

Leadership Style Quiz

What is your leadership style? For each situation, circle the one response closest to what you would really do. Every option is a reasonable choice, so there are no wrong answers.

Name _____

01 You take over a team that has been drifting. What do you do first?

- ☐ (A) Set clear rules and targets in the first week.
- ☐ (B) Ask the team what is broken before you change anything.
- ☐ (C) Work alongside them and show what good looks like.
- ☐ (D) Give the team a direction worth caring about.

02 A new person joins your team. How do you start them off?

- ☐ (A) Explain where the team is heading and why their role matters.
- ☐ (B) Make sure they feel welcome and meet everyone first.
- ☐ (C) Ask what they want to get good at, and plan around it.
- ☐ (D) Pair them with you on real work to show the standard.

03 A deadline is at risk with one week left.

- ☐ (A) Ask each owner what is blocking them and help clear it.
- ☐ (B) Decide what gets cut, assign the rest, and check in daily.
- ☐ (C) Take the toughest tasks yourself and lift the pace.
- ☐ (D) Put the problem to the team and agree the trade-offs.

04 Morale has dropped after a hard quarter.

- ☐ (A) Remind people what the work is for and where it leads.
- ☐ (B) Sit down with each person and ask how they really are.
- ☐ (C) Ask the team what should change, then act on it.
- ☐ (D) Help each person find one lesson they can use.

05 Your team disagrees about which of two priorities comes first.

- ☐ (A) Hear both sides, then make the call and move on.
- ☐ (B) Work towards a decision everyone can live with.
- ☐ (C) Ask questions that help people test their own reasoning.
- ☐ (D) Go back to the long-term goal and ask which option serves it.

06 Two people on your team keep clashing in meetings.

- ☐ (A) Keep both focused on the work. Good results settle friction.
- ☐ (B) Help each one see what they do that sets the other off.
- ☐ (C) Have them agree their own rules for working together.
- ☐ (D) Take each for coffee and rebuild some goodwill first.

07 A capable team member has missed the mark twice.

- ☐ (A) Check whether something outside work is getting in the way.
- ☐ (B) Show them a finished example of the standard you expect.
- ☐ (C) Say plainly what must change and by when.
- ☐ (D) Ask them to walk you through their approach and find the gap.

08 You are handed a big project with a loose brief.

- ☐ (A) Run a session where the team shapes the plan with you.
- ☐ (B) Write a one-page picture of success before any planning.
- ☐ (C) Get the group together early so people trust each other.
- ☐ (D) Start on the hardest part yourself to set the pace.

09 Your team has to adopt a new system nobody asked for.

- ☐ (A) Learn it first and fast, so people see it done well.
- ☐ (B) Find out what each person finds hard and practise it with them.
- ☐ (C) Explain what the new system makes possible a year from now.
- ☐ (D) Set a switch-over date and end the old way then.

10 Someone on your team makes a costly mistake.

- ☐ (A) Go through it together and ask what they would do differently.
- ☐ (B) Use it to restate the goal and why detail matters to it.
- ☐ (C) Put a firm check in place so it cannot happen again.
- ☐ (D) Tell them one mistake does not change how you see them.

11 A serious customer complaint lands on a Friday afternoon.

- ☐ (A) Pull the team together for ten minutes and agree the response.
- ☐ (B) Call the customer yourself and start on the fix.
- ☐ (C) Reassure the person who took the call, then handle it together.
- ☐ (D) Give clear instructions: who calls, who fixes what, by when.

12 Senior management announces a change your team dislikes.

- ☐ (A) Let people say how they feel before you ask for anything.
- ☐ (B) Tell the team what is changing, what is expected, and when.
- ☐ (C) Help the team see where the change could take them.
- ☐ (D) Ask the team how they would like to carry it out.

Score your leadership style

In each row, circle the letter you chose. Then count the circles in each column. Your highest column is your main style, and the next highest is your backup.

Name _____

	DIRECTIVE	VISIONARY	AFFILIATIVE	DEMOCRATIC	PACESETTING	COACHING
Question 1	A	D	•	B	C	•
Question 2	•	A	B	•	D	C
Question 3	B	•	•	D	C	A
Question 4	•	A	B	C	•	D
Question 5	A	D	•	B	•	C
Question 6	•	•	D	C	A	B
Question 7	C	•	A	•	B	D
Question 8	•	B	C	A	D	•
Question 9	D	C	•	•	A	B
Question 10	C	B	D	•	•	A
Question 11	D	•	C	A	B	•
Question 12	B	C	A	D	•	•
Total circled (out of 8)						

The six leadership styles

Directive

Says what, who and by when, and checks that it happened. **Works when:** A crisis, a safety issue, or someone who has ignored every softer approach. **Strains when:** Skilled people doing complex work, who stop bringing ideas.

Affiliative

Builds trust and protects the mood of the team, so people feel safe to speak up. **Works when:** Healing a rift, or building trust in a new team. **Strains when:** Someone needs to hear plainly that their work is slipping.

Pacesetting

Sets a high bar, meets it personally, and expects others to follow the example. **Works when:** A capable, motivated team that needs quick results. **Strains when:** Anyone still learning, who needs teaching and gets a rescue.

Visionary

Sets the destination, explains why it matters, and leaves people free to find the route. **Works when:** A team that has lost direction, or a change that needs explaining. **Strains when:** Experts who know the field better than you do.

Democratic

Collects views and looks for a decision the group can stand behind. **Works when:** You need buy-in, or the team knows things you do not. **Strains when:** An emergency, or a team too new to the problem to advise.

Coaching

Asks more than tells, hands over stretching work, and treats mistakes as material. **Works when:** People who want to grow, and a timeline that allows it. **Strains when:** A crisis, or someone with no interest in changing.

A tie means you move between those styles. None of the six is good or bad: each fits some situations and strains in others, and leaders who can use several tend to get better results than those who rely on one.

A reflective exercise, not a validated psychometric instrument. The six styles follow Goleman, "Leadership That Gets Results", Harvard Business Review, 2000; the questions are original to SeeMyPersonality. Free to print and photocopy for teaching, training and team sessions. © 2026 SeeMyPersonality.

Skip the paper: it scores itself at seemypersonality.com/leadership-style-test