

4.3 Task and Relationship Questionnaire

Purpose

1. To identify how much you emphasize task and relationship behaviors in your life
2. To explore how your task behavior is related to your relationship behavior

Directions

For each of the following items, indicate on the scale the extent to which you engage in the described behavior. Move through the items quickly. Do not try to categorize yourself in one area or another.

Statements	Never	Rarely	Sometimes	Often	Always
1. Make a to-do list of the things that need to be done.	1	2	3	4	5
2. Try to make the work fun for others.	1	2	3	4	5
3. Urge others to concentrate on the work at hand.	1	2	3	4	5
4. Show concern for the personal well-being of others.	1	2	3	4	5
5. Set timelines for when the job needs to be done.	1	2	3	4	5
6. Help group members get along.	1	2	3	4	5
7. Keep a checklist of what has been accomplished.	1	2	3	4	5

Statements	Never	Rarely	Sometimes	Often	Always
8. Listen to the special needs of each group member.	1	2	3	4	5
9. Stress to others the rules and requirements for the project.	1	2	3	4	5
10. Spend time exploring other people's ideas for the project.	1	2	3	4	5
11. Pay close attention to project deadlines.	1	2	3	4	5
12. Act friendly toward other group members.	1	2	3	4	5
13. Clarify each group member's job responsibilities.	1	2	3	4	5
14. Express support for other group members' ideas.	1	2	3	4	5
15. Emphasize performance standards for the group.	1	2	3	4	5
16. Talk with other group members about their personal concerns.	1	2	3	4	5
17. Keep other group members focused on goals.	1	2	3	4	5

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Statements	Never	Rarely	Sometimes	Often	Always
18. Emphasize everyone's unique contributions to the group.	1	2	3	4	5
19. Follow rules and regulations closely.	1	2	3	4	5
20. Express positive feelings toward others in the group.	1	2	3	4	5

Scoring

1. Sum scores for the odd-numbered statements (task score).
2. Sum scores for the even-numbered statements (relationship score).

Total Scores

Task score: _____

Relationship score: _____

Scoring Interpretation

This questionnaire is designed to measure your task-oriented and relationship-oriented leadership behavior. By comparing your scores, you can determine which style is more dominant in your own style of leadership. If your task score is higher than your relationship score, you tend to give more attention to goal accomplishment and somewhat less attention to people-related matters. If your relationship score is higher than your task score, your primary concern tends to be dealing with people, and your secondary concern is directed more toward tasks. If your scores are very similar to each other, it suggests that your leadership is balanced and includes an equal amount of both behaviors.

If your score is 40–50, you are in the high range.

If your score is 31–39, you are in the moderately high range.

If your score is 21–30, you are in the low range.

If your score is 10–20, you are in the very low range.