

Listed below are some scenarios of different leadership styles. In groups of 3 or 4, determine what style is being used, and then discuss if it is correct for the situation or if a different style would work better.

1. A business major is leading a team of research scientists working on new ways to use plastic. Although the team discusses the merits of each ideal and project, she retains the final decision making authority.
2. A new Chapter President just took office in the middle of the semester due to a resignation. He immediately starts by telling the Brothers what changes need to be made. When some suggestions are made, he tells them he does not have time to consider them.
3. A construction crew has worked together for the last four years with very little change-over in personnel. They always vote whenever a decision has to be made on how to proceed with the project.
4. The Rush Chair of one chapter starts every rush event by telling the brothers present what has to be done and how to do it.
5. An inspection line has no supervisor. They are expected to have the correct staffing, procedures, and expertise on each shift to ensure no defective parts gets pass them.
6. A new Service Vice President just took office. She immediately calls her committee together for a meeting and asks for their ideas and input on an upcoming service project.

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1. There are seven people on the Sectional Conference Committee and each individual has a different job with different responsibilities (i.e. registration, workshops, entertainment, etc). Although the conference chair was elected, for a decision to pass it must have the approval of the entire committee.
2. A small chapter performs the same or very similar projects every semester. To get information out, the chapter president sends it by email or voice mail, very rarely is a committee or executive board meeting called.
3. A forklift has its forks raised in the air to put some material in the racks. An employee darts under the forks (safety violation) so he can get back to his work-station in time. The supervisor tells him very sternly not to ever do that again and notes it in his log.
4. The planning for a major service project is running way behind schedule. The Service VP puts out a course of action to take to try to put it back on track. Later that week he calls a meeting of all subcommittee chairs and key players to create a strategy to keep the project running on schedule.
5. A manager is working on the budget. He is told to get a hot project running immediately. He calls his staff together and explains the project. He then tells them to get it up and going while he completes the budget.
6. A newly hired supervisor is not allowed to make any decisions unless it is approved by the manager first.

Group Activity

Discuss as a group each of the statements below. Use examples in students' individual chapters. Try to answer questions like: Did it work? Could a different style have worked better? How did the employees feel about the decision? Did everyone learn from that style and what did they learn?

Think of a time when you, or a leader over you, used the authoritarian (autocratic) style of leadership.

Think of a time when you or a leader over you used the participative (democratic) style of leadership.

Think of a time when you or a leader over you used the delegative (free reign) style of leadership.

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1. Which style is easiest to use and why?
 2. Which style do you prefer the leaders over you to use and why?

Leadership Style Survey

Directions:

This questionnaire contains statements about leadership style beliefs. Next to each statement, circle the number that represents how strongly you feel about the statement.

Be honest about your choices as there are no right or wrong answers – it is only for your own self-assessment.

	Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True	I	II	III
1. I always retain the final decision-making authority within my department or team.	5	4	3	2	1			
2. I always try to include one or more group members in determining what to do and how to do it.	5	4	3	2	1			
3. I and my group members always vote whenever a major decision has to be made.	5	4	3	2	1			
4. I do not consider suggestions made by my group members as I do not have the time for them.	5	4	3	2	1			
5. I ask for members' ideas & input on upcoming plans & projects.	5	4	3	2	1			
6. For a major decision to pass in my group, it must have the approval of each individual or the majority.	5	4	3	2	1			
7. I tell my group members what has to be done & how to do it.	5	4	3	2	1			
8. When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my group's advice.	5	4	3	2	1			
9. To get information out, I send it by email, memos, or voice mail; very rarely is a meeting called. My group members are then expected to act on the information.	5	4	3	2	1			
10. When someone makes a mistake, I tell them not to ever do that again and make a note of it.	5	4	3	2	1			
11. I want to create an environment where the employees take ownership of the project. I allow them to participate in the decision-making process.	5	4	3	2	1			
12. I allow my group members to determine the needs to be done and how to do it.	5	4	3	2	1			
13. New group members are not allowed to make any decisions unless it is approved by me first.	5	4	3	2	1			

14. I ask group members for their vision of where they see their jobs going & use their vision where appropriate.	5	4	3	2	1			
15. My group members know more about their jobs than me, so I allow them to carry out the decisions to do their jobs.	5	4	3	2	1			
16. When something goes wrong, I tell my group that a procedure is not working correctly & I establish a new one.	5	4	3	2	1			
17. I allow my group members to set priorities with my guidance.	5	4	3	2	1			
18. I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1			
19. I closely monitor my group members to ensure they are performing correctly.	5	4	3	2	1			
20. When there are differences in role expectations, I work with them to resolve the differences.	5	4	3	2	1			
21. Each individual is responsible for defining their job.	5	4	3	2	1			
22. I like the power that my leadership position holds over subordinates.	5	4	3	2	1			
23. I like to use my leadership power to help subordinates grow.	5	4	3	2	1			
24. I like to share my leadership power with my subordinates.	5	4	3	2	1			
25. Group members must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1			
26. Group members will exercise self-direction if they are committed to the objectives.	5	4	3	2	1			
27. Group members have the right to determine their own organizational objectives.	5	4	3	2	1			
28. Group members seek mainly security.	5	4	3	2	1			
29. Group members know how to use creativity and ingenuity to solve organizational problems.	5	4	3	2	1			
30. My group members can lead themselves just as well as I can.	5	4	3	2	1			
TOTALS FOR EACH COLUMN								

Column Definitions

- I. AUTHORITARIAN (autocratic)
 - II. DELEGATIVE (democratic)
 - III. PARTICIPATIVE (free reign)
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This questionnaire is designed to help you assess what leadership style you normally operate out of. The lowest score possible is 10 (almost never), and the highest score possible for a stage is 50 (almost always).

The highest of the three scores indicates the style of leadership that you normally use. If your highest score is 40 or more, it is a strong indicator of your normal style.

The lowest of the three scores is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not operate out of this mode.

If two of the scores are close to the same, you might be going through a transition phase, either personally or at work, except:

- If you score high in both the participative and delegative areas, then you are probably a delegative leader.

If there is only a small difference between the three scores, then this indicates that you have no clear perception of the mode that you operate out of, or you are a new leader and are trying to feel out the correct style for you.

Normally, some of the best leaders operate out of the participative mode and use the other two modes as needed. The exception would be a leader who has a new crew or temporary workforce. That leader would probably be operating out of the authoritarian mode. On the other side, a leader who has a crew of professionals or a crew that knows more than s/he does, would probably operate out of the delegative mode.

Leaders who want their employees to grow, use a participative style of leadership. As they grow into their jobs, then they are gradually given more authority (delegative) over their jobs.