



**Section A, Part 1: T-P Leadership Questionnaire**

Directions: The following items describe aspects of leadership behavior. Respond to each item according to the way you would most likely act if you were the leader of a work group. Check whether you would most likely behave in the described way: always (A), frequently (F), occasionally (O), seldom (S), or never (N).

1. I would most likely act as the spokesman of the group.
2. I would encourage overtime work.
3. I would allow members complete freedom in their work.
4. I would encourage the use of uniform procedures.
5. I would permit the members to use their own judgment in solving problems.
6. I would stress being ahead of competing groups.
7. I would speak as a representative of the group.
8. I would needle members for greater effort.
9. I would try out my ideas in the group.
10. I would let the members do their work the way they think best.
11. I would be working hard for a promotion.
12. I would tolerate postponement and uncertainty.
13. I would speak for the group if there were visitors present.
14. I would keep the work moving at a rapid pace.
15. I would turn the members loose on a job and let them go to it.
16. I would settle conflicts when they occur in the group.
17. I would get swamped by details.
18. I would represent the group at outside meetings.
19. I would be reluctant to allow the members any freedom of action.
20. I would decide what should be done and how it should be done.
21. I would push for increased production.
22. I would let some members have authority, which I could keep.
23. Things would usually turn out as I predicted.
24. I would allow the group a high degree of initiative.
25. I would assign group members to particular tasks.
26. I would be willing to make changes.
27. I would ask the group members to work harder.
28. I would trust the group members to exercise good judgment.
29. I would schedule the work to be done.
30. I would refuse to explain my actions.
31. I would persuade others that my ideas are to their advantage.
32. I would permit the group to set its own pace.
33. I would urge the group to beat its previous record.
34. I would act without consulting the group.
35. I would ask that group members follow standard rules and regulations.

	A	F	O	S	N

P Score: \_\_\_\_\_

T Score: \_\_\_\_\_

## Instructions for Scoring the T-P Leadership Questionnaire

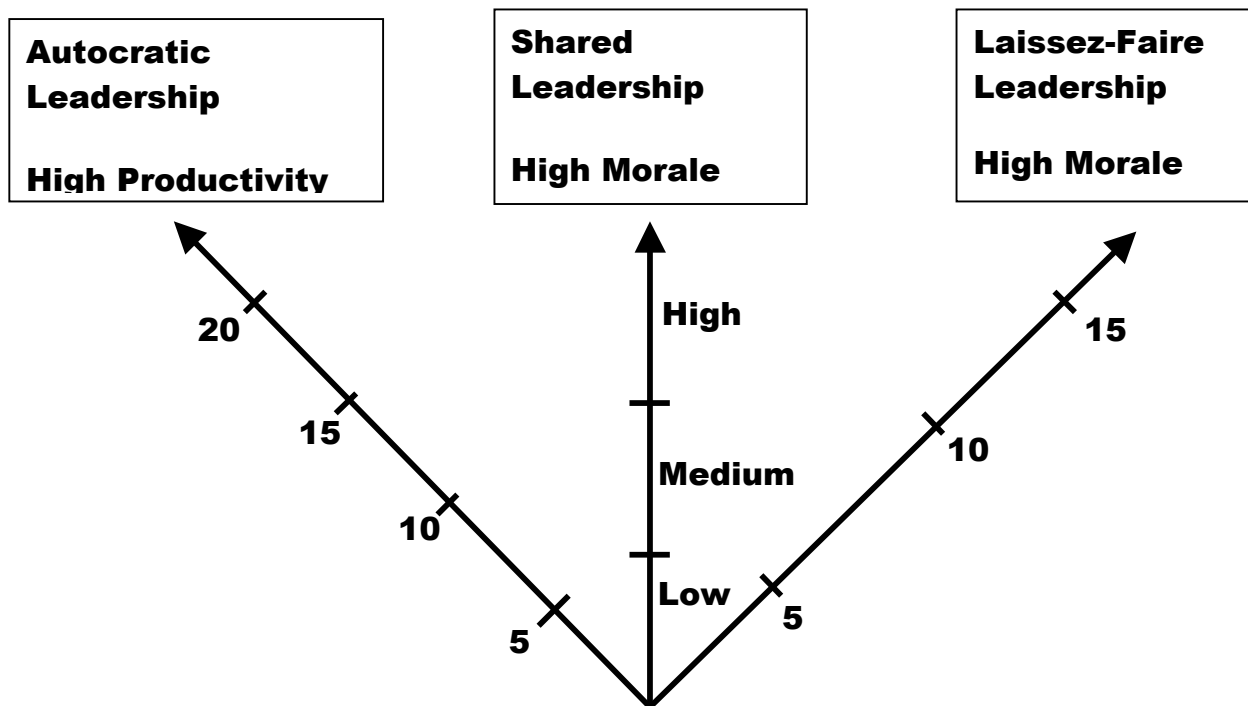
Use the following instructions to determine your score.

1. *Circle* the item number for items 8, 12, 17, 18, 19, 30, 34, and 35.
2. *Write* the number 1 in front of a circled item number if you responded **S** (seldom) or **N** (never) to that item.
3. Also *write* a number 1 in front of all other item numbers not circled if you responded **A** (always) or **F** (frequently)
4. *Circle* the number 1's which you have written in front of the following questions: 3, 4, 8, 10, 15, 18, 19, 22, 24, 26, 30, 32, 34, and 35.
5. *Count the circled number 1's*. This is your score for Concern for People. Record the score in the blank following the letter **P** at the bottom of the questionnaire.
6. *Count the uncircled number 1's*. This is your score for Concern for Task. Record this number in the blank following the letter **T** at the bottom of the questionnaire.
7. Continue to the *Profile Sheet* on the next page.

## T-P Leadership-Style Profile Sheet

Now, to determine your style of leadership, mark your score on the *Concern for Task* dimension (T) on the left-hand arrow below. Next, move to the right-hand arrow and mark your score on the *Concern for People* dimension (P). Draw a straight line that intersects the P and T scores. The point at which that line crosses the shared leadership arrow indicates your score on that dimension.

SHARED LEADERSHIP RESULTS FROM  
BALANCING CONCERN FOR TASK AND CONCERN FOR PEOPLE



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