

## EVERY DAY—YOUR STYLE IS SHOWING

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**Your Style Is Your Choice.** Read each of the statements and circle your most likely response. Some of the choices may be difficult. If you really have a hard time making a choice, put an "X" on the number of the question and make the best choice you can.

1. I respect a leader who:
  - a. gets things done.
  - b. has the admiration of her/his colleagues.
2. When I am in a new group, the first thing I want to know is:
  - a. who the other members are.
  - b. what the group activities are.
3. When a group is in conflict, they need to:
  - a. stop what they are doing and deal with the conflict.
  - b. ignore the conflict and continue working.
4. When a group is unclear about its goals, I frequently:
  - a. clarify the group's goals for them.
  - b. ask group members to clarify the goals.
5. I was just asked by the Chamber to have our group give a presentation next week. The first thing I will do is:
  - a. call other group members to let them know.
  - b. start planning the presentation.
6. Jane has been in charge of our fund raiser for the last three years. She has done a good job, but some think we should let someone else do it. I think:
  - a. Jane should do it.
  - b. Jane should be put in charge of a different program. Someone else should get experience.
7. When I feel comfortable with a group, I tend to:
  - a. suggest new projects, programs, and ideas.
  - b. ask other members about their ideas, talents, etc.
8. The most satisfying part about working with my group is:
  - a. a sense of belonging and friendship
  - b. a sense of accomplishment for what we've done
9. What frustrates me most about long-range planning is:
  - a. one or two members make all the decisions.
  - b. some members talk on and on about their ideas.
10. Our group is taking on a project we have never done before; I will:
  - a. write up a plan of action and present it.
  - b. suggest the group discuss the new project before we draw up plans.
11. When I am in a new group, people's first impression of me probably would be:
  - a. I know what I am doing.
  - b. I am a caring person.
12. When I am under pressure to make a decision, I:
  - a. sit down by myself and make the decision.
  - b. talk to people to get their feedback and ideas.
13. When a group disagrees, members should:
  - a. do what the majority wants to do.
  - b. look for something on which all can agree.
14. Our group is planning our annual public meeting. The first thing we should do is:
  - a. discuss what we liked about last year's meeting and what we would like to change.
  - b. reassign committees and delegate responsibilities.
15. After groups have worked together for a while, they tend to:
  - a. assume everyone agrees.
  - b. lose track of what they are doing, and don't do anything.
16. I dislike it when a new group:
  - a. goes "full steam ahead" without seeing if all members agree.
  - b. wastes time talking about themselves and neglect the work to be done.
17. I am afraid that in group settings people think I am:
  - a. too pushy.
  - b. too "wishy-washy."
18. Our group has six months to plan a workshop. We should:
  - a. involve everyone in group planning meetings
  - b. delegate responsibilities to individual members.

19. People who have worked with me for a while appreciate:
- my communication skills.
  - my organizational skills.

20. I pride myself on my:
- relationships.
  - achievements.

**Scoring:** The numbers of the questions are written across the top. Notice that the questions are not listed in order. The possible answers to these questions are written below. Circle the answer you selected for each question. Draw a line connecting the answers you chose, like a graph. If you have placed an "X" on any of the numbered statements, transfer the "X" to the appropriate number on the scoring sheet.

	General Tendencies	Groups		Task		Time	
		New	Experienced	Clear, Known	Unclear, New	Tight Deadlines	Few Time Restraints
Question No.	1 3 8 13 17 20	2 11 16	7 15 19	6 14	4 10	5 12	9 18
Task	a b b a b b	b a b	a b b	a b	a a	b a	b b
Relationship	b a a b a a	a b a	b a a	b a	b b	a b	a a

Take a look at the line you have drawn. Is it fairly consistent or are there frequent changes? Are there more changes in different categories? Now look at any Xs you may have placed on the numbers. Are there many Xs? Are the Xs located in one or two categories?

To improve our leadership, we must:

- Become aware of leadership skills, behaviors, and styles.

Frequently we develop habits and behaviors, and never take the time or have the opportunity to judge them critically. Some questions we may want to ask ourselves are:

- \* Am I doing this because it is the way I have always done it, or is this the most effective way?
- \* Do I conveniently forget times when this behavior has not been effective?
- \* Are there alternatives to this behavior?
- \* Does this behavior make me feel satisfied?
- \* How does this behavior make others feel?

- Use available information to reassess our approach to leadership.

While no leadership theory gives all the answers, each provides us with a new way to look at our leadership tendencies. For example, look at the graph above.

- \* The major separation of Task and Relationship is based on the idea that some people believe attention must be given first to getting the task done.

\* On the other hand, Relationship people place more value on the relationships that develop in the process of accomplishing work. There is no one right or wrong way. It merely shows a difference in priorities that can be observed.

- In general, did your line indicate that you were more task- or relationship-oriented?
- What does this tell you?
- Does your behavior change in different categories? Why do you think this is?

- Make choices.

Your leadership approach is made up of many behaviors, attitudes, and values. At any time you can choose to act in any of a number of ways.

Trying new behaviors can be scary. Sometimes we stay with old, ineffective behaviors because they are familiar. When we try something new—take a risk—we aren't sure what will happen. But each time we try something new, we gather information we did not have before—information that will be useful in making better choices in the future.