

Leadership Type

A team is a group of people who have come together for a purpose. The reasons for forming a team may vary widely, but the ingredients for a good team are the same. Every team needs to get along, to get something done, to develop creative solutions, and to accomplish the goal. These are the key ingredients for any team, but team leaders tend not to pay equal attention to all of the ingredients. In fact, each of us tends to pay attention primarily to only one of the ingredients. The team ingredient you care most about and pay attention to defines your leadership type.

There are four main leadership types. This tool will help you identify your primary type and recognize the importance and contribution of all the types. You will be a better team leader and team member when you become aware of your leadership type and recognize the leadership type of others.

Scoring Instructions:

Following are ten statements. Complete each statement by selecting the answer that best describes you. Don't worry if your answers seem inconsistent. Treat each statement as a unique situation. Select only one response for each statement. Mark the box on the right to indicate your answer.

Response Sheet:

Transfer your answers to the following chart to discover your leadership type. Circle the letter corresponding to the answers you marked for each question. Then total your score at the bottom of each column.

Mark only
one answer

1. When I'm a part of a work group... a. I would rather focus on getting the work done b. I would rather be responsible for planning and problem-solving c. I would rather focus on relationships d. I would rather be responsible for the team as a whole	1. <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d
2. I am the kind of person who prefers... a. Getting to know the other people on a project b. Getting other people to work on a project c. Working on each step of a project d. Planning a project	2. <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d
3. People sometimes tell me that I am... a. Good at thinking ahead b. Good at organizing things c. Good at taking charge d. Good at listening and befriending	3. <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d
4. When helping with a long and boring task... a. I would tend to make sure everyone was involved and helping b. I would tend to talk with others as we worked c. I would tend to think about other ways to do our work d. I would tend to pitch in right away and do my part	4. <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d
5. I like it when other people... a. Tell me I'm doing good work b. Tell me I'm creative c. Tell me I know how to make things happen d. Tell me they appreciate me as a person	5. <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d
6. When I encounter a problem or obstacle, I like to... a. Bring others together to work it out b. Take quick action and see what happens c. Talk it through with another person for clarity d. Take some time to think about it and generate options	6. <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d

Leadership Type Grid

Here is a comparison of the four leadership types. Read through all of the descriptions to discover how people behave like you or unlike you as they lead or contribute to a team. Using a highlighter or pen, mark all of the tendencies that describe you. Then focus on your primary type and mark one or two steps you can take to become a more effective team member or team leader.

Doer		Thinker	
Concerned primarily about tasks to be accomplished by the team		Concerned primarily about generating new ideas and solving team problems	
<p><i>Tendencies in a team setting may include:</i></p> <ul style="list-style-type: none"> • Focusing on the task at hand • Organizing the work of others • Making check-lists • Starting and completing projects • Improving the process • Setting and meeting deadlines • Correcting errors • Wanting to get the work done • Wanting the team to get it right 	<p><i>To be more effective as a team leader:</i></p> <ul style="list-style-type: none"> • Be sensitive to needs of others • Avoid being overcontrolling • Share the workload • Show respect for team members • Show appreciation for efforts of others • Be willing to try new procedures • Avoid attitude of using people • Commit to building relationships 	<p><i>Tendencies in a team setting may include:</i></p> <ul style="list-style-type: none"> • Thinking ahead • Being creative • Gathering information • Analyzing a situation • Talking about issues in the group • Brainstorming new ideas • Developing plans • Getting pieces to work together • Wanting to solve team problems 	<p><i>To be more effective as a team leader:</i></p> <ul style="list-style-type: none"> • Avoid needing to be right all the time • Avoid bogging down in detail • Don't criticize other team members • Show respect for people • Don't be a loner • Be willing to take responsibility • Be more positive and optimistic • Commit to being a part of the team

Relater		Mover	
Concerned primarily about people and team relationships		Concerned primarily about goals and getting the team from here to there	
<p><i>Tendencies in a team setting may include:</i></p> <ul style="list-style-type: none"> • Building relationships • Being supportive and loyal • Showing appreciation • Encouraging others • Acknowledging someone's effort • Being a good listener • Being agreeable • Sticking with the team • Wanting people to get along 	<p><i>To be more effective as a team leader:</i></p> <ul style="list-style-type: none"> • Be aware of what needs to be done • Pay attention to the schedule • Be willing to share your ideas • Be flexible and open to change • Ask for help in prioritizing work • Avoid withdrawing when people disagree • Commit to reaching team goals 	<p><i>Tendencies in a team setting may include:</i></p> <ul style="list-style-type: none"> • Setting goals • Accepting challenges • Taking charge • Wanting immediate results • Getting others involved • Making quick decisions • Taking appropriate risks • Persevering over difficulties • Wanting the team to win 	<p><i>To be more effective as a team leader:</i></p> <ul style="list-style-type: none"> • Be open to ideas of others • Get the facts and details • Avoid unnecessary risks • Be patient with team members • Avoid being demanding or bossy • Strive to remain humble • Respect authorities over you • Commit to sharing leadership