty and enthusiasm.*

29. \_\_\_\_\_ *Strongly believes in clear structure and a chain of command.*

30. \_\_\_\_\_ *Is a highly participative manager.*

31. \_\_\_\_\_ *Succeeds in the face of conflict and opposition.*

32. \_\_\_\_\_ *Serves as an influential model of organizational aspirations and values.*

I. **Leadership Style**

This section asks you to describe the leadership style of the person that you are rating. For each item, give the number "4" to the phrase that best describes this person, "3" to the item that is next best, and on down to "1" for the item that is least like this person.

1. The individual's strongest skills are:

\_\_\_\_\_ a. *Analytic skills*

\_\_\_\_\_ b. *Interpersonal skills*

\_\_\_\_\_ c. *Political skills*

\_\_\_\_\_ d. *Ability to excite and motivate*

2. The best way to describe this person is:

\_\_\_\_\_ a. *Technical expert*

\_\_\_\_\_ b. *Good listener*

\_\_\_\_\_ c. *Skilled negotiator*

\_\_\_\_\_ d. *Inspirational leader*

3. What this individual does best is:

\_\_\_\_\_ a. *Make good decisions*

\_\_\_\_\_ b. *Coach and develop people*

\_\_\_\_\_ c. *Build strong alliances and a power base*

\_\_\_\_\_ d. *Energize and inspire others*

4. What people are most likely to notice about this person is:

\_\_\_\_\_ a. *Attention to detail*

\_\_\_\_\_ b. *Concern for people*

\_\_\_\_\_ c. *Ability to succeed, in the face of conflict and* *opposition*

\_\_\_\_\_ d. *Charisma.*

5. This individual's most important leadership trait is:

\_\_\_\_\_ a. *Clear, logical thinking*

\_\_\_\_\_ b. *Caring and support for others*

\_\_\_\_\_ c. *Toughness and aggressiveness*

\_\_\_\_\_ d. *Imagination and creativity*

6. This person is best described as:

\_\_\_\_\_ a. *An analyst*

\_\_\_\_\_ b. *A humanist*

\_\_\_\_\_ c. *A politician*

\_\_\_\_\_ d. *A visionary*

III. **Overall rating**

Compared to other individuals that you have known with comparable levels of experience and responsibility, how would you rate this person on:

1. Overall effectiveness as a **manager**.

1 2 3 4 5

Bottom 20% Middle 20% Top 20%

2. Overall effectiveness as a **leader**.

1 2 3 4 5

Bottom 20% Middle 20% Top 20%

IV. **Background Information**

The following information will not be provided to the ratee, but will contribute to our efforts to understand how perceptions of leadership styles are influenced by the relationship between rater and ratee.

1. Are you: \_\_\_\_Male \_\_\_\_Female

2. Which of the following best describes your work relationship with the ratee:

\_\_\_\_\_ The ratee is at a higher level in the organization than I am.

\_\_\_\_\_ The ratee and I are at about the same organizational level.

\_\_\_\_\_ I am at a higher level in the organization than the ratee.

\_\_\_\_\_ I am a client or customer of the ratee's organization.

\_\_\_\_\_ Other. Please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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2. 8 1990, Lee G. Bolman and Terrence E. Deal [↑](#footnote-ref-2)