Leadership and Followership

**Style Test (Adapted from Frew 1977)**

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| **Leadership and Followership Style Test**  |
| **Section 1 – Leadership Profile**  |
| The following 20 statements relate to your ideal image of leadership. We ask that as you respond to them, you imagine yourself to be a leader and then answer the questions in a way that would reflect your particular style of leadership. It makes no difference what kind of leadership experience, if any, you have had or are currently involved in. The purpose here is to establish your preference for relating with subordinates.The format includes a five-point scale rating ranging from strongly agree to strongly disagree for each statement. Please select one point on each scale and mark it as you read the 20 statements relating to leadership. You may omit answers to questions that are confusing or to questions that you feel you cannot answer.  |
|  | **Strongly Agree** | **Agree** | **Mixed Feelings** | **Disagree** | **Strongly Disagree** |
|  1  When I tell a subordinate to do something, I expect her or him to do it with no questions asked. After all, I am responsible for what s/he does, not the subordinate.  |  1  |  2  |  3  |  4  |  5  |
|  2  Tight control by a leader usually does more harm than good. People generally do the best job when they are allowed to exercise self-control. | 5  | 4  | 3  | 2  | 1  |
|  3  Although discipline is important in an organisation, the effective leader should intervene using disciplinary procedures and knowledge of the people and the situation. | 1  | 2  | 3  | 4  | 5  |
|  4  A leader must make every effort to subdivide the tasks of the people to the greatest possible extent. | 1  | 2  | 3  | 4  | 5  |
|  5  Shared leadership or truly democratic process in a group can only work when there is a recognised leader who helps the process. | 1  | 2  | 3  | 4  | 5  |
|  6  As a leader I am ultimately responsible for all of the actions of my group. If our activities result in benefits to the organisation, I should be rewarded accordingly.  | 1  | 2  | 3  | 4  | 5  |
|  7  Most people require only minimum direction on the part of the leader in order to do a good job.  | 5  | 4  | 3  | 2  | 1  |
|  8  One’s subordinates usually require the control of a strict leader.  | 1  | 2  | 3  | 4  | 5  |
|  9  Leadership might be shared among participants of a group so that at any one time there may be two or more leaders.  | 5  | 4  | 3  | 2  | 1  |
| 10  Leadership should generally come from the top, but there are some logical exceptions to this rule.  | 5  | 4  | 3  | 2  | 1  |
| 11  The disciplinary function of the leader is simply to seek democratic opinions regarding problems as they arise.  | 5  | 4  | 3  | 2  | 1  |
| 12  The clinical problems, management time and worker frustration caused by the division of labour are hardly ever worth the savings. In most cases, workers do the best job of determining their own job content.  | 5  | 4  | 3  | 2  | 1  |
| 13  The leader ought to be the group member whom the other members elect to coordinate their activities and represent the group to the rest of the organisation.  | 5  | 4  | 3  | 2  | 1  |
| 14  A leader needs to exercise some control over his or her people.  | 1  | 2  | 3  | 4  | 5  |
| 15  There must be one – and only one – recognised leader in the group.  | 1  | 2  | 3  | 4  | 5  |
| 16  A good leader must establish and strictly enforce an impersonal system of discipline.  | 1  | 2  | 3  | 4  | 5  |
| 17  Discipline codes should be flexible and they should allow for individual decisions by the leader, given each particular situation.  | 5  | 4  | 3  | 2  | 1  |
| 18  Basically, people are responsible for themselves and no one else. Thus a leader cannot be blamed for or take credit for the work of subordinates.  | 5  | 4  | 3  | 2  | 1  |
| 19  The job of the leader is to relate to subordinates the task to be done, to ask them for ways in which it can be better accomplished, and then to help arrive at a consensus plan of attack.  | 5  | 4  | 3  | 2  | 1  |
| 20  A position of leadership implies the general superiority of its incumbent over his or her workers.  | 1  | 2  | 3  | 4  | 5  |
| **Section 2 – Followership Profile**  |
| This section of the questionnaire includes statements about the type of boss you prefer. Imagine yourself to be in a subordinate position of some kind and use your responses to indicate your preference for the way in which a leader might relate to you. The format is identical to that within the previous section.  |
|  | **Strongly Agree** | **Agree** | **Mixed Feelings** | **Disagree** | **Strongly Disagree** |
|  1  I expect my job to be very explicitly outlined for me.  | 1  | 2  | 3  | 4  | 5  |
|  2  When the boss says to do something, I do it. After all, he or she is the boss. | 1  | 2  | 3  | 4  | 5  |
|  3  Rigid rules and regulations usually cause me to become frustrated and inefficient. | 5  | 4  | 3  | 2  | 1  |
|  4  I am ultimately responsible for and capable of self-discipline based on my contacts with the people around me. | 5  | 4  | 3  | 2  | 1  |
|  5  My jobs should be made as short in duration as possible, so that I can achieve efficiency through repetition. | 1  | 2  | 3  | 4  | 5  |
|  6  Within reasonable limits I try to accommodate requests from persons who are not my boss, since these requests are typically in the best interest of the company anyhow. | 5  | 4  | 3  | 2  | 1  |
|  7  When the boss tells me to do something that is the wrong thing to do, it is his or her fault, not mine, when I do it. | 1  | 2  | 3  | 4  | 5  |
|  8  It is up to my leader to provide a set of rules by which I can measure my performance. | 1  | 2  | 3  | 4  | 5  |
|  9  The boss is the boss. The fact of that promotion suggests that he or she is on the ball. | 1  | 2  | 3  | 4  | 5  |
| 10 I only accept orders from my boss.  | 1  | 2  | 3  | 4  | 5  |
| 11  I would prefer for my boss to give me general objectives and guidelines and then allow me to do the job my way. | 5  | 4  | 3  | 2  | 1  |
| 12  If I do something that is not right, it is my own fault, even if my supervisor told me to do it. | 5 | 4 | 3 | 2 | 1 |
| 13  I prefer jobs that are not repetitious, the kind of task that is new and different each time. | 5  | 4  | 3  | 2  | 1  |
| 14  My supervisor is in no way superior to me by virtue of position. He or she does a different kind of job, one which includes a lot of managing and coordinating. | 5  | 4  | 3  | 2  | 1  |
| 15  I expect my leader to give me disciplinary guidelines.  | 1  | 2  | 3  | 4  | 5  |
| 16  I prefer to tell my supervisor what I can or at least should be doing. I am ultimately responsible for my own work. | 5  | 4  | 3  | 2  | 1  |
| **Scoring Interpretation**  |
| Now you have completed all the questions add together all the scores from Section 1 – Leadership Profile – and divide the total by 20. This will give you a score to match with the table below. Following this, add together all the scores from Section 2 – Followership Profile – and divide the total by 16. Again, match your answer to the grid below.  |
| **Interpretations Score**  | **Leadership Style**  | **Followership Style**  |
| Less than 1.9  | **Very Autocratic** Boss decides and announces decisions, rules and orientation.  | Cannot function well without programmes and procedures, needs feedback.  |
| 2.0–2.4  | **Moderately Autocratic** Announces decisions but asks for questions, makes exceptions to rules.  | Needs solid structure and feedback but can also carry on independently.  |
| 2.5–3.4  | **Mixed** Boss suggests ideas and consults groups, many exceptions to regulations.  | Mixture of above and below.  |
| 3.5–4.0  | **Moderately Participative** Group decides on basis of boss’s suggestions, few rules, group proceeds as it sees fit.  | Independent worker, doesn’t need close supervision, just a bit of feedback.  |
| 4.1 and above  | **Very Democratic** Group is in charge of decisions; boss is coordinator, group makes any rules.  | Self-starter, likes to challenge new things by him or herself.  |
| It should be noted that scores on this instrument vary depending on mood and circumstance. Your Leadership or Followership style is best described by the range of scores from several different test times. Adapted from Frew (1977)  |