



## Instructions for Scoring the T\_P Leadership Questionnaire

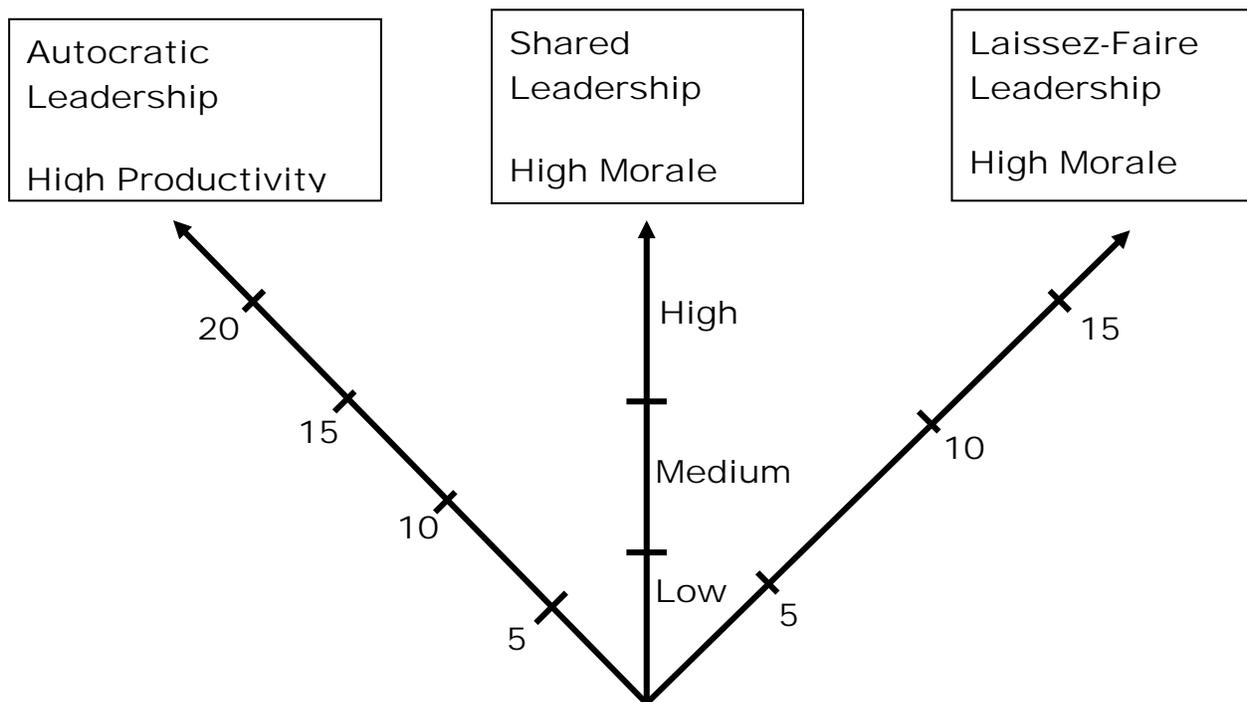
Use the following instructions to determine your score.

1. *Circle* the item number for items 8, 12, 17, 18, 19, 30, 34, and 35.
2. *Write* the number 1 in front of a circled item number if you responded *S* (seldom) or *N* (never) to that item.
3. Also *write* a number 1 in front of all other item numbers not circled if you responded *A* (always) or *F* (frequently)
4. *Circle* the number 1's which you have written in front of the following questions: 3, 4, 8, 10, 15, 18, 19, 22, 24, 26, 30, 32, 34, and 35.
5. *Count the circled number 1's*. This is your score for Concern for People. Record the score in the blank following the letter **P** at the bottom of the questionnaire.
6. *Count the uncircled number 1's*. This is your score for Concern for Task. Record this number in the blank following the letter **T** at the bottom of the questionnaire.
7. Continue to the *Profile Sheet* on the next page.

## T-P Leadership-Style Profile Sheet

Now, to determine your style of leadership, mark your score on the *Concern for Task* dimension (T) on the left-hand arrow below. Next, move to the right-hand arrow and mark your score on the *Concern for People* dimension (P). Draw a straight line that intersects the P and T scores. The point at which that line crosses the shared leadership arrow indicates your score on that dimension.

### SHARED LEADERSHIP RESULTS FROM BALANCING CONCERN FOR TASK AND CONCERN FOR PEOPLE



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