



LEADERSHIP STYLES

Serviceexcellence –
Training & Development

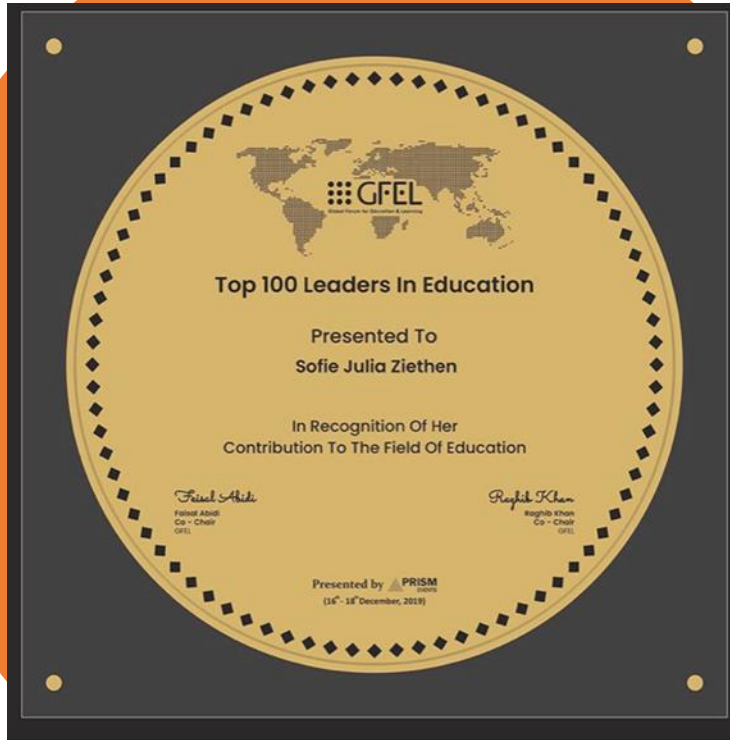
LEADERSHIP STYLES

This is an individual activity. You will have 35 minutes to complete the activity.

The Professional Style Profile has been developed by Michael Williams and partners from their “Management Leadership Style Index “ for those in job functions where there is a need to influence others to act in particular ways.

It has been designed to identify individuals “ Preferred “ or “ Predominant Styles “ in setting out to bring about action on the part of others.

This is not a test with “Right” or “Wrong” answers, it’s aim is to help you by giving you relevant information about yourself.



HOW TO COMPLETE THE TEST?

Please answer the questions as honestly and accurately as you can, use 3 points and allocate them all in any combination between the 2 statements of each question. For example: -

Question 1 a. Taking the lead in convincing people what they need (3)
b. Helping people to talk out and define their own needs (0)

Question 2 a. Remaining detached and professional, but helpful (2)
b. Breaking down personal barriers and becoming friends
with customers (1)

Work through all the questions as quickly as possible and do not waste time searching for meanings that probably do not exist.

When you're ready, flip to the next slide and please begin.

EMPOWER
PEOPLE

INSPIRE
PEOPLE

LEADERSHIP

LEAD
CHANGE

SHARED
VISION



I REALLY PREFER

1.a Taking the lead in convincing people of what they need ()

b. Helping people to talk out and define their own needs ()

2.a. Remaining detached and professional, but helpful ()

b. Breaking down personal barriers and becoming friends with customers and staff ()

3.a Pushing to open up, win and exploit new areas ()

b. Preserving and consolidating what I already have ()

4.a Working with facts, logical and rational thinking ()

b. Working with imagination, inspiration and creativity ()

5.a Leaving some things to chance, in order to keep up with the necessary demands of the job ()

b. Always carefully checking, to make sure things are really right, before moving on. ()

6.a Doing what I want to do, without having to refer to others ()

b. Being a member of a supportive, well-bonded team ()

7.a Bringing about agreements through guidance and encouragement ()

b. Using personal power and results push to get people to do what I need them to do ()

8.a Increasing the pressure on people as they start to give way or weaken ()

b. Easing off pressure, as people start to show signs of yielding or weakening ()

9.a Work and relationships that involve excitement and risk ()

b. Attaining and maintaining security and certainty in work and relationships. ()

10.a Working with people who are orderly, disciplined and thoroughly reliable ()

b. Working with those who are spontaneous, uninhibited and challenging ()

11.a Never being the first to give way in an argument ()

b. Giving in when I can see I have lost the argument ()

12.a Arriving at my own conclusions and making my own decisions ()

b. Sharing ideas and taking decisions through with colleagues ()

13.a Using a well-researched, powerful and consistent approach to bring people along with me ()

b. Shaping my conversations to individual personalities quirks and styles ()

14.a Maintaining dominance and control in relationships, even though I may be disliked for doing so ()

b. Receiving warm approval and reassurance for what I am doing ()

15.a Using unexpected, unconventional or unorthodox methods to get things done ()

b. Relying on proven ways and methods which are known to work ()

16.a Being seen as a considerate, fair and democratic person ()

b. Being regarded as someone who sets and demands very high standards ()

17.a Carefully working to schedules, detailed and within clear cut lines of authority ()

b. Responding freely and with maximum discretion, to events as and when they arise ()

18.a Working in an insulated atmosphere of serious professional dedication ()

b. Operating in an environment where people spark off each other, and where there is a joint effort ()

19.a Encouraging originality of thinking and independence of choice amongst my team and colleagues ()

b. Securing loyalty and commitment from our customers ()

20.a Being forceful and single minded in the overcoming resistance or intractableness ()

b. Using a lot of patience, diplomacy and tolerance to try and win people round ()

21.a Going for high payoffs, even though there are high risks ()

b. Opting for lower payoffs where there are correspondingly lower risks ()

22.a My head ruling my heart ()

b. My heart ruling head ()

23.a Being considered to be persistent, dogged and responsible ()

b. Being seen as adaptable, responsive and flexible ()

24.a Identifying and working with personal beliefs, values and reasoning ()

b. Gaining confidence from what others tell me from their observations and experience ()

25.a Making clients feel that I appreciate and respect their judgement ()

b. Impressing customers that I am 100% sure of my subject ()

- 26.a Encouraging informal, and open discussions with our customers ()
- b. Maintaining formal, rather than distant relationships to avoid getting too close ()
- 27.a Being in situations where my courage will be tested ()
- b. Being in situations where I can exercise care, responsibility and mental abilities ()
- 28.a Analysing, planning and structuring work and monitoring performance ()
- b. Getting involved in the action and taking decisions on the spot ()
- 29.a Producing results by exercising a professional manner and personal accountability ()
- b. Making things happen, by being able to bend the rules or beat the system ()
- 30.a Becoming caught up in an atmosphere of team involvement and united effort ()
- b. Not having to rush into things before I am really ready to commit myself to action ()

31.a Building up people to feel confident of their own judgement and ability ()

b. Making people feel that they are being well led by a decisive professional ()

32.a To uphold good personal relationships with customers at the risk of losing business ()

b. To increase business at the risk of losing good friends ()

33.a Being seen as ready and prepared to take large odds and tough challenges ()

b. Being thought of as mature, dependable and responsible ()

34.a Freedom to experiment with new ideas, methods or projects ()

b. Keeping to practical, sensible limits and validated methods ()

35.a Insisting on promptness and punctuality at all times in business ()

b. Operating in a relaxed way about time ()

- 36.a Confronting tough negotiations in a detached, impersonal and analytical way ()
- b. Observe the other person closely and modify my approach to match their moods and reactions ()
- 37.a Being seen as helpful, honest and idealistic ()
- b. Being considered to be powerful and influential ()
- 38.a To be a very high achiever with a track record for Delivering ()
- b. To help other to succeed in achieving their goals ()
- 39.a Bold opportunism, especially when some risk or tough obstacles are involved ()
- b. Carefully calculated risk taking ()
- 40.a Giving people their heads and allowing them to learn from their mistakes ()
- b. Setting out well defined objectives, guidelines and authority boundaries for people ()

- 46.a Involving others to contribute to setting objectives and participate in decisions about getting results ()
- b. Ensuring that targets are set and met through the right authority channels and structure ()
- 47.a Making sure that my appearance is always neat and tidy ()
- b. Being informal and casual about my dress and appearance ()
- 48.a To keep things to myself and guard my knowledge when I know it is superior to that of others ()
- b. To share my information and ideas, so that others can benefit from my superior knowledge. ()
- 49.a Blaming myself when things don't turn out as I want them to. ()
- b. Blaming others when things go wrong ()
- 50.a Seeing good personal relationships grow, with particular customers ()
- b. Seeing real improvements in efficiency, operating costs and profitability ()

51.a “ He who hesitates is Lost “ ()

b. “ Look before you Leap “ ()

52.a Standing back and encouraging others to try out initiatives and put forward ideas which challenge my own ()

b. Personally exercising control and direction over events, to ensure things are done properly ()

53.a Finishing what I begin and not leaving any loose ends around ()

b. Completing only the things I see as being vital and dropping the others ()

54.a To ignore them and continue to work at my own pace and in my own way, when bossy people try to push me ()

b. Quickly put these people in their place, in a very direct way ()

55.a Being seen as a very well regarded and good shoulder to lean on in difficult times. ()

b. Being seen essentially as someone whom others respect, even to the point of being overwhelmed by me ()

56.a Being regarded as a very popular and likeable person ()

b. Being considered to be a dynamic “ Go getter “ ()

57.a Would like to be remembered as “ They were quite mad, but we loved them “ ()

b. “ We respected them for the way they cared about us “ ()

58.a Being given very broad objectives where the rest is left up to me and I can then “ Play things by ear “ ()

b. A thorough briefing, spelling out specific objectives and with clear rules ()

59.a Trying out lots of new things, whenever I can, whether I can do them well, or not ()

b. Concentrating on a few things and doing the all thoroughly ()

60.a Being the brain power behind an event who usually provides the logic or intellectual structure ()

b. Being the organizer, who motivates and stimulates others to maintain effort and commitment ()

Compute your score by adding up the values to each of the questions:

1b= 1

7a= 2

13b=1 ... compute 1+2+1... = your value for **Encouraging / Building**

A. 1b,7a,13b,19a,25a,31a,37a,43a,49a,55a.

This Total is your – **Encouraging / Building** Score ----->()

1b,7a,13b,19a,25a,31a,37a,43a,49a,55a.
This Total is your – **Encouraging / Building** Score ----->()

1a,7b,13a,19b,25b,31b,37b,43b,49b,55b.
This Total is your – **Directive / Controlling** Score ----->()

2b,8b,14b,20b,26a,32a,38b,44a,50a,56a.
This Total is your – **Concern for Relationships** Score ----->()

2a,8a,14a,20a,26b,32b,38a,44b,50b,56b.
This Total is your – **Concern for Results** Score ----->()

3a,9a,15a,21a,27a,33a,39a,45a,51a,57a.
This Total is your – **Need for Challenge & Risk** Score ----->()

3b,9b,15b,21b,27b,33b,39b,45b,51b,57b.
This Total is your – **Need for Certainty & Stability** Score ----->()

4b,10b,16a,22b,28b,34a,40a,46a,52a,58a.
This Total is your – **Preference for Freedom & Permission** Score ----->()

4a,10a,16b,22a,28a,34b,40b,46b,52b,58b.
This Total is your – **Preference for Structure, Order & Discipline** Score -->()

5a,11b,17b,23b,29b,35b,41a,47b,53b,59b.
This Total is your – **Flexibility & Variability** Score ----->()

5b,11a,17a,23a,29a,35a,41b,47a,53a,59a.
This Total is your – **Consistency & Invariability** Score ----->()

6b,12b,18b,24b,30a,36b,42a,48b,54b,60b.
This Total is your – **Group Affiliation** Score ----->()

6a,12a,18a,24a,30b,36a,42b,48a,54a,60a.
This Total is your – **Self-Reliance** Score ----->()

EMPOWER
PEOPLE

INSPIRE
PEOPLE

LEADERSHIP

LEAD
CHANGE

SHARED
VISION





PEOPLE AND TASKS - SELF-ASSESSMENT

1. Review your scores.
2. Focus on those STYLES which have a score above 16, and choose 3 of them that most resonate with you.

Focus on your strengths and weaknesses and take down individual actions of how to overcome weaknesses - SMART!

“OPEN STYLE”

A. Encouraging / Building Strengths

- # Considerate and Encouraging
- # Patient
- # Helpful and Gives Guidance
- # Reassuring

Weaknesses

- # Tends to smother peoples Abilities
- # Unassertive
- # Unrealistic about Peoples Commitment.

“CLOSED STYLE”

B. Directive / Controlling Strengths

- # Forceful and Competitive
- # Assertive and Determined
- # Single Minded and Decisive
- # Autocratic and Tough

Weaknesses

- # Domineering and Frustrating to Others
- # One man Bandish
- # Arrogant
- # Cannot Delegate Effectively

C. Concern for Relationships Strengths

- # Friendly and Sociable
- # Hospitable and Caring
- # Involved and Involving Others
- # Considerate and Cooperative

Weaknesses

- # Too concerned with popularity
- # Over manipulative and Political
- # Too friendly / Can't say NO
- # Unattaining and too Idealistic

D. Concern for Results Strengths

- # Cost Conscious
- # Maintains Distance
- # Concerned in achieving Objectives
- # Exercising authority easily

Weaknesses

- # Cold or Stand Offish
- # Pushy or Bossy
- # Impersonal
- # Intolerant of others Needs

STRENGTHS	WEAKNESSES	ACTIONS TO TAKE

STRENGTHS	WEAKNESSES	ACTIONS TO TAKE

“OPEN STYLE”

E. Preference for Risk and Challenge
Strengths

- # Natural Winner
- # Stimulating
- # Seeking Excitement
- # Explores all Options

Weaknesses

- # Irresponsible
- # Unrealistic in Judgement
- # Leaves too much to Chance
- # Makes mountains out of Mole Hills

“CLOSED STYLE”

F. Preference for Certainty and Stability
Strengths

- # Dependable
- # Thorough
- # Analytical
- # Reliable

Weaknesses

- # Over Cautious
- # Does not make decisions quickly enough

STRENGTHS	WEAKNESSES	ACTIONS TO TAKE

“OPEN STYLE”

G. Preference for Freedom of Action
Strengths

- # Stimulates Ideas and Free Thinking
- # Experimental or Inspirational
- # Imaginative and Creative

Weaknesses

- # Emotional
- # Unable to control Others
- # Sets low Standards
- # Lacking Self Discipline

“CLOSED STYLE”

H. Preference for Structure, Discipline & Order
Strengths

- # Diagnostic
- # Establishing ground Rules
- # Structured and Orderly

Weaknesses

- # Over Corrective on Detail
- # Too Precise
- # Constraining
- # Nit Picker
- # Perfectionist

STRENGTHS	WEAKNESSES	ACTIONS TO TAKE

“OPEN STYLE”

I. Preference for Variability & Flexibility Strengths

- # Generates Opinions
- # Adaptable and Responsive
- # Ingenious
- # Practical

Weaknesses

- # Unpredictable
- # Aimless or Inconsistent
- # Unauthentic
- # No Grit

“CLOSED STYLE”

J. Preference for Consistency & Invariability Strengths

- # Strong Values
- # Persistent and Determined
- # “Sticks to Guns”
- # Dutiful

Weaknesses

- # Rigid in thinking and Attitude
- # Do things right (Not always the right things)
- # Over Corrective

STRENGTHS	WEAKNESSES	ACTIONS TO TAKE

“OPEN STYLE”

K. Preference for Group Affiliation Strengths

- # Good Team Member
- # Collaborative and Cooperative in Groups
- # Likes Company
- # Joins In

Weaknesses

- # No Self- Sufficiency
- # Too dependent on others
- # Lacking confidence to Stand Alone

“CLOSED STYLE”

L. Preference for Analysis & Self Reliance Strengths

- # Independent Thinker
- # Self Reliant
- # Logical and Reasoning

Weaknesses

- # Uncooperative
- # Too Withdrawn
- # Helps Oneself not others
- # Intellectually Arrogant

STRENGTHS	WEAKNESSES	ACTIONS TO TAKE

EMPOWER
PEOPLE

INSPIRE
PEOPLE

LEADERSHIP

LEAD
CHANGE

SHARED
VISION



LEADERSHIP STYLES

This was an individual activity.

I hope that you discovered a new side of you, and I wish you the best of success making the most out of this new inside.

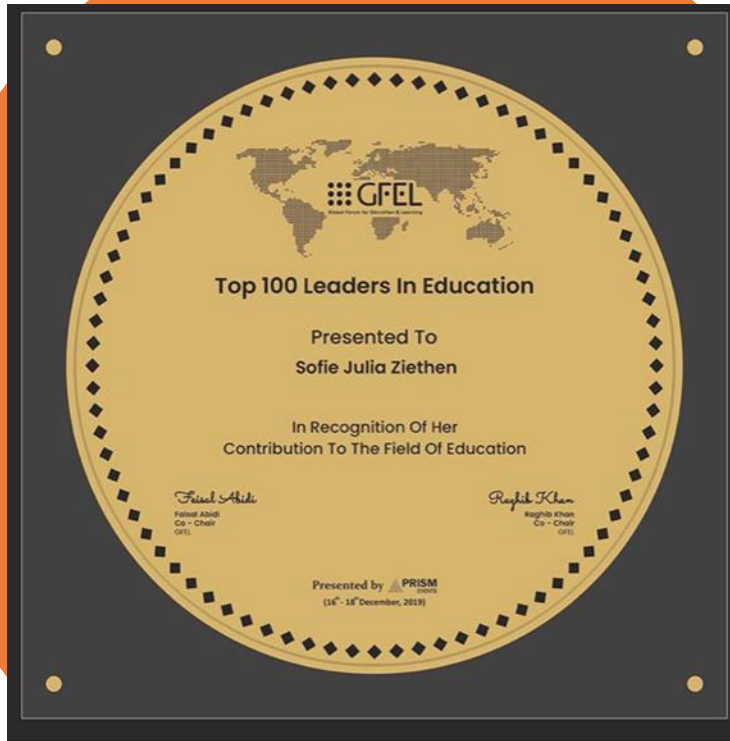
The Professional Style Profile has been designed to identify individuals “ Preferred “ or “ Predominant Styles “ in setting out to bring about action on the part of others.

If you wish to take the analysis to the next level and work on how to realize this leadership style in your professional and personal environment, contact me.

Thank you,

Sofie J. Ziethen, MS.c.

Action to Success Coach, CEO



servicexcellence
TAKE ACTION TO SUCCEED

Serviceexcellence – Training & Development

office@servicexcellence.com

www.servicexcellence.com

+43 (0) 6765700774



Sofie J. Ziethen
Action to Success Coach, CEO of
Serviceexcellence

