

LEADER SKILLBOX

QUESTIONNAIRE

Select and tick the one statement that best represents your behavior in each situation.

Then count your score using the table: RESULTS and RESULTS ACCORDING TO LEADER COMPETENCIES.

1st SITUATION. *You have a meeting with your team and a lot of colleagues are upset about a new change in role distribution. They want to stay in their current positions or work in different departments based on their own preference.*

Statements	Your choice
1.1. You listen to all the reasons and try to find middle ground, while explaining why experience in all departments is essential.	
1.2. You say they should just follow the decision without explaining anything.	
1.3. You talk to each individual to understand their feelings and perspectives.	

2nd SITUATION. *There is a team project and you forget to do a part of your work, creating a negative effect on the outcome and the external business partners.*

Statements	Your choice
2.1. You do not believe that it was solely your fault and decide not to address it.	
2.2. You speak to the team and to the outside partners, accepting responsibility for the situation and working to find common solutions.	
2.3. You accept that there are some benefits to making mistakes and learn from them.	

3rd SITUATION. *You have a presentation coming up and you are afraid you are not up for the challenge and will fail. The fear is of the big audience.*

Statements	Your choice
3.1. You decide to skip the presentation and avoid being embarrassed.	
3.2. You seek support from others, practicing your presentation in front of them beforehand and get used to being out of your comfort zone.	
3.3. You decide to view this challenge positively and view any mistakes as a learning opportunity.	

4th SITUATION. *There is a long-term task ahead to complete but the team is very unmotivated as it requires a lot of administrative work and they do not understand why it is necessary.*

Statements	Your choice
4.1. You break down the goal into easily tangible and achievable targets.	
4.2. You try to motivate team members explaining the big-picture impact of the whole project.	
4.3. You complete this task only because you feel like you have to.	

5th SITUATION. *A diverse group of colleagues is discussing the new logo. Some people have very different opinions than you. You are trying to explain the advantages of your idea. Some start saying that the other ideas are stupid.*

Statements	Your choice
5.1. You think that every person should have a chance to explain why their idea is valuable.	
5.2. You react very emotionally and start talking about why someone else's idea is not good.	
5.3. You decide to surround yourself only with students who have the same opinion.	

6th SITUATION. *You are leading a team comprised of people with different interests on a joint project. However, work is proceeding too slowly as they did not make the decision to work on this project by themselves. To achieve results, you must engage everyone.*

Statements	Your choice
6.1. You organize a teambuilding activity to unite the team.	
6.2. You collect ideas from all team members on how to improve cooperation and together you make a plan for improvement.	
6.3. You organize a meeting of the informal leaders (influencers) in the team to discuss improving team spirit.	

7th SITUATION. *The team is about to participate in a big project. It is your responsibility to ensure that everyone knows what their tasks are and performs them in a timely manner to achieve the results. How will you communicate the plan for the allocation of specific tasks?*

Statements	Your choice
7.1. To encourage engagement, everyone can choose what task they want to complete.	
7.2. You allocate the tasks according to your own view and present the distribution to the team.	
7.3. You talk to each group member individually and assign him/her the task they feel most comfortable in completing.	

8th SITUATION. You love your work and the project subject and you are happy with your assigned tasks. You expect the same from your team, but you do not see the same enthusiasm and the performance is not at the required level.

Statements	Your choice
8.1. You organize individual meetings with everyone on the team to find out what inspires them and to negotiate appropriate assignments.	
8.2. You collect the whole team and tell them how you feel when you work on this project.	
8.3. At a team meeting you call a brainstorming session during which everyone can share what inspires them and how they can use that to achieve their goals.	

9th SITUATION. One of your colleagues made mistakes that have affected the work of the entire team and he/she is very discouraged. You are familiar with the previous work of this colleague and you know that he/she can do better.

Statements	Your choice
9.1. In the next project, you offer him/her tasks in which he/she feels more secure.	
9.2. You comment on his/her mistakes and his/her strengths and encourage him/her not to despair.	
9.3. You talk to him/her about what to develop within himself/herself and help in this direction.	

10th SITUATION. Your colleague has contributed significantly to the implementation of a difficult and complex task by working independently.

Statements	Your choice
10.1 You talk to him/her in an individual meeting and express your gratitude.	
10.2. You assemble the colleagues who carried out the project together with him/her and you praise him/her in front of them.	
10.3. You send an email to the entire team in which you share your recognition and evaluation of the work done by your colleague.	

11th SITUATION. You are involved in a group project. Some tasks in it are unknown to you, whereas others are very familiar as you already did them earlier for other projects.

Statements	Your choice
11.1 You take responsibility only for the tasks you know how to do.	
11.2. You ask questions about the unknown tasks and depending on your own understanding of the level of difficulty, you take on the other tasks alone as well.	
11.3 You take responsibility for the unknown and difficult new tasks, and while taking care of them you ask questions and read additional books/resources to complete the tasks for the group project.	

12th SITUATION. *The manager presents the market problem and gives the group a task to prepare company advertisements with creative suggestions to solve this problem.*

Statements	Your choice
12.1. You look at examples of previously created advertisements, take one as a template and quickly add on some small changes.	
12.2. You only present a new idea to the group, not participating in the further implementation process.	
12.3. You think about something completely new/original, experimenting with everyone's ideas in the advertisement creation process together with the group.	

13th SITUATION. *The team leader explains that the aim of the company will change and asks the group to take on a new assignment.*

Statements	Your choice
13.1. You say it is an additional task (meaning it is outside of your job description), and ask why you have to do it. Then you suggest the hiring of new employees/students/staff to do the new job.	
13.2 After long discussions, you agree to modify your own approach to the task based on the preferences of the leader and the new requirements.	
13.3 You can see a place for your own self-growth, so you agree with enthusiasm to be responsible for the new task based on the preferences of the leader and the requirements of the situation.	

14th SITUATION. *There is a team project and you believe that you have one of the best ideas of how to work in the most effective way.*

Statements	Your choice
14.1 You work the way others have suggested, keeping your opinion to yourself.	
14.2. You suggest new and more efficient ways of working, but the group disagrees so you stop suggesting anything.	
14.3. You regularly suggest new and more efficient ways of working.	

15th SITUATION. *Your colleague faces a difficult and complex task. You do not know how to solve this task, but you think that you could inspire him/her to master it.*

Statements	Your choice
15.1 You do nothing, because you think that it is his/her task.	
15.2. You offer your opinion of how the task could be solved and try to help him/her.	
15.3. You encourage him/her by giving different ideas of how the task could be solved and you're there to help at every step of the way.	

16th SITUATION. *You have a meeting with your team and some of them disagree with a few of your previous decisions and point of view. A discussion starts.*

Statements	Your choice
16.1. You do not become defensive when criticized and you try to make them understand your decisions.	
16.2. You don't like the situation and you explain why you took the decisions.	
16.3. You don't like people who question your decisions openly. You mention this whenever you have the chance	

17th SITUATION. *You have to deal with an employee who is upset with you.*

Statements	Your choice
17.1. You allow him/her to express his/her feelings and reasons and try to reach a consensus.	
17.2. You allow him/her to express his/her feelings and reasons but you explain very clearly that there are some issues that cannot be agreed upon.	
17.3. If the employee does not say anything to you, you don't address the issue.	

18th SITUATION. *You receive a complaint from an important client concerning your sales department.*

Statements	Your choice
18.1. You apologize and tell him/her you will find out what has happened and get back with an answer.	
18.2. You apologize and explain that you are having technical problems with your company software (which is not true, this is an excuse).	
18.3. You apologize and explain that you have been having lots of problems with your employee's behaviour in the last months and you will talk to them.	

19th SITUATION. *You believe there are some tasks that can be improved on in some departments.*

Statements	Your choice
19.1. You call for a meeting with the people involved and open the discussion for improving task performance.	
19.2. You mention the issue in the coffee machine area and expect the people involved to take the initiative.	
19.3. You call for a meeting and tell the people involved what to improve and how to do it.	

20th SITUATION. *The quality of an employee's work begins to rapidly decline.*

Statements	Your choice
20.1. Before other employees bring up the issue to you, you speak with the employee to try to understand the cause of the decline.	
20.2. Other employees are bringing up the issue to you, so you have to get involved and ask about the decline.	
20.3. You are not involving yourself in any issues until you receive complaints from other employees and clients.	

Thank you!

Count your score now - fill in table: RESULTS and RESULTS ACCORDING TO LEADER COMPETENCIES.