

LEADER BEHAVIOR DESCRIPTION QUESTIONNAIRE – Form XII Self

Originated by staff members of
The Ohio State Leadership Studies
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On the following pages is a list of items that may be used to describe how you behave as a leader. This is not a test of ability. It simply asks you to describe as accurately as you can, how you behave as a leader of the group that you supervise.

Note: The term, “*group*” as employed in the following items, refers to a department, division, unit or collection of peoples that you supervise.

The term “*members*” refers to all the people in the unit that you supervise.

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DIRECTIONS:

- a. READ each item carefully.
- b. THINK about how frequently you engage in the behavior described by the item.
- c. DECIDE whether you (A) Always (B) Often, (C) Occasionally, (D) Seldom or (E) Never act as described by the item.
- d. DRAW A CIRCLE around one of the five letters (A B C D E) following the item to show the answer you selected.

A = Always
B = Often
C = Occasionally
D = Seldom
E = Never

- e. MARK your answers as shown in the examples below.

Example: Often acts as described

A (B) C D E

Example: Never acts as described

A B C D (E)

Example: Occasionally acts as described

A B (C) D E

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- 1. I act as the spokesman of the group. A B C D E
 - 2. I wait patiently for the results of a decision A B C D E
 - 3. I make pep talks to stimulate the group A B C D E
 - 4. I let group members know what is expected of them A B C D E
 - 5. I allow the members complete freedom in their work A B C D E
 - 6. I am hesitant about taking initiative in the group A B C D E
 - 7. I am friendly and approachable A B C D E
 - 8. I encourage overtime work A B C D E
 - 9. I make accurate decisions A B C D E
 - 10. I get along well with the people above me A B C D E
 - 11. I publicize the activities of the group A B C D E
 - 12. I become anxious when I cannot find out what is coming next A B C D E

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| 13. My arguments are convincing | A | B | C | D | E |
| 14. I encourage the use of uniform procedures | A | B | C | D | E |
| 15. I permit the members to use their own judgment in solving problems | A | B | C | D | E |
| 16. I fail to take necessary actions | A | B | C | D | E |
| 17. I do little things to make it pleasant to be a member of the group | A | B | C | D | E |
| 18. I stress being ahead of competing groups | A | B | C | D | E |
| 19. I keep the group working together as a team | A | B | C | D | E |
| 20. I keep the group in good standing with higher authority | A | B | C | D | E |
| 21. I speak as a representative of the group | A | B | C | D | E |
| 22. I accept defeat in stride | A | B | C | D | E |
| 23. I argue persuasively for my point of view | A | B | C | D | E |
| 24. I try out my ideas in the group | A | B | C | D | E |
| 25. I encourage initiative in the group members | A | B | C | D | E |
| 26. I let others persons take away my leadership in the group | A | B | C | D | E |
| 27. I put suggestions made by the group into operation | A | B | C | D | E |
| 28. I needle members for greater effort | A | B | C | D | E |
| 29. I am able to predict what is coming next | A | B | C | D | E |
| 30. I am working hard for a promotion | A | B | C | D | E |
| 31. I speak for the group when visitors are present | A | B | C | D | E |
| 32. I accept delays without becoming upset | A | B | C | D | E |
| 33. I am a very persuasive talker | A | B | C | D | E |
| 34. I make my attitudes clear to the group | A | B | C | D | E |
| 35. I let the members do their work the way they think best | A | B | C | D | E |

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| 36. I let some members take advantage of me | A | B | C | D | E |
| 37. I treat all group members as my equals | A | B | C | D | E |
| 38. I keep the work moving at a rapid pace | A | B | C | D | E |
| 39. I settle conflicts when they occur in the group | A | B | C | D | E |
| 40. My superiors act favorably on most of my suggestions | A | B | C | D | E |
| 41. I represent the group at outside meetings | A | B | C | D | E |
| 42. I Become anxious when waiting for new developments | A | B | C | D | E |
| 43. I am very skillful in an argument | A | B | C | D | E |
| 44. I decide what shall be done and how it shall be done | A | B | C | D | E |
| 45. I assign a task, then lets the members handle it | A | B | C | D | E |
| 46. I am the leader of the group in name only | A | B | C | D | E |
| 47. I give advance notice of changes | A | B | C | D | E |
| 48. I push for increased production | A | B | C | D | E |
| 49. Things usually turn out as I predict | A | B | C | D | E |
| 50. I enjoy the privileges of my position | A | B | C | D | E |
| 51. I handle complex problems efficiently | A | B | C | D | E |
| 52. I am able to tolerate postponement and uncertainty | A | B | C | D | E |
| 53. I am not be a very convincing talker | A | B | C | D | E |
| 54. I assign group members to particular tasks | A | B | C | D | E |
| 55. I turn the members loose on a job, and lets them go to it | A | B | C | D | E |
| 56. I back down when I ought to stand firm | A | B | C | D | E |
| 57. I keep to myself | A | B | C | D | E |
| 58. I ask the members to work harder | A | B | C | D | E |

59. I am accurate in predicting the trend of events A B C D E
60. I get my superiors to act for the welfare of the group members A B C D E
61. I get swamped by details A B C D E
62. I can wait just so long, then blow up A B C D E
63. I speak from a strong inner conviction A B C D E
64. I make sure that my part in the group is understood by the group members A B C D E
65. I am reluctant to allow the members any freedom of action A B C D E
66. I let some members have authority that I should keep A B C D E
67. I look out for the personal welfare of group members A B C D E
68. I permit the members to take it easy in their work A B C D E
69. I see to it that the work of the group is coordinated A B C D E
70. My word carries weight with his superiors A B C D E
71. I get things all tangled up A B C D E
72. I remain calm when uncertain about coming events A B C D E
73. I am an inspiring talker A B C D E
74. I schedule the work to be done A B C D E
75. I allow the group a high degree of initiative A B C D E
76. I take full charge when emergencies arise A B C D E
77. I am willing to make changes A B C D E
78. I drive hard when here is a job to be done A B C D E
79. I help group members settle their differences A B C D E
80. I get what I ask for from my superiors A B C D E

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| 81. I can reduce a madhouse to system and order | A | B | C | D | E |
| 82. I am able to delay action until the proper time occurs | A | B | C | D | E |
| 83. I persuade others that my ideas are to their advantage | A | B | C | D | E |
| 84. I maintain definite standards of performance | A | B | C | D | E |
| 85. I trust the members to exercise good judgment | A | B | C | D | E |
| 86. I overcome attempts made to challenge my leadership | A | B | C | D | E |
| 87. I refuse to explain my actions | A | B | C | D | E |
| 88. I urge the group to beat its previous record | A | B | C | D | E |
| 89. I anticipate problems and plans for them | A | B | C | D | E |
| 90. I am working my way to the top | A | B | C | D | E |
| 91. I get confused when too many demands are made of me | A | B | C | D | E |
| 92. I worry about the outcome of any new procedure | A | B | C | D | E |
| 93. I can inspire enthusiasm for a project | A | B | C | D | E |
| 94. I ask that group members to follow standard rules and regulations | A | B | C | D | E |
| 95. I permit the group to set its own pace | A | B | C | D | E |
| 96. I am easily recognized as the leader of the group | A | B | C | D | E |
| 97. I act without consulting the group | A | B | C | D | E |
| 98. I keep the group working up to capacity | A | B | C | D | E |
| 99. I maintain a closely knit group | A | B | C | D | E |
| 100. I maintain cordial relationship with superiors | A | B | C | D | E |