

Managerial Grid and Leadership Style Questionnaire

Instructions

The objective of this exercise is to recognise your preferred style and lead to discussion on the proposition that a good leader uses a range of styles of leadership e.g. authoritarian (autocratic), participative (democratic), and delegative (empowering). The questionnaire attempts to determine the degree to which you prefer to focus on tasks (referred to by Mouton and Blake as 'production') and/or on people.

1. Complete the 18 items in the questionnaire section.
2. Transfer the scores to the two respective columns provided in the scoring section.
3. Total the score in each column and multiply each total by 0.2. For example, in the first column (people), if you answered 5, 3, 4, 4, 3, 2, 5, 4, 3 (totaling 33) then your final score is: $33 \times 0.2 = 6.6$.
4. The total score for the first column (people) is plotted on vertical axis in the matrix section, while the total score for the second column (production/task) is plotted on the horizontal axis.
5. Finally, intersect the lines to see in what leadership dimension you normally operate out of (these are already labelled on the managerial grid):
 - Sweat Shop (Authoritarian)
 - Impoverished
 - Status Quo
 - Fully Functioning (Team Leader)
 - Country Club

PART 1 - Questionnaire

Below is a list of statements about leadership behaviour. Read each one carefully, then, using the following rating scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible

never sometimes always
0 1 2 3 4 5

Question	Score (0-5)
1. I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions	
2. Nothing is more important than accomplishing a goal or task.	
3. I closely monitor the schedule to ensure a task or project will be completed in time.	
4. I enjoy coaching people on new tasks and procedures.	
5. The more challenging a task is, the more I enjoy it.	
6. I encourage my employees to be creative about their job.	
7. When seeing a complex task through to completion, I ensure that every detail is accounted for.	
8. I find it easy to carry out several complicated tasks at the same time	
9. I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.	
10. When correcting mistakes, I do not worry about jeopardizing relationships.	
11. I manage my time very efficiently.	
12. I enjoy explaining the intricacies and details of a complex task or project to my employees.	
13. Breaking large projects into small manageable tasks is second nature to me.	
14. Nothing is more important than building a great team	
15. I enjoy analysing problems.	
16. I honour other people's boundaries.	
17. Counselling my employees to improve their performance or behaviour is second nature to me.	
18. I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.	

PART 2 – Scoring

After completing the questionnaire, transfer your answers to the spaces below:

People	Production (Task)
Question 1. _____ 4. _____ 6. _____ 9. _____ 10. _____ 12. _____ 14. _____ 16. _____ 17. _____	Question 2. _____ 3. _____ 5. _____ 7. _____ 8. _____ 11 _____ 13. _____ 15. _____ 18. _____
TOTAL <input data-bbox="402 1549 574 1621" type="text"/> Multiply total score by 0.2 PEOPLE Score = _____	TOTAL <input data-bbox="906 1549 1078 1621" type="text"/> Multiply total score by 0.2 Production Score = _____

PART 3 – Plotting Your Score on the Managerial Grid

Plot your final scores on the managerial grid below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the grid, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the grid.

Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you tend to operate out of.

