Leadership Styles Survey

Based on Primal Leadership by Daniel Goleman

Rate each of the following from 1 (no way) to 5 (definitely). You may use numbers more than once.

**I think I do well….**

1. \_\_\_\_\_ Healing rifts in a team and motivating people during stressful circumstances.
2. \_\_\_\_\_ Getting quick results from a highly motivated and competent team.
3. \_\_\_\_\_ Handling a crisis, kick-starting a turnaround, or dealing with problem employees.
4. \_\_\_\_\_ Helping employees improve performance or develop long-term strengths.
5. \_\_\_\_\_ When changes require a new vision or when a clear direction is needed.
6. \_\_\_\_\_ Building buy-in or consensus or getting input from valuable employees.

**I am effective….**

1. \_\_\_\_\_ Mobilizing people toward a vision.
2. \_\_\_\_\_ Creating harmony and building emotional bonds.
3. \_\_\_\_\_ Demanding immediate compliance.
4. \_\_\_\_\_ Forging consensus through participation.
5. \_\_\_\_\_ Developing people for the future.
6. \_\_\_\_\_ Setting high standards for performance.

**I feel I have…**

1. \_\_\_\_\_ A drive to achieve, demonstrate initiative and maintain control.
2. \_\_\_\_\_ Strong empathy and the ability to communicate effectively, especially in relationships.
3. \_\_\_\_\_ Good self-awareness and empathy, along with a desire to develop others.
4. \_\_\_\_\_ Strong self-confidence balanced with empathy and a drive to initiate change.
5. \_\_\_\_\_ Good ability to collaborate, lead teams and communicate effectively.
6. \_\_\_\_\_ A conscientious attitude, along with a drive to achieve and initiate action.

**I can hear myself saying….**

1. \_\_\_\_\_ “Do what I do, now!”
2. \_\_\_\_\_ “What do you think?”
3. \_\_\_\_\_ “Come with me.”
4. \_\_\_\_\_ “Try this.”
5. \_\_\_\_\_ “Do what I tell you.”
6. \_\_\_\_\_ “People come first.”

**Scoring**

Record the numeric rating next to the corresponding number of the sentence.

**Affiliative**

**Value and Emphasis:** Individuals and their emotions

**Goal:** Keeping people happy

**Benefits:** Loyalty, trust, open communication, flexibility

**Authoritative/Visionary**

**Values and Emphasis:** The vision and making clear to people how their work fits into the larger picture

**Goal:** Commitment to the organization’s goals and strategies

**Benefits:** Clear standards and rewards, flexibility

**Coaching**

**Values and Emphasis:** Teaching and developing

**Goal:** Continuous learning and improvement

**Benefits:** Flexibility, commitment, open communication

**Coercive/Commanding**

**Values and Emphasis:** Displays of power

**Goal:** Compliance

**Benefits:** Few – except in extreme situations

**Democratic**

**Values and Emphasis:** Getting people’s ideas and buy-in

**Goal:** Consensus

**Benefits:** Loyalty, trust, open communication

**Pacesetting**

**Values and Emphasis:** Extremely high standards

**Goal:** Ever better and faster

**Benefits:** Few – except when the whole team is high achieving

**Affiliative**

1. \_\_\_\_\_\_\_

8 \_\_\_\_\_\_\_

14 \_\_\_\_\_\_\_

24 \_\_\_\_\_\_\_

**Total:** \_\_\_\_\_\_\_

**Authoritative/Visionary**

5 \_\_\_\_\_\_\_\_

7 \_\_\_\_\_\_\_\_

16 \_\_\_\_\_\_\_\_

21 \_\_\_\_\_\_\_\_

**Total:** \_\_\_\_\_\_\_\_

**Coaching:**

4 \_\_\_\_\_\_\_

11 \_\_\_\_\_\_\_

15 \_\_\_\_\_\_\_

22 \_\_\_\_\_\_\_

**Total:** \_\_\_\_\_\_\_

**Coercive/Commanding**

1. \_\_\_\_\_\_\_

9 \_\_\_\_\_\_\_

13 \_\_\_\_\_\_\_

23 \_\_\_\_\_\_\_

**Total:** \_\_\_\_\_\_\_

**Democratic**

6 \_\_\_\_\_\_\_

10 \_\_\_\_\_\_\_

17 \_\_\_\_\_\_\_

20 \_\_\_\_\_\_\_

**Total:** \_\_\_\_\_\_\_

**Pacesetting**

1. \_\_\_\_\_\_\_

12 \_\_\_\_\_\_\_

18 \_\_\_\_\_\_\_

19 \_\_\_\_\_\_\_

**Total:** \_\_\_\_\_\_\_