Appendix D

HERSEY AND BLANCHARD’S LEADERSHIP EFFECTIVENESS AND ADAPTABILITY DESCRIPTION SCALE

Instructions: Assume that you are involved in each of the following 12 situations. Each situation has 4 alternative actions that you might initiate. Read each item carefully. Think about what you would do in each circumstance. Then circle the letter of the alternative action choice, which you think, would most closely describe your behaviour in the situation presented. Circle only one choice.

Do not respond to the items as if they were a part of a test or in terms of what you think a leader or a manager ought to do. Respond to the items in terms of the way you think you have behaved in the past when you were faced with situations similar to those described or in terms of the way you think you would behave if you were faced with each of the situations described. In reading each situation, interpret key concepts in terms of the environment of situation in which you most often think as an industrial manager, then think about your staff as subordinates. Do not change your situational frame of reference from one item to another.

Respond to the items sequentially; i.e., do item 1 before you do item 2, and so on. Do not spend too much time; respond to each item as if you were responding to a real life situation. Do not go back over each; stay with your original response.

SITUATION-1

Your subordinates are not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is declining rapidly.

ALTERNATIVE ACTIONS:
A-emphasise the use of uniform procedures and the necessity for task accomplishment.
B-Make yourself available for discussion but don’t push your involvement.
C-Talk with your subordinates and then set goals.
D-Intentionally do not intervene.

SITUATION-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.
ALTERNATIVE ACTIONS:
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.

SITUATION-3
Members of your group are unable to solve a problem themselves. You have normally left them alone. Group performance and interpersonal relations have been good.
ALTERNATIVE ACTIONS:
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 group to work on problems and be supportive of their efforts.

SITUATION-4
You are considering a change. Your subordinates have a fine record of accomplishment. They respect the need for change.
ALTERNATIVE ACTIONS:
A-Allow group involvement in developing the change, but don’t be too directive.
B-Announce the 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.

SITUATION-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 have helped in the past. They have continually needed reminding to have their tasks done on time.

ALTERNATIVE ACTIONS:
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 don’t be too directive.

SITUATION-6
You stepped into an efficiently run organisation. The previous administrator tightly controlled the situation. You want to maintain a productive situation, but would like to begin humanizing the environment.

ALTERNATIVE ACTIONS:
A-Do what you can to make the group feel important and involved.
B-Emphasize the importance of deadlines and tasks.
C-Intentionally do not intervene.
D-Get the group involved in decision-making, but see that objectives are met.

SITUATION-7
You are considering changing to a structure that will be new to your group. Members of the group have made suggestions about the needed change. The group has been productive and demonstrated flexibility in its operations.

ALTERNATIVE ACTIONS:
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.

SITUATION-8
Group performance and interpersonal relations are good. You feel somewhat unsure about your lack of direction of the group.
ALTERNATIVE ACTIONS:
A-Leave the group alone.
B-Discuss the situation with the group and then you initiate the necessary changes.
C-Take steps to direct subordinates towards working in a well-defined manner.
D-Be supportive in discussion the situation with the group but not too directive.

SITUATION-9
Your superior 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.
ALTERNATIVE ACTIONS:
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 don’t push.

SITUATION-10
Your subordinates, usually able to take responsibilities, are not responding to your recent redefining of standards.
ALTERNATIVE ACTIONS:
A-Allow group involvement in redefining standards but don’t take control.
B-Redefine standards and supervise carefully.
C-Avoid confrontation by not applying pressure, leave situation alone.
D-Incorporate group recommendations, but see that new standards are met.

SITUATION-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 interactions are good.
ALTERNATIVE ACTIONS:
A-Take steps to direct subordinates towards working in a well-defined manner.
B-Involve subordinates in decision-making and reinforce good contributions.
D-Discuss past performances with the group and then examine the need for new practices.
D-Continue to leave the group alone.

SITUATION-12
Recent information indicates some internal difficulties among subordinates. The group has remarkable record of accomplishment. Members have effectively maintained long-range goals. They have worked in harmony for the past year. All are qualified for the task.
ALTERNATIVE ACTIONS:
A-Try out your solution with the subordinates 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 discussions about problems while providing support for subordinates.