

Transformational Leadership Survey

Purpose:

To identify your strength and growth areas in transformational leadership.

Instructions

Using the scale below, please circle the diamond symbol to the left of the number that comes closest to your level of proficiency and comfort. According to the range, 1 is the least and 4 the most comfort and proficiency. Be honest about your choices as it is a self-assessment tool to learn and grow.

1. I go out of my way to make employees, volunteers and colleagues feel good to be around me. ♦ 1 ♦ 2 ♦ 3 ♦ 4
2. I help employees, volunteers and colleagues with their self-development. ♦ 1 ♦ 2 ♦ 3 ♦ 4
3. I help employees, volunteers and colleagues to understand my visions through the use of tools, such as images, stories, and models. ♦ 1 ♦ 2 ♦ 3 ♦ 4
4. I ensure employees, volunteers and colleagues get recognition and/or rewards when they achieve difficult or complex goals ♦ 1 ♦ 2 ♦ 3 ♦ 4
5. I let employees, volunteers and colleagues work toward achieving their plans in the manner that they want. ♦ 1 ♦ 2 ♦ 3 ♦ 4
6. I get things done. ♦ 1 ♦ 2 ♦ 3 ♦ 4
7. I have an ever expanding network of people and employees, volunteers and colleagues who trust and rely upon me. ♦ 1 ♦ 2 ♦ 3 ♦ 4
8. I provide challenges for my employees, volunteers and colleagues to help them grow. ♦ 1 ♦ 2 ♦ 3 ♦ 4
9. I use simple words, images, and demonstrations to convey to employees, volunteers and colleagues what we should or could be doing. ♦ 1 ♦ 2 ♦ 3 ♦ 4
10. I guide employees, volunteers and colleagues by setting standards that we agree on. ♦ 1 ♦ 2 ♦ 3 ♦ 4
11. I rarely give direction or guidance to others if I sense they can achieve their goals. ♦ 1 ♦ 2 ♦ 3 ♦ 4
12. I consistently provide coaching and feedback so that my employees, volunteers and colleagues know how they are doing. ♦ 1 ♦ 2 ♦ 3 ♦ 4
13. Employees, volunteers and colleagues listen to my ideas and concerns not out of fear, but because of my skills, knowledge, and personality. ♦ 1 ♦ 2 ♦ 3 ♦ 4

14. I provide an empathic shoulder when others need help. ♦ 1 ♦ 2 ♦ 3 ♦ 4
15. I help others with new ways of looking at new and complex ideas or concepts.
♦ 1 ♦ 2 ♦ 3 ♦ 4
16. I ensure poor performance gets corrected. ♦ 1 ♦ 2 ♦ 3 ♦ 4
17. As long as things are going smoothly, I am satisfied. ♦ 1 ♦ 2 ♦ 3 ♦ 4
18. I monitor all employees, volunteers and colleagues who are having problems to ensure they meet their goals.
♦ 1 ♦ 2 ♦ 3 ♦ 4

Scoring

This survey measures your leadership skills on six factors: Charisma, Social, Vision, Transactional, Delegation, and Execution. Each factor is measured by three questions as shown on the back. Your score is determined by adding your three scores together for each factor in the chart below. Note that the lowest score you can get for each factor is 3, while the highest score is 12.

Strength and Weakness Chart for Transformational Leadership Factors

Charisma (questions 1, 7, 13)	Total _____
Social (questions 2, 8, 14)	Total _____
Vision (questions 3, 9, 15)	Total _____
Transactional (questions 4, 10, 16)	Total _____
Delegation (questions 5, 11, 17)	Total _____
Execution (questions 6, 12, 18)	Total _____

Total the scores and enter the number here _____. The highest score possible is 72 and the lowest possible score is 18.

There are no correct answers. However, this survey gives you an idea of what factors you use the most and the ones you use the least. Generally, a score of about 54 or higher means that you are well on your way to becoming a transformational leader. However, don't be discouraged if you score lower — you simply have to reflect and then take action a little more as noted below.

The highest scoring factors in the chart above are your strong leadership factors, while the lower scoring factors are your weak ones. You should spend some time reflecting and then taking action on the factors you scored 9 or less in. Look for opportunities to increase your knowledge and skills with the following factors:

Charisma (questions 1, 7, 13): You are a role model that shows true dedication, trust, and respect to others, who in turn, do the same to you.

Social (questions 2, 8, 14): You help others to learn by coaching and mentoring them. You create challenging environments to help them reach their full potential. When others have difficulties you are not afraid to empathize with them and help guide them.

Vision (questions 3, 9, 15): You provide challenging visions and help people to understand them so that they are motivated to join in.

Transactional (questions 4, 10, 16): You ensure others understand what you expect from them by using mutual agreement. In addition, you ensure that if poor performance does occur, you take action to ensure it does not affect the moral of the team.

Delegation (questions 5, 11, 17): You delegate both the task and the authority to get things accomplished.

Execution (questions 6, 12, 18): While I do delegate as many tasks as possible with the authority to accomplish them, as a good steward of my department's resources, I do follow-up to ensure things are going as planned and we are not wasting times.

Adapted from: Clark, D.R. (2011). Transformational Leadership Survey. Retrieved from http://nwlink.com/~donclark/leader/transformational_survey.html