

## Príloha

### Leader Effectiveness and Adaptability Description (LEAD)

(Hersey & Blanchard, 1976)

1. Your followers are not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is declining rapidly. You would:
  - A. Emphasize the use of uniform procedures and the necessity for task accomplishment.
  - B. Make yourself available for discussion but not push your involvement.
  - C. Talk with followers and then set goals.
  - D. Intentionally not intervene.
  
2. The observable performance of your group is increasing. You have been making sure that all members were aware of their responsibilities and expected standards of performance. You would:
  - A. Engage in friendly interaction, but continue to make sure that all members are aware of their responsibilities and expected standards of performance.
  - B. Take no definite action.
  - C. Do what you can to make the group feel important and involved.
  - D. Emphasize the importance of deadlines and tasks.
  
3. Members of your group are unable to solve a problem. You have normally left them alone. Group performance and interpersonal relations have been good. You would:
  - A. Work with the group and together engage in problem solving.
  - B. Let the group work it out.
  - C. Act quickly and firmly to correct and redirect.
  - D. Encourage the group to work on the problem and be supportive of their efforts.
  
4. You are considering a change. Your followers have a fine record of accomplishment. They respect the need for change. You would:
  - A. Allow group involvement in developing the change, but not be too directive.
  - B. Announce changes and then implement with close supervision.
  - C. Allow the group to formulate its own direction.
  - D. Incorporate group recommendations, but you direct the change.
  
5. The performance of your group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles and responsibilities has helped in the past. They have continually needed reminding to have their tasks done on time. You would:
  - A. Allow the group to formulate its own direction.
  - B. Incorporate group recommendations, but see that objectives are met.
  - C. Redefine roles and responsibilities and supervise carefully.

- D. Allow group involvement in determining roles and responsibilities, but not be too directive.
- 6.** You stepped into an efficiently run organization. The previous administrator tightly controlled the situation. You want to maintain a productive situation, but would like to begin humanizing the environment. You would:
- A. Do what you can to make the group feel important and involved.
  - B. Emphasize the importance of deadlines and tasks.
  - C. Intentionally not intervene.
  - D. Get the group involved in decision making, but see that objectives are met.
- 7.** You are considering changing to a structure that will be new to your group. Members of the group have made suggestions about needed change. The group has been productive and demonstrated flexibility in its operations. You would:
- A. Define the change and supervise carefully.
  - B. Participate with the group in developing the change, but allow members to organize the implementation.
  - C. Be willing to make changes as recommended, but maintain control of implementation.
  - D. Avoid confrontation; leave things alone.
- 8.** Group performance and interpersonal relations are good. You feel somewhat insecure about your lack of direction of the group. You would:
- A. Leave the group alone.
  - B. Discuss the situation with the group and then initiate necessary changes.
  - C. Take steps to direct followers toward working in a welldefined manner.
  - D. Be supportive in discussing the situation with the group, but not too directive.
- 9.** Your boss has appointed you to head a task force that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially, they have the talent necessary to help. You would:
- A. Let the group work out its problems.
  - B. Incorporate group recommendations, but see that objectives are met.
  - C. Redefine goals and supervise carefully.
  - D. Allow group involvement in setting goals, but not push.
- 10.** Your followers, usually able to take responsibility, are not responding to your recent redefining of standards. You would:
- A. Allow group involvement in redefining standards, but not take control.
  - B. Redefine standards and supervise carefully.
  - C. Avoid confrontation by not applying pressure; leave the situation alone.
  - D. Incorporate group recommendations, but see that new standards are met.
- 11.** You have been promoted to a new position. The previous supervisor was uninvolved in the affairs of the group. The group has adequately handled its tasks and direction. Group interrelations are good. You would:

- A. Take steps to direct followers toward working in a welldefined manner.
- B. Involve followers in decision making and reinforce good contributions.
- C. Discuss past performance with the group and then examine the need for new practices.
- D. Continue to leave the group alone.

**12.**Recent information indicates some internal difficulties among followers. The group has a remarkable record of accomplishment. Members have effectively maintained long-range goals. They have worked in harmony for the past year. All are well qualified for the task. You would:

- A. Tryout your solution with followers and examine the need for new practices.
- B. Allow group members to work it out themselves.
- C. Act quickly and firmly to correct and redirect.
- D. Participate in problem discussion while providing support for followers.