

Leadership Styles Survey

James Chollerton-Smythe
12 January 2017



Introduction

Leadership Styles Survey

Thank you for completing the Leadership Styles Survey. The survey you completed will identify how you chose to approach each of those management scenarios and determine the styles that you prefer to use when managing others.

The four styles we use are called:

Instructing
Engaging
Coaching
Delegating

An individual can choose any of the styles when leading others, but we often favour one or perhaps two styles, regardless of the scenario. Your report is in two sections: The first identifies how FLEXIBLE you are in making your choices - it identifies how frequently you choose to move between each style in different situations.

Even if you are very flexible, that is not necessarily a good thing - unless you are flexible at the right time, by making choices that result in the most likely successful outcomes.

There is no single style which is the 'best' style. A perfect leader would use all 4 styles, adapting to the situation and using the most appropriate style based on a number of factors such as the individual or team's experience, the urgency of the task and the preferred working style of the individual(s) or team they are leading. Knowing there are four styles is then a matter of choosing the appropriate style from your toolkit.

The second part shows EFFECTIVENESS - how well you scored in each of your responses. While no answer is wrong, some of the answers are certainly better than others, in those specific situations. As a result, we have ranked the results based on the strength of the answer. A Highly effective answer receives a score of 10, an Effective answer receives a score of 6, a Less effective answer receives a score of 2 and a Poor answer receives a score of 2.

For each question we have shown your response and we have highlighted the most effective ways to manage the situation. Each question has a summary of the challenge and the possible responses to enable you to identify how to improve.

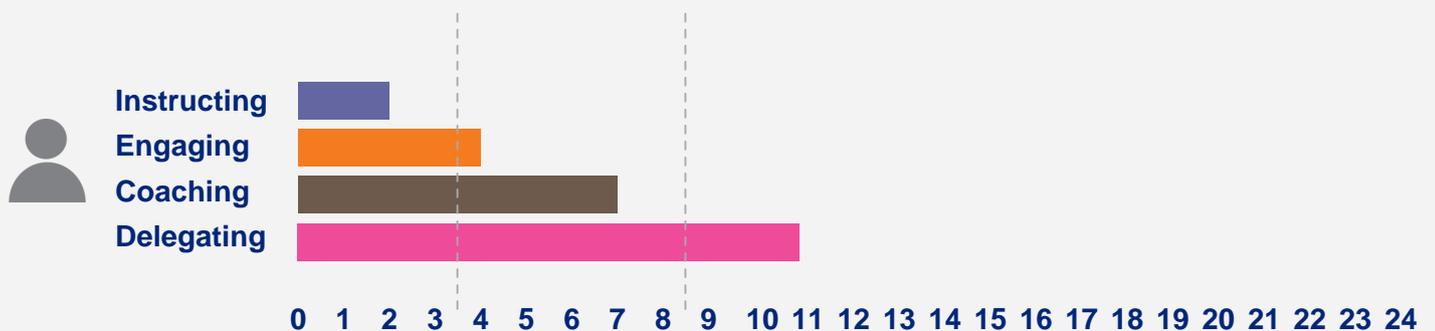
How do you use this report to become a better leader? We suggest you review each of the questions and the response you gave (even where you scored 10) to review why you chose those responses. We have shown with a big green tick against each question what we believe is a Highly effective answer and have ranked the other answers Effective, Less Effective and Poor. By re-reading the question and reviewing what we believe is a Highly effective answer it should become apparent why the response was ranked that way. For example if the question alluded to the person being inexperienced, naturally they would need more help and be 'shown the ropes' rather than simply being delegated the task.

By adapting your style to meet the needs of every situation you are faced with, you will ultimately become a more effective and highly respected leader. You will have a high performing team who are satisfied in the workplace.

Preferred Styles

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017



This graph shows how many times you adopted one of the four styles. There are 24 questions. If you are very flexible then you might find that you chose to approach the challenges and provide a balance of different styles depending on the situation. If you have chosen each style 5 or 6 times across all 24 scenarios you are very flexible. This does not mean you had the correct approach but means that you can adapt your approach depending on the situations that present themselves to you.

Most people find they score between 4 and 8 for each of the styles, we have highlighted this with two vertical grey lines. If you have scored above 9, it means this is a real preference for you as a leadership style, regardless of the situation or the needs of the individual or team. You need to be careful that you identify the needs of the people you are managing and not be so ready to adopt this style. A different approach is likely to give a better response and develop a side by side relationship with your colleagues.

If any of your scores are below 4 it shows you very rarely use this style of leadership. You could consider this style more often and use it based on the situation, which will help your colleagues to do a better job through better alignment and improve team satisfaction.

Style Effectiveness

Name: James Chollerton-Smythe
Date Survey Completed: 12 January 2017



Here is a summary of how you scored against each question. We scored you 10 marks if your response was a Highly effective response, an Effective answer would have scored you 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

If your overall score is in the green boxed area (between 90 and 150) then this is within the same range as most others that complete this survey. We hope that with what you may have learnt from doing this survey and with ongoing leadership development you would comfortably exceed 150. If you are there already well done, but set yourself another goal and push on with your leadership development.

The following pages will show you each question again and the response you chose and what we believe was a Highly effective response!

Question 1 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

A new member of the team has been given the task of writing a business case for new equipment for your clinic. Before being able to do this he will need to learn more about the equipment to be able to make the case effective. He has commented that he is already busy and feels this is too much. Would you...?

Possible ways of leading in this scenario

Question ranking



A Ask him to write the business case ensuring you discuss its importance. In the discussion encourage him to look at the potential problems and how to solve them. When he is ready, ask him to set a deadline for completion and then check progress from time to time.

Less Effective

B Set a deadline and give some guidelines for content and how to find out more about the equipment, then set up daily progress meetings

Effective

C Ask him to write the business case ensuring you discuss its importance. Ask him to set a deadline for completion and give him resources. Ask him to keep you informed of his progress

Poor

D Set a deadline and talk about the importance of the business case. Explain what you want the business case to achieve and give him an idea of how to go about finding the information he needs. Listen to his concerns and reflect back any good ideas. Set up weekly progress meetings.

Highly effective



You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 2 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

Your MDT has been working on a hospital-wide service review. A new member has joined the team and has to complete a part of the review in the next ten days, but she is not aware of the process or reporting methodology. She wants to learn more. Would you...?

Possible ways of leading in this scenario

Question ranking

A Welcome her to the team and introduce her to the members who might be able to help. Ask her to let you know if she has any problems.

Poor



B Ask her how you can help. Introduce her to the team and find out how she proposes to get up to speed. Check on her progress during the week.

Less Effective

C Tell her exactly how the review needs to be written, including content and format. Introduce her to the team and check her work regularly through the week.

Highly effective



D Explain the structure of the review and the format required and ask what she proposes to do. Introduce the team and then check frequently during the week to see if she needs help.

Effective

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 3 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

One of the admin team is under-performing, only completing work when you push. You have given him an important process review to complete, but suspect he may be out of his depth. Would you...?

Possible ways of leading in this scenario

Question ranking

A Let him know that the review is extremely important. Ask him for a proposal on how he will complete the review. Invite him to ask if he has any problems.

Poor

B Encourage him to solve the problems he faces offering help and support. Check in with him from time to time and ask how he's feeling

Less Effective

C Tell him what he needs to do and the outcome required. Make clear when things need to be done and how to report it. Check in often to make sure the task is being carried out correctly.

Effective



D Tell him what he needs to do and the outcome required. Ask for his ideas and fit them in with the task if relevant. Check in often to make sure the task is being carried out correctly.

Highly effective



You scored 10 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 4 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

Your MDT has been restructured and performance levels are dropping. The team want to resolve the problems but feel they are lacking the required skills for the new challenges. Would you..?

Possible ways of leading in this scenario

Question ranking



A Ask them to develop a training plan to help them deal with the situation, offering them whatever resources they require. Offer to help when needed and ask them to let you know how they're getting on.

Poor

B Discuss your plan with the team, explaining your approach and encourage their contribution. Use their ideas where appropriate and check how they're getting on regularly

Less Effective

C Give them a structure for solving the problem, a time scale and a list of new skills required. Monitor their progress closely.

Effective

D Using their own ideas, help the team create a plan. Check with them for developments from time to time

Highly effective



You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 5 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

Because of budget cuts you have to reduce staff numbers in several areas and have delegated a job to your Business Manager, whom you have trusted with similar jobs in the past. She seems unwilling to take on the responsibility. Would you....?

Possible ways of leading in this scenario

Question ranking

A Reassure her. Tell her what needs to be done and how to do it. Check with her regularly to make sure she is carrying out the plan.

Poor



B Reassure her. Invite her to come up with a plan and be available for her. Ask her to update you regularly.

Effective

C Reassure her. Give her guidance on what to do but encourage her to come up with suggestions to reinforce your way of working. Check with her regularly.

Less Effective

D Reassure her. Invite her to come up with a plan and help her develop it, using her ideas. Agree to meet regularly for updates.

Highly effective



You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 6 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

A previously trustworthy junior colleague has begun to leave his surgical logs incomplete. You have noticed, but not spoken to him about it yet. Would you...?

Possible ways of leading in this scenario

Question ranking



A Ask him to get his logs completed in time, but without exerting pressure. Continue to monitor his performance.

Effective

B Go through his logs with him, making sure he understands what is required, and tell him to keep them up-to-date. Monitor his performance regularly.

Poor

C Ask him why he has problems updating his logs. Listen to his views and encourage him to deliver timely and accurate work. Continue to monitor his performance.

Highly effective



D Discuss standards with him, giving him time to voice his concerns. Go over the logs, making sure he understands what is required and answering any questions. Encourage him to take responsibility. Continue to monitor his performance.

Less Effective

You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 7 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

You are the clinical lead and have been asked by the medical director to assign a research project to a senior member of your team. He relishes the challenge. Would you.....?

Possible ways of leading in this scenario

Question ranking

A Explain why you've assigned him the task, ask him to assess the challenges and help him look for ways of achieving the task, agreeing to discuss how he's getting on as often as required.

Effective



B Tell him how to do it, listing the tasks required then meet regularly to make sure he's getting it right.

Poor

C Set him a deadline to prepare a plan and then let him get on with it, meeting from time-to-time.

Highly effective



D Give him an outline plan and ask for his input. Develop a plan with his ideas but your structure then meet regularly to check on progress.

Less Effective

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 8 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

A highly skilled member of the MDT is keen but seems to be unsure about a patient outcomes audit you have asked her to carry out. You know she is able to do it. Would you....?

Possible ways of leading in this scenario

Question ranking



A Let her know that the deadline is close and encourage her to look at the best way to complete the audit. Offer support from time to time.

Effective

B Let her know that the deadline is close. Offer her an action plan and encourage her to adapt it to her needs but with your timescales intact. Meet regularly to check on progress.

Less Effective

C Outline the process she needs to follow and reinforce the need for completion within the deadline. Meet regularly to check on progress.

Poor

D Ask her if there are any issues stopping her from completing the work, but don't force answers. Offer a gentle reminder of the deadline and ask her to keep you informed.

Highly effective



You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 9 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

A consultant colleague has asked to reduce his clinical commitments requiring the team to take on more work. You think this is possible. Would you....?

Possible ways of leading in this scenario

Question ranking

A Encourage the team to meet to plan new work rosters and offer to facilitate the discussion. With the new plan in place, check how it is working

Effective



B Create a new roster. Tell them why you have planned it in this way and look for feedback to make changes where necessary. Make sure they implement your schedule.

Less Effective

C Encourage the team to plan new work rosters and put them into practice once you have approved them. Once this is done, check that the rosters are working.

Highly effective



D Create a new roster. Introduce it to the team and clarify any points raised. Make sure the rosters are followed.

Poor

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 10 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

A new group of medical students have been assigned to your department. They lack key skills and are becoming demotivated. You arrange a meeting with the group. Would you.....?

Possible ways of leading in this scenario

Question ranking



A Point out their poor performance and ask them to decide what they are going to do about it and set a deadline. Check with them for progress reports.

Poor

B Point out their poor performance, offer constructive feedback and the actions required to improve. Meet them regularly to check for improvements.

Effective

C Point out their poor performance and the actions required to improve. Explain why the actions are necessary and ask for their input. Meet them regularly to check for improvements

Highly effective



D Point out their poor performance and ask why they think it is happening. Hear what they have to say and help them develop a list of actions. Check with them from time to time.

Less Effective

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 11 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

One of your consultant colleagues has won a local award for excellence. He expects new challenges in the coming year but there are no new goals or budget improvements scheduled for your department. You have a review meeting with him. Would you....?

Possible ways of leading in this scenario

Question ranking

A Invite him to set his goals for the year together with an action plan and timescales for you to approve. Agree to call if you have question

Highly effective



B Send him a list of goals to achieve and an action plan before the meeting and invite him to ask question

Poor

C Prepare a list of goals and an action plan to take to the meeting for discussion. Adapt the plan following the discussion

Less Effective



D Ask him to outline his ideas for the coming year. Use the meeting to discuss his ideas, encourage him to set stretch targets and explore alternatives. Then let him finalise his plan.

Effective

You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 12 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

Your team has been working to exceptional levels, but have lost the lead nurse due to reorganisation and two consultants due to sickness. You can't recruit, and even locums are difficult to get. Performance and morale is being sapped. In a team meeting would you...?

Possible ways of leading in this scenario

Question ranking



A

Discuss the changes, setting the remaining members the steps you want them to follow to improve performance. Increase the number of meetings to ensure the steps are being followed.

Poor

B

Encourage them to discuss the changes and help them explore ways of adapting so that performance improves. Discuss how things are going on an 'ad hoc' basis.

Highly effective



C

Discuss the changes, setting the remaining members the steps you want them to follow to improve performance. Discuss your proposals with them and modify your plan before giving them clear instructions.

Less Effective

D

Allow them to have an open discussion about the changes. Encourage them to set up a system of mutual support for improvement and then let them set a deadline.

Effective

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 13 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

Your new junior is full of enthusiasm for their new job but seems to pay scant attention to detail. Would you....?

Possible ways of leading in this scenario

Question ranking



A Explaining how important the role is, allow her time to work out what needs to be done and how to do it. Invite her to ask you if she needs to know anything. Keep an eye on her development.

Poor

B Tell her exactly what you need her to do and how to do it. Organise a daily meeting to review her activities.

Highly effective



C Let her know what she needs to deliver and when. Tell her how to achieve it, but encourage her to come up with suggestions. Organise regular meetings to see how she's getting on.

Effective

D Ask her how she thinks she'll approach the job and what problems she's identified. Help her develop a plan and allow her time to develop. Encourage her to ask if she needs help and check in with her from time to time.

Less Effective

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 14 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

The Finance Director has asked your department to make efficiency savings of 11%. You want to assign this task to your Clinical Lead and Business Manager, but the Clinical Lead is unsure of working with the Business Manager. Would you.....?

Possible ways of leading in this scenario

Question ranking

A Arrange a meeting to discuss why he is the right person to carry out the task. Allow him to voice his concerns and develop a strategy for dealing with them. Ensure he understands you are available should he need to discuss anything.

Highly effective



B Arrange a meeting and give him the task together with some proposals for dealing with the challenge. Discuss ideas he may have and come up with a plan that ensures the work gets done. Check on his progress as often as you can.

Less Effective



C Arrange a meeting to discuss the task. Listen to his concerns, but let him sort out the challenge himself at his own pace. Check on his progress as often as you can.

Effective

D Arrange a meeting and tell him how to carry out the task and manage the relationship. Keep a close eye on developments.

Poor

You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 15 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

The CEO has asked that you select someone to represent the Trust on a Department of Health review group. You want to send a colleague who has strong views about the changes in the NHS. Would you....?

Possible ways of leading in this scenario

Question ranking

A Tell her that you are sending her but that she must keep her opinions to herself. Ask for a report after each meeting of the group to make sure.

Poor

B Invite her to accept the opportunity and discuss with her how she might put across her thoughts. Check how things are going from time to time.

Highly effective



C Tell her you are sending her and discuss how best to represent the Trust given her views. Provide her with clear guidelines. Ask for a report after each meeting of the group to make sure she is following them.

Less Effective



D Tell her you are sending her and to keep you informed.

Effective

You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 16 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

Due to illness in your family you have missed 2 MDT meetings. At the next meeting you find the team is functioning well and everyone is playing a full role. You are unsure whether to take back control. Would you....?

Possible ways of leading in this scenario

Question ranking

	A Thank the team for their hard work in your absence and let them carry on.	Highly effective	
B	Thank the team for their hard work. Set the agenda for the next meeting and let them know what you expect them to do.	Poor	
C	Thank the team for their hard work and ask what they would do differently in future meetings.	Effective	
D	Thank the team for their hard work ask them for ideas for the next meeting.	Less Effective	

You scored 10 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 17 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

The clinical team have excellent “friends and family” test results for the last 2 quarters. You now have to set their goals for next year. Would you.....?

Possible ways of leading in this scenario

Question ranking

A Congratulate them on their achievements and involve them in setting their goals. Encourage them to look at other ways of working.

Effective

B Congratulate them on their achievements and tell them their goals for next year. Give them an action plan.

Poor

C Congratulate them on their achievements and ask them to set their goals and action plan for the coming year. Be available if they need your opinion.

Highly effective



D Congratulate them on their achievements and tell them their goals for next year. Give them an action plan. Ask them for their opinions and adapt the plan.

Less Effective

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 18 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

The Medical Director and you agree that there is a need for new patient pathway designs. Team members are eager to get involved but you know they lack a full understanding of needs. Would you.....?

Possible ways of leading in this scenario

Question ranking



A

Outline the proposed pathway and an implementation plan. Arrange a meeting to discuss their ideas and adapt your plan. Check on their work to ensure they are adopting the new pathways.

Effective

B

Demonstrate the new pathway and tell them how to make it happen. Watch them carefully.

Highly effective



C

Organise an open session to allow the team to discuss what the new pathways might look like. Encourage them to develop their ideas and create a proposal.

Less Effective

D

Ask the team to develop a new pathway and a proposal for implementation. Answer questions but leave the process to them.

Poor

You scored 6 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 19 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

You have recently been appointed as Lead Consultant. The team now have to use tablets on wards, but are not adapting well to the new technology. In a team meeting would you....?

Possible ways of leading in this scenario

Question ranking

A Discuss the challenges of the new equipment and encourage them to share experiences and discoveries, reassuring them that they have the skills. Use meetings to monitor improvements.

Less Effective

B Tell them how to use the hardware and ask for their contributions to a user guide. Check up on them regularly.

Effective



C Ask them for their opinions on what the problems are and encourage them to find answers. Check up on them regularly.

Poor

D Tell them how to use the hardware. Observe them on the wards.

Highly effective



You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 20 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

One of your juniors fails to pay attention to the completion of the rota, suggesting it is not an appropriate task for her. Would you.....?

Possible ways of leading in this scenario

Question ranking



A

Explain the importance of the rota and what needs to be done. Ask her for ways in which she can carry out the task given your guidance. Check her rotas as often as necessary.

Highly effective



B

Let her know her work is incomplete and ask her for a plan to improve, assuring her the job is more important than she thinks. Check her work.

Poor

C

Let her know that her work is not meeting expectations and ask her what she can do about it. Help her develop a plan and check her work from time to time.

Less Effective

D

Show her what she is doing wrong and how to do it correctly. Check her rotas as often as necessary.

Effective

You scored 10 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

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Question 21 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

Following a difficult annual appraisal meeting you have also just been informed that one of your team has arrived late in clinic on several occasions. Would you....?

Possible ways of leading in this scenario

Question ranking

A Organise a meeting to tell him that he has to improve his timekeeping and attend clinic to check.

Effective



B Invite him to identify how to improve his timekeeping and propose a plan for you to discuss.

Poor

C Arrange an informal discussion and invite him to talk about any challenges he may have. Suggest solutions if appropriate and drop in on a clinic to ensure all is well.

Less Effective

D Organise a meeting and propose ways to improve his timekeeping. Ask him for ideas and develop a plan for him. Attend clinic to check.

Highly effective



You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 22 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

A new nurse specialist in the MDT has been ignoring group decisions on patient care if she does not agree with them. Would you....?

Possible ways of leading in this scenario

Question ranking

A Invite her to use the next MDT to explain her reasoning and explore new ways of working with the team.

Poor



B Meet her to clarify the importance of following an agreed process and provide her with guidelines. Discuss the guidelines and listen to her comments before agreeing a new way of working. Arrange regular meetings to discuss her working practice

Highly effective



C Meet her to clarify the importance of following an agreed process, provide her with guidelines and ask her to explain her actions. Arrange daily meetings to review her actions.

Effective

D Meet with her to discuss her reasons behaving as she does. Allow her to explain her frustrations and help her find ways to deal with the challenges while appreciating the importance of team decisions. Offer to be available if she needs to discuss further.

Less Effective

You scored 10 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 23 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

After some patient notes were misplaced on the ward, a ward administrator complained that the medical staff were not helpful in trying to find them. You decide to discuss this with the team. Would you....?

Possible ways of leading in this scenario

Question ranking

A Explain the importance of controlling patient notes and issue guidelines. Then demand to know who upset the administrator and insist they apologise. Monitor their behaviour on the ward.

Poor

B Ask the team to consider why patient notes need to be located and why admin staff are important to the patient process. Encourage them to create guidelines for good practice and implement them.

Highly effective



C Explain the importance of controlling patient notes, issue guidelines and ask for ideas to improve them. Incorporate their ideas and implement, monitoring their behaviour closely.

Less Effective

D Inform the team that there is a problem with patient notes on the ward and ask them to liaise with ward staff to identify the problem and implement some guidelines to solve the problem.

Effective

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

Question 24 of 24

Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

One of your young colleagues has stated that he finds it difficult to break bad news to patients and their relatives and carers. At a regular review meeting would you....?

Possible ways of leading in this scenario

Question ranking

A Instruct him in how to break bad news and provide him with supporting information. Then attend the next time he needs to break bad news to monitor his skills.

Highly effective



B Ask him to describe the problems he faces and help him find a way of dealing with them, offering to help in whichever way he needs. Meet again with him to see how he's getting on.

Less Effective

C Instruct him in how to break bad news and ask for his ideas on ways to do it. Encourage him to follow your guidelines but using his own words. Meet with him before he is required to do it again.

Effective



D Ask him to describe the problems he faces and then encourage him to find new ways of sharing information. Invite him to discuss any ideas with you.

Poor

You scored 2 in this scenario

Look at the question again. We have ranked each response **Highly effective, Effective, Less Effective and Poor**.

We have indicated with a  the response you chose and then we have put a  next to the response we believe is a Highly effective response for leading in this scenario. If your response was also a Highly effective response you will have scored 10 marks for this question. An Effective answer scores 6, an Less Effective answer scores 2 and a Poor answer only scores 2.

How Flexible Are You

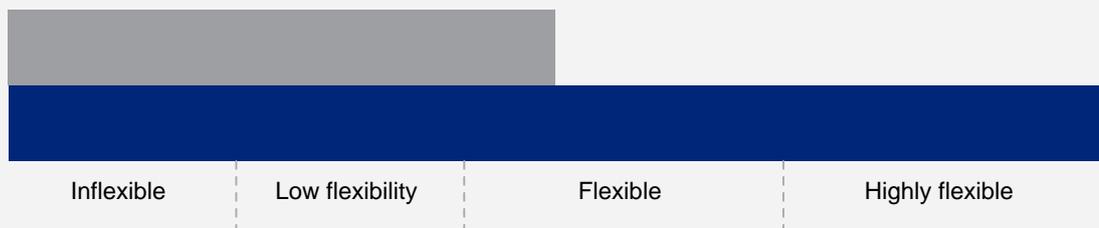
Name: James Chollerton-Smythe

Date Survey Completed: 12 January 2017

The graph below shows your level of flexibility based on your questionnaire responses. A very effective leader will need to be highly flexible if he or she is to adapt to the various situations they find themselves working in. Different people need a different approach.

However, it is important to understand that being flexible by itself is not proof that you adapt to situations in the right way. If you have a low score - use the graph on page 3 to identify which of the leadership styles you tend to favour and consider what you can do to broaden your approach. If you have a high score - congratulations... now check through each question above and see how you could flex your style in some situations to adapt better to the scenario.

Flexometer Your grading is Flexible



Summary

Leadership Styles Survey

Based on the responses you gave to each of the 24 scenarios, we scored you 10 marks if your response was a Highly effective response, 6 if it was Effective, 2 for an Less Effective approach and a Poor answer scores 2.

On the previous pages you will see your range of scores for each question and where your approach could be improved e.g. where you have scored less than 10. If you were a consistently strong leader you would have scored 240, but we have yet to meet anyone scoring that highly. The typical scores are usually between 90 and 150, so if your overall score is in this range you are within the 'norm group'. But we want you to be a highly effective leader, so we want you to score above 150! If you are already there, well done - but explore how you can adapt your style even further.

How do I improve my leadership style? Review all the questions and the 4 possible responses. See where we have graded each answer, particularly where it differs to your response and see what makes an alternative approach more effective. Look at the question which contains a clue. For example, a team (or member) lacking required skills requires a directing approach (they need telling and training). Our colour scheme may help you remember 'here I need a directing approach or I need to be more Purple on this occasion!'



Good luck and remember a flexible leadership style will help your colleagues to do a better job through better alignment and improve team satisfaction.