

Thinking about your leadership, please give each of the statements a score using the following 1 to 5 scale. A "5" represents a statement you strongly agree with, through to "1" where you strongly disagree.

1	I spend quality time thinking about future possibilities.	1	2	3	4	5
2	I see myself as well organised.	1	2	3	4	5
3	Others have said how much they appreciated my encouragement.	1	2	3	4	5
4	I try to avoid taking risks.	1	2	3	4	5
5	I'm particularly good at sensing how people are feeling.	1	2	3	4	5
6	I believe I can recognise gifts and potential in people.	1	2	3	4	5
7	I see myself as much more of a people person than a task person.	1	2	3	4	5
8	I tend to overcome barriers to reach goals.	1	2	3	4	5
9	I delegate well to others in the church/organisation.	1	2	3	4	5
10	I'm good at finding practical solutions to problems.	1	2	3	4	5
11	Others see me as an energetic person.	1	2	3	4	5
12	I place a high degree of trust in others in my church/organisation.	1	2	3	4	5
13	I go out of my way to give people feedback on their work/ministry.	1	2	3	4	5
14	Others have commented positively on my listening skills	1	2	3	4	5
15	I'm often behind schedule because I have so much to do.	1	2	3	4	5
16	I have a clear focus on what we need to do as a church/organisation.	1	2	3	4	5
17	Having a number of activities underway gives me real satisfaction.	1	2	3	4	5
18	I can assess what resources are required to complete a project.	1	2	3	4	5
19	I seem to have the knack of finding the right words to motivate people.	1	2	3	4	5
20	I am nearly always clear on the long term direction we should take.	1	2	3	4	5

21	I would rather focus on what we need to do, than on how we should do it.	1	2	3	4	5
22	I seem to build fruitful long-term relationships easily.	1	2	3	4	5
23	I prefer to work alone than to work in teams.	1	2	3	4	5
24	I am often able to help the church/organisation work more efficiently.	1	2	3	4	5
25	I enjoy reconciling different points of view.	1	2	3	4	5
26	I have the faith to aim for things others think are impossible.	1	2	3	4	5
27	I'm at my best spearheading a particular task or ministry.	1	2	3	4	5
28	I'm able to break down projects into the steps that need to be achieved.	1	2	3	4	5
29	I pray regularly for those around me.	1	2	3	4	5
30	When I join a group, others tend to look to me for a lead.	1	2	3	4	5

This summary uses your responses to the questions to examine how you relate to six different styles of leadership. **No one of these aspects of leadership is any more or less important than any of the others**, - they complement and balance each other. Clearly too, this report is based only on your answers. For each area your answers are combined to give a rating between 5 and 25, where a score of 25 would suggest that you see yourself as very strong in this area, and a score of 5 indicates that you do not see this as your area of strength. The important thing is to look at the relative scores between the areas. Do take time to appreciate, and thank God for the strengths you have in leadership. You may also like to think and pray about who else in your church or organisation has leadership strengths in the areas where you score less well. If this feedback summary gives you any surprises, do talk it through with someone who knows you well - it may be that one or two particular questions or your interpretation of them have unduly impacted your scores

Transfer your scores from the indicator to the table below, taking care to subtract the score you awarded to the questions given in the final row of the table. This will give scores for each of the areas. For some people they will be clustered quite closely together, others will have more variation - this is a function of how closely you grouped your scoring.

Pioneering Leadership	Strategic Leadership	Management / Administration	Team Leadership	Pastoral Leadership	Encouraging Leadership
Q1	Q8	Q2	Q6	Q7	Q3
Q11	Q10	Q9	Q12	Q14	Q5
Q20	Q16	Q18	Q25	Q22	Q13
Q26	Q28	Q24	Q30	Q29	Q19
Add 6	Add 6	Add 6	Add 6	Add 6	Add 6
Subtotal	Subtotal	Subtotal	Subtotal	Subtotal	Subtotal
- Q4	- Q21	- Q15	- Q23	- Q17	- Q27

Pioneering Leadership. (q1+q11+q20+q26+(6-q4))

Within pioneering leadership we consider those who are willing to push themselves, and take appropriate risks in striving to move forwards to discover and reach long term goals. In a Christian context we can quote Philippians 3: "forgetting what is behind, and straining for what lies ahead". Pioneering leaders are passionate about the vision, and are wholly committed to it. Paul is a great example of a leader who was focussed on pushing out the boundaries of the church, despite the personal risk.

Pioneering leaders are at their strongest in the early stages of a vision or project, excited by seeking out where God is calling. However as time passes they may lose interest in the implementation of a vision, eager to be looking ahead to the next challenge.

Strategic Leadership. (q8+q10+q16+q28+(6-q21))

Leaders who can break down visions and large aims into manageable chunks are vital for the church. Strategic leaders have the insight and focus to work out ways of achieving the vision, the "how", and are able to persuade the rest of the church to accept this plan. When Nehemiah led the Jews in rebuilding the walls of Jerusalem, he demonstrated great strategic leadership in dividing the work up, and in keeping the task manageable. His plan was so good, the walls were rebuilt in 52 days.

Strategic leaders can bring common sense to a difficult task - able to help people see how the seemingly impossible can be achieved. However, like pioneers, they can be less engaged with the implementation of a task, preferring to leave this to others.

Management / Administration - (q2+q9+q18+q24+(6-q15))

All churches require good stewards and managers, people with gifts of administration (Acts 6). Any vision or change will require people able to plan and problem solve, delegate and organise. Without this gift, the best plans may well not get implemented! The apostles delegated the practical tasks of sharing food and taking care of the widows to those gifted with the necessary skills, including Stephen and Philip. Managers are often under appreciated, having a leadership style which is less "up-front" than some of the other styles. However, much of the work simply would not get done without them. They are able to organise, and follow through on all the necessary tasks and activities to ensure that the project is completed on time. They may struggle to relate to the visionary pioneers - dreaming of achieving the impossible is not their home ground!

Team Leadership. (q6+q12+q25+q30+(6-q23))

Here we include leadership in a group context, whether the leader has a formal leadership role in a group or not. For the church as 'the body' (1 Cor 12), working together is clearly important. The key strengths of team leaders are a desire to work with others, and an ability to trust them. Team leaders need great humility and servanthood - their sole aim is that the team achieves its goals. What they as individuals achieve is secondary. The greatest contribution Silas made to the church was probably training and developing Paul's ministry so he could go on to achieve greater things later. Team leaders are invaluable - if the church is truly to function as a body, team leaders are needed to ensure harmony and effectiveness in the way the team works.

Pastoral Leadership - (q7+q14+q22+q29+(6-q17))

Many church leaders feel they ought to be Pastoral leaders, although many don't have this as their primary style. This is not a problem!! Pastoral leaders are real "people people", who have an important role in supporting the pioneers, strategists, team leaders and the rest of the church, particularly when times are hard. Vision and moving into vision seem less important to pastoral leaders. Peter was a pastoral leader, a complete contrast to Paul's energetic church planting and exhortation.

Pastoral leadership is often unseen, and often unappreciated publically, yet hugely important. Those who are pastoral leaders can sometimes be threatened by the pioneers and strategists - and at times are irritated by the attention to detail shown by the managers. Yet their contribution to a team is invaluable - take time for a moment to think of a pastoral leader - and you will probably find that they command huge respect and support.

Encouraging Leadership. (q3+q5+q13+q13+(6-q27))

Paul was a great encourager - his letters to the early churches contained exhortation and encouragement as well as teaching. Encouraging leaders are able to motivate whole churches, teams and individuals. They have great discernment into peoples gifts, their feelings and what motivates them, able to release them into fulfilling their ministries. Who doesn't need encouragement !!

Encouraging leaders have the knack of knowing when a quiet word can spur people on, when to challenge and when to support, when to coach and when to give space. Occasionally they may irritate people by appearing less "involved" than other leadership styles - sometimes people want more than just encouragement.