



Analyse your leadership style

Leadership Dimensions

Inspiring shared purpose

Developing capability

Sharing the vision

In the NHS some members of staff have specific leadership roles and others are required to demonstrate leadership at specific times even if they are not formally in a leadership role.

Whichever applies to you, use this assessment tool¹ to step back and reflect on the requirements of your new role and the way you deal with other people.

Take special care!

In working through this tool, you could record information that is sensitive.

Treat all completed documents with care!

What to do - step-by-step self-assessment

1. Work through the 54 statements of the ***Leadership behaviours checklist***.
 - Decide how each of the 54 statements in the checklist applies or does not apply to you.
 - Does the statement ***probably apply to you*** or is it ***not really you?***
 - Mark an ***X*** against each statement which probably applies to YOU.
2. Use the ***Scoring matrix*** to turn the assessments you made into ***a set of totals***.
3. Use your totals to review and consider your leadership attributes.
4. Transfer the insights this self-assessment has provided to your ***Transition Reflections*** and note the implications of what you have learned for your leadership style.

Tips for getting the most from your self-assessment

- You will get most out of this exercise by being honest when you are making your assessments. Your answers are yours alone. No one else will see them.
- Read each statement carefully and ***answer as you are KNOW you are NOT as you would like to be seen to be.***

¹ This Audit tool is based on the Leadership Attributes Scales devised as part of the Leadership Curriculum, Monash University, Industry Taskforce on Leadership and Management skills, Australia, March 1996; & The Institute for Working Futures (1994) Frontline Supervision Values Self-Appraisal Tool and (1997) Climate Diagnostic Tool, Sydney, Australia inclusive.

1. Decide how each statement in the Leadership behaviours checklist applies to you

S-#	Read each statement carefully. How does it apply to YOU?	Mark an X if it...	
		Probably applies	Not really me
S-1	I would not mind routine unchallenging work if the pay was good.		
S-2	I would prefer to have a reasonable income in a job with a future rather than in a job that I might lose if I did not perform well.		
S-3	I do not like to do things that are new or unusual.		
S-4	Capable people who fail to become successful have not taken chances when they have occurred.		
S-5	I rarely daydream.		
S-6	I usually defend my point of view if someone disagrees with me.		
S-7	You are either naturally good at something or you are not, effort makes no difference.		
S-8	Sometimes people find my ideas unusual.		
S-9	The best solutions rarely satisfy everyone.		
S-10	I like challenges that really stretch my abilities rather than things I can do easily.		
S-11	When working with others I prefer to do the hard tasks so the job gets done correctly.		
S-12	I like to do things in my own way without worrying about what other people think.		
S-13	Many of the bad times that people experience are due to bad luck.		
S-14	I like to find out about things even if it means handling some problems while doing so.		
S-15	I have so much to do I will always move onto another task if I am having problems with an existing task.		
S-16	When I am given a plan of things to do, I nearly always follow the plan.		
S-17	I love changes in my work that impact my life.		
S-18	I like to deal with people face-to-face.		
S-19	I think more of the present and the past than of the future.		
S-20	Personal commitment is necessary before anyone can complete a job to the best of their ability.		
S-21	When I am in a group I am happy to let someone else take the lead.		
S-22	People generally get what they deserve.		
S-23	I do not like guessing.		
S-24	It is more important to do a job well than to try to please people.		
S-25	I will get what I want from life if I please the people with control over me.		
S-26	Other people think that I ask a lot of questions.		
S-27	Before making any decision the most important thing is to weigh up the impact on others.		



S-#	Read each statement carefully. How does it apply to YOU?	Mark an X if it...	
		Probably applies	Not really me
S-28	I get annoyed if people are not on time.		
S-29	I would rather set performance requirements based on my own experience than let others tell me what to do.		
S-30	When tackling a task I rarely need or want help.		
S-31	Success cannot come unless you are in the right place at the right time.		
S-32	I prefer to be quite good at several things rather than very good at one thing.		
S-33	I would rather work with a person I liked, but who was not very good at the job, than work with someone I did not really like who was very good at the job.		
S-34	Being successful is the result of working hard, luck has nothing to do with it.		
S-35	I prefer doing things in the usual way rather than trying out new things.		
S-36	I always try to compliment people on the things they have done well.		
S-37	I would rather work on a task as a member of a team than to take responsibility for it myself.		
S-38	Before I make a decision I would inform all individuals it will impact.		
S-39	I do what is expected of me and follow instructions.		
S-40	For me, getting what I want has little to do with luck.		
S-41	I like to have my life organised so that it runs smoothly and to plan.		
S-42	When I am faced with a challenge I think more about the results of succeeding than the effects of failing.		
S-43	I believe that what happens to me in life is determined mostly by other people.		
S-44	I can handle a lot of things at the same time.		
S-45	I find it difficult to ask for help from people I do not like.		
S-46	I get up early, stay late, or skip meals in order to get special tasks done.		
S-47	I never get a sense of discomfort when doing radical and new things.		
S-48	Most people think that I am stubborn.		
S-49	People's failures are rarely the result of their poor judgment.		
S-50	Sometimes I have so many ideas I do not know which one to pick.		
S-51	I find it easy to relax on holiday.		
S-52	I get what I want from life because I work hard to make it happen.		
S-53	It is easier for me to adapt to change than to keep to routine.		
S-54	People usually prefer what is familiar, to what is unfamiliar.		



2. Use the *Scoring matrix* to turn the assessments you made into a set of scores

- Each statement has been tagged with ONE (1) of the assessment options, either ***Probably applies*** or ***Not really me***.
- If you crossed (**X**) a statement and your assessment matches the tag for the statement, score **1**, otherwise score **0**.

Mark 1 if your assessment matches the tag, otherwise 0										
1	10	19	28	37	46					
Not really me	Probably applies	Not really me	Probably applies	Not really me	Probably applies					
2	11	20	29	38	47					
Probably applies	Not really me	Probably applies	Not really me	Probably applies	Not really me					
3	12	21	30	39	48					
Not really me	Probably applies	Not really me	Probably applies	Not really me	Probably applies					
4	13	22	31	40	49					
Probably applies	Not really me	Probably applies	Not really me	Probably applies	Not really me					
5	14	23	32	41	50					
Not really me	Probably applies	Not really me	Probably applies	Not really me	Probably applies					
6	15	24	33	42	51					
Probably applies	Not really me	Probably applies	Not really me	Probably applies	Not really me					
7	16	25	34	43	52					
Not really me	Probably applies	Not really me	Probably applies	Not really me	Probably applies					
8	17	26	35	44	53					
Probably applies	Not really me	Probably applies	Not really me	Probably applies	Not really me					
9	18	27	36	45	54					
Not really me	Probably applies	Not really me	Probably applies	Not really me	Probably applies					
Section 1 total										
Section 2 total										
Section 3 total										
Section 4 total										
Section 5 total										

3. Use your totals to review your leadership attributes

Each section assesses particular leadership attributes. A high score in any category means that you have many of the qualities which that particular section has been measuring.

Section 1: Need for recognition and career advancement	Section 1 total	
	Maximum score - 12	Average score - 9
<p>If you have scored well in this section your leadership style may emphasise the following features:</p> <ul style="list-style-type: none"> ▪ Personal drive ▪ Able to identify personal career needs ▪ Work is part of a wider quality of life decision ▪ Optimistic rather than pessimistic ▪ Task oriented ▪ Results oriented ▪ Restless and energetic ▪ Persistent and determined ▪ Confident and self-assured regarding your own skills 		
Section 2: Capacity for self-direction	Section 2 total	
	Maximum score - 6	Average score - 4
<p>If you have scored well in this section your leadership style may emphasise the following features:</p> <ul style="list-style-type: none"> ▪ Likes doing unconventional things ▪ Prefers to work without constant direction ▪ Needs to do their own thing ▪ Desire to express own ideas and contribute to work plans ▪ Dislikes being 'told' rather than 'asked' ▪ Can make own decision on key issues ▪ Where they conflict team ideas will not outrank personal ideas and values ▪ Is stubborn and determined 		
Section 3: Creative or innovative capacity	Section 3 total	
	Maximum score - 12	Average score - 8
<p>A high score in this section would suggest your leadership style may emphasise the following features:</p> <ul style="list-style-type: none"> ▪ Are imaginative and innovative ▪ Have a tendency to daydream ▪ Are versatile and curious ▪ Have lots of ideas about better ways to complete work tasks ▪ Can guess well ▪ Enjoy challenges that extend your own thinking ▪ Like new and improved ways to do routine tasks 		
Section 4: Working with others and building commitment	Section 4 total	



Maximum score - 12

Average score - 8

If you have scored well in this section your leadership style may emphasise the following features:

- Prefer to use face-to-face communication
- Set tasks to achieve objectives
- Consult with staff on performance requirements
- Set realistic performance for individuals but acknowledge some tasks will be resisted by staff
- Encourage commitment from individuals for task completion
- Recognise 'comfort zones' will impact your own, staff and team performance
- Acknowledge good performance rather than always concentrate on poor performance

Section 5: Drive and determination

Section 5 total

Maximum score - 12

Average score - 8

If you have scored well in this section your leadership style may emphasise the following features:

- Take advantage of opportunities
- Discount fate
- Make your own luck
- Are self-confident
- Believe in controlling your own destiny
- Equate results with effort
- Show considerable determination

