*Instructions:* This questionnaire contains items that assess different dimensions

of adaptive leadership and will be completed by you and others who know you (coworkers, friends, members of a group you belong to).

1. Make five copies of this questionnaire.
2. Fill out the assessment about yourself; where you see the phrase “this leader,” replace it with “I” or “me.”
3. Have each of two individuals indicate the degree to which they agree with each of the 30 statements below regarding your leadership by circling the number from the scale that they believe most accurately characterizes their response to the statement. There are no right or wrong responses.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Key: | 1 = Strongly 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly |
|  | disagree |  |  | agree |
| my my roommate  |  |  |  |  |

1. When difficulties emerge in our organization, I good at stepping back and assessing the dynamics of the people involved. Daniel and Haley - 1 2 3 4 5
2. When events trigger strong emotional responses among employees, uses me to resolve the problem. Daniel and Haley - 1 2 3 4 5

1. When people feel uncertain about organizational change, they trust that I will help them work through the difficulties. Daniel and Haley - 1 2 3 4 5

In complex situations, I get people to focus on the issues they are trying to avoid.

1. Daniel and Haley - 1 2 3 4 5
2. When employees are struggling with a decision, I tell them what he/she thinks they should do. Daniel and Haley - 1 2 3 4 5
3. During times of difficult change, I would welcome the thoughts of group members with low status. Daniel and Haley - 1 2 3 4 5
4. In difficult situations, I sometime loses sight of the “big picture.

Daniel and Haley - 1 2 3 4 5

1. When people are struggling with a value conflict, I use his or her expertise to tell them what to do. Daniel and Haley - 1 2 3 4 5

1. When people begin to be disturbed by unresolved conflicts, I encourage them to address the issues. Daniel and Haley - 1 2 3 4 5

1. During organizational change, I challenge people to concentrate on the “hot” topics. Daniel and Haley - 1 2 3 4 5

1. When employees look to me for answers, I encourage them to think for themselves. Daniel and Haley - 1 2 3 4 5
2. Listening to group members with radical ideas is valuable to me.

Daniel and Haley - 1 2 3 4 5

1. When I disagree with someone, When she or him have difficulty listening to what the other person is really saying. Haley and Daniel 1 2 3 4 5

1. When others are struggling with intense conflicts, I step in to resolve their differences for them. Haley and Daniel - 1 2 3 4 5
2. I have the emotional capacity to comfort others as they work through intense issues. Haley and Daniel - 1 2 3 4 5
3. When people try to avoid controversial organizational issues, I bring these conflicts into the open. Haley and Daniel - 1 2 3 4 5
4. I encourage my employees to take initiative in defining and solving problems. Haley and Daniel - 1 2 3 4 5
5. I am open to people who bring up unusual ideas that seem to hinder the progress of the group. Haley and Daniel - 1 2 3 4 5
6. In challenging situations, I like to observe the parties involved and assess what’s really going on. Haley and Daniel - 1 2 3 4 5

I encourage people to discuss the “elephant in the room.”

1. Haley and Daniel - 1 2 3 4 5

People recognize that I have confidence to tackle challenging problems.

1. Haley and Daniel - 1 2 3 4 5

I think it is reasonable to let people avoid confronting difficult issues.

1. Haley and Daniel - 1 2 3 4 5

When people look to me to solve problems, I enjoy providing solutions.

1. Haley and Daniel - 1 2 3 4 5
2. I have an open ear for people who don’t seem to fit in with the rest of the group. Haley and Daniel - 1 2 3 4 5
3. In a difficult situation, I will step out of the dispute to gain perspective on it. Haley and Daniel - 1 2 3 4 5
4. I thrive on helping people find new ways of coping with organizational problems. Haley and Daniel - 1 2 3 4 5

People see me as someone who holds steady in the storm.

1. Haley and Daniel - 1 2 3 4 5

In an effort to keep things moving forward, I will let people avoid issues that are troublesome.

1. Haley and Daniel - 1 2 3 4 5

When people are uncertain about what to do, I will empower them to decide for themselves.

1. Haley and Daniel - 1 2 3 4 5

To restore equilibrium in the organization, I try to neutralize comments of out-group members.

1. Haley and Daniel - 1 2 3 4 5 5

**Scoring**

**Get on the Balcony**—This score represents the degree to which you are able to step back and see the complexities and interrelated dimensions of a situation.

To arrive at this score:

Sum items 1, 19, and 25 and the reversed (R) score values for 7 and 13 (i.e., change 1 to 5, 2 to 4, 4 to 2, and 5 to 1, with 3 remaining unchanged).

 4 1 2 7(R) 3 13(R) 7 19 7 25 23 Total

**Identify the Adaptive Challenge**—This score represents the degree to which you recognize adaptive challenges and do not respond to these challenges with technical leadership.

To arrive at this score:

Sum items 20 and 16 and the reversed (R) score values for 2, 8 and 14 (i.e., change 1 to 5, 2 to 4, 4 to 2, and 5 to 1, with 3 remaining unchanged).

 1(R) 2 8(R) 3 14(R) 5 20 5 26 16 Total

**Regulate Distress**—This score represents the degree to which you provide a safe environment in which others can tackle difficult problems and to which you are seen as confident and calm in conflict situations.

To arrive at this score:

Sum items 3, 9, 15, 21, and 27.

 5 3 4 9 5 15 5 21 5 27 24 Total

**Maintain Disciplined Attention—**This score represents the degree to which you get others to face challenging issues and not let them avoid difficult problems.

To arrive at this score:

Sum items 4, 10, and 26 and the reversed (R) score values for 22 and 28 (i.e., change 1 to 5, 2 to 4, 4 to 2, and 5 to 1, with 3 remaining unchanged).

 4 10 16 22(R) 28(R) 19 Total

**Give the Work Back to People—**This score is the degree to which you empower others to think for themselves and solve their own problems.

To arrive at this score:

Sum items 11, 17, and 29 and the reversed (R) score values for 5 and 23 (i.e., change 1 to 5, 2 to 4, 4 to 2, and 5 to 1, with 3 remaining unchanged).

 3 5(R) 5 11 3 17 2 23(R) 5 29 18 Total

**Protect Leadership Voices From Below—**This score represents the degree to which you are open and accepting of unusual or radical contributions from low-status group members.

To arrive at this score:

Sum items 6, 12, 18, and 24 and the reversed (R) score value for 30 (i.e., change 1 to 5, 2 to 4, 4 to 2, and 5 to 1, with 3 remaining unchanged).

 5 6 5 12 5 18 5 24 3 30(R) 23 Total

**Scoring Interpretation**

*High range:* A score between 21 and 25 means you are strongly inclined to exhibit this adaptive leadership behavior.

1. *Moderately high range:* A score between 16 and 20 means you moderately exhibit this adaptive leadership behavior.
2. *Moderate low range:* A score between 11 and 15 means you at times exhibit this adaptive leadership behavior.
3. *Low range:* A score between 5 and 10 means you are seldom inclined to exhibit this adaptive leadership behavior.

This questionnaire measures adaptive leadership by assessing six components of the process: *get on the balcony, identify the adaptive challenge, regulate distress, maintain disciplined attention, give the work back to people,* and *protect leadership voices from below.* By comparing your scores on each of these components, you can determine which are your stronger and which are your weaker components. The scoring chart allows you to see where your perceptions are the same as those of others and where they differ. There are no “perfect” scores for this questionnaire. While it is con- firming when others see you in the same way as you see yourself, it is also beneficial to know when they see you differently. This assessment can help you understand those dimensions of your adaptive leadership that are strong and dimensions of your adaptive leadership you may seek to improve.

***Reflection:*** Please discuss your results and provide examples of when you have displayed Adaptive Leadership qualities.

 *So, my two volunteers for this assessment will be my good friend and roommate, Daniel, and his awesome marketing rep girlfriend Haley. I’ve worked with Haley on marketing projects with my church, and my roommate on minor film projects. Both of them gave me verbal feedback which was good to hear. First, they informed me I do lead on to adapt when something doesn’t go right. For example, Daniel and I were having issues with audio for a short film.*

 *I later realized the issue and ask the guy on audio if I can help him fix the problem, when he responded that he was kind of confused. This is a perfect example in question 13, “When employees look to me for answers, I encourage them to think for themselves” Daniel said this is something that would happen to me from time to time when working on the set of a video project.Daniel said, he noticed people look to me for answers, but I never or hardly ever encourage them to think for themselves. I like to help make things flow better by jumping in and helping them out any way I can.*

 *As for Haley, she pointed out the question, “In an effort to keep things moving forward, this leader lets people avoid issues that are troublesome. I would never allow someone to avoid these issues. I would most likely dig deeper into the problem and find a solution, or a simple way out. For example, Haley and I were marketing for a Kate Ross block party in early April. We walked the streets of Waco posting and handing out flyers. While 5 more people, mostly females did so as well.*

 *When I found out a fistfight was taking place in the courtyard of the apartments where we were close to scouting for flyer poles I cut our marketing short. I didn’t want me and the other couple of people helping us walking in the night with this going on. Just in case it escalated. So, I called everyone and said meet at Freddies Burgers at 6:30pm. Reason, why is because it’s not safe and I was just trying to protect my team and friends who were mostly girls. I enjoyed this assignment and have great friends who encourage me along the way cause I was confused and so were they. But we got it done.*