

The Leadership Wheel

*Directions: Using a total of ten points for each of the four-item sets in Columns A and B on the following pages, divide these points in any way you wish among the four choices. Assign the highest number of points to the items you feel are most like the individual being scored, and less or even zero, if an item doesn't apply at all. **Enter the number in the shaded space immediately preceding the statement.** (Leave the bolded box on the far right blank.) Please be sure to complete each set even if you find some of them to be difficult to score. Your answers in each four-item set should add up to ten points.*

Example:

1.	6	Would rather generate and build on ideas than implement them
2.	1	Would choose to be introspective and thoughtful over playing and relating
3.	0	Likes to take ideas and implement them rather than discuss them
4.	3	Tends to value feelings and process over ideas

Column A

Column B

1.	Would rather generate and build on ideas than implement them	1.	Is perceived as creative and spontaneous	
2.	Would choose to be introspective and thoughtful over playing and relating	2.	Is seen as an objective and clear thinker	
3.	Likes to take ideas and implement them rather than discuss them	3.	Has a charismatic and persuasive style	
4.	Tends to value feelings and process over ideas	4.	Major focus is relationships and interaction with people	

5.	Is seen as a divergent thinker who seeks new connections	5.	Is known for being curious	
6.	Is seen as a thoughtful and analytical thinker	6.	Is seen as rational and logical	
7.	Recognized as decisive and quick to act	7.	People come to this person if they want something done	
8.	Will draw on and include others' ideas in making decisions	8.	Is known as a team player	

9.	Is a natural caretaker and nurturer of people	9.	Is known for loyalty and dedication	
10.	Is a far-sighted visionary	10.	Is seen as an experimentalist, explorer of ideas	
11.	Is a well-organized thinker and planner	11.	Is a critical evaluator of ideas, people	
12.	Naturally will take charge of a situation	12.	Is known for being tenacious, willful	

13.	Naturally seeks and uses information and data	13.	Is pragmatic when dealing with others	
14.	Is very trusting of others in most situations	14.	Is naturally collaborative in working with others	
15.	Is perceived as a source of creativity	15.	Is recognized as being quite intuitive	
16.	Likes to get on with the task at hand	16.	Is known for endurance and perseverance	

17.	Has a traditional view of the world	17.	Is seen as careful and methodical	
18.	Spends time supporting and helping others	18.	Is seen as warm and friendly	
19.	Is enthusiastic and optimistic	19.	Is seen as playful and fun	
20.	Is competitive and seeks challenges	20.	Is seen as courageous and a risk taker	

The following items should be filled out for the individual given their tendency when under stress or adverse conditions. It is understood that the person is not this way all of the time, but when in difficult situations.

Column A

Column B

21.		Tends to view situations as “win/lose”	21.		Can be pushy, even aggressive	
22.		May change opinion frequently	22.		Can ignore necessary details	
23.		May deny problems and avoid conflict	23.		Perceived as naïve and gullible	
24.		May lack view of the big picture	24.		Is not known as a playful or humorous person	

25.		Can be indecisive and slow to act	25.		Engages in minimal conversation	
26.		Lacks assertiveness, unwilling to take action	26.		Finds it difficult to say no if asked	
27.		Can appear inconsistent or flaky	27.		Is at times impractical	
28.		May become autocratic and over-controlling	28.		Can be impulsive and too quick to act	

29.		Tendency to analyze may lead to the perception that s/he is too critical	29.		Is not emotionally expressive, thus may be seen as uncaring/unfriendly	
30.		Will blame self over others	30.		Objectivity may be swayed by feelings for others	
31.		May be impatient with people	31.		Task focus can railroad others	
32.		Presentation of ideas is often unorganized	32.		Can be overly emotional, dramatic	

33.		Can become too involved in relationships	33.		Support or concern for others may feel excessive	
34.		Sometimes lacks discipline	34.		Can be weak in follow-through	
35.		May be seen as reluctant to change	35.		Seeks unnecessary or nonessential data before acting	
36.		Will at times insist on doing things their way	36.		Is quick to judge others and then react strongly	

37.		May be described as inflexible, rigid	37.		Can get bogged down in analysis paralysis	
38.		May use anger to manipulate and control	38.		Often unwilling to delegate	
39.		May appear melodramatic under stress	39.		Can seem scattered and unfocused	
40.		Can give in too easily, be too flexible	40.		Too worried about what others think	