



# UNDERSTANDING YOUR LEADERSHIP STYLE

LEVEL 2 PROJECT





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Rev. 11/2016 Item 8207

# INTRODUCTION



Most great leaders have a style that is unique to them and includes traits developed over time through a variety of leadership experiences. Great leaders tend to motivate and inspire. They encourage those they lead to better themselves and the people around them.

In this project, you will come to understand the purpose of leadership, the qualities that define a good leader, and different leadership attributes and styles. You will learn to identify your natural leadership style and behaviors and how these may impact those whom you lead. You will also learn to adapt your leadership style and behaviors based on the situation and the people being led.

# YOUR ASSIGNMENT

**Purpose:** The purpose of this project is to identify your primary leadership style or styles.

**Overview:** Complete the Discover Your Leadership Style questionnaire. Consider how your leadership style impacts the people around you and how you can adjust it to more effectively lead people with styles different from your own. Deliver a 5- to 7-minute speech at a club meeting to share some aspect of your leadership style or leadership styles in general. You may choose to discuss your style preferences when working with others, your style and how you can adapt it to situations, or leadership styles in general and how they impact a group.

**For all assignment details and requirements, review the Project Checklist on page 15.**

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Throughout this project you will see icons in the margins next to the text. These icons indicate additional resources available online.



**Video:** Sign in to Base Camp to watch a video that supports this project.



**Interactive Activity:** Sign in to Base Camp to complete an interactive activity.



**Resource:** Sign in to Base Camp to view this resource online.

# ASSESS YOUR SKILLS

Evaluate your current skill level by rating each statement.



Select the appropriate number based on your skills today:

**5**  
EXEMPLARY

**4**  
EXCEL

**3**  
ACCOMPLISHED

**2**  
EMERGING

**1**  
DEVELOPING

Pre-Project					Statement	Post-Project				
5	4	3	2	1	I am able to identify different leadership styles.	5	4	3	2	1
5	4	3	2	1	I recognize my preferred leadership style.	5	4	3	2	1
5	4	3	2	1	I understand how my behavior and chosen leadership style(s) may impact those whom I am expected to lead.	5	4	3	2	1
5	4	3	2	1	I can analyze and adjust my leadership style to fit a situation or relationship.	5	4	3	2	1
5	4	3	2	1	I understand the purpose of effective leadership and the qualities that make a good leader.	5	4	3	2	1
5	4	3	2	1	I recognize how this project applies to my life outside of Toastmasters.	5	4	3	2	1

# COMPETENCIES

**The following is a list of competencies that you will learn and practice in this project.**

- Understand different leadership attributes and styles.
- Identify your own leadership behaviors and style.
- Recognize how behaviors and leadership styles may impact those whom you lead and your desired outcomes.
- Recognize the need to adapt your leadership style based on the situation and the people being led.
- Recognize the qualities that define a good leader.

## THE PURPOSE OF LEADERSHIP

Effective leaders empower others to accomplish personal goals and contribute to the successful completion of group objectives. Leaders are in a position to model behaviors for others to emulate. They provide guidance and feedback throughout the course of assigned projects and often help others improve their skills.

While a person may be both a leader and a manager, there is a difference in the skill sets needed for these roles. Within Toastmasters, managing deals mostly with planning, organizing, and facilitating specific tasks (such as the club treasurer managing the club's budget). Leading deals with people, whether they are individuals or groups. Great leaders inspire others to follow them.

# ATTRIBUTES OF A SUCCESSFUL LEADER

The essential qualities of an effective, empowered leader can be narrowed down to a few primary areas of expertise. Effective leaders are excellent communicators and display a high level of personal integrity. They are open-minded, optimistic, and lead by example.

## EFFECTIVE COMMUNICATOR

Communicates expectations, goals, and plans with others in a direct, concise, and thoughtful manner.

## LEADS BY EXAMPLE

Expresses leadership through words and actions. It is not enough to simply tell others what to do.

## OPTIMISTIC

Optimism is the ability to focus on the beneficial side of situations and expect positive outcomes. An optimistic attitude creates the opportunity to overcome obstacles and adversity.

## OPEN-MINDED

Open-mindedness means considering new ideas and viewing situations without bias. Listening to others and incorporating their ideas places value on every member of a team.

## DEMONSTRATES INTEGRITY

Demonstrates personal integrity by acknowledging and giving credit to others. Personal integrity refers to the ability to be honest and ethical. Integrity builds the trust you need for a strong team and increases the likelihood of accomplishing team goals.



# STYLES OF LEADERSHIP



Leadership attributes are specific actions a leader may take. Leadership styles are broader concepts that define a leader's overall approach. By understanding both the behaviors and styles of leadership, you can identify techniques that will help you succeed in any environment.

At this time, complete the Discover Your Leadership Style questionnaire on the following pages.



## DISCOVER YOUR LEADERSHIP STYLE

Please rate your level of agreement with each statement. Circle the appropriate response. If you do not have enough experience to answer a given statement, choose the response you feel is most representative of you.

**Rating Scale**      **0** Not at all      **1** Slightly      **2** Moderately      **3** Completely

1. I focus on the professional development of others.	0	1	2	3
2. I have more experience and information than the people I am leading.	0	1	2	3
3. I allow every stakeholder to have a say in decision-making.	0	1	2	3
4. I must take charge in order for things to get done.	0	1	2	3
5. I promote innovative problem-solving.	0	1	2	3
6. Getting things done quickly and efficiently is more important than getting them done perfectly.	0	1	2	3
7. I consistently provide others with positive feedback.	0	1	2	3
8. When leading, I closely organize and monitor tasks.	0	1	2	3
9. I fill my team with highly skilled and self-directed people.	0	1	2	3
10. I ask others for their opinions before I make an important decision.	0	1	2	3
11. I would like to be remembered more for what I contributed than what I achieved.	0	1	2	3
12. It is acceptable to miss a deadline if the extra time creates a better quality result.	0	1	2	3
13. Maintaining team harmony is of equal importance to achieving results.	0	1	2	3
14. I achieve results by giving priority attention to the needs of the team and to those I serve.	0	1	2	3
15. It is important to invest time to allow people to fully develop their skills.	0	1	2	3
16. I demonstrate optimism and enthusiasm for organizational goals.	0	1	2	3
17. I clearly communicate my expectations to my team.	0	1	2	3
18. I create an environment that allows others to think unconventionally.	0	1	2	3

**Rating Scale**      **0** Not at all      **1** Slightly      **2** Moderately      **3** Completely

<b>19.</b> I am most comfortable with convention and tradition.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>20.</b> I articulate the path to success.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>21.</b> I model the actions I expect from my team.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>22.</b> I am affective at building consensus within groups.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>23.</b> It is my responsibility to assist in resolving conflict between team members.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>24.</b> I create a collaborative environment where emotional needs are met.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>25.</b> I uphold my convictions when my values and beliefs are challenged.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>26.</b> I am comfortable taking risks.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>27.</b> Teams perform best when individuals repeat tasks and perfect them.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>28.</b> The best way to motivate others is to invest time in them.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>29.</b> I recognize the unique emotional needs of those I lead.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>30.</b> I am committed to building community.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>31.</b> I clearly articulate a vision.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>32.</b> The combined knowledge and expertise of the team leads to the best results.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>33.</b> I expect nothing less than the best results from people.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>34.</b> I accept and recognize people for their uniqueness.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>35.</b> I enjoy thinking about the future.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>36.</b> Everyone should follow policy and procedures very closely.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>

**Rating Scale**      **0** Not at all      **1** Slightly      **2** Moderately      **3** Completely

<b>37.</b> I give motivational feedback.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>38.</b> I take full responsibility for my team's actions.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>39.</b> I motivate others by setting a high standard of performance.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>40.</b> I have a passion for pursuing excellence.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>41.</b> I take time to learn what others need from me.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>42.</b> I am comfortable allowing others to occasionally take the lead.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>43.</b> I empower others by providing them the opportunity to contribute to the decision-making process.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>44.</b> I take pride in my ability to keep employees happy.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>45.</b> I promote and support the success of others.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>46.</b> Every team member needs to be heard and respected.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>47.</b> I would not expect others to do a task I am not prepared to do myself.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>48.</b> I expect people to perform at 100 percent regardless of circumstances.	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>

## IDENTIFYING YOUR LEADERSHIP STYLE

At this time, refer to the Leadership Style Scoring Guide on page 20 to identify your leadership style. Calculate your scores and keep them available for review as you read through the remainder of this project.

### Bureaucratic

- This leader stringently establishes and enforces rules.
- The leader's decisions are absolute.
- This leader motivates by discipline and demands immediate compliance.
- This leader engages in top-down interactions.
- This style is not effective when trying to lead highly skilled individuals, as they often become resentful of micromanagement.
- This style is most effective when a decision has to be made in a short amount of time.

### Authoritative

- This leader provides long-term direction and focuses on end-goals.
- This leader often has more experience and knowledge than those she leads.
- This leader motivates by inspiring enthusiasm for the mission.
- This leader gives clear direction and sets standards.
- This style is less effective when explicit guidance is required.
- This style is most effective when a change of direction or vision is required.

### Innovative

- This leader shares a vision of the future and pursues excellence.
- This leader encourages innovative ideas.
- This leader motivates by promoting respect for team members' creativity.
- This leader invites collaborative conversation.
- This style can be less effective when risks taken make team members apprehensive.
- This style is most effective when solving complex problems.

### Pacesetter

- This leader expects those he leads to embrace new projects and move with speed.
- This leader focuses on productivity.
- This leader motivates by setting high standards of performance, and then leads by example.
- This leader does not feel it necessary to communicate a lot of detailed instructions.
- This style can be ineffective if used over a long period of time.
- This style is effective when team members are self-motivated and highly skilled.

## Democratic

- This style relies on consensus decision-making.
- This leader is comfortable allowing others to occasionally take the lead.
- This leader motivates by providing opportunity for participation.
- This leader uses collaboration and communication to receive input from team members.
- This style is ineffective when time is limited or if team members do not have the knowledge or expertise to make quality contributions.
- This approach is most effective when the knowledge of the entire team is needed to solve a problem or find direction.

## Affiliative

- This leader's objective is to create a cohesive unit by emphasizing teamwork and harmony.
- This leader is collaborative and focuses on emotional needs. The affiliative style is often used effectively alongside visionary leadership.
- This leader motivates by creating positive personal relationships and avoids conflict.
- This style is less effective when the leader has difficulty giving negative feedback and performance is not emphasized.
- This style is effective in increasing morale, repairing broken trust, and working through stressful circumstances.

## Coaching

- This leader concentrates on preparing individuals for the future by building skills.
- This leader excels with individuals or groups that have not yet realized their full potential.
- This leader motivates by challenging the individual.
- This leader communicates with positive statements to foster a high level of personal gratification.
- This style is less effective when those being coached are adverse to change.
- This style is most effective in a one-on-one setting when the person being coached is receptive to the close working relationship of this leadership style.

## Altruistic

- This leader personalizes approaches to meet the individualized needs of the team.
- This leader leads in order to better serve others.
- This leader motivates by her empowering, ethical approach.
- This leader focuses on active listening, empathy, and commitment to building community.
- This style can be ineffective if not given sufficient time to apply a long-term perspective.
- This style is effective in creating a positive culture and promoting high morale.

## EFFECTIVE USE OF YOUR LEADERSHIP STYLE

After reviewing your scores, take note of your dominant style. You may have high scores in more than one area. Take note of how those attributes are manifested in your day-to-day life.

Understanding your personal strengths and preferences can help you adjust your leadership style to be effective in varied environments with different individuals and teams. This flexibility makes leading others and achieving desired outcomes possible, regardless of the situation.

The attributes with lower scores may still be developed and nurtured. Look for opportunities to practice leadership attributes that are not part of your usual style. By remaining conscious of your choices, you can develop skills and build a broader range of leadership attributes.

As you take on new leadership roles, pay attention to how and when you apply your usual leadership style. Review past leadership experiences, outcomes, and feedback to determine your effectiveness. You can deepen your understanding by taking time to research different leadership styles and their impacts.

By being aware and evaluating results, you can assess if your style is effective or if adopting a different style would be more beneficial in your current situation. The better your understanding of your own personal style, the more effectively you will be able to lead.

## REVIEW AND APPLY

Before you complete the assignment, take a moment to read through the questions you see here. If you are not able to answer them comfortably, review the project.

- How do behaviors and leadership styles impact those whom you lead and your desired outcomes?
- Why is it important to adapt your leadership style based on the situation and the people being led?
- What is the purpose of leadership?
- How do you define the qualities of a good leader?

## COMPLETE YOUR ASSIGNMENT



Now that you have read through the project, plan and prepare your speech or report.

**Review:** Return to page 3 to review your assignment.



**Organize:** Use the Project Checklist on page 15 to review the steps and add your own. This will help you organize and prepare your assignment.

**Schedule:** Work with the vice president education to schedule your speech.



**Prepare:** Prepare for your evaluation. Review the evaluation resources on pages 17–19 and share all resources with your evaluator before your speech. You may choose to share your evaluation resources online.



# PROJECT CHECKLIST

## Understanding Your Leadership Style

**Purpose:** The purpose of this project is to identify your primary leadership style or styles.

**Overview:** Complete the Discover Your Leadership Style questionnaire. Consider how your leadership style impacts the people around you and how you can adjust it to more effectively lead people with styles different from your own. Deliver a 5- to 7-minute speech at a club meeting to share some aspect of your leadership style or leadership styles in general. You may choose to discuss your style preferences when working with others, your style and how you can adapt it to situations, or leadership styles in general and how they impact a group.

**This project includes:**

- The Discover Your Leadership Style questionnaire
- A 5- to 7-minute speech

Below are tasks you will need to complete for this project. Please remember, your project is unique to you. You may alter the following list to incorporate any other tasks necessary for your project.

Complete the Discover Your Leadership Style questionnaire.

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Schedule your speech with the vice president education.

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Write your speech. Include information about your preferred leadership style as well as styles you would like to cultivate and how. If you are uncomfortable discussing your leadership style, you may speak about styles in general.

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Rehearse your speech.

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# EVALUATION FORM

## Understanding Your Leadership Style

Member Name \_\_\_\_\_ Date \_\_\_\_\_

Evaluator \_\_\_\_\_ Speech Length: 5 – 7 minutes

**Speech Title** \_\_\_\_\_

### Purpose Statements

- The purpose of this project is for the member to identify his or her primary leadership style or styles.
- The purpose of this speech is for the member to share some aspect of his or her primary leadership style or discuss leadership styles in general.

### Notes for the Evaluator

During the completion of this project, the member responded to a questionnaire to help identify his or her primary leadership style.

About this speech:

- The member will deliver a well-organized speech about some aspect of leadership styles.
- The member may choose to speak about his or her own leadership style or leaderships styles in general and their impacts.
- The speech may be humorous, informational, or any style the member chooses.
- The speech should not be a report on the content of the “Understanding Your Leadership Style” project.

### General Comments

You excelled at:

You may want to work on:

To challenge yourself:

# EVALUATION FORM – Understanding Your Leadership Style

For the evaluator: In addition to your verbal evaluation, please complete this form.

5 EXEMPLARY	4 EXCELS	3 ACCOMPLISHED	2 EMERGING	1 DEVELOPING
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<p><b>Clarity:</b> Spoken language is clear and is easily understood</p> <p>5            4            3            2            1</p>	Comment:
<p><b>Vocal Variety:</b> Uses tone, speed, and volume as tools</p> <p>5            4            3            2            1</p>	Comment:
<p><b>Eye Contact:</b> Effectively uses eye contact to engage audience</p> <p>5            4            3            2            1</p>	Comment:
<p><b>Gestures:</b> Uses physical gestures effectively</p> <p>5            4            3            2            1</p>	Comment:
<p><b>Audience Awareness:</b> Demonstrates awareness of audience engagement and needs</p> <p>5            4            3            2            1</p>	Comment:
<p><b>Comfort Level:</b> Appears comfortable with the audience</p> <p>5            4            3            2            1</p>	Comment:
<p><b>Interest:</b> Engages audience with interesting, well-constructed content</p> <p>5            4            3            2            1</p>	Comment:
<p><b>Topic:</b> Shares some aspect of his or her leadership style and the impact of that style on self or others</p> <p>5            4            3            2            1</p>	Comment:

# EVALUATION CRITERIA

## Understanding Your Leadership Style

This criteria lists the specific goals and expectations for the speech. Please review each level to help you complete the evaluation.

### Clarity

- 5 – Is an exemplary public speaker who is always understood
- 4 – Excels at communicating using the spoken word
- 3 – Spoken language is clear and is easily understood
- 2 – Spoken language is somewhat unclear or challenging to understand
- 1 – Spoken language is unclear or not easily understood

### Vocal Variety

- 5 – Uses the tools of tone, speed, and volume to perfection
- 4 – Excels at using tone, speed, and volume as tools
- 3 – Uses tone, speed, and volume as tools
- 2 – Use of tone, speed, and volume requires further practice
- 1 – Ineffective use of tone, speed, and volume

### Eye Contact

- 5 – Uses eye contact to convey emotion and elicit response
- 4 – Uses eye contact to gauge audience reaction and response
- 3 – Effectively uses eye contact to engage audience
- 2 – Eye contact with audience needs improvement
- 1 – Makes little or no eye contact with audience

### Gestures

- 5 – Fully integrates physical gestures with content to deliver an exemplary speech
- 4 – Uses physical gestures as a tool to enhance speech
- 3 – Uses physical gestures effectively
- 2 – Uses somewhat distracting or limited gestures
- 1 – Uses very distracting gestures or no gestures

### Audience Awareness

- 5 – Engages audience completely and anticipates audience needs
- 4 – Is fully aware of audience engagement/needs and responds effectively

- 3 – Demonstrates awareness of audience engagement and needs
- 2 – Audience engagement or awareness of audience requires further practice
- 1 – Makes little or no attempt to engage audience or meet audience needs

### Comfort Level

- 5 – Appears completely self-assured with the audience
- 4 – Appears fully at ease with the audience
- 3 – Appears comfortable with the audience
- 2 – Appears uncomfortable with the audience
- 1 – Appears highly uncomfortable with the audience

### Interest

- 5 – Fully engages audience with exemplary, well-constructed content
- 4 – Engages audience with highly compelling, well-constructed content
- 3 – Engages audience with interesting, well-constructed content
- 2 – Content is interesting but not well-constructed or is well-constructed but not interesting
- 1 – Content is neither interesting nor well-constructed

### Topic

- 5 – Delivers an exemplary speech about his or her leadership style and the impact of that style on self or others
- 4 – Delivers an excellent speech about his or her leadership style and the impact of that style on self or others
- 3 – Shares some aspect of his or her leadership style and the impact of that style on self or others
- 2 – Mentions some aspect of his or her leadership style and the impact of that style on self or others, but does not fully address
- 1 – Delivers a speech on a topic other than some aspect of leadership styles

# LEADERSHIP STYLE SCORING GUIDE

Use this scoring sheet to determine your leadership style.

1. Using your completed questionnaire, enter the number value you chose for each corresponding item in the boxes below.
2. For each of the eight leadership styles, add your score values and write the total in the bottom of the box.
3. Transfer your score for each leadership style into the ranking box on page 21. Place your highest score in the top row and your lowest score in the bottom row.

## Bureaucratic

Item	Score
4	
8	
19	
27	
33	
36	
<b>Total</b>	

## Authoritative

Item	Score
2	
17	
20	
25	
31	
38	
<b>Total</b>	

## Innovative

Item	Score
5	
12	
18	
26	
35	
40	
<b>Total</b>	

## Pacesetting

Item	Score
6	
9	
21	
39	
47	
48	
<b>Total</b>	

## Democratic

Item	Score
3	
10	
32	
42	
43	
46	
<b>Total</b>	

## Affiliative

Item	Score
1	
13	
23	
24	
29	
44	
<b>Total</b>	

## Coaching

Item	Score
7	
15	
28	
37	
41	
45	
<b>Total</b>	

## Altruistic

Item	Score
11	
14	
16	
22	
30	
34	
<b>Total</b>	

Item	Leadership Style	Score
1		
2		
3		
4		
5		
6		
7		
8		

Ranking your scores will help you determine which leadership styles are most dominant and least dominant in your own personal style. Take note of how your highest-rated attributes manifest in your life. Styles with lower scores can be developed and nurtured.

Read about the characteristics of each leadership style on pages 11 and 12.

**NOTES:**

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