



# Management Style Questionnaire

To receive the best results from this quiz, read questions and think clearly – do you really agree? Do not respond to those answers that ‘sound right’. Answer in a way that reflects your actual behaviour, not simply your ideology.

		Strongly Disagree	Moderately Disagree	Neutral	Moderately Agree	Strongly Agree
1	It is often necessary to make decisions without consulting others due to time pressures upon the task at hand.	0	1	2	3	4
2	Teams operate best within a clear and structured framework of procedures.	0	1	2	3	4
3	The best decision will be the one with the largest consensus.	0	1	2	3	4
4	People will come up with the best working methods when given minimal instruction.	0	1	2	3	4
5	People repeatedly come to me for advice and support, and I generously give it.	0	1	2	3	4
6	People have learnt to not question my judgement, as I rarely back down when I am truly passionate about something.	0	1	2	3	4
7	If everyone is forced to perform the same task in the same way. The efficiencies gained outweigh the costs.	0	1	2	3	4
8	I receive employee approval before making absolutely any changes to their working conditions or role, even if just for a day.	0	1	2	3	4
9	I have learnt that people will never fail to positively surprise you if you leave them alone.	0	1	2	3	4
10	I consult a variety of people when making decisions, but they tend to agree with my original idea anyway.	0	1	2	3	4
11	Half of people are intrinsically hard working, but the other half need to be pushed into completing work to a high enough standard.	0	1	2	3	4
12	Over time, we can continue to build upon and add to our systems and ways of doing things, which will make life easier.	0	1	2	3	4
13	People constantly challenge my ideas and strategies because they know they are welcome when they do so.	0	1	2	3	4



14	I can say with 100% conviction that I do not micromanage.	0	1	2	3	4
15	People see me as a leader, not a manager.	0	1	2	3	4
16	Leadership is about making the right decisions, at the right time, and ensuring the workforce follow through with that decision with effectiveness.	0	1	2	3	4
17	Cost savings can be made if everybody does exactly what they're told, and don't try to over-engineer solutions.	0	1	2	3	4
18	I try to delegate as many tasks as possible in their complete entirety.	0	1	2	3	4
19	I let people get back to me when they decide to, rather than getting in touch myself.	0	1	2	3	4
20	I feel responsible for my employees, and I look after them accordingly.	0	1	2	3	4

Enter your points for each question against the question numbers below, and total up each column to paint a picture of which leadership styles your behaviour matches most closely. Most managers tend to lean towards Style A. However leaders in reality can exhibit several different styles at once to help lead their businesses or organisations to success! Turn over to the next page to discover which styles you possess!

Question	Result	Question	Result	Question	Result	Question	Result	Question	Result
1		2		3		4		5	
6		7		8		9		10	
11		12		13		14		15	
16		17		18		19		20	
Total		Total		Total		Total		Total	
	<b>Style A</b>		<b>Style B</b>		<b>Style C</b>		<b>Style D</b>		<b>Style E</b>



Here is a list of the five styles and what traits they have.

**Style A = Autocratic Leadership Style**

**Style B = Bureaucratic Leadership Style**

**Style C = Democratic Leadership Style**

**Style D = Laissez Faire Leadership Style**

**Style E = Paternalistic Leadership Style**

### **1 . Autocratic or Authoritarian:**

In this style, the complete authority is in one person's hand and no one else can question it. It is also known as totalitarianism or dictatorship. It does forge an atmosphere of discipline in the organization. However, it can at times cause dissatisfaction and a lack of "creative space" for the employees. For such a manager, the employees are just a replaceable resource and not the core of the organization. The manager believes in top-down communication, wherein orders are given by the higher hierarchical level to the lower ones. The concept of "employee satisfaction" does not hold importance for such a manager.

### **2. Bureaucratic leadership**

Bureaucratic leaders work "by the book." They follow rules rigorously, and ensure that their staff follows procedures precisely. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved (such as handling cash).

### **3 Paternalistic:**

In this style, the authority is in the hand of one individual. However, that one individual cares more about the employees than outcomes and profits. That means the manager will be more like a parent rather than a boss. In this kind of a management style also, the complete authority lies in the hands of one individual; however, the method of functioning is very different as compared to autocratic style. In such a management style, the employees are the heart of the organization. "Employee satisfaction" holds higher priority than profits. This kind of a manager believes in top-down as well as bottom-up communication.

### **4 Democratic:**

In this management style, the management allows the employees to voice their opinions. Most company policies and decisions are made, taking into consideration employee opinions. It is also known as 'participative style'. This means that a meeting is held with representatives from each hierarchical level, in order to take a decision about the smallest company policies, as well as the major ones. Such a manager will prefer to have an open-door policy in the organization to ensure that the management and the employees communicate openly and freely with each other. "Confidentiality" is not of much a substance to such a manager.



## 5 Laissez-faire:

In this management style, the targets are communicated to the employees; however, the employees can go about meeting those targets in whichever way they want. It is a very liberal management style. However, there is a lot of chaos in the delegation of authority as well as responsibility. Communication is free; however, more through the grapevine. This leads to the employees taking their work for granted. On the other hand, the manager evades his/her duty very conveniently. If out of control, this management style can spell "doom" for an organization. However, it is adopted in control by many organizations these days and works well, when in compatibility with the other 3 styles.

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The management styles outlined above are more closely linked to the personality and leadership qualities of a leader-manager. They are based on the style and principles followed by a manager in particular, not the organization, as a whole. If there is a change in a manager, an autocratically managed organization can become a paternalistic one!

Now you know your usual management style think if this is suitably aligned to the job you are doing, the culture and the staff within your organisation. If not what is the right one and how can you change your style to achieve better results and achieve your objectives.

I Hope this helps you in your career.

Steve Raybould – Founder – 7 Secrets to Successful Management.