



Personal Inventory: How do you see your leadership style?

Read the words and phrases below and circle ALL that describe behaviors YOU have shown at one time or another over the past year (even if it were just for a few minutes). When you are finished, score your answers on the score sheet that follows.

Row #	Have you shown any of these behavioral style choices over the past year? If yes, circle the statement and total the number of statements circled per row.				Total # circled in each row
1	Gossip	Avoid conflict	Reluctant to face issues	Blame others	
2	Listen to all points of view	Show understanding	Keep authority in balance	Ask others for their opinions	
3	Show the way	Act with high self-esteem	Exhibit confidence	Lead others	
4	Get defensive	Act with hostility	Self-centered	Throw weight around	
5	Avoid commitment to group activities	Get sullen/moody	Loner	Afraid to address issues	
6	Demonstrate concern for others	Compromise when appropriate	Helpful/quick to react to needs of others	Show compassion	
7	Get to the point	Offer constructive feedback	Look for opportunities	Take initiative to get the job done	
8	Scold people	Throw things	Hurt others	Make a mountain out of a molehill	
9	Not available to help on difficult issues	Don't show interest/enthusiasm about job	Hold back feelings that should be expressed	Don't give clear directions	
10	Don't always "have to be right"	Willing to share authority	Act like a friend	Show willingness to be a counselor	
11	Strong-willed, but not dominating	Talk to higher management without fear	Confront, without confrontation	Insist team gets the support it needs	
12	Mind is already made up	Blame others when things go wrong	Rude	Argue with other shifts/departments	

					Total # circled in each row
13	Do the task instead of dealing with the person who should do it	Don't speak up when should	Keep ideas to self	Avoid people	
14	Have a helpful attitude	Modest	Involve others in decision-making	Ask questions when appropriate	
15	Speak honestly/openly	Act like a leader	React quickly	Achieve goals	
16	Get angry/mad	Show mean streak	Doesn't listen	Talk too much	
17	Complain about people/situations	Say things about people that make them look bad	Deny the truth	Give in too easily	
18	Put other people first	Accept feedback from others	Encourage others to succeed	Show a caring attitude	
19	Stand up for what's right	Address issues	Rally others to succeed	Gives pep talks to people when needed	
20	Lecture people	"My way or no way"	Inflict pain on others	Get even	
21	Don't help out when needed	Always apologizing	"Plays games" to get what is wanted	Forget promises made	
22	Open to suggestions	Help to resolve conflicts	Build relationships	Offer praise	
23	Delegate	Not afraid to speak up	Actively work toward improvement	Persuade and convince others	
24	Put people down	Have an "I win, you lose" attitude	Inconsiderate	Don't deal honestly with others	

Personal Inventory Score Sheet

Note: The Mid-Assertive / Collaborative style is not scored in this exercise because it manifests elements of both the low and high assertive styles.

Step One

After totaling the number of statements in each row that you circled on the questionnaire, enter the totals in the corresponding spaces, as indicated below.

Row Numbers	Column 1 Submissive		Column 2 Low Assertive - Caring		Column 3 High Assertive - Compelling		Column 4 Aggressive	
	1		2		3		4	
	5		6		7		8	
	9		10		11		12	
	13		14		15		16	
	17		18		19		20	
	21		22		23		24	
	Total:		Total:		Total:		Total:	

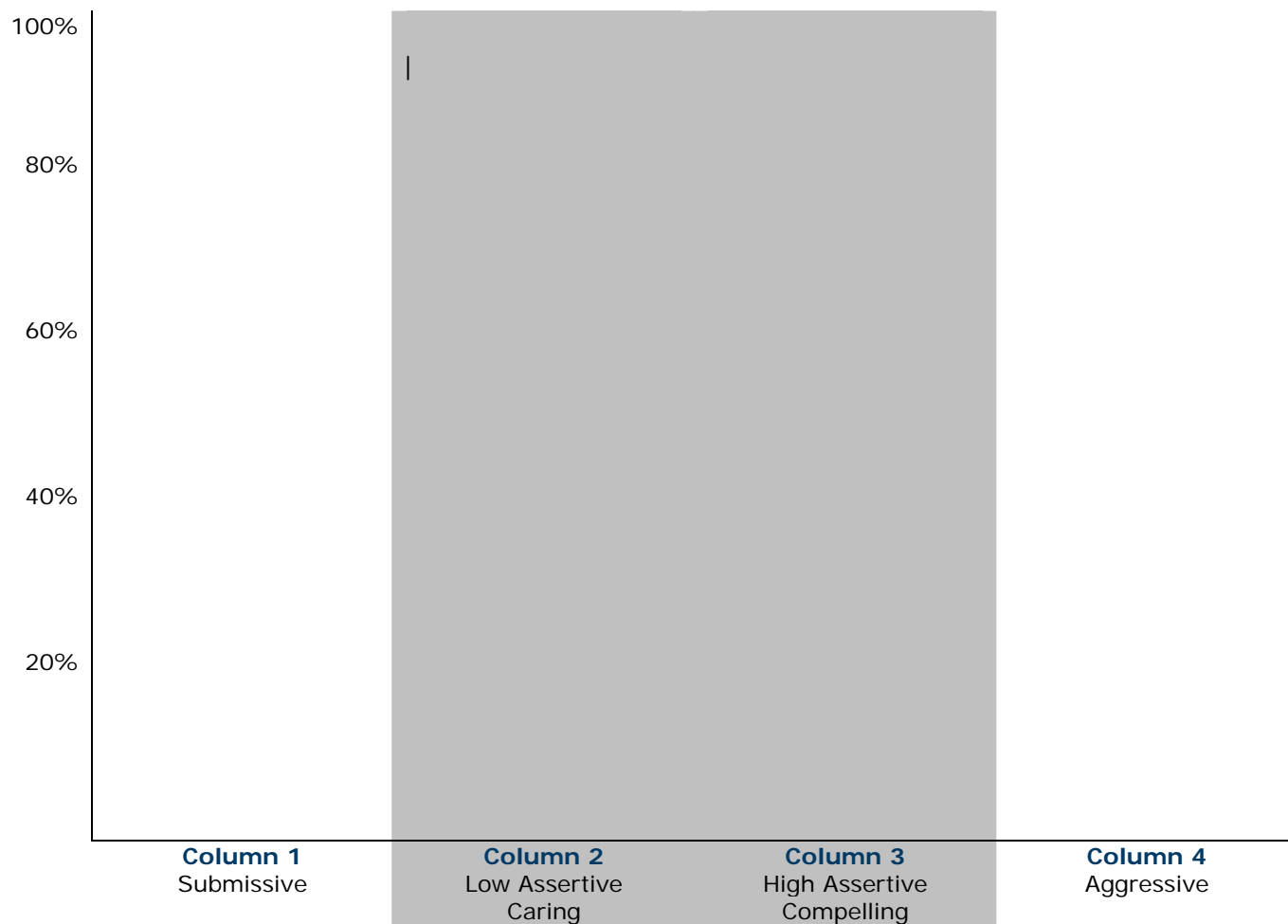
Total Score when you add all four columns together: _____

Step Two

	Column Score	Divided By	Total Overall Score	Equals	Percentage
Column 1 Submissive		÷		=	%
Column 2 Low Assertive		÷		=	%
Column 3 High Assertive		÷		=	%
Column 4 Aggressive		÷		=	%

Step Three

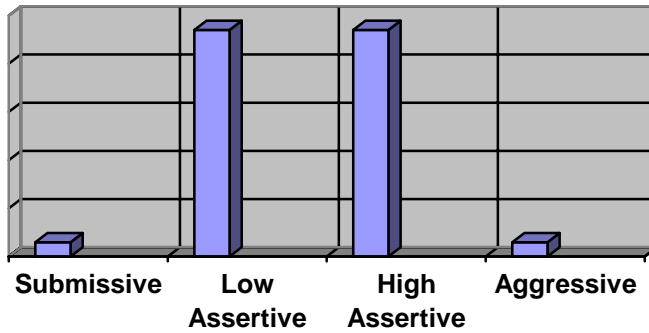
Using the percentages for each style you calculated above, construct a bar chart in the space below:



How to Interpret Your Results

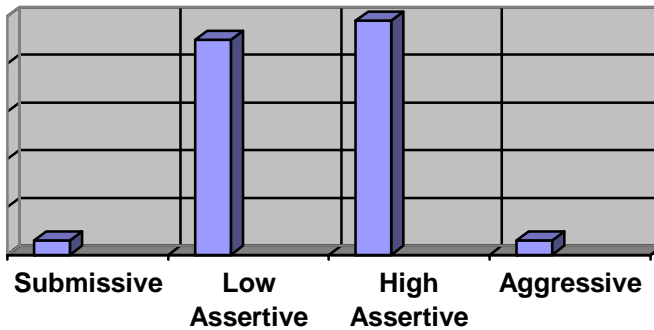
Nine of the most common Leader Style Profiles are shown below. Find the profile that most closely approximates your results and study the descriptions. If you have any questions or would like additional information, contact us at info@corneliusassoc.com.

Profile A



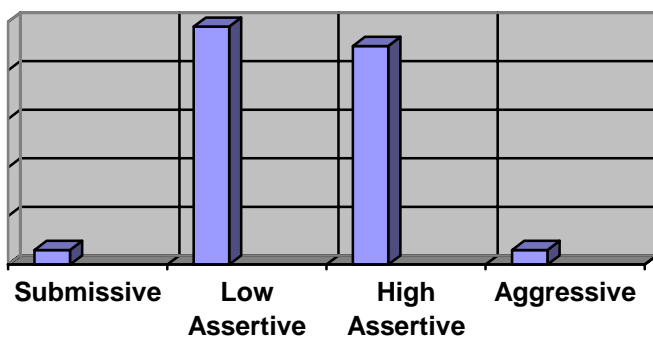
Description: Excellent profile; shows a balanced blend of assertive style choices.
 Effectiveness: High
 Prescription: Keep doing what you're doing

Profile B



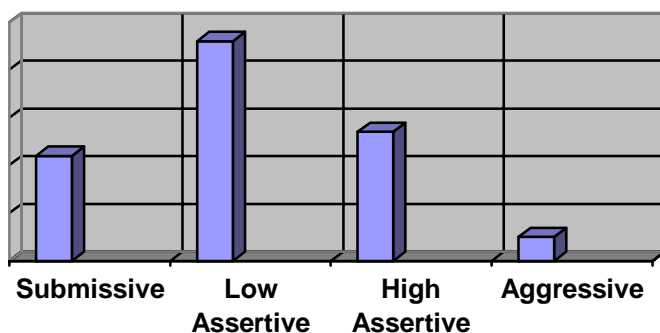
Description: Excellent profile; shows a positive blend of assertive style choices.
 Effectiveness: High
 Prescription: Keep doing what you're doing

Profile C



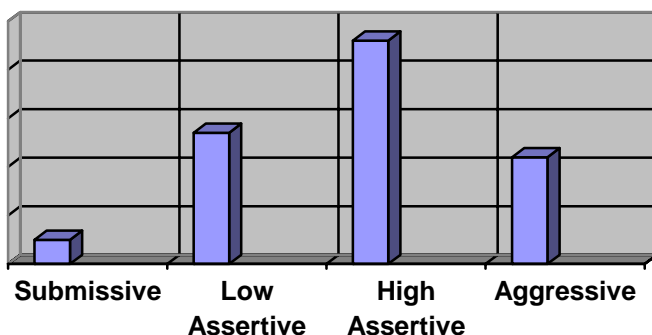
Description: Excellent profile; shows a positive blend of assertive style choices.
 Effectiveness: High
 Prescription: Keep doing what you're doing

Profile D



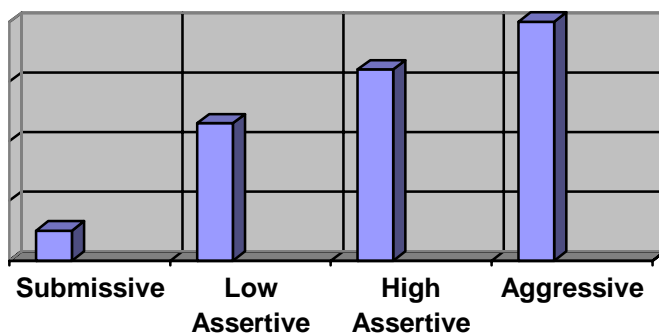
Description: Profile leans too far toward submissive style choices
 Effectiveness: Low to Medium
 Prescription: Reduce or eliminate submissive behaviors and increase your high assertive behaviors. State your expectations clearly, give more guidance and direction, provide more guidance, be more visible with your people, and address issues promptly when they come up.

Profile E



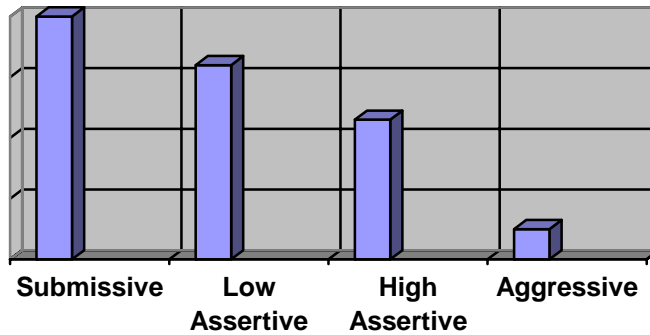
Description: Profile leans too far toward Aggressive Style choices
 Effectiveness: Low to Medium
 Prescription: Reduce or eliminate your aggressive style choices by concentrating on increasing your low assertive behaviors. This means: do more listening, involve people in decision making, ask more questions, and spend more time one-on-one with your people.

Profile F



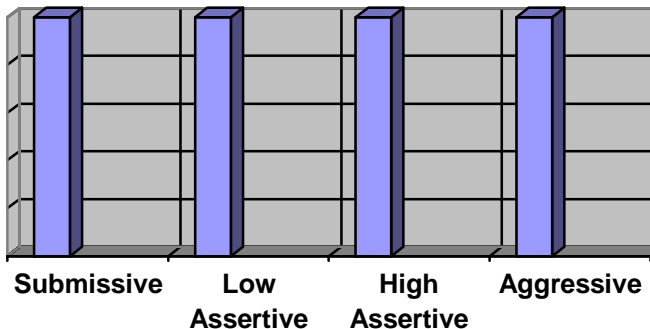
Description: Profile escalates aggressively
 Effectiveness: Low
 Prescription: Dispose of the belief that has convinced you that you have to continue to increase your aggressiveness until you get the results you want. The fact is, when you cross the line into aggressiveness you are making it more difficult for you and your people to be successful.

Profile G



Description: Highly submissive
 Effectiveness: Low
 Prescription: Concentrate on exhibiting more high assertive behaviors throughout the day in your decision making and communications. If you are laboring under the false belief that to be assertive with someone is to be rude...get rid of the thought! On the contrary, people respond favorably to assertiveness and have a lower regard for people who are too submissive or passive. As you practice a higher assertive style, you will simultaneously reduce your submissive scores.

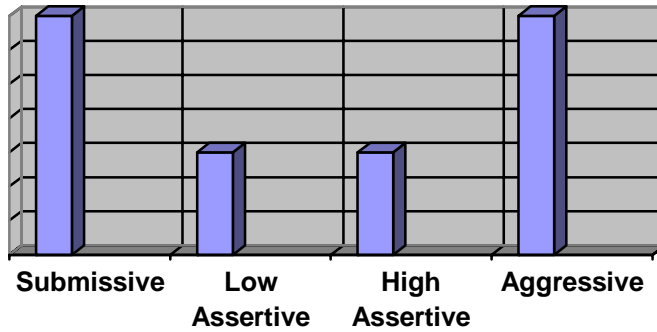
Profile H



Description: Level profile across all styles
 Effectiveness: Low
 Prescription: People don't know what to expect from you from day to day. The submissive-aggressive combination breeds fear in the workplace. People might say that you can be friendly and helpful, but they disdain your tendency to micro-manage and your reluctance to deal with certain core issues.

Recognize that it is your personal responsibility to ensure that your behavior and style choices stay strictly within the effective range of assertiveness, regardless of the actions of others. Learn to be an effective manager of your own emotions and frustrations and set a positive example for others.

Profile I



Description: High submissive-aggressive scores; low assertiveness scores
Effectiveness: Low
Prescription: Become firmly committed to regulating your style choices so that they stay within the effective range of behavior. Seek help for how to handle your frustrations and anger when things don't go well. Redefine your personal goals so that you focus upon serving others and helping people to succeed and don't interpret every event in terms of how it affects you.