
LEADER-MANAGER ASSESSMENT QUESTIONNAIRE: SELF

Your Name: _____

The LEADER-MANAGER ASSESSMENT QUESTIONNAIRE: SELF is designed to collect data on your behaviours as a leader/manager. Others may be completing a similar questionnaire with you in mind. You will be provided feedback in the classroom.

Instructions:

On the next two pages you will find thirty statements beginning with the word "I". Please read each statement carefully then make an assessment of the degree to which you exhibit this behaviour compared to others who you know. Record your response by circling one of the five numbers in the "scoring" column. Definitions for each of the five responses are provided at the top of the pages.

LEADER-MANAGER ASSESSMENT QUESTIONNAIRE: SELF

To what extent do you exhibit the actions listed in the items below. Use the five point scale that follows:

1: Hardly ever 2. Occasionally 3. Sometimes 4. Quite often 5. Very often

<i>Items</i>	<i>Scoring</i>
1. I work hard to preserve, defend and maintain the way we do things around here against those who would disrupt or ignore them.	1 2 3 4 5
2.. I plan, budget and schedule our work well in advance.	1 2 3 4 5
3. I ensure that each job in my area clearly fits with our overall goals.	1 2 3 4 5
4. I provide clear directions to staff on what to do and how to do it.	1 2 3 4 5
5. I monitor performance closely and provide regular feedback to keep everyone on track.	1 2 3 4 5
6. I openly challenge old and outdated ways of doing things at work.	1 2 3 4 5
7. I make my values, beliefs and leadership philosophy clear to all.	1 2 3 4 5
8. I meet with people outside of our area and enlist their input into new directions that could affect them and their work.	1 2 3 4 5
9. I make sure that staff have the knowledge, skills, tools and resources they need to reach our long term goals.	1 2 3 4 5
10. I trust others to do what is needed to reach our overall goals.	1 2 3 4 5
11. I analyse situations carefully to minimize or eliminate the risk of failure.	1 2 3 4 5
12. I focus on short term priorities (weekly, monthly and quarterly).	1 2 3 4 5
13. I organize tasks and people into specialized jobs in order to get the work done efficiently.	1 2 3 4 5
14. I ensure that each staff person knows our performance standards and how their performance will be measured.	1 2 3 4 5

1: Hardly ever 2. Occasionally 3. Sometimes 4. Quite often 5. Very often

<i>Items</i>	<i>Scoring</i>				
15. I ensure that we focus on our top priorities and avoid wasting energy on activities outside of our plan.	1	2	3	4	5
16. I like to have many options from which to choose before I make a decision.	1	2	3	4	5
17. I have a clear and compelling vision for my part of the organization for the next several years.	1	2	3	4	5
18. I make use of informal relationships and go around the formal hierarchy in order to get some things done.	1	2	3	4	5
19. I give people as much freedom as they are prepared to take.	1	2	3	4	5
20. I go out of my way to acknowledge and celebrate the achievements of others.	1	2	3	4	5
21. I make sound, objective decisions based on the facts.	1	2	3	4	5
22. I set clear, specific, measurable goals and help others do the same.	1	2	3	4	5
23. I support and follow the formal organizational structure and am careful to work through the proper channels.	1	2	3	4	5
24. I supervise staff closely to ensure individuals learn and follow established operating procedures.	1	2	3	4	5
25. I work hard to prevent mistakes. If they do occur, I make sure we quickly get back on track.	1	2	3	4	5
26. I enjoy experimenting and taking risks even when we may fail.	1	2	3	4	5
27. I get excited about my vision for the future and show it.	1	2	3	4	5
28. I encourage others to find ways to meet their personal goals within our organizational vision.	1	2	3	4	5
29. I model the behaviour that I want others to adopt.	1	2	3	4	5
30. I encourage staff to try out their new ideas in the hopes that some will help move us closer to our long term goals.	1	2	3	4	5

PREPARATION FOR SCORING AND INTERPRETATION

After you have completed recording your self assessment, please transfer your scores (1,2,3,4,or 5) for each item to the blanks below. This will help speed up the scoring and interpretation process in the classroom. Total the three numbers in each vertical column and enter the total in the blank provided.

M1	M2	M3	M4	M5	L1	L2	L3	L4	L5
1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
11.	12.	13.	14.	15.	16.	17.	18.	19.	20.
21.	22.	23.	24.	25.	26.	27.	28.	29.	30.
Total	Total	Total	Total	Total	Total	Total	Total	Total	Total

To order additional copies of this learning instrument, please contact...



Box 545 Winnipeg Beach, Man. Canada R0C 3G0. Phone/Fax (204) 992-2746
e-Mail al_holmes@mb.sympatico.ca