**COLLABORATIVE LEADERSHIP STYLE INVENTORY**

This is a brief subjective poll about collaborative leadership styles. Pick a person to rate: yourself, your boss, your subordinate, or someone else. Assess this person according to his or her behaviors and characteristics.

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|  | **Not at all**  **To a large extent** |
| **REDEFINING SUCCESS AS BIGGER GOALS** | |
| 1. Puts own goals as secondary and the organization’s overarching goals as primary. | 1 2 3 4 5 6 7 |
| 1. Is preoccupied with own agenda to the exclusion of larger organizational goals. | 7 6 5 4 3 2 1 |
| 1. When confronted with a situation where people disagree, is able to get people to look at the bigger picture. | 1 2 3 4 5 6 7 |
| 1. Is good at finding common ground among people who have different goals and agendas. | 1 2 3 4 5 6 7 |
| SUBSCORE: ADD RESPONSES Q 1-4 |  |
| **INVOLVING OTHERS** | |
| 1. Empathizes with people who have different views. | 1 2 3 4 5 6 7 |
| 1. Encourages open discussion and debate of issues early in the process. | 1 2 3 4 5 6 7 |
| 1. Often makes decisions alone or overrules the team’s decisions. | 7 6 5 4 3 2 1 |
| 1. Thinks “How do I involve people?” as opposed to “I will tell people what to do.” | 1 2 3 4 5 6 7 |
| SUBSCORE: ADD RESPONSES Q 5-8 |  |
| **BEING ACCOUNTABLE** |  |
| 1. Takes responsibility for a mistake. | 1 2 3 4 5 6 7 |
| 1. Frequently uses language like, “I am responsible.” | 1 2 3 4 5 6 7 |
| 1. Demands accountability in others. | 1 2 3 4 5 6 7 |
| 1. Makes sure others take responsibility for their actions. | 1 2 3 4 5 6 7 |
| SUBSCORE: ADD RESPONSES Q 9-12 |  |
| **TOTAL SCORE (TOTAL SUBSCORES)** |  |

Source: Hansen, M.T., *Collaboration: How Leaders Avoid the Traps, Create Unity, and Reap Big Results*, Harvard Business Press, 2009.