

1.2 CONCEPTUALIZING LEADERSHIP QUESTIONNAIRE

Purpose

1. To identify how you view leadership
2. To explore your perceptions of different aspects of leadership

Directions

1. Consider for a moment your own impressions of the word *leadership*. Based on your experiences with leaders in your lifetime, what is leadership?
2. Using the scale below, indicate the extent to which you agree or disagree with the following statements about leadership.

| Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|-------------------|----------|---------|-------|----------------|
| 1. When I think of leadership, I think of a person with special personality traits. | 1 | 2 | 3 | 4 | 5 |
| 2. Much like playing the piano or tennis, leadership is a learned ability. | 1 | 2 | 3 | 4 | 5 |
| 3. Leadership requires knowledge and know-how. | 1 | 2 | 3 | 4 | 5 |
| 4. Leadership is about what people do rather than who they are. | 1 | 2 | 3 | 4 | 5 |
| 5. Followers can influence the leadership process as much as leaders. | 1 | 2 | 3 | 4 | 5 |
| 6. Leadership is about the process of influencing others. | 1 | 2 | 3 | 4 | 5 |
| 7. Some people are born to be leaders. | 1 | 2 | 3 | 4 | 5 |
| 8. Some people have the natural ability to be leaders. | 1 | 2 | 3 | 4 | 5 |
| 9. The key to successful leadership is having the right skills. | 1 | 2 | 3 | 4 | 5 |
| 10. Leadership is best described by what leaders do. | 1 | 2 | 3 | 4 | 5 |

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(continued)

| Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|-------------------|----------|---------|-------|----------------|
| 11. Leaders and followers share in the leadership process. | 1 | 2 | 3 | 4 | 5 |
| 12. Leadership is a series of actions directed toward positive ends. | 1 | 2 | 3 | 4 | 5 |
| 13. A person needs to have certain traits to be an effective leader. | 1 | 2 | 3 | 4 | 5 |
| 14. Everyone has the capacity to be a leader. | 1 | 2 | 3 | 4 | 5 |
| 15. Effective leaders are competent in their roles. | 1 | 2 | 3 | 4 | 5 |
| 16. The essence of leadership is performing tasks and dealing with people. | 1 | 2 | 3 | 4 | 5 |
| 17. Leadership is about the common purposes of leaders and followers. | 1 | 2 | 3 | 4 | 5 |
| 18. Leadership does not rely on the leader alone but is a process involving the leader, followers, and the situation. | 1 | 2 | 3 | 4 | 5 |
| 19. People become great leaders because of their traits. | 1 | 2 | 3 | 4 | 5 |
| 20. People can develop the ability to lead. | 1 | 2 | 3 | 4 | 5 |
| 21. Effective leaders have competence and knowledge. | 1 | 2 | 3 | 4 | 5 |
| 22. Leadership is about how leaders work with people to accomplish goals. | 1 | 2 | 3 | 4 | 5 |
| 23. Effective leadership is best explained by the leader-follower relationship. | 1 | 2 | 3 | 4 | 5 |
| 24. Leaders influence and are influenced by followers. | 1 | 2 | 3 | 4 | 5 |

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(continued)

Scoring

1. Sum scores on items 1, 7, 13, and 19 (trait emphasis)
2. Sum scores on items 2, 8, 14, and 20 (ability emphasis)
3. Sum scores on items 3, 9, 15, and 21 (skill emphasis)
4. Sum scores on items 4, 10, 16, and 22 (behavior emphasis)
5. Sum scores on items 5, 11, 17, and 23 (relationship emphasis)
6. Sum scores on items 6, 12, 18, and 24 (process emphasis)

Total Scores

1. Trait emphasis: _____
2. Ability emphasis: _____
3. Skill emphasis: _____
4. Behavior emphasis: _____
5. Relationship emphasis: _____
6. Process emphasis: _____

Scoring Interpretation

The scores you received on this questionnaire provide information about how you define and view leadership. The emphasis you give to the various dimensions of leadership has implications for how you approach the leadership process. For example, if your highest score is for *trait emphasis*, it suggests that you emphasize the role of the leader and the leader's special gifts in the leadership process. However, if your highest score is for *relationship emphasis*, it indicates that you think leadership is centered on the communication between leaders and followers, rather than on the unique qualities of the leader. By comparing your scores, you can gain an understanding of the aspects of leadership that you find most important and least important. The way you think about leadership will influence how you practice leadership.

Building Your Leadership Profile

If you have the interactive eBook version of this text, log in to access the Leadership Profile Tool. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.