

LEADERSHIP REVIEW QUESTIONNAIRE

Self Review

Leader's name:

INSTRUCTIONS

Write your name in the blank space above. On the next two pages you will find 42 statements describing possible leadership practices. Please read each statement carefully and consider if the statement not only describes an action that is a natural part of your leadership, but also how frequently you enact it. Then look at the rating scale and choose the number associated with the descriptor that is most closely aligned with **how frequently you engage in the leadership behaviour** described in the statement.

Here is the Rating Scale you are being asked to apply:

- 1 = Almost Never
- 2 = Rarely
- 3 = Seldom
- 4 = Once in a While
- 5 = Occasionally
- 6 = Sometimes
- 7 = Fairly Often
- 8 = Usually
- 9 = Very Frequently
- 10 = Almost Always

In selecting a response to each statement, please be realistic and honest about the frequency with which you **actually** engage in the practice. **Do not** respond in terms of how you would *like* to see yourself acting, or in terms of how you think others believe you should be acting. Respond in terms of how you firmly believe you **typically** act – on most days, during most weeks, on most projects, and with each person you have responsibility for leading.

For each statement, decide on the most appropriate rating and record it in the blank space to the right of the statement. **Make sure you provide a response for each and every statement**, as all statements are applicable to leadership practice. If you feel that a statement does not apply to you then, in all likelihood, it is because you do not see the practice as being integral to leadership, and so it is not a part of your practice. In this case, you should assign a rating of 3 or lower. When you have provided a response to all 30 statements, turn to the **REVIEW ANALYSIS SHEET** and follow the instructions for recording and interpreting your leadership dispositions data.

LEADERSHIP REVIEW QUESTIONNAIRE

How frequently do you engage in the following behaviours?

Choose the relevant number from the following scale that best applies to each statement and **record it** in the blank space to the right of the statement.

RATING SCALE

1	2	3	4	5	6	7	8	9	10
Almost never	Rarely	Seldom	Once in a while	Occasionally	Sometimes	Fairly often	Usually	Very frequently	Almost always

YOUR PRINCIPAL		RATING
1	I feel a strong personal attachment to the values and norms of the people I lead.	
2	I praise people for a job well done.	
3	I challenge each person I am leading to try out new and innovative approaches to their work.	
4	I talk about future trends that might potentially influence the work being done.	
5	I actively listen to diverse points of view.	
6	I feel excited by the work I do.	
7	I provide clarity about important roles, responsibilities and communication channels.	
8	I seek to show that I trust each person I lead.	
9	I make it a point to let those I am leading know about my confidence in their contribution and abilities.	
10	I take time to find out if the people I am leading feel interested and purposeful about the work they are doing.	
11	I appeal to others to share their opinions about how the teaching and learning environment can be improved so that it can meet future needs and demands.	
12	I treat the views of others with respect and dignity.	
13	I publicly show great optimism about the future of the school.	

14	I remain actively interested in and connected with the work of others tasked with additional responsibilities.	
15	I develop mutually a beneficial relationship with each person I lead.	
16	I make sure that those I am leading are properly acknowledged for their contribution to the success of the school.	
17	I seek the thoughts of each staff member about the ways they would prefer to improve their work.	
18	I openly invite the views of others on how to build on the current quality of teaching and learning being done throughout the school.	
19	I am aware of how emotions can influence judgements and behaviours, including my own.	
20	I present a compellingly positive image of what the future of our school could look like.	
21	I ensure that new developments do not interfere with important changes already occurring in the school.	
22	I recognise and utilise the diversity of professional knowledge and skills others have.	
23	I ensure that those I am leading have the support and resources they each require to perform their work to the best of their ability.	
24	I support the initiative others take to improve the work they do.	
25	I speak honestly about my perceptions of the current capacity of the school to meet potential future challenges.	
26	I am open to the opinions of others, even when these are opposed to mine.	
27	I talk passionately with others about the success of our school.	
28	I seek to form the strongest work-related teams based on recognised strengths and capabilities.	
29	I listen with genuine interest when those I am leading talk about the purpose of their work.	
30	I find different and interesting ways to celebrate the school's achievements.	

31	I give those I lead a great deal of freedom and choice in deciding how to do their work.	
32	I talk to each person I am leading about how future work-related obstacles might be overcome.	
33	I promote experimentation and risk-taking, even when there is the risk of failure.	
34	I speak confidently and enthusiastically about the achievements of our school.	
35	I invite, rather than appoint, people to become members of important work-related teams.	
36	I listen with interest and empathy when others talk about their life away from the school.	
37	I strive to limit the negative impact of external expectations on the work of those I am leading.	
38	I ensure that each person I am leading is able to grow in their work through learning new knowledge, skills and personal development activities.	
39	I provide up-to-date information to those I am leading about external factors that might influence their work in future.	
40	I deal with interpersonal conflict calmly and confidently.	
41	I tell people about how much I love my work.	
42	I monitor the school's culture to ensure it supports the strategic intentions of individuals, teams and the workplace.	