LEADER BEHAVIOR DESCRIPTION QUESTIONNAIRE – Form XII Self

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

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) Occasionaly, (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.

<table>
<thead>
<tr>
<th>Item</th>
<th>Answer</th>
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<tbody>
<tr>
<td>I act as the spokesman of the group.</td>
<td>A B C D E</td>
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<tr>
<td>I wait patiently for the results of a decision</td>
<td>A B C D E</td>
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<tr>
<td>I make pep talks to stimulate the group</td>
<td>A B C D E</td>
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<tr>
<td>I let group members know what is expected of them</td>
<td>A B C D E</td>
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<tr>
<td>I allow the members complete freedom in their work</td>
<td>A B C D E</td>
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<tr>
<td>I am hesitant about taking initiative in the group</td>
<td>A B C D E</td>
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<tr>
<td>I am friendly and approachable</td>
<td>A B C D E</td>
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<tr>
<td>I encourage overtime work</td>
<td>A B C D E</td>
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<tr>
<td>I make accurate decisions</td>
<td>A B C D E</td>
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<tr>
<td>I get along well with the people above me</td>
<td>A B C D E</td>
</tr>
<tr>
<td>I publicize the activities of the group</td>
<td>A B C D E</td>
</tr>
<tr>
<td>I become anxious when I cannot find out what is coming next</td>
<td>A B C D E</td>
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</tbody>
</table>
13. My arguments are convincing
14. I encourage the use of uniform procedures
15. I permit the members to use their own judgment in solving problems
16. I fail to take necessary actions
17. I do little things to make it pleasant to be a member of the group
18. I stress being ahead of competing groups
19. I keep the group working together as a team
20. I keep the group in good standing with higher authority
21. I speak as a representative of the group
22. I accept defeat in stride
23. I argue persuasively for my point of view
24. I try out my ideas in the group
25. I encourage initiative in the group members
26. I let others persons take away my leadership in the group
27. I put suggestions made by the group into operation
28. I needle members for greater effort
29. I am able to predict what is coming next
30. I am working hard for a promotion
31. I speak for the group when visitors are present
32. I accept delays without becoming upset
33. I am a very persuasive talker
34. I make my attitudes clear to the group
35. I let the members do their work the way they think best
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 let 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 let 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
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<td>59. I am accurate in predicting the trend of events</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>60. I get my superiors to act for the welfare of the group members</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>61. I get swamped by details</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>62. I can wait just so long, then blow up</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>63. I speak from a strong inner conviction</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>64. I make sure that my part in the group is understood by the group members</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>65. I am reluctant to allow the members any freedom of action</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>66. I let some members have authority that I should keep</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>67. I look out for the personal welfare of group members</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>68. I permit the members to take it easy in their work</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>69. I see to it that the work of the group is coordinated</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>70. My word carries weight with his superiors</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>71. I get things all tangled up</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<tr>
<td>72. I remain calm when uncertain about coming events</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>73. I am an inspiring talker</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>74. I schedule the work to be done</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>75. I allow the group a high degree of initiative</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>76. I take full charge when emergencies arise</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>77. I am willing to make changes</td>
<td>A</td>
<td>B</td>
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<td>D</td>
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<td>78. I drive hard when here is a job to be done</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>79. I help group members settle their differences</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>80. I get what I ask for from my superiors</td>
<td>A</td>
<td>B</td>
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<td>81.</td>
<td>I can reduce a madhouse to system and order</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>82.</td>
<td>I am able to delay action until the proper time occurs</td>
<td>A</td>
<td>B</td>
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<td>83.</td>
<td>I persuade others that my ideas are to their advantage</td>
<td>A</td>
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<td>84.</td>
<td>I maintain definite standards of performance</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>85.</td>
<td>I trust the members to exercise good judgment</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>86.</td>
<td>I overcome attempts made to challenge my leadership</td>
<td>A</td>
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<td>87.</td>
<td>I refuse to explain my actions</td>
<td>A</td>
<td>B</td>
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<td>88.</td>
<td>I urge the group to beat its previous record</td>
<td>A</td>
<td>B</td>
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<td>89.</td>
<td>I anticipate problems and plans for them</td>
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