

A MODEL FOR DESCRIBING LEADERSHIP COMPETENCIES AND PREPARING LEADERSHIP TRAINING

Personal Rapport Inventory

NAME _____ Score _____

These questions are not intended as a test but rather as a “checklist” of important personal qualities—an inventory, in effect, of what we consider important in our dealings with others. So be as frank and sincere in your answers as you feel is fair and reasonable.

INSTRUCTION: Circle “Y” for yes and “N” for no following each question.

- | | | | |
|-----|---|---|---|
| 1. | Do you lend things readily to other people? | Y | N |
| 2. | Do you let the little mistakes of others pass without correction? | Y | N |
| 3. | Do you greet others pleasantly? | Y | N |
| 4. | Do you keep out of arguments? | Y | N |
| 5. | Do you usually keep control of your temper? | Y | N |
| 6. | Do you let others have their own way? | Y | N |
| 7. | Do you listen to other people with close attention? | Y | N |
| 8. | Can you take criticism without ill-will? | Y | N |
| 9. | Are you usually cheerful? | Y | N |
| 10. | Do you “own up” fairly readily to your mistakes? | Y | N |
| 11. | Are you energetic (active and full of drive)? | Y | N |
| 12. | Do you look upon others without suspicion? | Y | N |
| 13. | Do you discuss your personal troubles with others? | Y | N |
| 14. | Do you ask favors of others? | Y | N |
| 15. | Do you try to reform others? | Y | N |
| 16. | Do you gossip? | Y | N |
| 17. | Do you ask questions just to keep conversation going? | Y | N |
| 18. | Are you inclined to “show off” how much you know? | Y | N |
| 19. | Are you bold and nervy? | Y | N |
| 20. | Do you talk most of the time? | Y | N |

21.	Can you always be depended upon to do what you say you will do?	Y	N
22.	Are you tactful—careful not to hurt the feelings of others?	Y	N
23.	Do you have a reputation for being accurate—in your instructions and with your regular work performance?	Y	N
24.	Do you go out of your way cheerfully to help others?	Y	N
25.	Are you trying regularly to improve your technical abilities?	Y	N
26.	Do you generally show enthusiasm for your activities?	Y	N
27.	Do you try to dominate (rule over) others?	Y	N
28.	Do you make fun of other people behind their backs?	Y	N
29.	Do you exaggerate (stretch the truth)?	Y	N
30.	Do you find fault with people who do things that displease you?	Y	N
31.	Are you sarcastic (in the habit of using cutting remarks)?	Y	N
32.	Do you try to appear superior to most of your associates?	Y	N
33.	Do you act naturally?	Y	N
34.	Do you really enjoy working with other people?	Y	N
35.	Can you usually avoid criticizing the work methods of other people?	Y	N
36.	Are you usually on time and able to give each person proper and unhurried attention?	Y	N
37.	Are you usually neat and clean?	Y	N
38.	Do you try to persuade others to your point of view?	Y	N
39.	Do you pry into other people's business?	Y	N
40.	Do you grumble about things that cannot be changed?	Y	N
41.	Do you use bad dictions and mispronounce words?	Y	N
42.	Do you make fun of people to their faces?	Y	N
43.	Do you laugh loudly?	Y	N
44.	Do you talk rapidly?	Y	N

SCORING OF PERSONAL RAPPORT INVENTORY

1-12	Yes x 2
13-20	No x 2
21-26	Yes x 4
27-32	No x 4
33-37	Yes x 1
38-44	No x 1

#24 is very important – the answer must be yes!

INTERPRETATION

84+	Average for a person who is well liked.
64-83	Low average for a person who is well liked.
40 or less	Disliked.
84-100	Good
64-83	Check things out.
41-63	Really better look.
40 or less	Change.

SELECT YOUR LEADERSHIP STYLE

(Adapted from materials used by Leadership Resources, Inc. and the American Management Assoc.)

Mark a cross over the letter in parenthesis that best describes you.

Dominance

- I believe to several groups but only attend when something especially interests me. (c)
- I like to work on committees but don't like to take chairmanship. (d)
- I lose interest in groups when they go along in the same old rut and don't listen to my suggestions. (a)
- I consciously seek and obtain leadership in many of my group's activities. (b)
- I am often selected as leader of groups without seeking it. (e)

Tact

- People frequently misunderstand my comments. (a)
- My acquaintances tell me that I am noted for handling many difficult situations without arousing ill will. (c)
- People seldom resent it when I must correct what they are doing or must criticize them. (d)
- I consciously study how to handle people in a tactful manner. (e)
- Before I try to get others to accept my point of view, I first try to find out how they feel so that I can adapt my ideas to theirs. (b)

Communication

- I always assume the other person will be friendly and take the initiative in meeting him/her more than half way. (e)
- People tell me that they come to me with problems they wouldn't even discuss with their own families. (d)
- I always try to give the other person some incentive or some reason for doing what I want done. (b)
- When a conversation lags at a party of strangers, I try to fill in the break by trying to find a topic of general interest. (c)
- I have some definite ideas about the failings and follies of the younger generation and don't hesitate to express them. (a)

Maturity

- I want what I want when I want it regardless of consequences to myself or to others. (a)
- I frequently let others (i.e., boyfriend/girlfriend, etc.) have the last word. (e)
- I have been told that I can take well meant, constructive criticism graciously. (d)
- I believe in telling others the truth if it is for their own good. (b)
- I take a stand on issues which I believe even if they're unpopular after looking at the pro's and con's. (c)

Attitudes

- I get annoyed when people don't do things my way. Sometimes my temper gets the best of me. (a)
- I try to show the attitude toward the other person that I want him to show toward me. (b)
- I believe that I should make every effort to accept change and try to keep changing with the times. (e)
- I patiently listen to people with whom I disagree. (d)
- I vacillate when it comes to making a decision; sometimes I wait so long that circumstances force a decision upon me. (c)

Cooperation

- When people have a misunderstanding, I try to intervene and reconcile them. (d)
- In dealing with co-workers, I try to put myself in their shoes and act toward them the way I'd like them to act toward me. (c)
- I am willing to accept the help of others provided it does not interfere with their work. (e)
- When I want information from others, I feel I have a right to demand it because I am acting on behalf of my supervisor/advisor. (a)
- If my supervisor/advisor says to me, "tell so-and-so that I want this right away," I change both his/her message and voice tone to, "our advisor would appreciate this as soon as possible." (b)

HOW TO SCORE YOUR RESULTS

It is most desirable for you to arrive at a final decision on your choice of response in every case. However, if in one or two instances you found this choice especially difficult to make, add up your score based on the second choice, in the second column below. Make two lists of your leadership styles.

	1st Choice (This is your predominant style.)	2nd Choice (You have tendencies in this direction.)
# of a's		
# of b's		
# of c's		
# of d's		

Key to Leadership Styles:

- a. Authoritative (telling)
- b. Political (selling)
- c. Evaluative (testing)
- d. Participative (consulting)
- e. Laissez-faire (joining)

PERSON CENTERED			GROUP CENTERED	
Authoritative a. tells	Political b. sells	Evaluative c. tests	Participative d. consults	Laissez-faire e. joins

The diagram above relates different kinds of leader behavior to different balances of power between leaders and members. Behavior at the LEFT of the scale might be called "leader centered" because the decision depends largely upon the leader's analysis of the problem, his interests, experience and motivations. Behavior on the RIGHT end of the scale might be called "group centered" because the actions reflect the group members' assessment of the problem, their interests, experience, and motivations.

Five Typical Patterns of Leadership Behavior:

The experienced leader uses many complex and subtle means to exercise his influence and stimulate those he/she leads to creative and productive efforts. From the complex range of leadership behavior, we have selected five of the most typical patterns, ranging from highly "leader centered" to highly "group centered."

TELLING... The leader identifies a problem, considers alternative solutions, chooses one of them and then tells his/her followers what they are to do. He may or may not consider what he believes the group members will think or feel about the decision, but they clearly do not participate directly in the decision-making. Coercion may or may not be used or implied.

SELLING...The leader, as before, makes the decision without consulting his/her group. However, instead of simply announcing his/her decision, the leader tries to persuade the group members to accept it. He/she points out how he/she has considered organization goals and the interests of group members, and he/she states how the members will benefit from carrying out the decision.

TESTING...The leader identifies a problem and proposes a tentative solution. Before finalizing it, however, he/she gets the reactions of those who will implement it. He/she says, in effect, "I'd like your frank reactions to this proposal, and I will then make the final decision."

CONSULTING...The leader here gives the group members a chance to influence the decision from the beginning. He/she presents a problem and relevant background information, then asks the members for their ideas on how to solve it. In effect, the group is invited to increase the number of alternative actions to be considered. The leader then selects the solution he/she regards as most promising.

JOINING...The leader here participates in the discussion "just as another member," and agrees in advance to carry out whatever decision the group makes. The only limits placed on the group are those given to the leader by his/her superiors (i.e., the advisor). Many research and development teams make decisions this way.

