IDEAL LEADER BEHAVIOR – FORM XII
(What you Expect of Your Leader)
Originated by staff members of
The Ohio State Leadership Studies
And revised by
Studies in Leadership and Organization

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 that is supervised by the leader.

Published by
Fisher College of Business
The Ohio State University
Columbus, OH 43210

Copyright, 1962
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 SHOULD (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. Act as the spokesman of the group.      A B C D E
2. Wait patiently for the results of a decision A B C D E
3. Make pep talks to stimulate the group A B C D E
4. Let group members know what is expected of them A B C D E
5. Allow the members complete freedom in their work A B C D E
6. Be hesitant about taking initiative in the group A B C D E
7. Be friendly and approachable A B C D E
8. Encourage overtime work A B C D E
9. Make accurate decisions A B C D E
10. Get along well with the people above him A B C D E
11. Publicize the activities of the group A B C D E
12. Become anxious when he cannot find out what is coming next A B C D E
13. Be convincing in his arguments A B C D E
14. Encourage the use of uniform procedures
15. Permit the members to use their own judgment in solving problems
16. Fail to take necessary actions
17. Do little things to make it pleasant to be a member of the group
18. Stress being ahead of competing groups
19. Keep the group working together as a team
20. Keep the group in good standing with higher authority
21. Speak as a representative of the group
22. Accept defeat in stride
23. Argue persuasively for his point of view
24. Try out his ideas in the group
25. Encourage initiative in the group members
26. Let others persons take away his leadership in the group
27. Put suggestions made by the group into operation
28. Needle members for greater effort
29. Be able to predict what is coming next
30. Be working hard for a promotion
31. Speak for the group when visitors are present
32. Accept delays without becoming upset
33. Be a very persuasive talker
34. Make his attitudes clear to the group
35. Let the members do their work the way they think best
36. Let some members take advantage of him
<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>37.</td>
<td>Treat all group members as his equals</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>38.</td>
<td>Keep the work moving at a rapid pace</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>39.</td>
<td>Settle conflicts when they occur in the group</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>40.</td>
<td>Get his superiors to act favorably on most of his suggestions</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>41.</td>
<td>Represent the group at outside meetings</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>42.</td>
<td>Become anxious when waiting for new developments</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>43.</td>
<td>Be very skillful in an argument</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>44.</td>
<td>Decide what shall be done and how it shall be done</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>45.</td>
<td>Assign a task, then lets the members handle it</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>46.</td>
<td>Be the leader of the group in name only</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>47.</td>
<td>Give advance notice of changes</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>48.</td>
<td>Push for increased production</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>49.</td>
<td>How things turn out as he predicts</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>50.</td>
<td>Enjoy the privileges of his position</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>51.</td>
<td>Handle complex problems efficiently</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>52.</td>
<td>Be able to tolerate postponement and uncertainty</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>53.</td>
<td>Not be a very convincing talker</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>54.</td>
<td>Assign group members to particular tasks</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>55.</td>
<td>Turn the members loose on a job, and lets them go to it</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>56.</td>
<td>Back down when he ought to stand firm</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>57.</td>
<td>Keep to himself</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>58.</td>
<td>Ask the members to work harder</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>59.</td>
<td>Be accurate in predicting the trend of events</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
</tbody>
</table>
60. Get his superiors to act for the welfare of the group members  
61. Get swamped by details  
62. Wait just so long, then blows up  
63. Speak from a strong inner conviction  
64. Make sure that his part in the group is understood by the group members  
65. Be reluctant to allow the members any freedom of action  
66. Let some members have authority that he should keep  
67. Look out for the personal welfare of group members  
68. Permit the members to take it easy in their work  
69. See to it that the work of the group is coordinated  
70. How his word carries weight with his superiors  
71. Get things all tangled up  
72. Remain calm when uncertain about coming events  
73. Be an inspiring talker  
74. Schedule the work to be done  
75. Allow the group a high degree of initiative  
76. Take full charge when emergencies arise  
77. Be willing to make changes  
78. Drive hard when here is a job to be done  
79. Help group members settle their differences  
80. Get what he asks for from his superiors  
81. Be able to reduce a madhouse to system and order  
82. Be able to delay action until the proper time occurs
83. Persuade others that his ideas are to their advantage
A B C D E
84. Maintain definite standards of performance
A B C D E
85. Trust the members to exercise good judgment
A B C D E
86. Overcome attempts made to challenge his leadership
A B C D E
87. Refuse to explain his actions
A B C D E
88. Urge the group to beat its previous record
A B C D E
89. Anticipate problems and plans for them
A B C D E
90. Be working his way to the top
A B C D E
91. Get confused when too many demands are made of him
A B C D E
92. Worry about the outcome of any new procedure
A B C D E
93. Inspire enthusiasm for a project
A B C D E
94. Ask the group members to follow standard rules and regulations
A B C D E
95. Permit the group to set its own pace
A B C D E
96. Be easily recognized as the leader of the group
A B C D E
97. Act without consulting the group
A B C D E
98. Keep the group working up to capacity
A B C D E
99. Maintain a closely knit group
A B C D E
100. Maintain cordial relationship with superiors
A B C D E