

An Assessment for Determining a Collaborative Leadership Style

Step 1: Complete this brief subjective poll (for yourself). Assess yourself according to the observable behaviors or characteristics. Enter a number from 1 (not at all) to 7 (to a large extent) that best describe you.

Behavior	Survey Question	Enter Score 1-7
Redefining success as bigger goals	1. You put your own goals as secondary to the school's overarching goals as primary.	
	2. You are preoccupied with your own agenda to the exclusion of larger school goals. (Score your answer 1 to 7. Then start with 89 and subtract that score. Enter that number).	
	3. When confronted with a situation where people disagree, you are able to get others to look at the bigger picture.	
	4. You are good at finding common ground among people who have different goals, perspectives, and agendas.	
	A. Sum the Responses for 1 -4.	
Involving Others	5. You empathize with people who have different views.	
	6. You encourage open discussion and debate of issues early in problem solving processes.	
	7. You often make decisions alone or overrule decisions made by others (Score your answer 1-7. Then, start with 8 and subtract that score. Enter that number).	
	8. You think about how to involve others as opposed to telling them what to do.	
	B. Sum the Responses 6-8	
Being Accountable	9. You take responsibility for a mistake.	
	10. You frequently use language such as "I am responsible"	
	11. You demand accountability in others.	
	12. You make sure others take responsibility for their actions.	
	C. Sum the Responses for 9-12.	
Total Scores for A + B + C		

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Step 2: Benchmark the scores against a sample of the 162 high performing bosses (Hansen, 2009). Plot your scores to benchmark them against a sample of leaders who were rated a top 50% performer in their organization.

	Lowest Quartile	Second Lowest Quartile	Median	Second Highest Quartile	Highest Quartile
1. Redefine Success	4-16	17-19	20	21-23	24-28
2. Involve Others	4-13	14-17	18	19-22	23-28
3. Accountability	4-17	18-19	20	21-23	24-28
Total Score	12-49	50-57	58	59-64	65-84
Implication	Not a Collaborative Leadership Style	A Fairly Low Collaborative Style	A Modest Collaborative Style	A Pretty Good Collaborative Leadership Style	An Excellent Collaborative Leadership Style