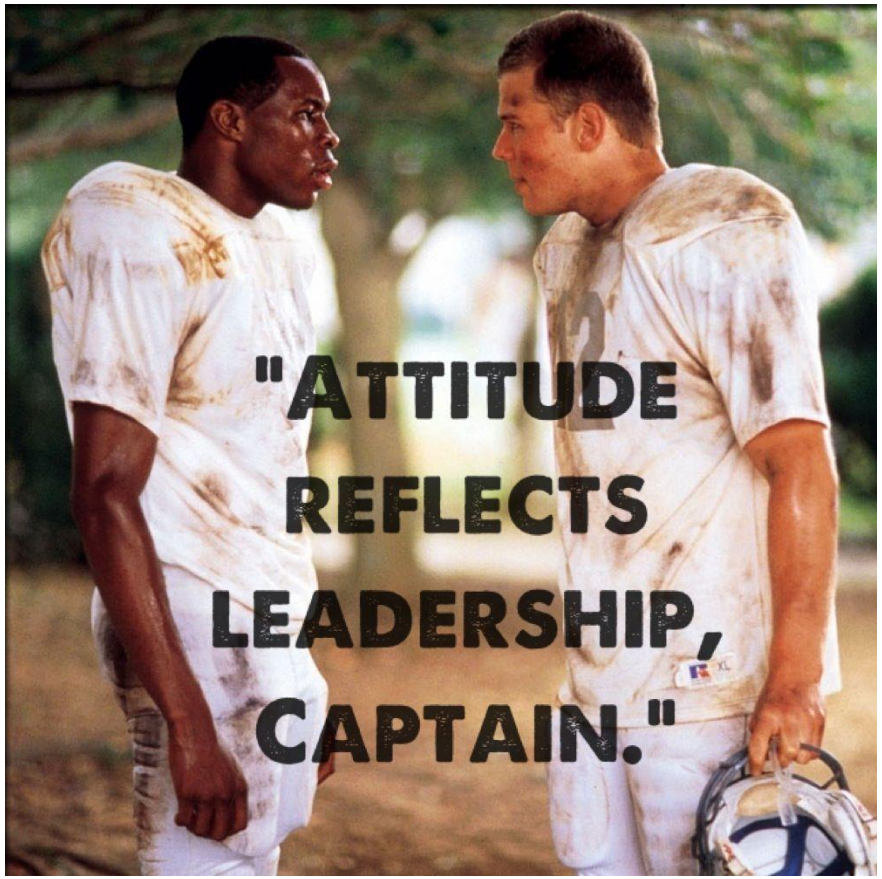
LEADERSHIP

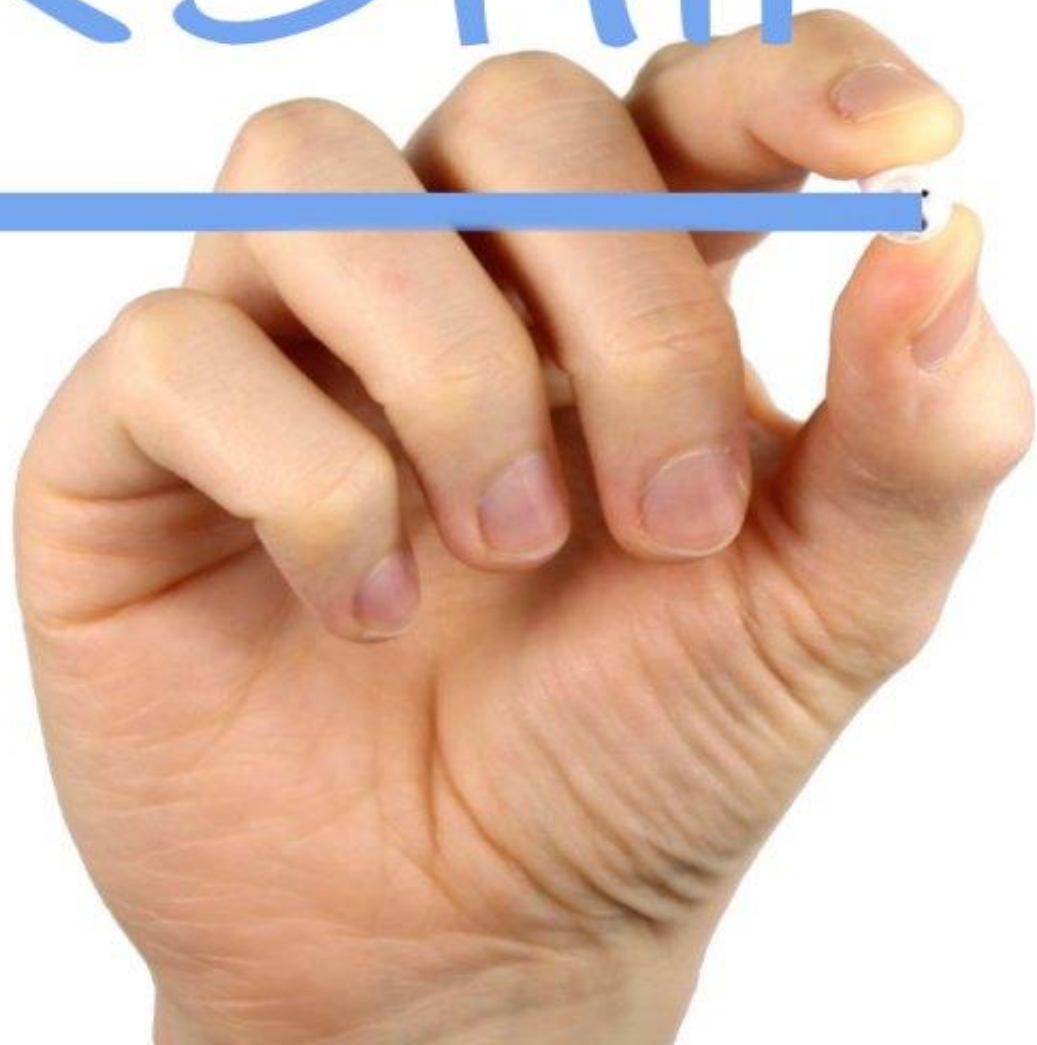
What does a leader look like?

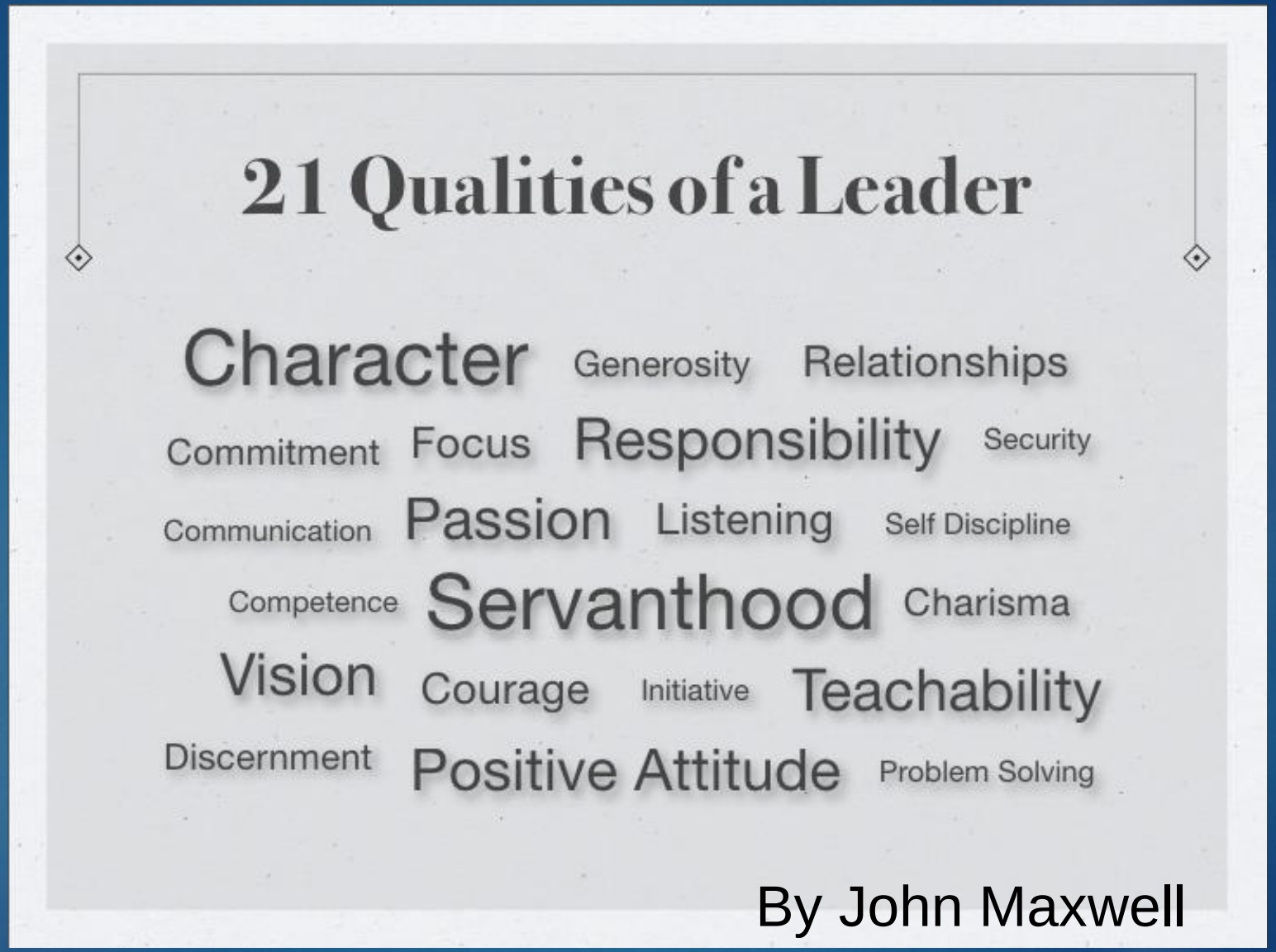
- Whip it…
  - At your tables go around and name 1 characteristic of a leader


"ATTITUDE
REFLECTS
LEADERSHIP,
CAPTAIN."

LEADERSHIP

can be taught!

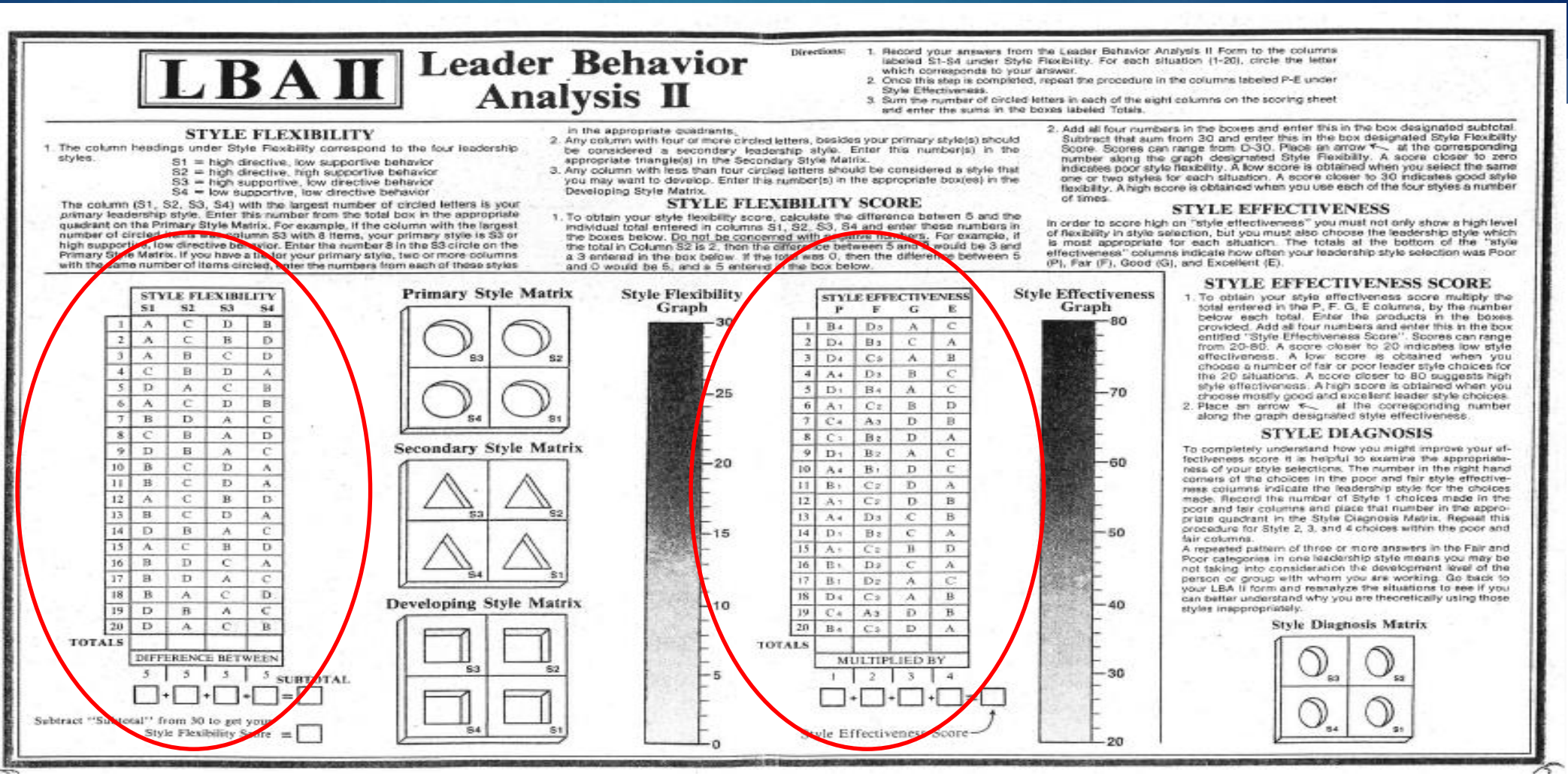



21 Qualities of a Leader
Character
Generosity
Relationships
Commitment
Focus
Responsibility
Security
Communication
Passion
Listening
Self Discipline
Competence
Servanthood
Charisma
Vision
Courage
Initiative
Teachability
Discernment
Positive Attitude
Problem Solving
By John Maxwell

Do you know your leadership style?

- Leader Behavior Analysis II (LBA II)
- For each question, circle the letter for the way you would most likely respond in that situation
- Trust your initial reaction
- Don't overthink or read into the questions

Leadership Questionnaire



LBA II Leader Behavior Analysis II

Directions:
1. Record your answers from the Leader Behavior Analysis II Form to the columns labeled S1-S4 under Style Flexibility. For each situation (1-20), circle the letter which corresponds to your answer.
2. Once this step is completed, repeat the procedure in the columns labeled P-E under Style Effectiveness.
3. Sum the number of circled letters in each of the eight columns on the scoring sheet and enter the sums in the boxes labeled Totals.

STYLE FLEXIBILITY

1. The column headings under Style Flexibility correspond to the four leadership styles.
   - S1 = high directive, low supportive behavior
   - S2 = high directive, high supportive behavior
   - S3 = high supportive, low directive behavior
   - S4 = low supportive, low directive behavior

   The column (S1, S2, S3, S4) with the largest number of circled letters is your primary leadership style. Enter this number from the total box in the appropriate quadrant on the Primary Style Matrix. For example, if the column with the largest number of circled items is the column S3 with 8 items, your primary style is S3 or high supportive, low directive behavior. Enter the number 8 in the S3 circle on the Primary Style Matrix. If you have a tie for your primary style, two or more columns with the same number of items circled, enter the numbers from each of these styles in the appropriate quadrants.
2. Any column with four or more circled letters, besides your primary style(s) should be considered a secondary leadership style. Enter this number(s) in the appropriate triangle(s) in the Secondary Style Matrix.
3. Any column with less than four circled letters should be considered a style that you may want to develop. Enter this number(s) in the appropriate box(es) in the Developing Style Matrix.

STYLE FLEXIBILITY SCORE

1. To obtain your style flexibility score, calculate the difference between 5 and the individual total entered in columns S1, S2, S3, S4 and enter these numbers in the boxes below. Do not be concerned with negative numbers. For example, if the total in Column S2 is 2, then the difference between 5 and 2 would be 3 and a 3 entered in the box below. If the total was 0, then the difference between 5 and 0 would be 5, and a 5 entered in the box below.
2. Add all four numbers in the boxes and enter this in the box designated subtotal. Subtract that sum from 30 and enter this in the box designated Style Flexibility Score. Scores can range from 0-30. Place an arrow ← at the corresponding number along the graph designated Style Flexibility. A score closer to zero indicates poor style flexibility. A low score is obtained when you select the same one or two styles for each situation. A score closer to 30 indicates good style flexibility. A high score is obtained when you use each of the four styles a number of times.

STYLE EFFECTIVENESS

In order to score high on "style effectiveness" you must not only show a high level of flexibility in style selection, but you must also choose the leadership style which is most appropriate for each situation. The totals at the bottom of the "style effectiveness" columns indicate how often your leadership style selection was Poor (P), Fair (F), Good (G), and Excellent (E).

STYLE EFFECTIVENESS SCORE

1. To obtain your style effectiveness score multiply the total entered in the P, F, G, E columns, by the number below each total. Enter the products in the boxes provided. Add all four numbers and enter this in the box entitled "Style Effectiveness Score". Scores can range from 20-80. A score closer to 20 indicates low style effectiveness. A low score is obtained when you choose a number of fair or poor leader style choices for the 20 situations. A score closer to 80 suggests high style effectiveness. A high score is obtained when you choose mostly good and excellent leader style choices.
2. Place an arrow ← at the corresponding number along the graph designated style effectiveness.

STYLE DIAGNOSIS

To completely understand how you might improve your effectiveness score it is helpful to examine the appropriateness of your style selections. The number in the right hand corners of the choices in the poor and fair style effectiveness columns indicate the leadership style for the choices made. Record the number of Style 1 choices made in the poor and fair columns and place that number in the appropriate quadrant in the Style Diagnosis Matrix. Repeat this procedure for Style 2, 3, and 4 choices within the poor and fair columns.

A repeated pattern of three or more answers in the Fair and Poor categories in one leadership style means you may be not taking into consideration the development level of the person or group with whom you are working. Go back to your LBA II form and reanalyze the situations to see if you can better understand why you are theoretically using those styles inappropriately.

	STYLE FLEXIBILITY S1	S2	S3	S4
1	A	C	D	B
2	A	C	B	D
3	A	B	C	D
4	C	B	D	A
5	D	A	C	B
6	A	C	D	B
7	B	D	A	C
8	C	B	A	D
9	D	B	A	C
10	B	C	D	A
11	B	C	D	A
12	A	C	B	D
13	B	C	D	A
14	D	B	A	C
15	A	C	B	D
16	B	D	C	A
17	B	D	A	C
18	B	A	C	D
19	D	B	A	C
20	D	A	C	B
TOTALS				
DIFFERENCE BETWEEN	5	5	5	5

SUBTOTAL ☐ + ☐ + ☐ + ☐ = ☐

Subtract "Subtotal" from 30 to get your Style Flexibility Score = ☐

Primary Style Matrix

Secondary Style Matrix

Developing Style Matrix

Style Flexibility Graph

	STYLE EFFECTIVENESS P	F	G	E
1	B4	D3	A	C
2	D4	B3	C	A
3	D4	C3	A	B
4	A4	D3	B	C
5	D1	B4	A	C
6	A1	C2	B	D
7	C4	A3	D	B
8	C1	B2	D	A
9	D1	B2	A	C
10	A4	B1	D	C
11	B1	C2	D	A
12	A1	C2	D	B
13	A4	D3	C	B
14	D1	B2	C	A
15	A1	C2	B	D
16	B1	D2	C	A
17	B1	D2	A	C
18	D4	C3	A	B
19	C4	A3	D	B
20	B4	C3	D	A
TOTALS				
MULTIPLIED BY	1	2	3	4

☐ + ☐ + ☐ + ☐ = ☐

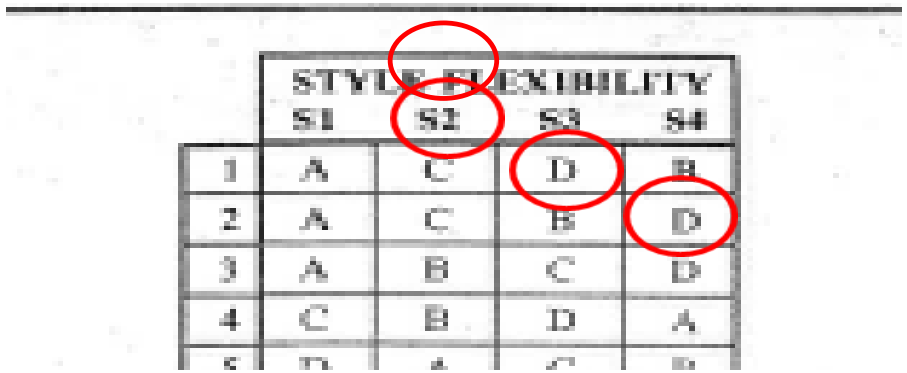
Style Effectiveness Score

Style Effectiveness Graph

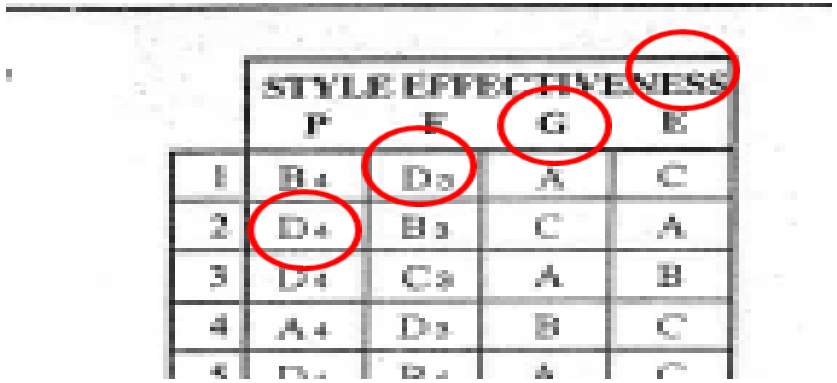
Style Diagnosis Matrix

Leadership Questionnaire

For each question, circle the letter of your response, regardless of which column it is in.



	STYLE FLEXIBILITY			
	S1	S2	S3	S4
1	A	C	D	B
2	A	C	B	D
3	A	B	C	D
4	C	B	D	A



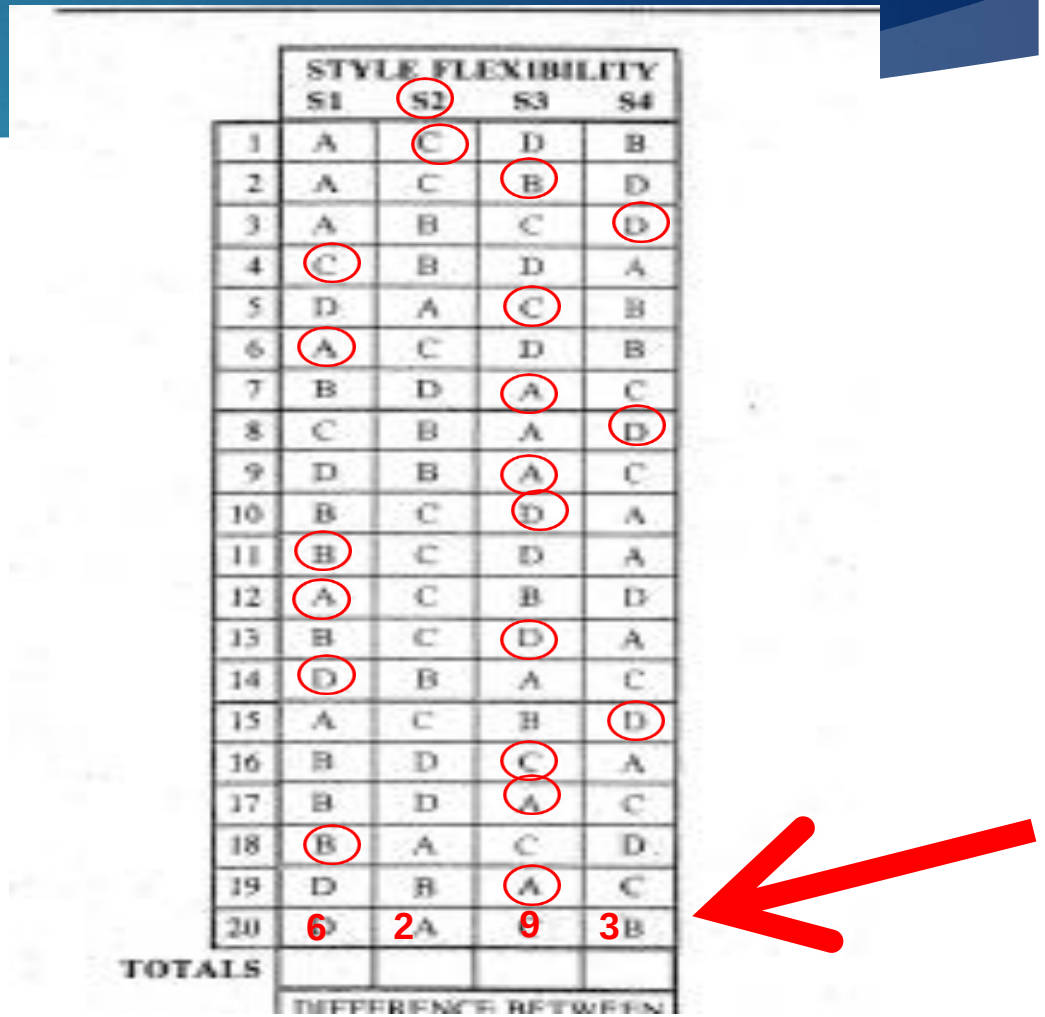
	STYLE EFFECTIVENESS			
	F	E	G	E
1	B4	D3	A	C
2	D4	B3	C	A
3	D4	C3	A	B
4	A4	D3	B	C

To save time, complete both the Style Flexibility chart and the Style Effectiveness chart at the same time.

Leadership Questionnaire

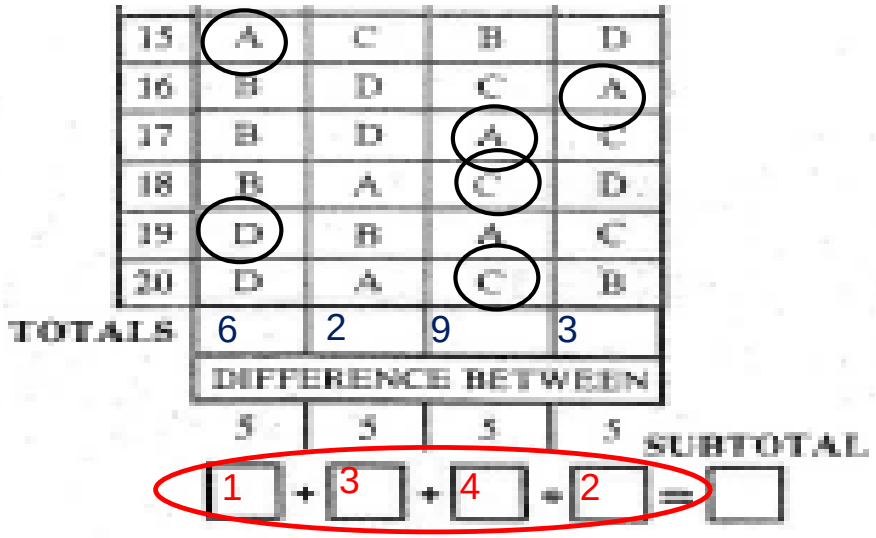
In each column of the Style Flexibility Chart:

- Count the number of circles you have in each column
- Enter that number in the "Totals" line under each column



	STYLE FLEXIBILITY S1	S2	S3	S4
1	A	C	D	B
2	A	C	B	D
3	A	B	C	D
4	C	B	D	A
5	D	A	C	B
6	A	C	D	B
7	B	D	A	C
8	C	B	A	D
9	D	B	A	C
10	B	C	D	A
11	B	C	D	A
12	A	C	B	D
13	B	C	D	A
14	D	B	A	C
15	A	C	B	D
16	B	D	C	A
17	B	D	A	C
18	B	A	C	D
19	D	B	A	C
20	6 D	2 A	9	3 B
TOTALS				
	DIFFERENCE BETWEEN			

Leadership Questionnaire



15	A	C	B	D
16	B	D	C	A
17	B	D	A	C
18	B	A	C	D
19	D	B	A	C
20	D	A	C	B
TOTALS	6	2	9	3
DIFFERENCE BETWEEN				
	5	5	5	5

SUBTOTAL

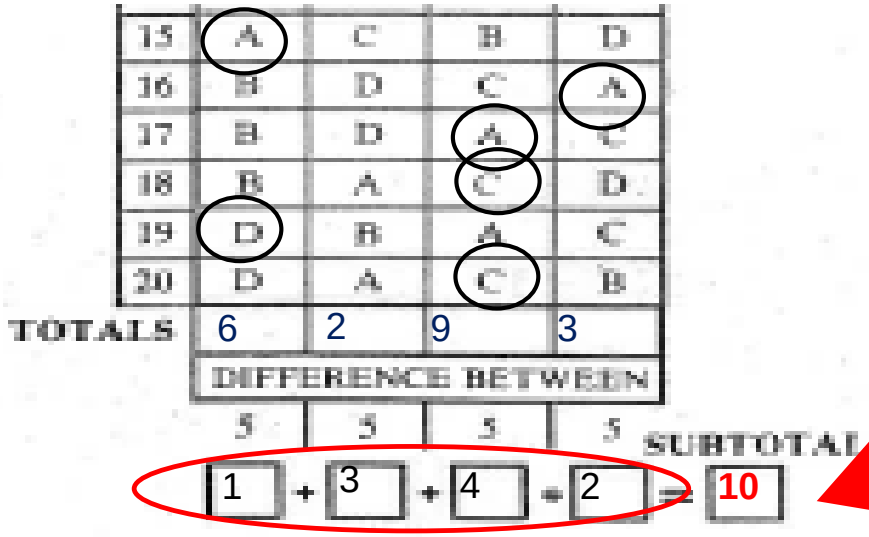
1 + 3 + 4 + 2 = ☐

In each column of the Style Flexibility Chart:

- Calculate the difference between the total and 5
- (+/- does not matter)

- Enter that number in the box under each column

Leadership Questionnaire



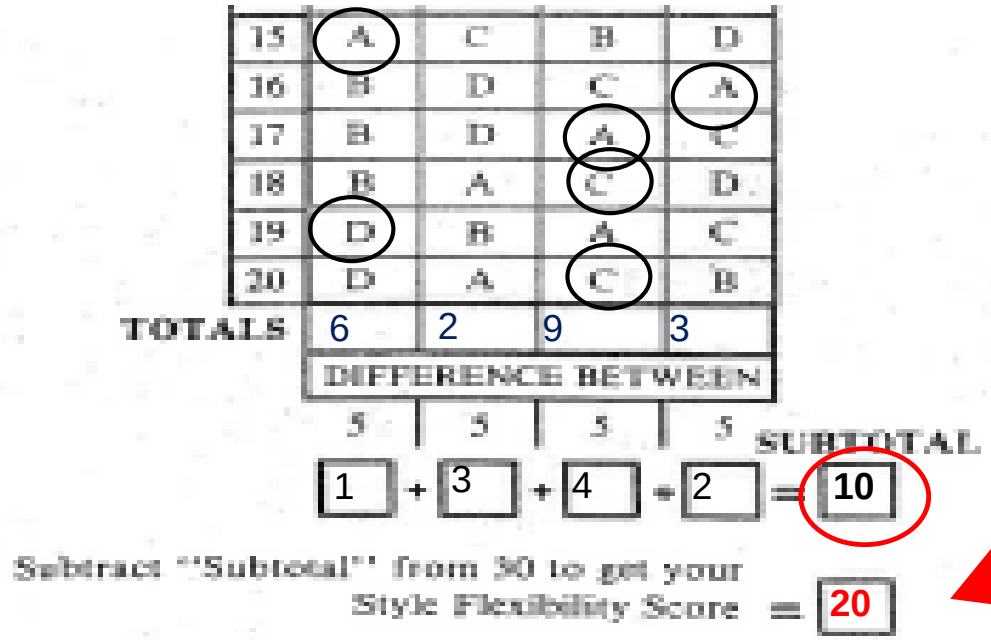
15	A	C	B	D
16	B	D	C	A
17	B	D	A	C
18	B	A	C	D
19	D	B	A	C
20	D	A	C	B
TOTALS	6	2	9	3
DIFFERENCE BETWEEN				
	5	5	5	5

SUBTOTAL

1 + 3 + 4 + 2 = **10**

- Add the four numbers in the boxes together to get the subtotal

Leadership Questionnaire



15	A	C	B	D
16	B	D	C	A
17	B	D	A	C
18	B	A	C	D
19	D	B	A	C
20	D	A	C	B
TOTALS	6	2	9	3
DIFFERENCE BETWEEN	5	5	5	5

SUBTOTAL: 1 + 3 + 4 + 2 = 10

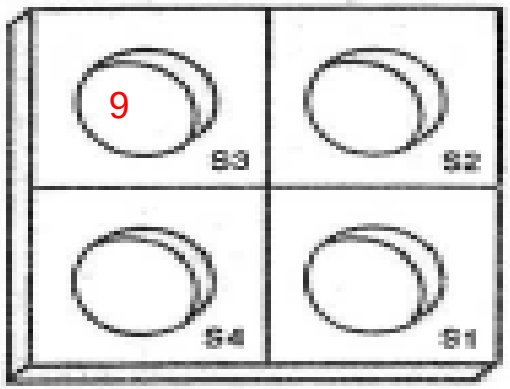
Subtract "Subtotal" from 30 to get your Style Flexibility Score = 20

- Subtract your subtotal from 30 and enter that into the box for Style Flexibility Score

Leadership Questionnaire

15	A	C	B	D
16	B	D	C	A
17	B	D	A	C
18	B	A	C	D
19	D	B	A	C
20	D	A	C	B
TOTALS	6	2	9	3
	DIFFERENCE BETWEEN			

Primary Style Matrix

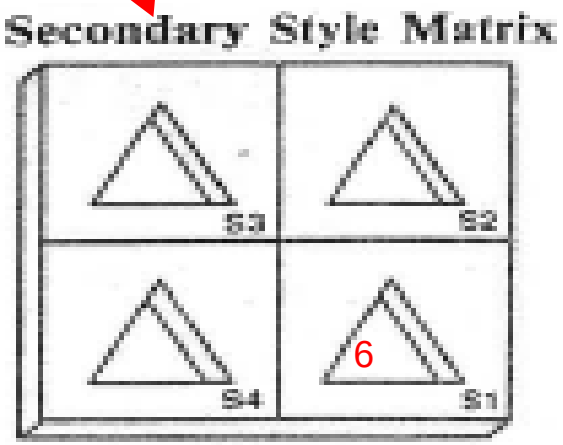


In the “Totals” line of the Style Flexibility Chart:

- Find the column with the highest total
- Write that number in the corresponding circle in the Primary Style Matrix

Leadership Questionnaire

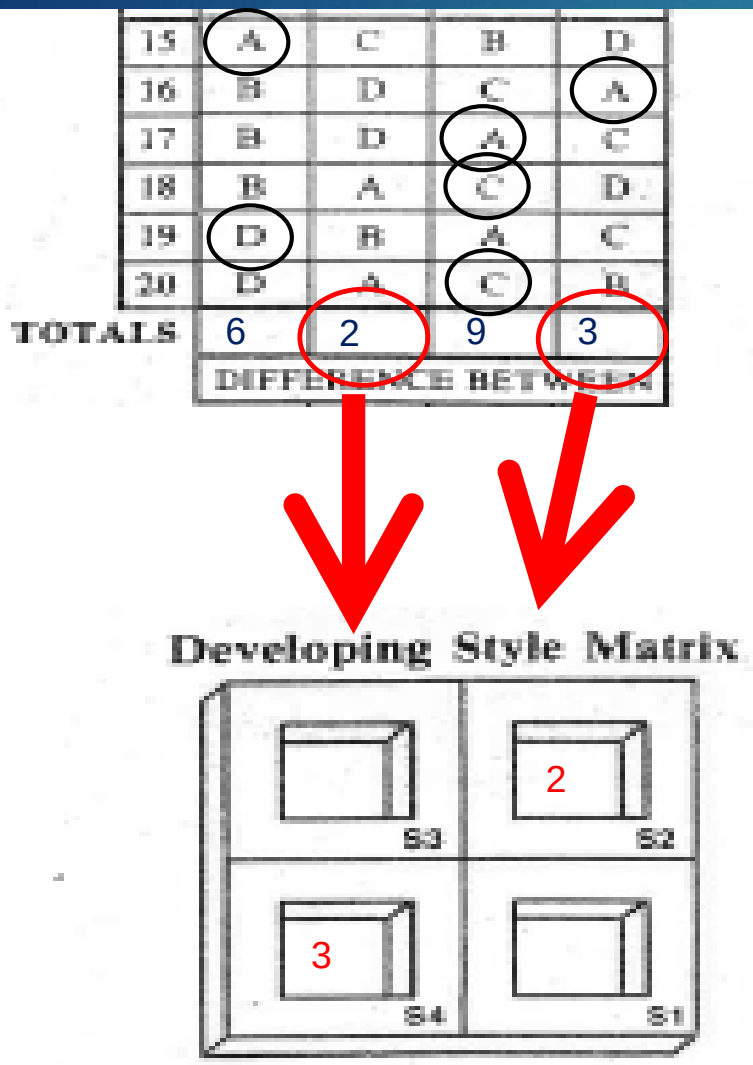
15	A	C	B	D
16	B	D	C	A
17	B	D	A	C
18	B	A	C	D
19	D	B	A	C
20	D	A	C	B
TOTALS	6	2	9	3
DIFFERENCE BETWEEN				



In the “Totals” line of the Style Flexibility Chart:

- Find the remaining column(s) with a total of 4 or higher
- Write that (those) number(s) in the corresponding triangle in the Secondary Style Matrix

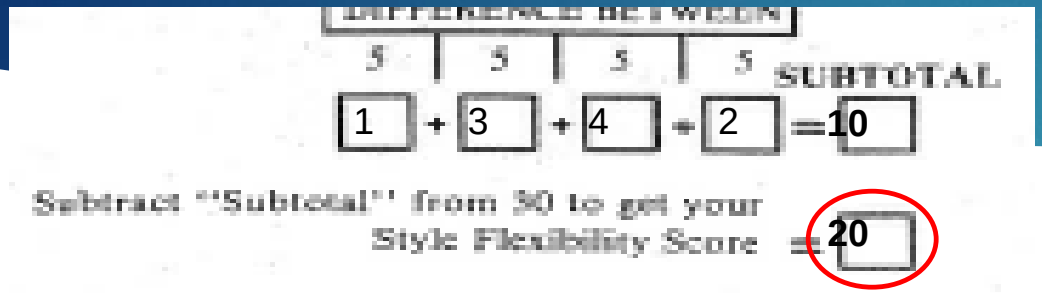
Leadership Questionnaire

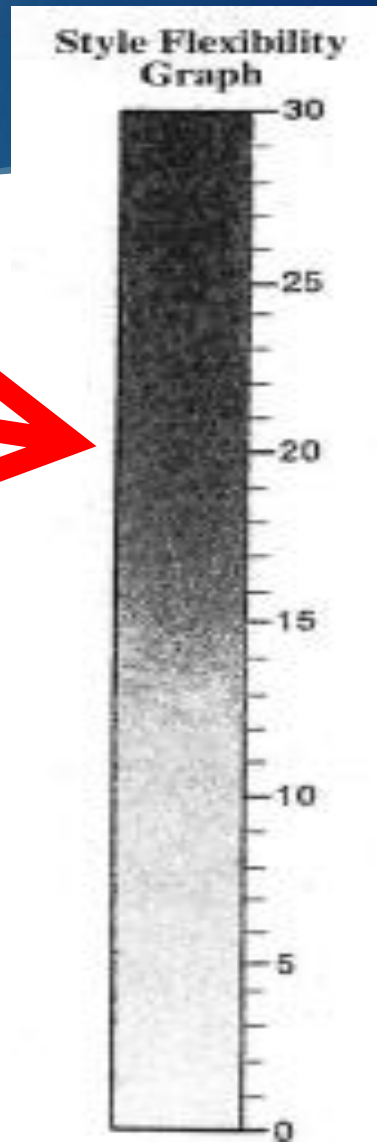


In the “Totals” line of the Style Flexibility Chart:

- Find the remaining column(s) with a total less than 4
- Write that (those) number(s) in the corresponding square in the Developing Style Matrix

Leadership Questionnaire



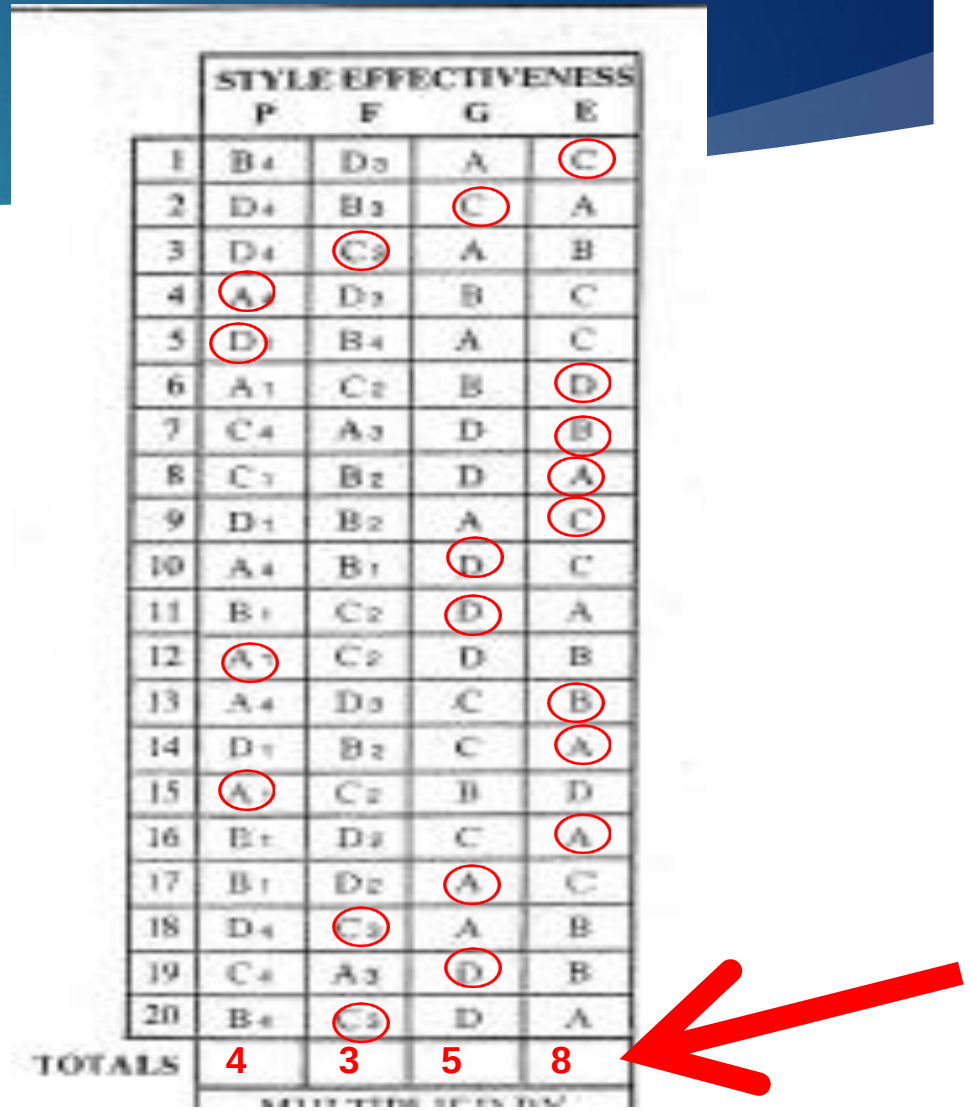


- Find the number for your Style Flexibility Score
- Place an arrow next to that number on the Style Flexibility Graph

Leadership Questionnaire

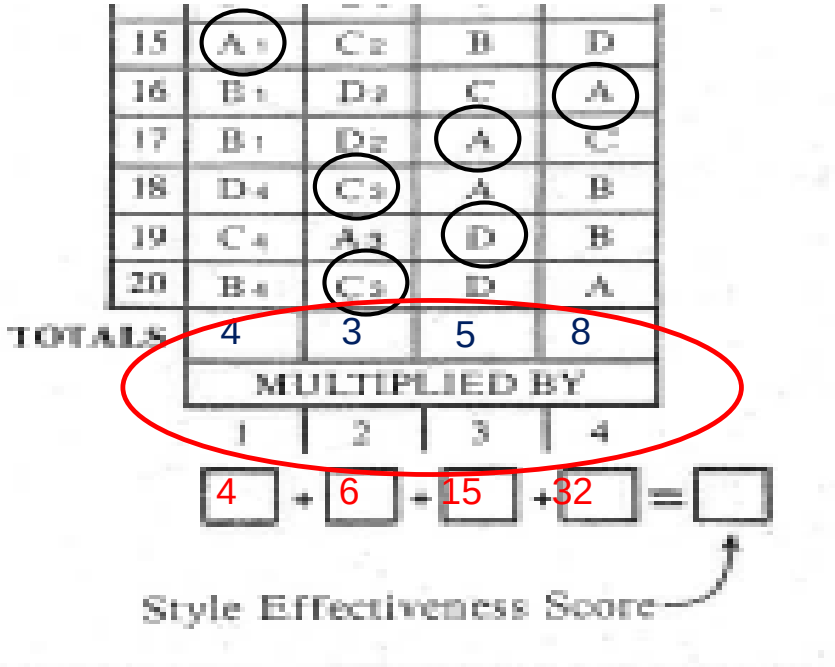
In each column of the Style Effectiveness Chart:

- Count the number of circles you have in each column. Don't worry about the numbers in the first two columns
- Enter that number in the "Totals" line under each column



	STYLE EFFECTIVENESS			
	P	F	G	E
1	B4	D3	A	C
2	D4	B3	C	A
3	D4	C3	A	B
4	A4	D3	B	C
5	D4	B4	A	C
6	A1	C2	B	D
7	C4	A3	D	B
8	C1	B2	D	A
9	D1	B2	A	C
10	A4	B1	D	C
11	B1	C2	D	A
12	A1	C2	D	B
13	A4	D3	C	B
14	D1	B2	C	A
15	A1	C2	B	D
16	B1	D2	C	A
17	B1	D2	A	C
18	D4	C3	A	B
19	C4	A3	D	B
20	B4	C3	D	A
TOTALS	4	3	5	8

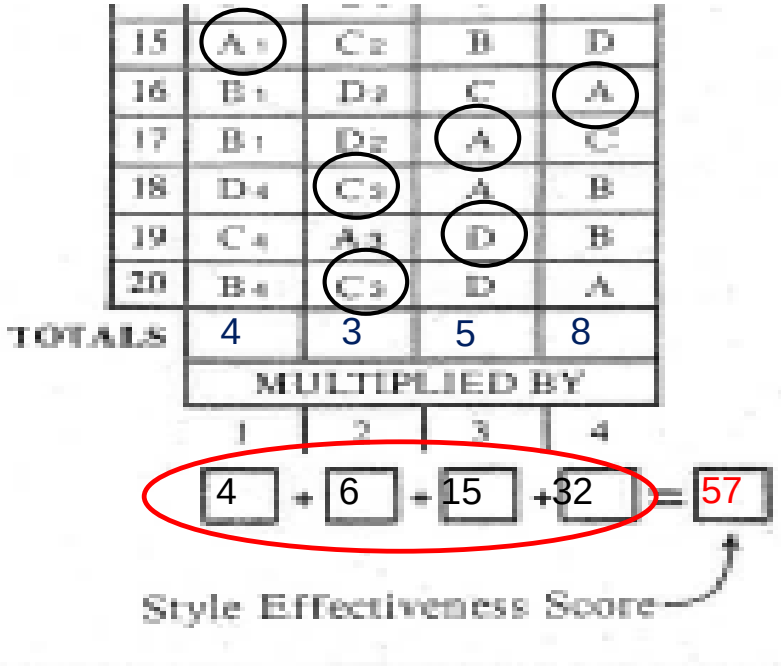
Leadership Questionnaire



In each column of the Style Effectiveness Chart:

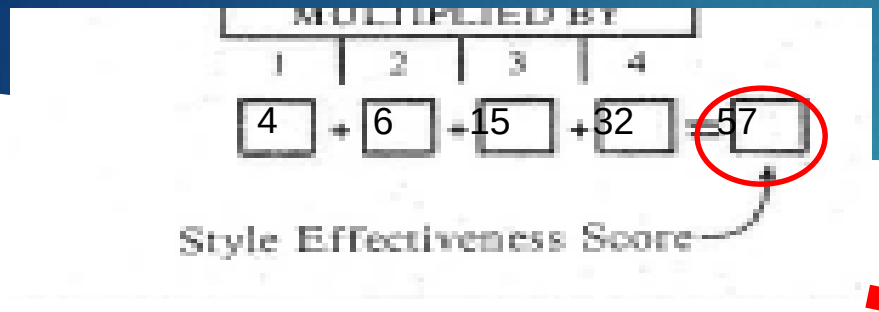
- Multiply each total by the number beneath that column
- Enter the product in the box under each column

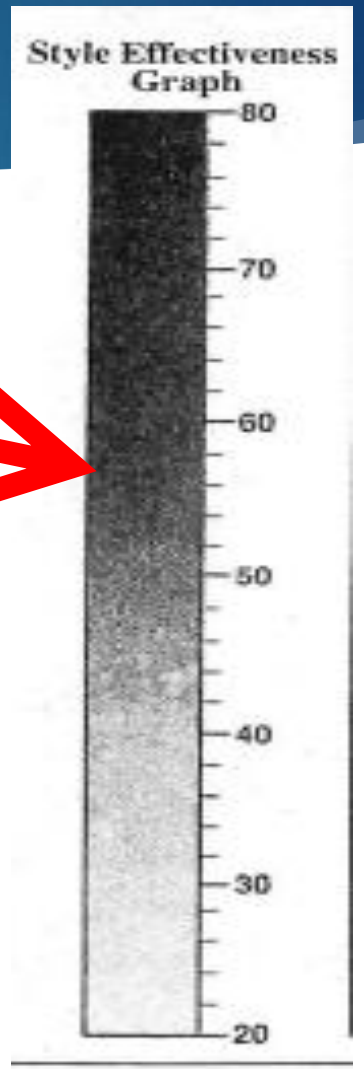
Leadership Questionnaire



- Add the numbers in the four boxes together to get your Style Effectiveness Score

Leadership Questionnaire



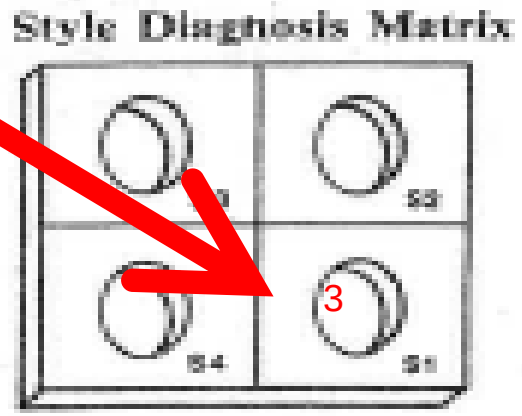


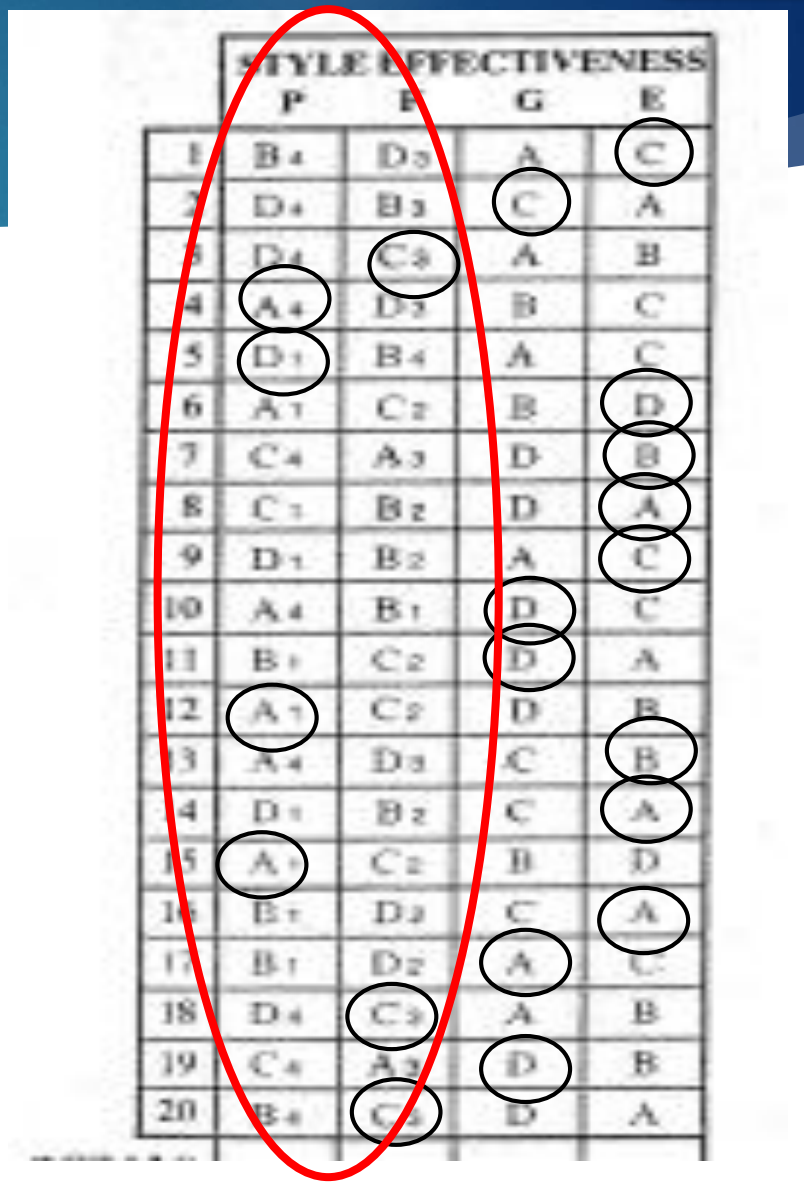
- Find the number for your Style Effectiveness Score

- Place an arrow next to that number on the Style Effectiveness Graph

Leadership Questionnaire

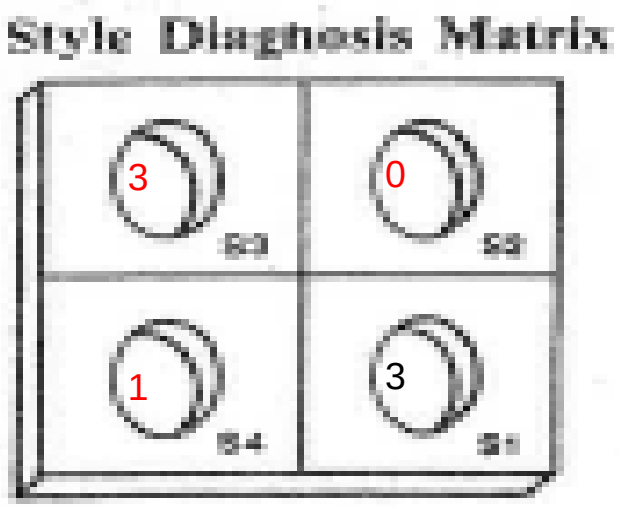
- Count the number of answers in the first two columns of the Style Effectiveness Chart with the number 1 next to it
- Write the total in the S1 oval of the Style Diagnosis Matrix

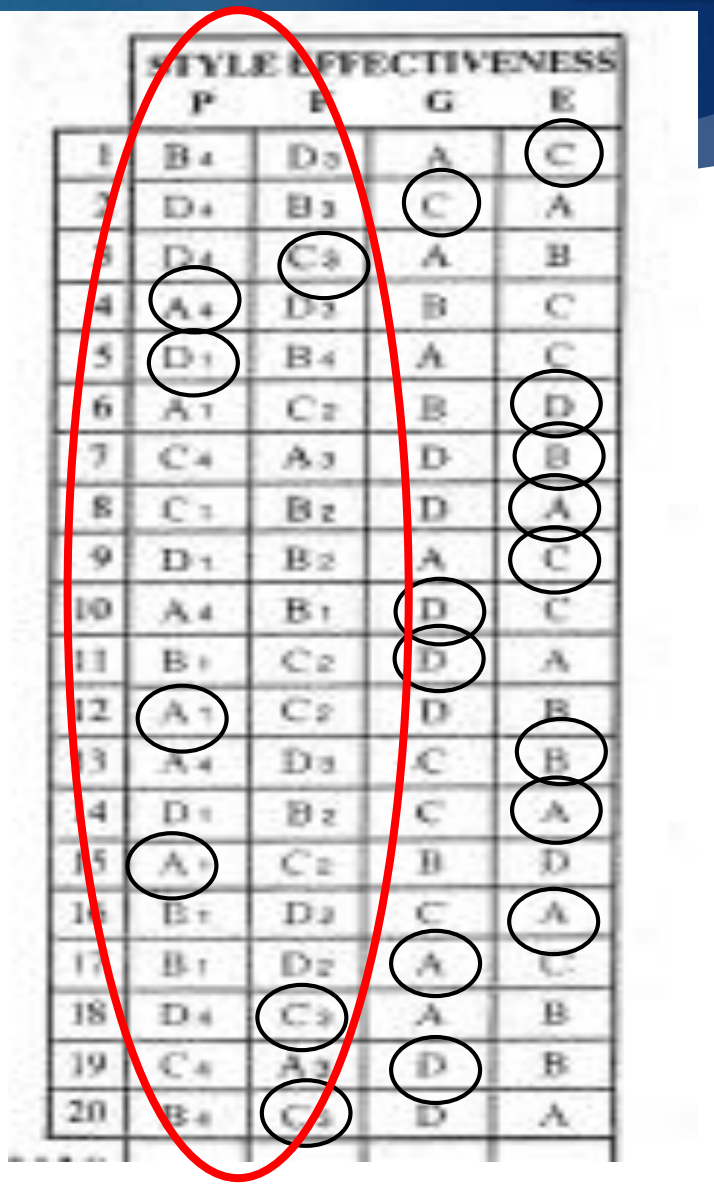




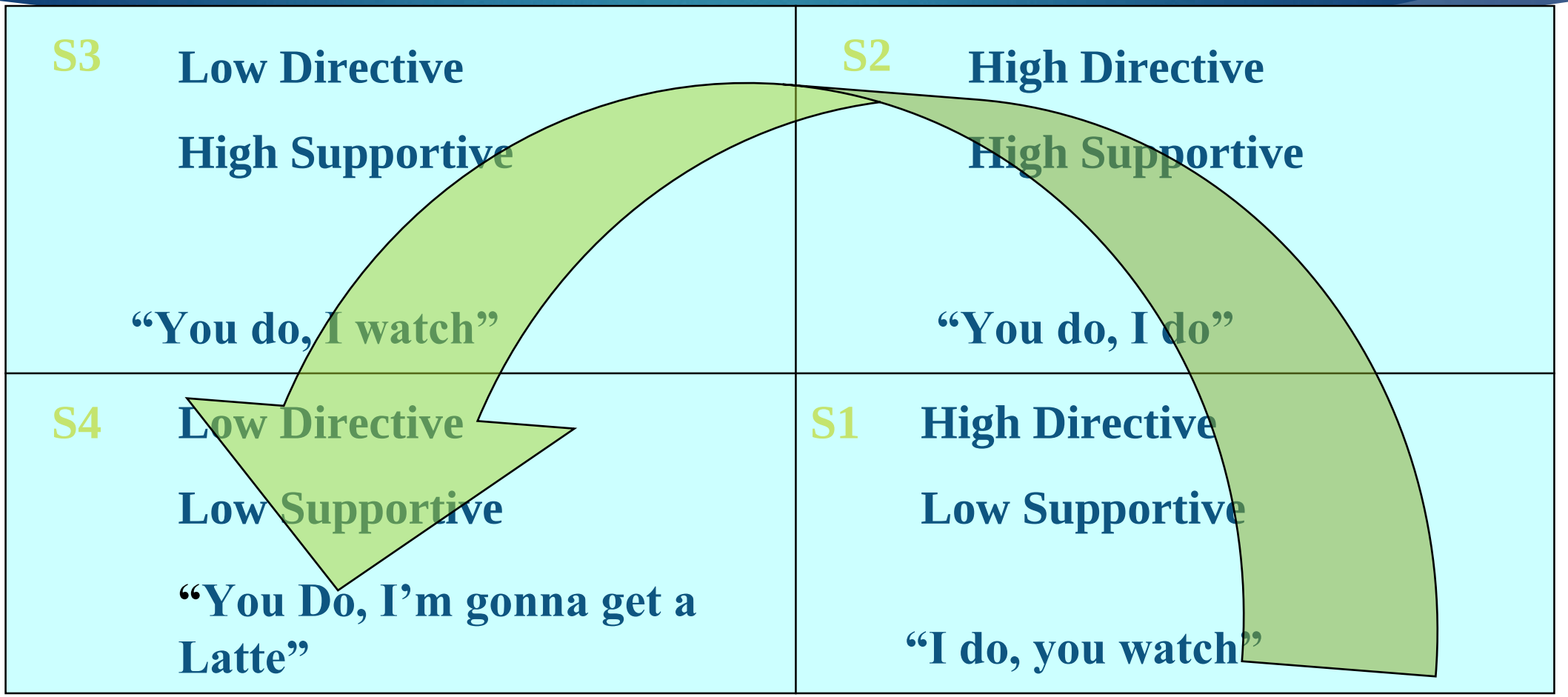
Leadership Questionnaire

- Repeat this process for the numbers 2, 3, and 4
- Write each total in the S2, S3, and S4 ovals of the Style Diagnosis Matrix





Situational Leadership



Preparing Leaders in Stages

- Enthusiastic beginner

- Disillusioned learner

- Cautious but capable achiever

- Peak performer

- Peak performers who train others

- S1: I do, you watch

- S2: You do, I do

- S3: You do, I watch

- S4: You do, I'm gonna go get a latte.

- You do, someone else watches