Leadership Matrix

Instructions

Objective: To determine the degree that a person likes working with tasks and people.

1. Have the learners complete the 18 items in the questioner section.
2. When they have finished, have them transfer their answers to the two respective columns provided in the scoring section. Then, total the score for each column and multiply each total by 0.2. For example, in the first column (People), if the learner answered 5, 3, 4, 4, 3, 2, 5, 4, 3 then his or her final score is 6.6 (33 X 0.2).
3. The total score for the first column (people) is plotted on the vertical axis in the matrix section, while the total score for the second column (Task) is plotted on the horizontal axis. For an example, see Example.
4. Finally, have the learners intersect the lines to see in what leadership dimension they normally operate out of:
   - Boss
   - Bankrupt
   - Leader
   - Friend

Questioner

Below is a list of statements about leadership behavior. Read each one carefully, then using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

<table>
<thead>
<tr>
<th>never</th>
<th>sometimes</th>
<th>always</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

1. _______ I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions whenever possible.
2. ______ Nothing is more important than accomplishing a goal or task.

3. ______ I closely monitor the schedule to ensure a task or project will be completed in time.

4. ______ I enjoy coaching people on new tasks and procedures.

5. ______ The more challenging a task is, the more I enjoy it.

6. ______ I encourage my employees to be creative about their job.

7. ______ When seeing a complex task to completion, I ensure that every detail is accounted for.

8. ______ I find it easy to carry out several complicated tasks at the same time.

9. ______ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.

10. ______ When correcting mistakes, I do not worry about jeopardizing relationships.

11. ______ I manage my time very efficiently.

12. ______ I enjoy explaining the intricacies and details of a complex task or project to my employees.

13. ______ Breaking large projects into small manageable tasks is second nature to me.

14. ______ Nothing is more important than building a great team.

15. ______ I enjoy analyzing problems.

16. ______ I honor other people's boundaries.

17. ______ Counseling my employees to improve their performance or behavior is second-nature to me.
18. I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

**Scoring**

After completing the questioner, transfer your answers to the spaces below: **People**

**Question**

1. 
4. 
6. 
9. 
10. 
12. 
14. 
16. 
17. 

**TOTAL ________**

\[ \times 0.2 = ________ \]  
(multiply the Total by 0.2 to get your final score)

**Task**

**Question**

2. ______
3._____
5._____
7._____
8._____
11._____
13._____
15._____
18._____

**TOTAL ________

**X 0.2 ________
(multiply the Total by 0.2 to get your final score)

**Matrix**

Plot your final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate out of (an example is given below).
Example

The sample below shows a score of 4 in the **people** section and a score of 6 in the **task** section. The quad where the two lines intersect is the leadership style, in this case -- **Boss** section.

![Diagram of leadership style chart]

The Results

This chart will give you an idea of your leadership style. But, like any other instrument that attempts to profile a person, you have to take in other factors, such as, how does your manager and employees rate you as a leader, do you get your job done, do you take care of your employees, are you GROWING your organization, etc.

You should review the statements in the survey and reflect on the low scores by asking yourself, "**If I scored higher in that area, would I be a more effective leader?**" And if the answer is yes, then it should become a **personal action item**.

Some have asked, "In order to get a perfect score I would have to score a maximum in both statements 2 (Nothing is more important than accomplishing a goal or task) and 14 (Nothing is more important than building a great team), but this would be a paradox.

One of the mottos of the U.S. Army is "People and mission first." That is, nothing is more important than accomplishing the mission and looking out for the welfare of the people. A good
leader can do both!

**Relationships With Others**

For statement 10 - "When correcting mistakes, I do not worry about jeopardizing relationships," some people believe that a "people-person" would put a low score to this question. That is, they might believe that a people-oriented person would not want to jeopardize the relationship.

But, if a leader really cares about the person, would the relationship (being friends) be more important or would guiding the person on to the correct behavior be more important? Lets put it in a "leader-teacher" relationship - If you did not correct the person's mistakes, would that make you a better teacher? Probably not. Good leaders do what it takes to build and develop the people around them. The "relationship" is not what makes them tick...guiding others onto greatness is what a leader is all about.

This question helps to separate friend type leaders who want to be best friends with everyone; bankrupt leaders who are afraid they might make waves; and the real leaders who are more concerned with coaching others so that they benefit the team. That is, if a leader lets a peer continue with the incorrect behavior; then does this help or hinder the other members of the team? It is best not to picture a "people" type leader as a friend, but as a person who is concerned with the growth and welfare of others.

Instead of presenting a manager with a dilemma of choosing one or the other alternative, it shows how a leader can simultaneously maximize both production oriented methods and those that are people orientated.