

MANAGEMENT/LEADERSHIP ASSESSMENT SCALE  
by Heim & Chapman

This survey describes twenty (20) practices that are commonly demonstrated by excellent managers and twenty (20) commonly demonstrated by effective leaders.

Please read all statements carefully. Then decide on the score that you would assign yourself for each practice or characteristic as demonstrated in your work life.

Indicate your decision by circling the appropriate number for each practice.

1 = Seldom, 2 = Sometimes, 3 = Frequently, 4 = Very Frequently, 5 = Always.

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|------------------------------------------------------------------|-----------|
| 1. Gets tough when needed.                                       | 1 2 3 4 5 |
| 2. Speaks well to groups.                                        | 1 2 3 4 5 |
| 3. Establishes consistent, clear discipline line.                | 1 2 3 4 5 |
| 4. Motivates others with a clear message.                        | 1 2 3 4 5 |
| 5. Provides environment conducive to a feeling of cohesiveness.  | 1 2 3 4 5 |
| 6. Communicates sense of "being in charge".                      | 1 2 3 4 5 |
| 7. Has full backing from those reporting to her/him.             | 1 2 3 4 5 |
| 8. Converts employees into followers.                            | 1 2 3 4 5 |
| 9. Strives to win by allowing employees to also win.             | 1 2 3 4 5 |
| 10. Attracts others to join his/her group.                       | 1 2 3 4 5 |
| 11. Provides important rewards to staff.                         | 1 2 3 4 5 |
| 12. Utilizes sources of power in a sensitive, consistent manner. | 1 2 3 4 5 |
| 13. Shows compassion.                                            | 1 2 3 4 5 |
| 14. Strong track record for making solid and decisive decisions. | 1 2 3 4 5 |
| 15. Good listener.                                               | 1 2 3 4 5 |
| 16. Formalizes and "stages" communication announcements.         | 1 2 3 4 5 |
| 17. Expresses thoughts clearly.                                  | 1 2 3 4 5 |
| 18. Prudent risk taker.                                          | 1 2 3 4 5 |
| 19. Keeps employees fully informed.                              | 1 2 3 4 5 |
| 20. Articulates an inspiring mission.                            | 1 2 3 4 5 |
| 21. Highly ethical.                                              | 1 2 3 4 5 |
| 22. Generates a feeling of pride in followers.                   | 1 2 3 4 5 |
| 23. Delegates effectively.                                       | 1 2 3 4 5 |
| 24. Ties short-term work goals to mission.                       | 1 2 3 4 5 |
| 25. Shares large and small victories with staff.                 | 1 2 3 4 5 |
| 26. Gets others caught up in his/her positive force.             | 1 2 3 4 5 |
| 27. Makes work enjoyable.                                        | 1 2 3 4 5 |
| 28. Creates active tempo.                                        | 1 2 3 4 5 |
| 29. Maintains positive, upbeat attitude.                         | 1 2 3 4 5 |
| 30. Highly energetic; not "desk bound"                           | 1 2 3 4 5 |
| 31. Admits to mistakes.                                          | 1 2 3 4 5 |
| 32. Good negotiator; knows when to compromise.                   | 1 2 3 4 5 |
| 33. Follows logical steps in making decisions.                   | 1 2 3 4 5 |
| 34. If she/he resigned, others would consider following.         | 1 2 3 4 5 |
| 35. Consults with others in making decisions.                    | 1 2 3 4 5 |
| 36. Builds commitment to his/her cause.                          | 1 2 3 4 5 |
| 37. Uses management role with sensitivity.                       | 1 2 3 4 5 |
| 38. Stands firm on principle.                                    | 1 2 3 4 5 |
| 39. Respected by employees when authority is used.               | 1 2 3 4 5 |
| 40. Communicates a power image.                                  | 1 2 3 4 5 |

## MANAGEMENT/LEADERSHIP ASSESSMENT SCALE RESULTS

All of the practices that are found in effective managers have odd numbers.

Those practices not always found in managers but usually found in leaders have even numbers.

Calculate your response scores:

Add all the responses to the odd numbered questions. The total of your responses to the 20 Management Practices Statements is \_\_\_\_\_ out of 100 possible.

Add all the responses to the even numbered questions. The total of your responses to the 20 Leadership Practices Statements is \_\_\_\_\_ out of 100 possible.

Look at the 20 management statements. Do any of these surprise you?

Look at the 20 statements. Do any of these surprise you?

Will you do your work in a new way so as to challenge these management and leadership styles? Explain your answer.