Situational Styles Questionnaire

Companion to "Situational Management Styles, Self-Assessment"

15 TO 20 MINUTES

HOW TO USE THIS SHEET

1. Read each situation, then the four responses below it, one per line.
2. Tick the one box next to the response closest to what you would really do. If none fits, tick the nearest. One tick per situation.
3. There is no right answer: the point is to see your default, the style you reach for whoever is in front of you.
4. At the end, count your ticks for each style. On the web page and in Acrobat the count is made for you. Then read the four definitions.

1 Your team's results have been dropping fast. Friendly check-ins on how people are doing have not changed anything.

- ◯ **A.** You restate the procedures and the deadlines, and you follow up closely.
- ◯ **B.** You talk it through with the team, then you set new goals and explain why.
- ◯ **C.** You talk it through with the team and let them decide how to improve.
- ◯ **D.** You stay available but do not push.

2 Results are improving. You have been making sure everyone knows their responsibilities and the standard expected.

- ◯ **A.** You keep stressing deadlines and tasks.
- ◯ **B.** You stay friendly and keep making sure responsibilities and standards are clear.
- ◯ **C.** You do what you can to make people feel important and involved.
- ◯ **D.** You step back and let the team monitor its own work.

3 A team that performs well and gets on, and that you usually leave alone, is stuck on a problem it cannot solve.

- ◯ **A.** You act quickly and firmly, and redirect the team.
- ◯ **B.** You work on the problem with them.
- ◯ **C.** You encourage them to keep going and support their efforts.
- ◯ **D.** You let them find the solution on their own.

4 A team with a strong record needs to change how its meetings run for a new activity. They know the change is needed.

- ◯ **A.** You announce the changes and supervise them closely.
- ◯ **B.** You ask for their recommendations, then you lead the change.
- ◯ **C.** You involve them in shaping the change without being directive.
- ◯ **D.** You let them design and run the change.

5 **Results have slipped for months. People miss objectives and need constant reminders. Clarifying roles has helped before.**

- ◯ **A.** You redefine roles and responsibilities and supervise closely.
- ◯ **B.** You ask for their recommendations and make sure the objectives are met.
- ◯ **C.** You involve them in redefining roles, without being directive.
- ◯ **D.** You let the team set its own direction.

6 **You take over an efficient team whose previous manager kept tight control. You want results to hold and relationships to grow.**

- ◯ **A.** You stress the importance of deadlines and tasks.
- ◯ **B.** You involve the team in decisions and make sure the objectives are met.
- ◯ **C.** You do what you can to make people feel important and involved.
- ◯ **D.** You share your expectations and leave them to work out what to change.

7 **Your team is productive, flexible and full of improvement ideas. You are considering several changes you have not mentioned yet.**

- ◯ **A.** You decide the changes and supervise their roll-out closely.
- ◯ **B.** You weigh the consequences of each change with the team, then decide together on a plan.
- ◯ **C.** You help prioritise the changes and let them lead the implementation.
- ◯ **D.** You let the team choose which changes to make and how.

8 **Your team handles routine work well and gets on, but lacks direction for bigger projects.**

- ◯ **A.** You set longer-term goals and supervise closely.
- ◯ **B.** You discuss it with the team, then you make the changes needed.
- ◯ **C.** You involve them in setting goals, without insisting.
- ◯ **D.** You share your concern and let them adjust how they work.

9 **You take over a team that is late on a deadline. Goals are unclear and meetings have turned social. You believe the talent is there.**

- ◯ **A.** You redefine the goals and supervise closely.
- ◯ **B.** You ask for their recommendations and make sure the objectives are met.
- ◯ **C.** You involve them in setting goals, without insisting.
- ◯ **D.** You let the team find the best way out.

10 **Your team usually takes responsibility well. Since someone left, they are not responding to your attempts to redistribute the work.**

- ◯ **A.** You redefine responsibilities and supervise closely.
- ◯ **B.** You ask for their recommendations and support them as they redistribute the work.
- ◯ **C.** You involve them in redefining responsibilities, without being directive.
- ◯ **D.** You share your concern and make clear you trust them to find the answer.

11 You take over a team that manages its tasks well and takes direction easily. The previous manager kept tight control. Relationships are good.

- ◯ **A.** You take steps to show the team how to manage itself.
- ◯ **B.** You involve the team in decisions and acknowledge their contributions.
- ◯ **C.** You talk about how things were done before, then consider whether to change anything.
- ◯ **D.** You leave the team alone.

12 A highly qualified team with an excellent year behind it has started to show friction between some members.

- ◯ **A.** You act quickly and firmly and redirect the team.
- ◯ **B.** You propose a solution and help them work through the difficulties.
- ◯ **C.** You help them decide how to resolve it and stay available.
- ◯ **D.** You tell them what you have noticed and let them choose how to proceed.

YOUR COUNT

Count your ticks for each style. The four counts add up to 12.

DIRECTING	ACCOMPAGNEMENT	FACILITATING	EMPOWERING

THE FOUR STYLES, IN BRIEF

Directing: For someone with little competence on this task but plenty of confidence. Give structure and clear instructions, explain the big picture, check in often, and step in when a decision has to be made.

Accompagnement: For someone with limited competence and low confidence. Build trust, show how their work connects to the whole, offer learning on the job, and leave room for mistakes and some frustration.

Facilitating: For someone competent whose confidence comes and goes. Involve them in solving problems and deciding, mentor rather than direct, and name what they do well. You are building confidence, not skill.

Empowering: For someone competent and confident. Delegate and step back, ask for their view, show your trust, and check in from time to time rather than all the time.

Your highest count is your default. It is not good or bad in itself: it only goes wrong when you use it with someone who needs another style.

Your lowest count is the style you have least practice in. Somebody on your team may need exactly that one right now.

MY DEFAULT STYLE AND MY LEAST USED

WHO MIGHT NEED MY LEAST USED STYLE NOW, AND WHAT I WOULD DO DIFFERENTLY WITH THEM