



PERSONAL SERVANT LEADERSHIP POLARITY SCALE

How would you assess yourself as a servant leader? The questions below will help you identify your strengths and weaknesses. It will not only reveal some of the reasons you are having success as a leader, but it will also highlight the areas that need more attention.

Circle the number that most accurately pinpoints your behavior as a leader.

HEALTHY RELATIONSHIPS

LISTENING

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| 1. I listen to understand. | 1 2 3 4 5 6 7 8 9 10 | I listen to respond. |
| 2. I reflect on what's being said and its meaning. | 1 2 3 4 5 6 7 8 9 10 | I automatically dismiss contrary views as invalid. |
| 3. I seek to understand the will of the group. | 1 2 3 4 5 6 7 8 9 10 | I structure things in a way that limits people's access to me. |
| 4. Leadership is largely a matter of paying attention. | 1 2 3 4 5 6 7 8 9 10 | Leadership is largely a matter of standing alone. |

EMPATHY

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|---|----------------------|--|
| 5. I try to see things through the eyes of others. | 1 2 3 4 5 6 7 8 9 10 | I make decisions without considering the needs of the employees. |
| 6. Even if I have to say, "No" I don't reject the person. | 1 2 3 4 5 6 7 8 9 10 | If people disagree with me, I tend to see them as threats. |
| 7. Leaders strive to help others reach their dreams. | 1 2 3 4 5 6 7 8 9 10 | Leaders have to remind people of the consequences of failure. |
| 8. I know how to express empathy to others. | 1 2 3 4 5 6 7 8 9 10 | I feel awkward talking to people about how things impact them emotionally. |

NURTURING THE SPIRIT

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| 9. I care about team members as people. | 1 2 3 4 5 6 7 8 9 10 | I don't really know much about team members outside of work. |
| 10. Keeping healthy relationships is a priority to me. | 1 2 3 4 5 6 7 8 9 10 | If people don't accept me as I am, that's their problem not mine. |
| 11. I make it easy for people to bring their spirit to work. | 1 2 3 4 5 6 7 8 9 10 | Some jobs can be draining, but they do get a paycheck for it. |
| 12. Leadership takes love. | 1 2 3 4 5 6 7 8 9 10 | Leaders make tough decisions and people shouldn't take it personally. |

BUILDING COMMUNITY

13. I believe in the importance of team work even when some tasks are individual ones. 1 2 3 4 5 6 7 8 9 10 I focus on getting my work done not the way the team is "working together."
14. I will help someone without expecting them to return the favor. 1 2 3 4 5 6 7 8 9 10 If I help someone, I feel like they owe me one.
15. I participate in organizational social events. 1 2 3 4 5 6 7 8 9 10 I won't do things with colleagues outside of work if I don't have to.
16. I take pride in being trustworthy 1 2 3 4 5 6 7 8 9 10 I expect others to trust my word regardless of my record.
17. I help my team find meaning in work. 1 2 3 4 5 6 7 8 9 10 The end product tends to outweigh everything else to me.

GROWTH OF PEOPLE

18. I provide people under me with opportunities to develop their skills. 1 2 3 4 5 6 7 8 9 10 My main concern is that they can do the job right now.
19. I congratulate people on developing new skills. 1 2 3 4 5 6 7 8 9 10 I rarely acknowledge the success of others.
20. I can identify specific innovations my team has implemented in the last year. 1 2 3 4 5 6 7 8 9 10 My main concern is maintaining production.
21. I believe that all the people on the team can grow. 1 2 3 4 5 6 7 8 9 10 I have no choice but to live with some mediocre team members.

HEALING

22. I am aware of my own quest to be whole as a person. 1 2 3 4 5 6 7 8 9 10 I don't think about my own emotional health very often.
23. I am sensitive to the stress and tension that my colleagues feel. 1 2 3 4 5 6 7 8 9 10 Worrying about how others feel isn't my problem.
24. My co-workers and I can move forward after a disruption or dispute. 1 2 3 4 5 6 7 8 9 10 There are things from the past that still anger me.
25. I am mindful of the impact of my words. 1 2 3 4 5 6 7 8 9 10 I see it as a weakness when people need affirmation.

Healthy Relationships Score (Items 1-25) _____

LEADING CHANGE

AWARENESS

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| 26. | I am open about my strengths and weaknesses. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I don't really talk about my own performance with others. |
| 27. | I am aware of how my reaction to things impacts others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I tend to react without thinking of the ramifications. |
| 28. | I am intentional about taking time for personal reflection. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I am too busy for personal reflection. |
| 29. | I am aware of what motivates the people around me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I often forget to consider what motivates others. |

FORESIGHT

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| 30. | I understand how the past connects to the future. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I make short term decisions not ones based on long-term goals. |
| 31. | My presuppositions usually turnout to be dependable. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | My assumptions are often faulty. |
| 32. | I am effective at keeping my team from getting blindsided by the unexpected. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I fail to see things coming that I should have. |
| 33. | I often understand the significance of events before others do. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I often don't understand the significance of something until it's too late. |

CONCEPTUALIZATION

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| 34. | I have given my team a clear vision of where we are going. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I know where we are going but I don't think it's clear to the others. |
| 35. | I reward people for thinking outside the box. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I tend to say "We've always done it this way." |
| 36. | I keep my team updated on new developments. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | People on my team sometimes say they don't know what's going on. |
| 37. | I often remind people of the difference they are making. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Sharing and interpreting vision often falls through the cracks. |
| 38. | I inspire belief in the future about the future. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | I am pessimistic about the future. |

PERSUASION

39. I build relationships with the people I lead. 1 2 3 4 5 6 7 8 9 10 I rely on my position to direct people.
40. I show respect for opinions of others. 1 2 3 4 5 6 7 8 9 10 I expect people to follow me because I am the leader.
41. I allow people to question processes. 1 2 3 4 5 6 7 8 9 10 I get irritated if people ask too many questions.
42. I share the reasoning behind my decisions. 1 2 3 4 5 6 7 8 9 10 I make decisions with little input from others.

CALLING

43. I see my work as a calling. 1 2 3 4 5 6 7 8 9 10 I just "check the box" and move on.
44. I feel motivated to go the extra mile. 1 2 3 4 5 6 7 8 9 10 I resent being asked to go the extra mile.
45. I am proud of my department and my organization. 1 2 3 4 5 6 7 8 9 10 I do not feel emotionally attached to my work.
46. I know how my role contributes to the mission of my organization. 1 2 3 4 5 6 7 8 9 10 My work often seems pointless.

STEWARDSHIP

47. I feel a sense of ownership in the organization. 1 2 3 4 5 6 7 8 9 10 I feel like I'm expected to just do what I am told.
48. Continuous improvement is a priority to me. 1 2 3 4 5 6 7 8 9 10 I feel no obligation beyond doing my job.
49. Serving others really matters to me. 1 2 3 4 5 6 7 8 9 10 I have to look out for my own interests first.
50. I believe that leadership carries a lot of debts to the future. 1 2 3 4 5 6 7 8 9 10 I've earned the right to lead.

Leading Change Score (Items 26-50) _____

SCORING

Healthy Relationships Score (Items 1-25) _____

Leading Change Score (Items 26-50) _____

GRAND TOTAL SCORE (Items 1-50) _____

SCORE INTERPRETATION:

The Score Interpretation is a measure of how you see yourself as a servant leader. It is meant to help you identify the areas where you are strong, where you are weak, and where you tend to be caught in the middle. Keep in mind that others may see you in a different way, so it may be useful to ask some others to give their opinions. (But if you ask them, don't be defensive if they critique you more harshly than you think is warranted!)

- 50:** You see yourself as a perfect example of a servant leader. Either you are a long lost relative of Robert Greenleaf, who coined the term "Servant Leader," or you may not have a realistic view of how you are actually behaving.
- 51-100:** You see yourself as an exceptional servant leader. You could be writing books on the topic. Cultivate genuine humility and self-awareness in order to keep growing as a leader, and make it a point to pass servant leader principles on to the next generation.
- 101-200:** You are functioning as a healthy servant leader and you can become even more effective as you intentionally focus on maintaining your strengths and work on improving your weaker areas. Continue to see every situation as an opportunity to put servant leadership into action. Strive to keep the focus on how you can enlarge the lives of others, and you will discover that your life continues to be enlarged in the process.
- 201-300:** You are doing some good things as a servant leader, but you also have some areas that are undermining your impact. Either you are straddling the fence so much that you and others are not sure what kind of leader you really are, or while you may be strong in some areas, you also have glaring weaknesses. Other leaders around you will be more inspired to follow you as they see that you are developing more consistency. Overtly declaring your commitment to being a servant leader and striving for continuous improvement could pay great dividends.
- 301-400:** You may be giving lip service to being a servant leader, but the reality is the principles that characterize servant leadership are being routinely violated. It is important to take responsibility for your own actions. It's too easy to convince yourself that you would be different if only the situation were different. You can become a much more effective leader by developing more self-awareness, minimizing fatal flaws, declaring your intentions to improve to the people around you, and asking them to help you improve.
- 401-500:** You may be your own worst critic. If this is a realistic assessment of how you see yourself, your negative self-perception is contributing to your ineffectiveness as a leader and frustrating others around you. Take time to reconnect with your own core values and begin to put them into practice not only with the way you face each situation, but with the way you interact with those around you. Identify some role models and begin to emulate their attitudes, words, and actions. Be persistent until these ways become your own ways.