*Instructions:* This questionnaire contains questions about different styles of path– goal leadership. Indicate how often each statement is true of your own behavior.

Key: 1 = Never 2 = Hardly ever 3 = Seldom 4 = Occasionally 5 = Often 6 = Usually 7 = Always

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. | I let followers know what is expected of them. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | I maintain a friendly working relationship with followers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | I consult with followers when facing a problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | I listen receptively to followers’ ideas and suggestions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | I inform followers about what needs to be done and how it needs to be done. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | I let followers know that I expect them to per- form at their highest level. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | I act without consulting my followers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | I do little things to make it pleasant to be a member of the group. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. | I ask followers to follow standard rules and regulations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | I set goals for followers’ performance that are quite challenging. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. | I say things that hurt followers’ personal feelings. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. | I ask for suggestions from followers concerning how to carry out assignments. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. | I encourage continual improvement in followers’ performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. | I explain the level of performance that is expected of followers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. | I help followers overcome problems that stop them from carrying out their tasks. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. | I show that I have doubts about followers’ ability to meet most objectives. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. | I ask followers for suggestions on what assignments should be made. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. | I give vague explanations of what is expected of followers on the job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. | I consistently set challenging goals for followers to attain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. | I behave in a manner that is thoughtful of followers’ personal needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

# Scoring

1. Reverse the scores for Items 7, 11, 16, and 18.

**7,7,5,1**

1. Directive style: Sum of scores on Items 1, 5, 9, 14, and 18.

**29**

1. Supportive style: Sum of scores on Items 2, 8, 11, 15, and 20.

**25**

1. Participative style: Sum of scores on Items 3, 4, 7, 12, and 17.

**22**

1. Achievement-oriented style: Sum of scores on Items 6, 10, 13, 16, and 19.

**23**

# Scoring Interpretation

1. Directive style: A common score is 23, scores above 28 are considered high, and scores below 18 are considered low.
2. Supportive style: A common score is 28, scores above 33 are considered high, and scores below 23 are considered low.
3. Participative style: A common score is 21, scores above 26 are considered high, and scores below 16 are considered low.
4. Achievement-oriented style: A common score is 19, scores above 24 are considered high, and scores below 14 are considered low.

The scores you received on the Path–Goal Leadership Questionnaire provide information about which styles of leadership you use most often and which you use less often. In addition, you can use these scores to assess your use of each style relative to your use of the other styles.

***Reflection:*** Please discuss your results and explain why you may feel more comfortable displaying a certain leadership style. Please be sure to include examples of when you have used a particular style.

For Directive style, my score generated to be 29, which is considered high on the assessment scale. I know for fact that I am so directive towards people who present themselves to me as followers. I think of a follower as someone like a servant, and provides good energy to the team. During 2008 to 2010, I worked as an employee for Kroger Grocery. During my last couple of months with the company the managers assigned me as floor manager and front end trainer. Many of the front end staff were also seeking to step into my shoes as floor manager right after I have officially resigned.

When working this leadership position, I would inform my followers they must be aware I want to know what is expected of them, so therefore when the position is handed over to them they will come to them easy. Plus, give feedback on how jobs should be done. And 3rd, know what level of performance managers would be looking for. Also, I would share with them the standard rules and regulations. The information I provided you indicate that I am an over the top directive employee and will always remain to stay that way. So when the time comes for me to step back into my leadership shoes I can know how to push my people.

Next, I received a 25 for supportive, which stands 3 points above a low of 23. Yes, being supportive can be difficult cause I am normally an independent worker. Sometimes, being bothered by others while I am working aggravates me so this takes away my friendly working relationship. For instance, my verbal attitude can sometimes bring harsh feelings that are very unattended for what is expected of me. I worked for Cracker Barrel Old Country Store for two years and there were some days I would be upset about having low hours for the upcoming week. Co-workers would try to talk with me and I just did not care to hear it. Like most days when I was in a good mood, I worked to set good examples for others, providing motivation to the team, and demonstrating diligence.

Moving on, I received a score of 22 in perspective style. I know for fact, I often listen to followers’ ideas and suggestions, and I ask for suggestions from followers concerning how to carry out assignments. But these don’t happen all the time, So therefore I can see why my perspective style number landed below 23. And lastly, achievement-oriented style with a score of 23. I myself am a goal oriented person so I would like my followers to be as well. But I can say setting challenging goals for others are something I do not do. I would never pressure my followers to perform at a high level. I will teach them the ropes and allow them to work their way up the company’s ladder without all the pressure of micromanagement.