



Understanding your Leadership Style

We are all unique. Knowing our individual leadership styles can help us become more effective leaders and team players. Use the inventory below to assess your style. Keep in mind that there is no preferred or 'right' or 'wrong' style. All are used effectively by flexible leaders.

Self-scoring leadership behavioral style assessment

Circle the number and letter that best describes your perception of your style. Total the number of each letter and number circled. Find the appropriate quadrant in the style matrix.

More easy-going.....More bold D C B A	More formalMore informal 1 2 3 4
More go along....More take charge D C B A	More disciplined More spontaneous 1 2 3 4
More hesitant.....More assertive D C B A	More self-controlled More responsive 1 2 3 4
More accepting....More challenging D C B A	More methodical..... More impulsive 1 2 3 4
More thoughtful.....More active D C B A	More distantMore close 1 2 3 4
More supporting...More confronting D C B A	More thinkingMore feeling 1 2 3 4
More quiet.....More talkative D C B A	More task-oriented ...More people-oriented 1 2 3 4
More retiring.....More dominant D C B A	More reservedMore outgoing 1 2 3 4
More relaxed.....More intense D C B A	More matter-of-factMore dramatic 1 2 3 4
More subtle.....More forceful D C B A	More coolMore warm 1 2 3 4

Total:

D C B A

Total:

1 2 3 4

Adapted from: Sayers, Susan. Leadership Styles: A Behavioral Matrix. Northwest Regional Educational Laboratory. 1978

Formal

Courtesy of Theo Black, DTM, International Director 2009-2011

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Dominant	1	Con trolling		Ana lyzing	
	2				
	3	Pro moting		Sup porting	
	4				
		A	B	C	D
		Informal			
		Easy-going			

Using your highest letter score (A, B, C, or D) and your highest number score (1, 2, 3, or 4) from the reverse side, locate the corresponding area in the matrix chart by plotting the two points. This is your dominant leadership behavioral style.

Insights into strengths and leadership style tendencies

	Strengths	If Overused
Controlling	Take charge, determined, decisive, results-oriented, efficient	Autocratic, insensitive, impatient, over-controlling, inattentive listening
Supporting	Team players, friendly, good listeners, relationship-oriented, conscientious	Overly tolerant, unassertive, non-confronting, overly driven to please
Promoting	Stimulating, goal-driven, enthusiastic, innovative, risk takers	Inattention to planning, ego-driven, undisciplined, inadequate follow-up
Analyzing	Thorough, detailed, rational, organized, good planners	Indecisive, overly detailed, aloof, risk-averse, intuitively challenged