

THE LEADERSHIP MATRIX

QUESTIONNAIRE

Below is a list of statements about leadership behaviour. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

never	sometimes				always
0	1	2	3	4	5

Question					
	I encourage my team to participate when it comes to				
1	decision making time and I try to implement their ideas				
	and suggestions				
2	Nothing is more important than accomplishing a goal or				
	I closely monitor the schedule to ensure a task or project				
3	will be completed in time				
4	I enjoy coaching people on new tasks and procedures				
5	The more challenging a task is, the more I enjoy it				
6	I encourage my employees to be creative about their job				
7	When seeing a complex task through to completion, I				
	ensure that every detail is accounted for				
8	I find it easy to carry out several complicated tasks at the				
8	same time				
	I enjoy reading articles, books, and journals about				
9	training, leadership, and psychology; and then putting				
	what I have read into action				
10	When correcting mistakes, I do not worry about jeopardizing relationships				
11	I manage my time very efficiently				
	I enjoy explaining the intricacies and details of a complex				
12	task or project to my employees				
13	Breaking large projects into small manageable tasks is				
	second nature to me				
14	Nothing is more important than building a great team				
15	I enjoy analysing problems				
16	I honour other people's boundaries				
17	Counselling my employees to improve their performance				
	or behaviour is second nature to me				
18	I enjoy reading articles, books, and trade journals about				
	my profession; and then implementing the new procedures I have learned				
	procedures i nave learned				



SCORING

After completing the Questionnaire, write your answers in the spaces below.

People		Task		
Question	Score	Question	Score	
1		2		
3		4		
5		6		
7		8		
9		10		
11		12		
13		14		
15		16		
17		18		
Total		Total		
Total x 0.2		Total x 0.2		

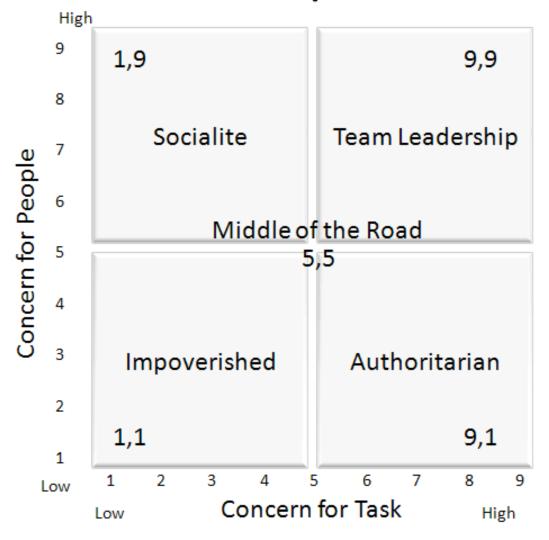
Multiply your total by 0.2 to get your final scores out of 10



YOUR LEADERSHIP MATRIX

Plot your final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate out of.

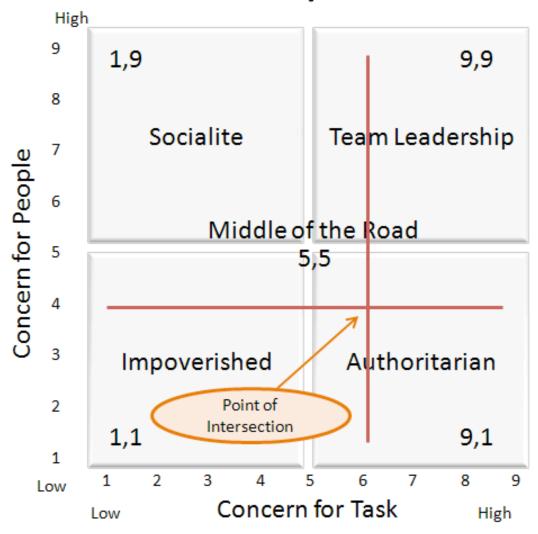
Leadership Matrix





EXAMPLE

Leadership Matrix



The above sample shows score of 4 in the **people** section and a score of 6 in the **task** section. The quad where the two lines intersect is the leadership style, in this case the **Authoritarian** section.



THE RESULTS

The chart will give you an idea of your leadership style:

Impoverished (1,1 to 4,4): weak on both tasks and people skills **Authoritarian** (people 1 to 4; task 5 to 9): strong on tasks, weak on people skills

Socialite (people 5 to 9; task 1-4): strong on people skills, weak on tasks **Team Leadership** (6,6 to 9,9): strong on both tasks and and people skills **Middle-of-the-Road** (5,5): in the middle of the chart, but with more experience and skills can display good team leadership

However, like any other instrument that attempts to profile a person, you have to take into account other factors, such as, how your manager and employees rate you as a leader, do you get your job done, do you take care of your employees, are you helping to "grow" your organization, etc.

You should review the statements in the survey and reflect on the low scores by asking yourself, "If I scored higher in that area, would I be a more effective leader?" And if the answer is yes, then it should become a personal action item.

In prioritising their plan and putting it into action, most leaders find it makes a huge difference if they have the benefit of some impartial and independent advice.

At CCG we have a proven track record of helping leaders to get massive results – please take a look at the Leadership Case Studies available from the Leadership pages of our website at www.ccg-solutions.co.uk.

To get you started, why not take advantage of our free, no obligation telephone consultation? Simply fill in the form on the website or contact us at:

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