

Read the following statements. Respond in the way you do as a Leader in the following way:

A – always or nearly always

F – frequently

O – occasionally

S – seldom

N - never

1	I act as spokesperson for the team in front of senior managers	A	F	O	S	N
2	I ensure that team members put in a 'full day's work for a full day's pay'	A	F	O	S	N
3	I happily delay work if a team member wants to discuss personal problems	A	F	O	S	N
4	I give the team members flexibility and freedom in their work	A	F	O	S	N
5	I let the team know I am 'keeping tabs' on their work to check quality	A	F	O	S	N
6	I convince the team that my ideas work best	A	F	O	S	N
7	I would be too busy to discuss a team member's career aspirations and development with them	A	F	O	S	N
8	I agree clear targets for work with the team	A	F	O	S	N
9	I firmly 'nip in the bud' any conflict within the team	A	F	O	S	N
10	I am prepared to change my plan if the team insists	A	F	O	S	N
11	I don't feel I need to give reasons for the decisions I make	A	F	O	S	N
12	I consider carefully the way that the team can give individuals a chance to develop their role in the team	A	F	O	S	N
13	I make sure everyone has plenty of variety in their work	A	F	O	S	N
14	I speak for the team	A	F	O	S	N
15	I work hard in the team to help my chances of promotion	A	F	O	S	N
16	I believe that people should be allowed to solve problems and make decisions without interference	A	F	O	S	N
17	I would praise people only when they have performed very well	A	F	O	S	N
18	If personal problems came up I would listen sympathetically before continuing the work	A	F	O	S	N
19	I would set the team's objectives	A	F	O	S	N
20	I would not allow much initiative	A	F	O	S	N

21	I would allow plenty of initiative to let people do the job the way they know best	A	F	O	S	N
22	I take an interest in people's families and their activities outside work	A	F	O	S	N
23	When I arrange or give training, I ensure it's really cost effective in output of work	A	F	O	S	N
24	I would never be available as a shoulder to cry on	A	F	O	S	N
25	I sometimes feel bogged down with detail	A	F	O	S	N
26	I would discuss and agree objectives and targets with the team before agreeing to them with outsiders	A	F	O	S	N
27	I would do favours for my team if asked	A	F	O	S	N
28	I would coach my team	A	F	O	S	N
29	I would encourage individuals to develop their skills for their personal benefit as well as the team's	A	F	O	S	N
30	I would check work regularly	A	F	O	S	N
31	I would give the team my ideas before asking for theirs	A	F	O	S	N
32	I would encourage people to make an effort in their work	A	F	O	S	N
33	I would encourage the team to feel that they are better than other teams	A	F	O	S	N
34	I would identify and meet individual's training needs	A	F	O	S	N
35	I wouldn't bother about bad working conditions	A	F	O	S	N
36	I feel that sticking to laid down procedures is important	A	F	O	S	N
37	I would push for high output from the team	A	F	O	S	N
38	When someone made a mistake for the first time I would choose to ignore it	A	F	O	S	N
39	I would not normally allow people much independence	A	F	O	S	N
40	I would not spend time discussing an individual's work with them	A	F	O	S	N

41	I would delegate authority within the team	A	F	O	S	N
42	I would allocate tasks within the team	A	F	O	S	N
43	I would encourage the team to beat their own records of work	A	F	O	S	N
44	I would offer help and counselling if a member wanted it	A	F	O	S	N
45	I let the team dictate their own pace of work	A	F	O	S	N

On the following pages, ring the appropriate number based on your answer.

So, if you answered A for question 1, ring that then write the score in the corresponding box on the right of the table. Add the columns up and write the total in the relevant box on the last page.

The total will show your preference for focusing on the Task (Ta), Team (Te) or Individual (Ind)

	A	F	O	S	N
1	2	1	0	0	0
2	2	1	0	0	0
3	2	1	0	0	0
4	2	1	0	0	0
5	2	1	0	0	0
6	2	1	0	0	0
7	0	0	0	1	2
8	2	1	0	0	0
9	2	1	0	0	0
10	2	1	0	0	0
11	0	0	0	1	2

Ta	Te	Ind
2		
0		
		1
	0	
0		
2		
		2



