

T-P Leadership Questionnaire: An Assessment of Style

Directions: The following items describe aspects of leadership behavior. Respond to each item according to the way you would most likely act if you were the leader of a work group. Circle whether you would most likely behave in the describe way:

Always = A, Frequently = F, Occasionally = O, Seldom = S, or Never = N

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| A F O S N | 1. I would most likely act as the spokesperson 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 stress being ahead 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 in the group. |
| A F O S N | 10. I would let the members do their work the way they think best. |
| A F O S N | 11. I would be working hard for a promotion. |
| A F O S N | 12. I would tolerate postponement and uncertainty. |
| A F O S N | 13. I would speak for the group if there were visitors 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 to it. |
| A F O S N | 16. I would settle conflicts when they occur in the group. |
| A F O S N | 17. I would get swamped by details. |
| A F O S N | 18. I would represent the group at outside meetings. |
| A F O S N | 19. I would be reluctant to allow the members any freedom of action. |
| A F O S N | 20. I would decide what should be done and how it should be done. |
| A F O S N | 21. I would push for increased production. |

- A F O S N 22. I would let some members have authority, which I could keep.
- A F O S N 23. Things would usually turn out as I predicted.
- A F O S N 24. I would allow the group a high degree of initiative.
- A F O S N 25. I would assign group members to particular tasks.
- A F O S N 26. I would be willing to make changes.
- A F O S N 27. I would ask the members to work harder.
- A F O S N 28. I would trust the group members to exercise good judgment.
- A F O S N 29. I would schedule the work to be done.
- A F O S N 30. I would refuse to explain my actions.
- A F O S N 31. I would persuade others that my ideas are to their advantage.
- A F O S N 32. I would permit the group to set its own pace.
- A F O S N 33. I would urge the group to beat its previous record.
- A F O S N 34. I would act without consulting the group.
- A F O S N 35. I would ask that group members follow the standard rules and regulations.

T _____ P _____

Directions for Scoring

1. Circle the numbers 8, 12, 17, 18, 19, 30, 34, and 35.
2. Write the number (1) in front of the circled number **IF** you responded Seldom or Never.
3. Also write a number (1) in front of item numbers that are **NOT CIRCLED** if you responded Always or Frequently for the uncircled numbers.
4. Circle the number (1's) which you have written in front of the following questions: 3, 5, 8, 10, 15, 18, 19, 22, 24, 26, 28, 30, 32, 34, and 35.
5. Count the circled numbers (1's). This is your score for "Concern for People." Record the score (Total of #1's) in the blank following the letter P at the end of the questionnaire.
6. Count the uncircled number (1's). This is your score for "Task." Record this number in the blank following the letter T at the end of the questionnaire.