

Leadership Style Profile

Often we have difficulty when asked to lead a certain kind of group. Some of us like to jump in and get things done, while others like to discuss and get others to co-operate. To be an effective leader, you need to know your style of leadership—whether you are more effective as a task leader (**T**) or as a people leader (**P**).

Goal

In this exercise you will learn to evaluate yourself in terms of *task orientation* and *people orientation*.

Directions

1. Fill out the *T-P Leadership Questionnaire*.
2. Listen to your trainer discuss the different types of leadership.
3. Score your questionnaire.
4. Discuss your results with the group.

Scoring Sheet Directions

The *T-P Leadership Questionnaire* is used to evaluate your dimensions of task orientation (**T**) and people orientation (**P**).

1. Circle the item number for questionnaire items 8, 12, 17, 18, 19, 30, 34, and 35.
2. Write a “**1**” in front of the circled Items to which you responded “**S**” (Seldom) or “**N**” (Never).
3. Write a “**F**” in front of the Items not circled to which you responded “**A**” (Always) or (Frequently).
4. Count the circled “**1**’s.” This is your score for concern for people. Record the score in the blank following the letter “**P**” at the end of the questionnaire.
5. Count the uncircled “**1**’s.” This is your score for concern for tasks. Record this number in the blank following the letter “**T**.”

Evaluating Directions

To indicate your style of leadership, first find the number that represents your score on the concern for task dimension (**T**) on the left-hand arrow. Next, move to the right-hand arrow and find the number that represents your score on the concern for people dimension (**P**).

Draw a straight line that connects the **P** and **T** score; the point at which that line crosses the team “Shared Leadership” arrow indicates your score on that dimension.

T-P Leadership QUESTIONNAIRE

The following items describe aspects of leadership behavior. Respond to each item according to the way you would be most likely to act if you were the leader of a work group. Circle if you would be likely to behave in the described way: Always (**A**), Frequently (**F**), Occasionally (**O**), Seldom (**S**), or Never (**N**).

“If I were the leader of a work group,…”

- | | | | | | |
|----------|----------|----------|----------|----------|--|
| A | F | O | S | N | 1. I would most likely act as the spokesman of the group. |
| A | F | O | S | N | 2. I would encourage overtime work. |
| A | F | O | S | N | 3. I would allow members complete freedom in their work. |
| A | F | O | S | N | 4. I would encourage the use of uniform procedures. |
| A | F | O | S | N | 5. I would permit the members to use their own judgment in solving problems. |
| A | F | O | S | N | 6. I would like to be in charge of competing groups. |
| A | F | O | S | N | 7. I would speak as a representative of the group. |
| A | F | O | S | N | 8. I would needle members for greater effort. |
| A | F | O | S | N | 9. I would try out my ideas on the group. |
| A | F | O | S | N | 10. I would let the members do their work the way they feel best. |
| A | F | O | S | N | 11. I would be working hard for a promotion. |
| A | F | O | S | N | 12. I would be able to tolerate postponement and uncertainty. |
| A | F | O | S | N | 13. I would speak for the group when visitors are present. |
| A | F | O | S | N | 14. I would keep the work moving at a rapid pace. |
| A | F | O | S | N | 15. I would turn the members loose on a job and let them go. |
| A | F | O | S | N | 16. I would settle conflicts when they occur in the room. |

Leadership Style Profile, *continued*

"If I were the leader of a work group,..."

- | | | | | | |
|----------|----------|----------|----------|----------|---|
| A | F | 0 | S | N | 17. I would get swamped by details. |
| A | F | 0 | S | N | 18. I would represent the group at outside meetings. |
| A | F | 0 | S | N | 19. I would be reluctant to allow the members any freedom of action. |
| A | F | 0 | S | N | 20. I would decide what shall be done and how it shall be done. |
| A | F | 0 | S | N | 21. I would push for increased production. |
| A | F | 0 | S | N | 22. I would let some members have authority that they could keep. |
| A | F | 0 | S | N | 23. I predict that things would usually—work out. |
| A | F | 0 | S | N | 24. I would allow the group a high degree of initiative. |
| A | F | 0 | S | N | 25. I would assign group members to particular tasks. |
| A | F | 0 | S | N | 26. I would ask the members to work harder. |
| A | F | 0 | S | N | 27. I would trust the group members to exercise good judgment. |
| A | F | 0 | S | N | 28. I would schedule the work to be done. |
| A | F | 0 | S | N | 29. I would refuse to explain my actions. |
| A | F | 0 | S | N | 30. I would persuade the others that my ideas are to their advantage. |
| A | F | 0 | S | N | 31. I would permit the group to set its own pace. |
| A | F | 0 | S | N | 32. I would urge the group to better its previous record. |
| A | F | 0 | S | N | 33. I would act without consulting the group. |
| A | F | 0 | S | N | 34. I would ask the group members to follow standard rules and regulations. |

T-P Leadership Questionnaire Scores

Total Scores: T _____ (Task Leader) P _____ (People Leader)
(To find score, read the Scoring Sheet Directions found at the beginning.)

Note: The *T-P Leadership Questionnaire* is from T. J. Sergiovanni, R. Metzcus, and L. Burden. (1969). Toward a particularistic approach to leadership style: Some findings. *American Educational Research Journal*, 6. 62–79.

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