



Chapter Leader-Manager Style Questionnaire

Please read each statement carefully, then pulling out and using the Response Form (Page 3), decide how often you perform the behavior described based on past involvement with your Chapter (whether as President, Committee Team member, Site Representative or other position). If you have not been involved with your Chapter, answer based on leadership experiences you have had in other organizations or on how you imagine you might interact.

As a member of my organization, I...

- State to others why it's important to join and be active in the group.
- Help set goals for my group or organization so it can run more smoothly.
- Include others in key decision making.
- Provide others with specific examples of the skills needed to be successful in pursuing the goals of our organization.
- Schedule and devote blocks of time for coaching others to be successful in our organization.
- Inform others of opportunities that match their stated "career goals" within the organization.
- Explain the important areas in which our organization functions so others can understand its purpose and direction.
- Communicate with others in my workgroup/committee about its goals and about getting them done.
- Take time to build long-term relationships with others in the organization.
- Help teach others to take the members' desires into consideration when planning our work.
- Discuss with others how their personal lives and experiences can influence their ability to accomplish tasks.
- Remind members in my workgroup/committee of specific performance measures, targets or deadlines.
- Understand and discuss the purpose of the organization with enough clarity that I/others can set goals in line with that vision/purpose.
- Help define the scope and scale of projects (desired achievements, milestones/deadlines, resources available, strategies for success).
- Create teams or partnerships made up of different types of people to maximize combined skills, experiences and approaches.
- Ask others for examples of what it will take to do the job well.





Chapter Leader-Manager Style Questionnaire

As a member of my organization, I...

- Step in to help solve problems only after others have had an opportunity to solve them on their own.
- Give feedback to others about their successful accomplishments as well as areas they can improve.
- Engage in activities that keep me up-to-date in Association business and trends (e.g. attend conferences, read newsletters, have discussions with peers).
- Outline key step-by-step procedures or tasks others need to follow or perform to “get the job done.”
- Resolve conflicts that arise from lack of information or misperceptions by helping or encouraging others to listen.
- Help define or describe roles and responsibilities within my workgroup/committee or organization.
- Encourage others to create plans for implementing new ideas or processes.
- Outline to others specific steps for improving performance when a target or goal has been missed.
- Brainstorm values with others in my workgroup to be used to set ground rules for our interaction and performance.
- Develop specific work plans that guide progress on our goals.
- Ask others about their desired outcomes and work to create a solution that includes both the organization’s goals and their own personal goals.
- Support others in receiving training to improve their knowledge and skill needed to help the organization meet its goals.
- Help implement programs or events that acknowledge others’ contributions.
- Help establish incentives or rewards for others’ accomplishments.
- Discuss with others my analysis of what has made the organization successful in the past and what is needed for it to be successful in the future.
- Help develop or put into place technology or other systems my workgroup needs to perform (e.g. hardware/software, “how to” instruction sheets or manuals, etc.).
- Bring colleagues together to help determine the agreements we need to effectively work together.
- Delegate tasks to others that have enough challenge built in so that they may learn new skills.
- Ask others what support or help they need to succeed.
- Offer specific guidance, advice or suggestions to others from my experience about tasks that are especially challenging.





Chapter Leader-Manager Style Questionnaire

Response Form

Using the Response Key below, circle the number that indicates how often the behavior described is performed.

5 = Almost Always; 4 = Most of th Time; 3 = Some of the Time; 2 = Occasionally; 1 = Almost Never

1 5 3 2 1	2 5 3 2 1	3 5 3 2 1	4 5 3 2 1	5 5 3 2 1	6 5 3 2 1
7 5 3 2 1	8 5 3 2 1	9 5 3 2 1	10 5 3 2 1	11 5 3 2 1	12 5 3 2 1
13 5 3 2 1	14 5 3 2 1	15 5 3 2 1	16 5 3 2 1	17 5 3 2 1	18 5 3 2 1
19 5 3 2 1	20 5 3 2 1	21 5 3 2 1	22 5 3 2 1	23 5 3 2 1	24 5 3 2 1
25 5 3 2 1	26 5 3 2 1	27 5 3 2 1	28 5 3 2 1	29 5 3 2 1	30 5 3 2 1
31 5 3 2 1	32 5 3 2 1	33 5 3 2 1	34 5 3 2 1	35 5 3 2 1	36 5 3 2 1

↓ TOTAL ↑	L1	+	L2	+	L3		= LT
		M1	+	M2	+	M3	= MT





Chapter Leader-Manager Style Questionnaire

Interpretative Guide and Response Key

Your life as President will be more enjoyable and successful the more you are able to bend and balance the dual role of being a *leader and a manager* of your Association's work. Additionally, you will be more comfortable when recognizing and acknowledging your strengths and weaknesses; emphasizing your areas of natural strength; avoiding areas of weakness; and, seeking help from others when in need. The first step in this process is learning what this Style Profile tells you about your tendencies as a leader and a manager.

Introduction

Leadership is defined as the skills needed to motivate people to act based on the growth and fulfillment of the mission of the organization. Leadership requires action based on *future* needs. Implicit in this focus on the future is that the leader functions effectively in an environment of some uncertainty – personal, political and organizational.

Leadership demands emphasis on a set of competencies based on *guidance* – blazing a path through the unknown and open. Specifically, the leader needs skills to:

- **Communicate Organization Direction (L1)** – understand the landscape and drive the organization to overarching objectives that position it for success.
- **Develop Key Relationship (L2)** – identify all individuals, groups, and/or other organizations that have a critical role in the organization's success and clearly acknowledge and cultivate their roles.
- **Inspire Others (L3)** – establish immediate credibility with key activists and “infuse” them with a sense of commitment to each other, the organization and its members.

Management is defined as the skills needed to motivate people to act based on the performance of the organization. It requires action based on *present* needs. Implicit with this focus on the present is that the manager functions effectively in an environment of some certainty – personal, financial and organizational.

Management demands emphasis on a set of competencies based on *administration* – charting a course through the known and fixed. Specifically, the manager needs the skills to:

- **Direct Operations (M1)** – implement the support mechanisms that allow the organization and its members to move forward in meeting goals.
- **Develop the Organization (M2)** – set in motion all the people skills, including competencies, roles, responsibilities, task definitions, which the organization needs to perform its work.
- **Reinforce Performance (M3)** – provide the personal, one-to-one messages that individuals need to understand their performance in the wider context of their team, workgroup and/or organization.



Chapter Leader-Manager Style Questionnaire

Interpretive Guide/Response Key (continued)

LEADERSHIP SCORING

An above-average score in **Leadership total (LT)** (71 or higher) indicates that you have a general orientation to guiding others and the organization with an emphasis on growth and the future, for both the organization and its members. You are comfortable with uncertainty. Members are likely to think that you take personal interest in them. You probably communicate how each member's contributions fit into the big picture of the organization's success.

A below-average score (47 or lower) indicates that you are less willing to offer guidance or direction to others and that you think less frequently about the growth and future of the organization. You may focus more on your own "to do" list and tasks, and you may be uneasy about uncertainty. You may not communicate well with members about their goals and the organization's direction.

L1 = Communicate Organization Direction

An above-average score here (25 or higher) indicates that you readily offer a sense of direction or vision regarding the organization's position and purpose. You are probably well aware of issues that confront and shape your organization's future.

A below-average score (13 or lower) indicates that you may not frequently think about your organization's direction, focus instead on issues that are in front of you at the moment.

L2 = Develop Key Relationships

An above-average score (26 or higher) indicates that you realize the power of bringing people to the table before key decisions are made. You rely as much on the relationships you've established in the execution of work as you do on the data and technology you have available.

A below-average score (16 or lower) indicates that you probably do not consider getting others' "buy-in" before proceeding, preferring to assign work as you need it done. You may consider teams and consensus building as impediments to getting the work done quickly or as an unwanted loss of control.

L3 = Inspire Others

An above-average score (24 or higher) indicates that you are generally sensitive to how the personal reactions of others affect work and that you seek to support the growth of others as much as you do their possible contribution to the organization. You are probably willing to spend time with others discussing issues of creativity, personal and professional values, and their personal sense of success.

A below-average score (14 or lower) may indicate that you act as though others' personal feelings are inappropriate to the organization's work. You probably spend little time in one-on-one conversations with others regarding their values or future aspirations. Taking risks is considered dangerous/unnecessary and it is not discussed openly or encouraged.





Chapter Leader-Manager Style Questionnaire

Interpretive Guide/Response Key (continued)

MANAGEMENT SCORING

An above-average score in Management Total (MT) (74 or higher) indicates that you have a general orientation toward the effective administration of plans and overseeing the work of others, with an emphasis on performance and the present. Your focus includes both the tasks of the organization and the behaviors members must demonstrate to do the work. You are most comfortable with certainty. Members are likely to think that you are interested in what each individual must do to “get the job done.” They know you have a sense of details and how they are performing, because you communicate with them regularly about their tasks and how they might improve what they are doing.

A below-average score (48 or lower) indicates that you are either reluctant or unable to convey the necessary information to others to complete tasks. You may be unclear in your thinking about performance needs and near-term goals, and you may be unsure about what is needed to accomplish tasks. As a result, you are uneasy about certainty in planning and may only focus on small, isolated or immediate issues. Because you may communicate very little about other’s performance and progress towards goals, members may think you are unsure about what needs to be done and “how we’re going to get there.”

M1 = Direct Operations

An above-average score (27) indicates that you clearly communicate the objectives that your organization must accomplish to be successful. You understand how to make plans for meeting goals and how to adjust the plans when necessary.

A below-average score (13 or lower) indicates that you may either be unaware of the organization’s objectives or you do not communicate them well to others. You may assign tasks not knowing the full extent of the resources, processes, skills or budget to succeed. Planning is conducted as a “firefighting” exercise after a crisis or the need for a response hits.

M2 = Develop the Organization

An above-average score (27) indicates that you know what it takes to fully implement, support and improve the performance of the organizations and its activists/members. You understand that there is a clear relationship between the experience and skill members have; the roles they may fulfill; and the success of the organization. You frequently seek to improve members’ skills so that they may enhance the organization’s work.

A below-average score (17 or lower) indicates that you assign work without clarifying roles or understand/supporting the skills necessary to successfully accomplish the task. You rarely assess members’ experiences or skills or their “match” for a particular job.

M3 = Reinforce Performance

An above-average score (26 or higher) indicates that you understand how well-defined tasks and roles help to ensure success. You probably demonstrate a commitment to supporting others achieve tasks and doing their part to reach organizational goals. Others know where you stand, indicating that you are timely with solicited and unsolicited feedback.



Chapter Leader-Manager Style Questionnaire

Interpretive Guide/Response Key (continued)

A below-average score (14 or below) indicates that you are inconsistent in your responses to others' performance (or lack thereof), offering little (or unclear) direction and feedback. Advice or assistance is probably offered after the fact, and your responses to others' performance may be unpredictable. Members who are active in doing the organization's work may adopt and "I haven't heard anything bad, so I guess I'm doing an okay job" attitude.

Pulling It All Together

Just like personality traits, we each have natural strengths and tendencies when it comes to leading others and managing the work of an organization. The important point is that you not rest on your strengths as areas that need no further improvement or that you view your weaknesses as ingrained faults. Key is to recognize and emphasize your strengths and to avoid or compensate for your weaknesses by making efforts to exercise and improve in areas you are not naturally strong; to engage in training in areas of weakness; and to seek help from others who are willing and able.

Another factor to consider is that not all of the leader-manager skills are necessary or appropriate in all situations. For example, during a true crisis, it may be more important to stress the management skill of directing operations to "get through it" than it may be to emphasize the leadership skill of building relationships during the process. That being said, it is important to note that all six leader-manager skills are necessary to varying degrees and at varying times during your Presidency. Effective and timely use of all six skills will enable you to be most successful in building a strong organization, made up of skilled and involved members.

