

INTERPERSONAL LEADERSHIP SCALING QUESTIONS

If this person's performance/leadership was perfect in every way that would be a +10. -10 would be at the other end of the scale.

On a scale of -10 to +10, what is the highest number that you have **ever experienced** in his/her leadership/performance?

A

Describe an event in detail when he/she performed at this level.



Where would you put his/her leadership/performance **currently** on a scale of -10 to +10?

B

Describe in detail how he/she got from the lower number (_____) to the higher number (_____).

B

A



What is the lowest number that you have ever experience in his/her leadership/performance?

C

Describe in detail how he/she got from the lower number (_____) to the higher number (_____).

C

B

POSITIVE QUALITIES AND BEHAVIORS

Please list as many positive personality qualities that apply to this individual. When possible, relate the quality to a positive behavior that is an expression of that positive personality quality. If you need “food for thought,” please refer to the material on pages 4–7.

QUALITIES

BEHAVIORS

POSITIVE QUALITIES AND BEHAVIORS

TRADITIONAL (AUTOCRATIC) <i>1 person/party rule</i> <i>Motto: Get the job done.</i>	PARTICIPATIVE (TEAM ORIENTED) <i>2 or more people/party rule</i> <i>Motto: Train 'em up.</i>
Active	Methodical
Adventurous	Organized
Bold	Outspoken
Brave	Practical
Clear Thinking	Precise
Competitive	Rational
Confident	Realistic
Considerate	Reasonable
Conventional	Reliable
Cool	Responsible
Courageous	Self-assured
Daring	Self-confident
Dominant	Shrewd
Efficient	Stable
Forceful	Strong
Formal	Supportive
Frank	Thorough
Independent	Tough
Industrious	
Logical	
Adaptable	Open
Affectionate	Patient
Appreciative	Pleasant
Caring	Praising
Conscientious	Progressive
Considerate	Reflective
Cooperative	Relaxed
Easygoing	Resourceful
Emotional	Sensitive
Fair-minded	Sincere
Forgiving	Sociable
Friendly	Spontaneous
Gentle	Sympathetic
Good-natured	Tactful
Helpful	Trusting
Honest	Understanding
Idealist	Unselfish
Kind	Versatile
Loyal	Warm
Moderate	

LEADERSHIP STYLE

TRADITIONAL (AUTOCRATIC) <i>1 person/party rule</i> <i>Motto: Get the job done.</i>	PARTICIPATIVE (TEAM ORIENTED) <i>2 or more people/party rule</i> <i>Motto: Train 'em up.</i>
<ul style="list-style-type: none"> • Short-term efficiencies 	<ul style="list-style-type: none"> • Long-term efficiencies (TQM)
<ul style="list-style-type: none"> • Quick decision making and problem solving because of centralized decision making 	<ul style="list-style-type: none"> • Thorough examination of decisions and problems
<ul style="list-style-type: none"> • Empowers the leader 	<ul style="list-style-type: none"> • Empowers the followers
<ul style="list-style-type: none"> • Suppresses divisiveness and conflict in the group 	<ul style="list-style-type: none"> • Surfaces differences and conflicts in the group
<ul style="list-style-type: none"> • Money and status rewards are primary tools 	<ul style="list-style-type: none"> • Praise and encouragement are primary tools
<ul style="list-style-type: none"> • Task-oriented—gets the job done 	<ul style="list-style-type: none"> • People-oriented—gets the most out of followers
<ul style="list-style-type: none"> • Clearly defined subdivision in assigning work 	<ul style="list-style-type: none"> • Flexibly defined subdivision in assigning work
<ul style="list-style-type: none"> • Strong dependence of subordinates on boss 	<ul style="list-style-type: none"> • Strong dependence of subordinates on each other
<ul style="list-style-type: none"> • Rewards external to tasks 	<ul style="list-style-type: none"> • Rewards inwork
<ul style="list-style-type: none"> • Works through a formal organization 	<ul style="list-style-type: none"> • Works through an informal organization
<ul style="list-style-type: none"> • Hierarchical organization—greater reliance on individual decision making 	<ul style="list-style-type: none"> • Matrix organization—greater reliance on group decision making
<ul style="list-style-type: none"> • Openly and directly shares strengths and weaknesses of tasks, products, and services 	<ul style="list-style-type: none"> • Openly and directly shares strengths and weaknesses of self
<ul style="list-style-type: none"> • Emphasizes discipline of self and others 	<ul style="list-style-type: none"> • Emphasizes caring, consideration, and fairness
<ul style="list-style-type: none"> • Type A 	<ul style="list-style-type: none"> • Type B
<ul style="list-style-type: none"> • Structure and form 	<ul style="list-style-type: none"> • Feelings and process
<ul style="list-style-type: none"> • Sees productivity in terms of task, product, or service 	<ul style="list-style-type: none"> • Sees productivity in terms of people and process

POSITIVE MANAGEMENT BEHAVIORS

- Gives adequate direction when delegating.
- Defines rules clearly for all who need to know.
- Lets others know how current performance can be improved.
- Gives followers feedback to help them prepare for future roles.
- Acts assertively when necessary.
- Communicates the importance of the customer/service/quality.
- Gathers enough information about a problem before making decisions.
- Communicates the goals and objectives of the total organization.
- Makes plans far enough ahead to be proactive.
- Allows followers a chance to make decisions in their area.
- Applies policies consistently to all people.
- Gives followers feedback often enough to be helpful.
- Ensures employees get the development they need.
- Expresses views honestly.
- Can be counted on to do what he/she agrees to do.
- Sets a good example in demonstrating the importance of quality/service/customer.
- Makes logical decisions.
- Makes decisions that reflect the best interest of the total organization.
- Plans thoroughly to cover the essential bases.
- Follows up appropriately after delegating.
- Follows the policies and procedures others are expected to follow.
- Conducts fair performance appraisals.
- Asks people about their future goals.
- Admits when he/she is wrong.
- Makes decisions that support a commitment to quality/service/customer.
- Is sensitive to the needs and motivations of others.
- Bases rewards on actual performance.
- Willing to learn what he/she doesn't know.
- Sets quality/service/customer goals.
- Actively promotes important organizational values.
- Reviews plans and progress regularly.
- Supports the decisions and actions of followers when appropriate.
- Counsels individuals who do not exhibit teamwork.
- Lets people know what authority they have and its limits.
- Keeps time deadlines.
- Praises when a job is well done.
- Sets aside sufficient time for coaching and helping employees.
- Exercises tact in dealing with others.
- Pays appropriate attention to detail.
- Tracks progress on achieving quality/service/customer goals.
- Is an innovative problem solver.
- Keeps employees informed about important organizational affairs.
- Involves the appropriate people in planning.
- Doesn't belittle the efforts of others.
- Provides the team with feedback about its progress in achieving goals.
- Lets others know in advance how their performance will be evaluated.
- Returns phone calls in a reasonable time period.

POSITIVE MANAGEMENT BEHAVIORS

- Treats all employees the same, regardless of their level or background.
- Is accessible when needed.
- Uses mistakes to learn from, not for punishment or ridicule.
- Completes administrative paperwork on time.
- Listens to what is said.
- Is generally on time.
- Involves the appropriate people in problem solving.
- Has an open mind to different views.
- Accepts feedback from others without becoming defensive.
- Would choose him/her as manager if I had the choice.
- Asks questions that challenge old assumptions.
- Trusts qualified employees to accomplish important tasks.
- Sets clear goals with subordinates.
- Understands financial reports and information.
- Criticizes in private, not in public.
- Remains flexible and adapts easily to change.
- Usually exhibits an optimistic outlook.
- Accurately anticipates how decisions will affect others.
- Takes time to answer your questions.
- Focuses on real (important, relevant, significant) issues.
- Encourages others to voice differences of opinion or interpretation.
- Provides the team with feedback regarding its effectiveness in functioning as a team.
- Has consistent expectations from day to day.
- Is cost conscious.
- Raises successes more frequently than criticizes mistakes.
- Accepts responsibility for his/her own decisions.
- Promptly communicates decisions to those who are affected.

NEGATIVE QUALITIES AND BEHAVIORS

Please list as many negative personality qualities that apply to this individual. When possible, relate the quality to a negative behavior that is an expression of that negative personality quality. If you need “food for thought,” please refer to the material on pages 9–11.

QUALITIES

BEHAVIORS

NEGATIVE QUALITIES AND BEHAVIORS

TRADITIONAL (AUTOCRATIC)	PARTICIPATIVE (TEAM ORIENTED)																																																																																				
<i>1 person/party rule</i>	<i>2 or more people/party rule</i>																																																																																				
<i>Motto: Get the job done.</i>	<i>Motto: Train 'em up.</i>																																																																																				
<table style="width: 100%; border: none;"> <tr><td>Addict</td><td>Intolerant</td></tr> <tr><td>Aggressive</td><td>Irritable</td></tr> <tr><td>Ambitious</td><td>Manic</td></tr> <tr><td>Argumentative</td><td>Obnoxious</td></tr> <tr><td>Arrogant</td><td>Paranoid</td></tr> <tr><td>Assertive</td><td>Psychopathic</td></tr> <tr><td>Autocratic</td><td>Quarrelsome</td></tr> <tr><td>Bossy</td><td>Rage</td></tr> <tr><td>Cold</td><td>Reckless</td></tr> <tr><td>Cruel</td><td>Rejecting</td></tr> <tr><td>Deceitful</td><td>Rigid</td></tr> <tr><td>Demanding</td><td>Sarcastic</td></tr> <tr><td>Distant</td><td>Stubborn</td></tr> <tr><td>Evil</td><td>Tactless</td></tr> <tr><td>Fault-finding</td><td>Tense</td></tr> <tr><td>Hard-headed</td><td>Unemotional</td></tr> <tr><td>Hard-hearted</td><td>Unkind</td></tr> <tr><td>Hateful</td><td>Unscrupulous</td></tr> <tr><td>Homicidal</td><td>Vicious</td></tr> <tr><td>Hostile</td><td></td></tr> <tr><td>Impatient</td><td></td></tr> </table>	Addict	Intolerant	Aggressive	Irritable	Ambitious	Manic	Argumentative	Obnoxious	Arrogant	Paranoid	Assertive	Psychopathic	Autocratic	Quarrelsome	Bossy	Rage	Cold	Reckless	Cruel	Rejecting	Deceitful	Rigid	Demanding	Sarcastic	Distant	Stubborn	Evil	Tactless	Fault-finding	Tense	Hard-headed	Unemotional	Hard-hearted	Unkind	Hateful	Unscrupulous	Homicidal	Vicious	Hostile		Impatient		<table style="width: 100%; border: none;"> <tr><td>Absentminded</td><td>Meek</td></tr> <tr><td>Addict</td><td>Moody</td></tr> <tr><td>Affected</td><td>Nervous</td></tr> <tr><td>Anxious</td><td>Obsessive</td></tr> <tr><td>Apathetic</td><td>Passive-aggressive</td></tr> <tr><td>Boring</td><td>Resentful</td></tr> <tr><td>Careless</td><td>Self-denying</td></tr> <tr><td>Cautious</td><td>Self-punishing</td></tr> <tr><td>Complaining</td><td>Soft-hearted</td></tr> <tr><td>Compulsive</td><td>Submissive</td></tr> <tr><td>Defensive</td><td>Suicidal</td></tr> <tr><td>Dependent</td><td>Temperamental</td></tr> <tr><td>Depressive</td><td>Terrified</td></tr> <tr><td>Disorderly</td><td>Timid</td></tr> <tr><td>Evil</td><td>Touchy</td></tr> <tr><td>Fearful</td><td>Unconventional</td></tr> <tr><td>Gloomy</td><td>Unenthusiastic</td></tr> <tr><td>High-strung</td><td>Unrealistic</td></tr> <tr><td>Inhibited</td><td>Withdrawn</td></tr> <tr><td>Irresponsible</td><td>Worrying</td></tr> <tr><td>Masochistic</td><td></td></tr> </table>	Absentminded	Meek	Addict	Moody	Affected	Nervous	Anxious	Obsessive	Apathetic	Passive-aggressive	Boring	Resentful	Careless	Self-denying	Cautious	Self-punishing	Complaining	Soft-hearted	Compulsive	Submissive	Defensive	Suicidal	Dependent	Temperamental	Depressive	Terrified	Disorderly	Timid	Evil	Touchy	Fearful	Unconventional	Gloomy	Unenthusiastic	High-strung	Unrealistic	Inhibited	Withdrawn	Irresponsible	Worrying	Masochistic	
Addict	Intolerant																																																																																				
Aggressive	Irritable																																																																																				
Ambitious	Manic																																																																																				
Argumentative	Obnoxious																																																																																				
Arrogant	Paranoid																																																																																				
Assertive	Psychopathic																																																																																				
Autocratic	Quarrelsome																																																																																				
Bossy	Rage																																																																																				
Cold	Reckless																																																																																				
Cruel	Rejecting																																																																																				
Deceitful	Rigid																																																																																				
Demanding	Sarcastic																																																																																				
Distant	Stubborn																																																																																				
Evil	Tactless																																																																																				
Fault-finding	Tense																																																																																				
Hard-headed	Unemotional																																																																																				
Hard-hearted	Unkind																																																																																				
Hateful	Unscrupulous																																																																																				
Homicidal	Vicious																																																																																				
Hostile																																																																																					
Impatient																																																																																					
Absentminded	Meek																																																																																				
Addict	Moody																																																																																				
Affected	Nervous																																																																																				
Anxious	Obsessive																																																																																				
Apathetic	Passive-aggressive																																																																																				
Boring	Resentful																																																																																				
Careless	Self-denying																																																																																				
Cautious	Self-punishing																																																																																				
Complaining	Soft-hearted																																																																																				
Compulsive	Submissive																																																																																				
Defensive	Suicidal																																																																																				
Dependent	Temperamental																																																																																				
Depressive	Terrified																																																																																				
Disorderly	Timid																																																																																				
Evil	Touchy																																																																																				
Fearful	Unconventional																																																																																				
Gloomy	Unenthusiastic																																																																																				
High-strung	Unrealistic																																																																																				
Inhibited	Withdrawn																																																																																				
Irresponsible	Worrying																																																																																				
Masochistic																																																																																					

LEADERSHIP STYLE

TRADITIONAL (AUTOCRATIC) <i>1 person/party rule</i> <i>Motto: Get the job done.</i>	PARTICIPATIVE (TEAM ORIENTED) <i>2 or more people/party rule</i> <i>Motto: Train 'em up.</i>
<ul style="list-style-type: none"> • Triggers attack/avoidance behavior in followers 	<ul style="list-style-type: none"> • Triggers passive behavior in followers
<ul style="list-style-type: none"> • Stifles imagination and creativity 	<ul style="list-style-type: none"> • Stifles individual initiative and ambition
<ul style="list-style-type: none"> • Short-sighted decision making and problem solving 	<ul style="list-style-type: none"> • Slow and laborious initiative and ambition
<ul style="list-style-type: none"> • “CYA” 	<ul style="list-style-type: none"> • “Don’t give a damn”
<ul style="list-style-type: none"> • Elevated level of anger, frustration, and impatience “leaves bodies strewn in his/her wake” 	<ul style="list-style-type: none"> • Elevated level of fear, guilt, and hurt
<ul style="list-style-type: none"> • Elevated use of denial—don’t see, don’t hear, don’t feel; hides/denies perceived weaknesses 	<ul style="list-style-type: none"> • Elevated use of rationalization—“Ain’t it awful”; rationalizes perceived weaknesses
<ul style="list-style-type: none"> • Paternalistic 	<ul style="list-style-type: none"> • Materialistic
<ul style="list-style-type: none"> • Narrow span of control 	<ul style="list-style-type: none"> • Broad span of control
<ul style="list-style-type: none"> • “Lone Ranger” syndrome: “Every man for himself.” 	<ul style="list-style-type: none"> • Bureaucracy “split the difference”
<ul style="list-style-type: none"> • Defers up, controls down, competes laterally 	<ul style="list-style-type: none"> • Defers down, controls up, cooperates laterally
<ul style="list-style-type: none"> • Blames others 	<ul style="list-style-type: none"> • Blames self
<ul style="list-style-type: none"> • “Mushroom theory of leadership” 	<ul style="list-style-type: none"> • Placating
<ul style="list-style-type: none"> • Shoots the messenger and doesn’t know it 	<ul style="list-style-type: none"> • Shoots self and doesn’t know it
<ul style="list-style-type: none"> • Adversarial 	<ul style="list-style-type: none"> • Chaotic

NEGATIVE MANAGEMENT BEHAVIORS

- Tends to get side-tracked.
- Has difficulty taking risks when making decisions.
- Changes plans too often.
- Tends to over-study before acting.
- Has difficulty making unpopular decisions.
- Never lets you forget a mistake.
- Has too little contact with employees.
- Procrastinates in dealing with problems when they are raised.
- Has difficulty controlling his/her anger.
- Gets involved in too many projects at the same time.
- Tends to interrupt others who are talking.
- Becomes overly tense when under pressure.
- Can be moody.
- Does not stand up for beliefs and convictions.
- Avoids conflicts and confrontations.

ADVICE

What this person needs to **DO** in order to move to the next level in his/her leadership is:

- 1.
- 2.
- 3.
- 4.
- 5.

What this person needs to **LEARN** in order to move to the next level in his/her leadership is:

- 1.
- 2.
- 3.
- 4.
- 5.