
Qm2 Learning and Leadership Style Assessment

Management invariably involves people working together to accomplish goals. Many of the challenges of working together arise from the fact that people are different in fundamental ways. They want different things; they have different values, needs and drives. They perceive and think differently.

We fundamentally undermine the ability to work together when we see these differences as flaws or shortcomings. When we do not see and acknowledge these differences we undermine our ability to communicate with others, to predict what they will do, and to reward them.

By understanding these differences people can often better accept differences between their co-workers. Awareness of your preferred managerial style and those of others will give you more ability NOT to be swept up in a style conflict. Understanding and appreciating these differences in temperament form the foundation of successful interactions in marriages as well as in executive groups or project teams.

Every culture seems to have invented a system of describing human style differences from the Greeks—earth, air, fire and water—to the Myers-Briggs sixteen types. The system used here is similar to these, with a few significant differences. Most style assessments focus on psychological dimensions. This assessment focuses on four key managerial dimensions. Thus it becomes useful in applying to work challenges such as matching the individual to the job, analyzing an organization's structure or understanding its culture as a whole.

Directions

This assessment asks you to indicate the relative weight of different traits or qualities in your work style. You have ten (10) points to distribute across each of the numbered items on the next page. For Example:

Topic:		A		B		C		D
Favorite Foods	2	Vegetables	4	Beef	4	Sweets	0	Pasta

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Instructions: Distribute 10 points across each of the 12 topics on the reverse, to reflect how you are at work.

Topic:	A	B	C	D
1 Work Schedule:	Arrive early; leave late	On time	Unpredictable	Flexible
2 Learn Best By:	Doing	Researching	Experimenting	With others
3 Emotional Energy:	Restless	Reserved	Enthusiastic	Caring
4 Excels At:	Getting things done	Orderliness & detail	Innovating	Building agreement
5 Avoids:	Intimacy	Risk	Detail	Conflict
6 Decision Making:	Fire, ready, aim	Careful & thoughtful	Fast iterations	Participate
7 Prefers to Manage:	By ordering	By the book	With charisma	Building support
8 Favored Activity:	Fire fighting	Find & fix errors	New projects	Getting buy-in
9 Speech Pattern:	Quick & short	Quiet	Animated	Listening
10 Success Equals:	Results	Things under control	Making a difference	Relationships
11 Major contribution:	Pragmatic	Persistent	Insightful	Loyal
12 Reaction when Upset:	Dominates	Withdraws	Attacks	Submits
TOTALS =				

A = Producer, B = Administrator, C = Entrepreneur, D = Integrator

This is your view of yourself. Would your colleagues, family, friends, or neighbors provide a different view? The four roles of management were first articulated by Dr. Ichak Adizes in thousands of lectures world wide and in his book "*How To Solve The Mismanagement Crises*" Dow Jones Irwin 1979.