

ADAPTIVE LEADERSHIP QUESTIONNAIRE

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 five 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 disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

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| 1. When difficulties emerge in our organization, this leader is good at stepping back and assessing the dynamics of the people involved. | 1 2 3 4 5 |
| 2. When events trigger strong emotional responses among employees, this leader uses his/her authority as a leader to resolve the problem. | 1 2 3 4 5 |
| 3. When people feel uncertain about organizational change, they trust that this leader will help them work through the difficulties. | 1 2 3 4 5 |
| 4. In complex situations, this leader gets people to focus on the issues they are trying to avoid. | 1 2 3 4 5 |
| 5. When employees are struggling with a decision, this leader tells them what he/she thinks they should do. | 1 2 3 4 5 |
| 6. During times of difficult change, this leader welcomes the thoughts of group members with low status. | 1 2 3 4 5 |
| 7. In difficult situations, this leader sometimes loses sight of the “big picture.” | 1 2 3 4 5 |
| 8. When people are struggling with a value conflict, this leader uses his or her expertise to tell them what to do. | 1 2 3 4 5 |
| 9. When people begin to be disturbed by unresolved conflicts, this leader encourages them to address the issues. | 1 2 3 4 5 |
| 10. During organizational change, this leader challenges people to concentrate on the “hot” topics. | 1 2 3 4 5 |
| 11. When employees look to this leader for answers, he/she encourages them to think for themselves. | 1 2 3 4 5 |
| 12. Listening to group members with radical ideas is valuable to this leader. | 1 2 3 4 5 |

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| 13. When this leader disagrees with someone, he/she has difficulty listening to what the other person is really saying. | 1 2 3 4 5 |
| 14. When others are struggling with intense conflicts, this leader steps in to resolve their differences for them. | 1 2 3 4 5 |
| 15. This leader has the emotional capacity to comfort others as they work through intense issues. | 1 2 3 4 5 |
| 16. When people try to avoid controversial organizational issues, this leader brings these conflicts into the open. | 1 2 3 4 5 |
| 17. This leader encourages his/her employees to take initiative in defining and solving problems. | 1 2 3 4 5 |
| 18. This leader is open to people who bring up unusual ideas that seem to hinder the progress of the group. | 1 2 3 4 5 |
| 19. In challenging situations, this leader likes to observe the parties involved and assess what's really going on. | 1 2 3 4 5 |
| 20. This leader encourages people to discuss the "elephant in the room." | 1 2 3 4 5 |
| 21. People recognize that this leader has confidence to tackle challenging problems. | 1 2 3 4 5 |
| 22. This leader thinks it is reasonable to let people avoid confronting difficult issues. | 1 2 3 4 5 |
| 23. When people look to this leader to solve problems, he/she enjoys providing solutions. | 1 2 3 4 5 |
| 24. This leader has an open ear for people who don't seem to fit in with the rest of the group. | 1 2 3 4 5 |
| 25. In a difficult situation, this leader will step out of the dispute to gain perspective on it. | 1 2 3 4 5 |
| 26. This leader thrives on helping people find new ways of coping with organizational problems. | 1 2 3 4 5 |
| 27. People see this leader as someone who holds steady in the storm. | 1 2 3 4 5 |
| 28. In an effort to keep things moving forward, this leader lets people avoid issues that are troublesome. | 1 2 3 4 5 |
| 29. When people are uncertain about what to do, this leader empowers them to decide for themselves. | 1 2 3 4 5 |
| 30. To restore equilibrium in the organization, this leader tries to neutralize comments of out-group members. | 1 2 3 4 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).

___ 1 ___ 7(R) ___ 13(R) ___ 19 ___ 25 ___ 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).

___ 2(R) ___ 8(R) ___ 14(R) ___ 20 ___ 26 ___ 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.

___ 3 ___ 9 ___ 15 ___ 21 ___ 27 ___ 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) ___ 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).

___ 5(R) ___ 11 ___ 17 ___ 23(R) ___ 29 ___ 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).

___ 6 ___ 12 ___ 18 ___ 24 ___ 30(R) ___ Total

Scoring Chart

To complete the scoring chart, enter the raters' scores and your own scores in the appropriate column on the scoring sheet below. Find the average score from your five raters, and then calculate the difference between the average and your self-rating.

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average Rating	Self-Rating	Difference
Get on the Balcony								
Identify the Adaptive Challenge								
Regulate Distress								
Maintain Disciplined Attention								
Give the Work Back to the People								
Protect Leadership Voices From Below								

Scoring Interpretation

- *High range:* A score between 21 and 25 means you are strongly inclined to exhibit this adaptive leadership behavior.
- *Moderately high range:* A score between 16 and 20 means you moderately exhibit this adaptive leadership behavior.
- *Moderate low range:* A score between 11 and 15 means you at times exhibit this adaptive leadership behavior.
- *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 confirming 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.