On the following pages is a list of items that may be used to describe the behavior of your supervisor, as you think he should act. This is not a test of ability. It simply asks you to describe what an ideal leader ought to do in supervising his group.

Note: The term, “group,” as employed in the following items, refers to a department, division, or other unit of organization which is supervised by the leader.
DIRECTIONS:

a. READ each item carefully.
b. THINK about how frequently the leader SHOULD engage in the behavior described by the item.
c. DECIDE whether he (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

1. Do personal favors for group members.
2. Make his attitudes clear to the group
3. Do little things to make it pleasant to be a member of the group.
4. Tryout his new ideas with the group.
5. Act as the real leader of the group.
6. Be easy to understand.
7. Rule with an iron hand.
8. Find time to listen to group members.
9. Criticize poor work.
10. Give advance notice of changes.
11. Speak in a manner not to be questioned.
12. Keep to himself.
14. Assign group members to particular tasks.  
15. Be the spokesperson of the group.  
16. Schedule the work to be done.  
18. Refuse to explain his action.  
19. Keep the group informed.  
20. Act without consulting the group.  
21. Back up the members in their actions.  
22. Emphasize the meeting of deadlines.  
23. Treat all group members as his equals  
24. Encourage the use of uniform procedures.  
25. Get what he asks for from his superiors.  
26. Be willing to make changes.  
27. Make sure that his part in the organization is understood by group members.  
28. Be friendly and approachable.  
29. Ask that group members follow standard rules and regulations.  
30. Fail to take necessary action.  
31. Make group members feel at ease when talking with them.  
32. Let group members know what is expected of them.  
33. Speak as the representative of the group.  
34. Put suggestions made by the group into operation.
36. Let other people take away his leadership in the group.  
37. Get his superiors to act for the welfare of the group members.  
38. Get group approval in important matters before going ahead.  
39. See to it that the work of group members is coordinated.  
40. Keep the group working together as a team.