

Determining Your Leadership Style Following the Directive-Supportive Model

Following is a list of questions to evaluate yourself in terms of how directive and supportive you perceive yourself to be in providing leadership to your faculty members. By answering the questions and following the instructions, you will be able to place yourself in one of the quadrants on the leadership style graph. This questionnaire has not been validated, nor is there any intention to try to validate it. The results, therefore, should not be taken too seriously. However, working through the exercise will help clarify the concept of leadership style and give you a general idea of your style. Those who chair departments or divisions composed of two or more distinct academic or vocational programs may prefer to determine their leadership style as applied to the group of faculty members in one of the program rather than to the department as a whole.

How directive are you? (In each question, circle the number preceding the response that best describes your situation.)

1. How often do you review the department's goals and missions with at least one-third of your faculty members?
 - a. Hardly ever
 - b. Occasionally but not too often
(1 or 2 times a year)
 - c. Fairly often (3 to 5 times a year)
 - d. Quite often (more than 5 times a year)

2. When you give an assignment to a faculty member or a committee, how much detail do you give the individual or committee on how to carry out the assignment?
 - a. Hardly any detail
 - b. Some but not much detail
 - c. A fair amount of detail
 - d. Lots of detail

3. During the period that the faculty member or committee is carrying out the assignment, how much monitoring do you do of the process being made?
 - a. Hardly any monitoring
 - b. Occasional but not much
Monitoring
 - c. A fair amount of monitoring
 - d. Lots of monitoring

4. In meeting with individual faculty members to discuss their assignments, how specifically do you discuss the assignments?
 - a. Not specifically at all
 - b. Not too specifically
 - c. Somewhat specifically
 - d. Very specifically

Add the four numbers you circled above. On the leadership style graph, Fig. 3.2, place an "X" above the number on the horizontal axis that corresponds to the total of your four circled numbers. This number represents on a scale of 1 to 16 the extent to which you are directive. Draw a straight vertical line from the "X" upward.

How supportive are you? (In each question, circle the number preceding the response that best describes your situation.)

1. How many of your faculty members have come to you to relate personal accomplishments or problems during the past year?
 - a. Hardly any
 - b. Less than 25 percent
 - c. Between 25 and 50 percent
 - d. More than 50 percent

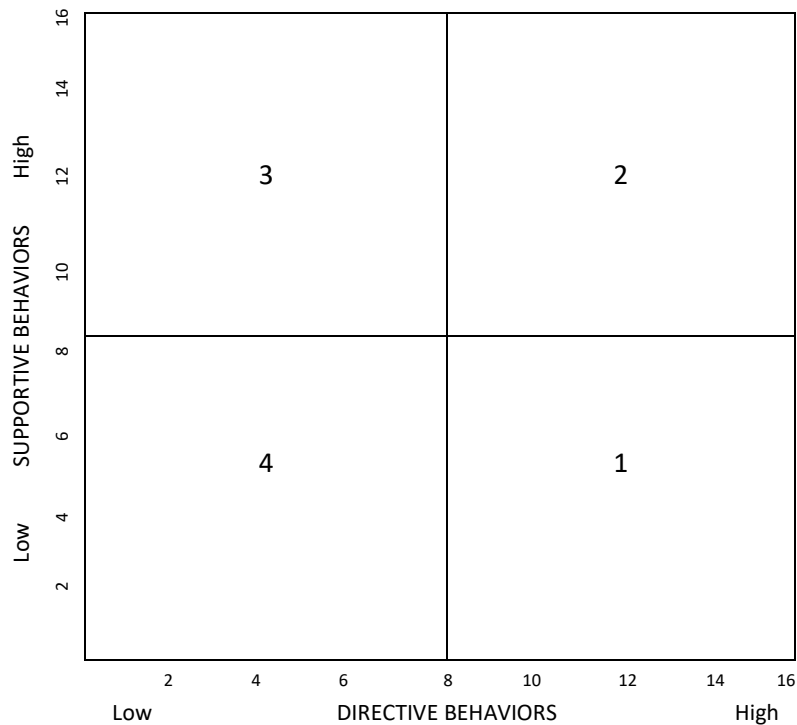
2. With how many of your faculty members have you made a point of meeting socially during the past year?
 - a. Hardly any
 - b. Less than 25 percent
 - c. Between 25 and 50 percent
 - d. More than 50 percent

3. To how many of your faculty members have you made a point of giving personal encouragement during the past year?
 - a. Hardly any
 - b. Less than 25 percent
 - c. Between 25 and 50 percent
 - d. More than 50 percent

4. To how many of your deserving faculty members have you written unsolicited informal or formal notes commending them for special achievement during the past year?
 - a. Hardly any
 - b. Less than 25 percent
 - c. Between 25 and 50 percent
 - d. More than 50 percent

Add the four circled numbers. On the leadership style graph, place an "X" to the right of the number on the vertical axis that corresponds to the total of your four circled numbers. This number represents on a scale of 1 to 16 the extent to which you are supportive. Draw a straight horizontal line from the "X" to the right.

Figure 3.2: Leadership style graph – style determination



The vertical line and horizontal line which you have drawn will intersect in one of the four quadrants of the graph. For example: suppose your “directive” total was 6 and your “supportive” total was 10. The vertical and horizontal lines which you have drawn will intersect Quadrant 3 (see Fig. 3.2). Your leadership style, according to this simple and non-validated test, is low directive and high supportive (see Fig. 3.3).

Figure 3.3 Level of maturity and appropriate leadership style *

Levels of Maturity	Quadrant	Leadership Style Appropriate for Maturity Level
Low	1	High directive Low supportive
Moderate	2	High directive High supportive
Moderately High	3	Low directive High supportive
High	4	Low directive Low supportive

*Paul Hersey and Kenneth H. Banchard, *Management of Organizational Behavior: Utilizing Human Resources*, 3rd ed. (Englewood Cliffs, N.J.: Prentice-Hall, 1977), p. 165.