

Leadership Practices Questionnaire Self Assessment

In this survey there are thirty statements about the things that leaders do. The statements all describe behaviours or activities.

Please read each statement carefully and rate yourself in terms of how frequently you engage in that behaviour or activity. Record your response by circling the appropriate number on the 1-5 scale.

- 1 – If you *rarely or never* do what is described
- 2 – If you do what is described *once in a while*
- 3 – If you *sometimes* do what is described
- 4 – If you do what is described *quite often*
- 5 – If you do what is described *frequently or always*

In choosing your response be realistic about the extent to which you actually engage in each behaviour. Do not select responses in terms of how you would like to see yourself; respond in terms of how you actually behave.

When you have finished you will need to transfer your responses to the ratings sheet attached to the end of the survey.

If others are going to help you in your leadership style assessment pick up to five people who know the way you work well. The best way (for 360 degree feedback) is to select subordinates from your team, your line manager and a colleague as well.

Choose people who will be frank and whose opinions you respect. Decide whether you want their responses to be anonymous or not, but make sure that your name is on the observer's assessments sheets you give out, and agree with them if you want them to put their name on their observer's response sheet.

Leadership Practices Questionnaire

	Leadership Practice Statement	Rating
1	I look for opportunities that will test my skills and abilities.	1 2 3 4 5
2	I describe the kind of future I want my team to create.	1 2 3 4 5
3	I involve the team in planning the action we will be taking.	1 2 3 4 5
4	I am clear about my own philosophy of leadership.	1 2 3 4 5
5	I take time to celebrate when project milestones are reached.	1 2 3 4 5
6	I stay up to date on new developments in my field or in my organisation.	1 2 3 4 5
7	I appeal to others to share my dream of what the future can be like.	1 2 3 4 5
8	I treat all members of my team with dignity and respect.	1 2 3 4 5
9	I break projects down into manageable chunks.	1 2 3 4 5
10	I recognise individuals for their contribution to the success of the team's work	1 2 3 4 5
11	I challenge the way people do things at work.	1 2 3 4 5
12	I communicate clearly a positive and hopeful outlook for the future of the organisation.	1 2 3 4 5
13	I give people a lot of discretion to make their own decisions.	1 2 3 4 5
14	I make sure that people stick with the values that have been agreed on	1 2 3 4 5
15	I praise people for a job well done.	1 2 3 4 5
16	I look for innovative ways the team can improve what is done for the organisation	1 2 3 4 5
17	I show others how their long term future interests can be realised by investing in the common vision	1 2 3 4 5
18	I develop co-operative relationships with the people I work with	1 2 3 4 5
19	I let others know my beliefs on how to run the team I lead.	1 2 3 4 5
20	I give team members lots of appreciation and support for their contributions	1 2 3 4 5
21	I ask 'what can we learn' when things do not go as expected	1 2 3 4 5

Leadership Practices Questionnaire

22	I look ahead and forecast what I expect the future to be like	1 2 3 4 5
23	I create an atmosphere of mutual trust in the projects I lead	1 2 3 4 5
24	I am consistent in practising the values I believe in	1 2 3 4 5
25	I find ways to celebrate team accomplishments	1 2 3 4 5
26	I take risks with the way things are done even if there is a risk of failure	1 2 3 4 5
27	I am contagiously excited and enthusiastic about future possibilities	1 2 3 4 5
28	I get others to feel a sense of ownership for the projects they work on	1 2 3 4 5
29	I make sure that the work group sets clear goals, makes plans and establishes milestones for the projects I lead	1 2 3 4 5
30	I make a point of telling the rest of the organisation about the good work of my team	1 2 3 4 5

Thank you for completing the survey.

When you have completed the survey, transfer your ratings onto the grid overleaf.

Leadership Practices Inventory – Rating Sheet

Challenges

	Self	A	B	C	D	E
1						
6						
11						
16						
21						
26						

Total Self Score

Average Observer Score

Inspires

	Self	A	B	C	D	E
2						
7						
12						
17						
22						
27						

Total Self Score

Average Observer Score

Enables Others to Act

	Self	A	B	C	D	E
3						
8						
13						
18						
23						
28						

Total Self Score

Average Observer Score

Models the Way

	Self	A	B	C	D	E
4						
9						
14						
19						
24						
29						

Total Self Score

Average Observer Score

Encourages the Heart

	Self	A	B	C	D	E
5						
10						
15						
20						
25						
30						

Total Self Score

Average Observer Score

The Five Fundamental Practices of Exemplary Leadership

Introduction

Organisations (and their people) now operate in a permanent state of change. Being adaptable and agile are now recognised as the indispensable qualities of effective organisations and people. A critical influence on agility (or lack of it) is the leadership style provided within the organisation.

Kouze and Posner (1987, 1995)¹ have established, through one of the most extensive research programmes of its kind, five key leadership practices which they demonstrate are effective on several levels;

- ➔ Positively influencing the perception of the organisation's people on the quality/credibility of leadership
- ➔ Impacting upon improvements in team working, commitment and loyalty, motivation and reducing absenteeism and staff turnover
- ➔ Correlation with sound business outcomes in several areas

There are unlikely to be any surprises in the five leadership practices identified by Kouze & Posner - they are strongly supported by most new research in their area². However, it is the quality of the underpinning research into the efficacy of the practices, and that a well validated instrument to measure and benchmark personal leadership practice exists, which strongly commends the Kouze and Posner model.

Five Fundamental Practices of Exemplary Leadership

When leaders are at their best they:

- ➔ Challenge the Process
- ➔ Inspire a Shared Vision
- ➔ Enable Others to Act
- ➔ Model the Way
- ➔ Encourage the Heart

Validation studies over 10 years have consistently confirmed the reliability and validity of the 30 behaviours or actions linked with the Five Leadership Practices. Questions related to the practice of those behaviours make up the

¹ Kouze, JM and Posner, BZ (1995) The Leadership Challenge Jossey-Bass, San Francisco

² Tampoe, M (1998) Liberating Leadership Industrial Society, London

Leadership Practices Inventory (LPI) questionnaire. However, the following provides an overview of the five leadership practices.

Challenging the Process

Effective leaders are pioneers, they do not accept the status quo but search out opportunities and step into the unknown. They innovate and experiment and encourage others to do so. They recognise other's good ideas, take risks. They learn by leading in the face of obstacles. They:

- ➔ Treat jobs/task as a new adventure
- ➔ Break free of daily routines
- ➔ Devise ways of recognising and promoting good ideas
- ➔ Foster and encourage people who evaluate then take risks

Inspiring a Shared Vision

Leaders should be looking to the horizon; imagining the future they want to create. They enlist the emotions of others to share in that vision. They show how mutual commitment to a common purpose is a benefit to all. They:

- ➔ Learn from the past, look for gains not losses
- ➔ Know their followers
- ➔ Appeal to a common purpose
- ➔ Communicate expressively
- ➔ Believe in what they are saying

Enabling Others to Act

Leaders enlist the support and assistance of all who must make the project work. They stress co-operative goals and build relationships based on trust. They:

- ➔ Say we and stress the team effort
- ➔ Create interactions, meetings and dialogue
- ➔ Involve teams in planning and problem solving
- ➔ Keep people informed
- ➔ Delegate important work on critical tasks
- ➔ Allow people to innovate and take risks

Modelling the Way

Leaders are clear about their values and beliefs it is what drives them and their teams. They keep things going by being consistent with their value they model how they expect others to behave. They make it easier for others to achieve goals by breaking tasks into manageable chunks and celebrating small gains. They:

- ➔ Do what they say they are going to
- ➔ Walk the decks, talk about their beliefs
- ➔ Be expressive, even emotional, about their values
- ➔ Spend time on the important tasks
- ➔ Mark out milestones and celebrate achievements
- ➔ Get started, build on successes

Encouraging the Heart

Leaders give encouragement and heart to people to carry on in difficult situations. They realise that recognition is needed if their teams are going to persist when the going gets tough. To continue to pursue the vision people need heart inspirational leaders encourage the heart. They;

- ➔ Foster high expectations
- ➔ Be creative in the use of rewards
- ➔ Say thank you about specific things
- ➔ Link performance with recognition and reward
- ➔ Give people feedback about results
- ➔ Be involved as a cheerleader
- ➔ Fly the flag for their team.

Leadership Practices' Action Plan

Challenges

Seeks challenges
Stays up to date
Challenges status quo
Looks for ways to innovate
Asks 'what can we learn?'
Experiments and takes risks

Leadership Development Action Plan

Inspires

Describes the future we can create
Shares future dreams
Communicates a positive outlook
Enlists a common vision
Forecasts the future
Contagiously excited about the future

Leadership Development Action Plan

Enables Others to Act

Involves others in planning
Treats others with respect
Allows others to make decisions
Develops co-operative relationships
Creates atmosphere of trust
Gets others to own project

Leadership Development Action Plan

Models the Way

Clear on leadership philosophy
Breaks projects into chunks
Ensures values are adhered to
Lets other know beliefs and values
Practices what is espoused
Sets clear goals and milestones

Leadership Development Action Plan

Encourages the Heart

Celebrates milestones
Recognises others' contributions
Gives praise for a job well done
Gives team appreciation & support
Finds ways to celebrate
Tells others about groups' work

Leadership Development Action Plan