LEADER BEHAVIOR DESCRIPTION QUESTIONNAIRE – Form XII

Originated by staff members of
The Ohio State Leadership Studies
And revised by the Bureau of Business Research

Purpose of the Questionnaire

On the following pages is a list of items that may be used to describe the behavior of your supervisor. Each item describes a specific kind of behavior, but does not ask you to judge whether the behavior is desirable or undesirable. Although some items may appear similar, they express differences that are important in the description of leadership. Each item should be considered as a separate description. This is not a test of ability or consistency in making answers. Its only purpose is to make it possible for you to describe, as accurately as you can, the behavior of your supervisor.

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

The term “members,” refers to all the people in the unit of organization that is supervised by the person being described.

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DIRECTIONS:

a. READ each item carefully.

b. THINK about how frequently the leader engages in the behavior described by the item.

c. DECIDE whether he/she (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

1. Acts as the spokesperson of the group

2. Waits patiently for the results of a decision

3. Makes pep talks to stimulate the group

4. Lets group members know what is expected of them

5. Allows the members complete freedom in their work

6. Is hesitant about taking initiative in the group

7. Is friendly and approachable

8. Encourages overtime work

9. Makes accurate decisions
10. Gets along well with the people above him/her

11. Publicizes the activities of the group

12. Becomes anxious when he/she cannot find out what is coming next

13. His/her arguments are convincing

14. Encourages the use of uniform procedures

15. Permits the members to use their own judgment in solving problems

16. Fails to take necessary actions

17. Does little things to make it pleasant to be a member of the group

18. Stresses being ahead of competing groups

19. Keeps the group working together as a team

20. Keeps the group in good standing with higher authority

21. Speaks as a representative of the group

22. Accepts defeat in stride

23. Argues persuasively for his/her point of view

24. Tries out his/her ideas in the group

25. Encourages initiative in the group members

26. Lets others persons take away his/her leadership in the group

27. Puts suggestions made by the group into operation

28. Needles members for greater effort

29. Seems able to predict what is coming next

30. Is working hard for a promotion

31. Speaks for the group when visitors are present

32. Accepts delays without becoming upset

33. Is a very persuasive talker
34. Makes his/her attitudes clear to the group  
35. Lets the members do their work the way they think best  
36. Lets some members take advantage of him/her  
37. Treats all group members as his/her equals  
38. Keeps the work moving at a rapid pace  
39. Settles conflicts when they occur in the group  
40. His/her superiors act favorably on most of his/her suggestions  
41. Represents the group at outside meetings  
42. Become anxious when waiting for new developments  
43. Is very skillful in an argument  
44. Decides what shall be done and how it shall be done  
45. Assigns a task, then lets the members handle it  
46. Is the leader of the group in name only  
47. Gives advance notice of changes  
48. Pushes for increased production  
49. Things usually turn out as he/she predicts  
50. Enjoys the privileges of his/her position  
51. Handles complex problems efficiently  
52. Is able to tolerate postponement and uncertainty  
53. Is not a very convincing talker  
54. Assigns group members to particular tasks  
55. Turns the members loose on a job, and lets them go to it  
56. Backs down when he/she ought to stand firm  
57. Keeps to himself/herself  
58. Asks the members to work harder
59. Is accurate in predicting the trend of events

60. Gets his/her superiors to act for the welfare of the group members

61. Gets swamped by details

62. Can wait just so long, then blows up

63. Speaks from a strong inner conviction

64. Makes sure that his/her part in the group is understood by the group members

65. Is reluctant to allow the members any freedom of action

66. Lets some members have authority that he/she should keep

67. Looks out for the personal welfare of group members

68. Permits the members to take it easy in their work

69. Sees to it that the work of the group is coordinated

70. His/her word carries weight with superiors

71. Gets things all tangled up

72. Remains calm when uncertain about coming events

73. Is an inspiring talker

74. Schedules the work to be done

75. Allows the group a high degree of initiative

76. Takes full charge when emergencies arise

77. Is willing to make changes

78. Drives hard when there is a job to be done

79. Helps group members settle their differences

80. Gets what he/she asks for from his/her superiors

81. Can reduce a madhouse to system and order

82. Is able to delay action until the proper time occurs

83. Persuades others that his/her ideas are to their advantage
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<tbody>
<tr>
<td>84.</td>
<td>Maintains definite standards of performance</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>85.</td>
<td>Trusts members to exercise good judgment.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>86.</td>
<td>Overcomes attempts made to challenge his/her leadership.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>87.</td>
<td>Refuses to explain his/her actions.</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>88.</td>
<td>Urges the group to beat its previous record.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>89.</td>
<td>Anticipates problems and plans for them.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>90.</td>
<td>Is working his/her way to the top.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>91.</td>
<td>Gets confused when too many demands are made of him/her.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>92.</td>
<td>Worries about the outcome of any new procedure.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>93.</td>
<td>Can inspire enthusiasm for a project.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>94.</td>
<td>Asks that group members follow standard rules and regulations.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>95.</td>
<td>Permits the group to set its own pace.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>96.</td>
<td>Is easily recognized as the leader of the group.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>97.</td>
<td>Acts without consulting the group.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>98.</td>
<td>Keeps the group working up to capacity.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>99.</td>
<td>Maintains a closely knit group.</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>100.</td>
<td>Maintains cordial relations with superiors</td>
<td>A</td>
<td>B</td>
<td>C</td>
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