

7. I am willing to accept other people's ideas, whenever they are better than mine. 1 2 3 4 5 6 7
8. I promote tolerance, kindness, and honesty in the work place. 1 2 3 4 5 6 7
9. To be a leader, I should be front and centre in every function in which I am involved. 1 2 3 4 5 6 7
10. I create a climate of trust and openness to facilitate participation in decision making. 1 2 3 4 5 6 7
11. My leadership effectiveness is improved through empowering others. 1 2 3 4 5 6 7
12. I want to build trust through honesty and empathy. 1 2 3 4 5 6 7
13. I am able to bring out the best in others. 1 2 3 4 5 6 7
14. I want to make sure that everyone follows orders without questioning my authority. 1 2 3 4 5 6 7
15. As a leader, my name must be associated with every initiative. 1 2 3 4 5 6 7
16. I consistently delegate responsibility to others and empower them to do their job. 1 2 3 4 5 6 7
17. I seek to serve rather than be served. 1 2 3 4 5 6 7
18. To be a strong leader, I need to have the power to do whatever I want without being questioned. 1 2 3 4 5 6 7
19. I am able to inspire others with my enthusiasm and confidence in what can be accomplished. 1 2 3 4 5 6 7
20. I am able to transform an ordinary group of individuals into a winning team. 1 2 3 4 5 6 7
21. I try to remove all organizational barriers so that others can freely participate in decision-making. 1 2 3 4 5 6 7
22. I devote a lot of energy to promoting trust, mutual understanding and team spirit. 1 2 3 4 5 6 7
23. I derive a great deal of satisfaction in helping others succeed. 1 2 3 4 5 6 7
24. I have the moral courage to do the right thing, even when it hurts me politically. 1 2 3 4 5 6 7
25. I am able to rally people around me and inspire them to achieve a common goal. 1 2 3 4 5 6 7

26. I am able to present a vision that is readily and enthusiastically embraced by others. 1 2 3 4 5 6 7
27. I invest considerable time and energy in helping others overcome their weaknesses and develop their potential. 1 2 3 4 5 6 7
28. I want to have the final say on everything, even areas where I don't have the competence. 1 2 3 4 5 6 7
29. I don't want to share power with others, because they may use it against me. 1 2 3 4 5 6 7
30. I practice what I preach. 1 2 3 4 5 6 7
31. I am willing to risk mistakes by empowering others to "carry the ball." 1 2 3 4 5 6 7
32. I have the courage to assume full responsibility for my mistakes and acknowledge my own limitations. 1 2 3 4 5 6 7
33. I have the courage and determination to do what is right in spite of difficulty or opposition. 1 2 3 4 5 6 7
34. Whenever possible, I give credits to others. 1 2 3 4 5 6 7
35. I am willing to share my power and authority with others in the decision making process. 1 2 3 4 5 6 7
36. I genuinely care about the welfare of people working with me. 1 2 3 4 5 6 7
37. I invest considerable time and energy equipping others. 1 2 3 4 5 6 7
38. I make it a high priority to cultivate good relationships among group members. 1 2 3 4 5 6 7
39. I am always looking for hidden talents in my workers. 1 2 3 4 5 6 7
40. My leadership is based on a strong sense of mission. 1 2 3 4 5 6 7
41. I am able to articulate a clear sense of purpose and direction for my organization's future. 1 2 3 4 5 6 7
42. My leadership contributes to my employees/colleague's personal growth. 1 2 3 4 5 6 7
43. I have a good understanding of what is happening inside the organization. 1 2 3 4 5 6 7
44. I set an example of placing group interests above self interests. 1 2 3 4 5 6 7
45. I work for the best interests of others rather than self. 1 2 3 4 5 6 7

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| 46. I consistently appreciate, recognize, and encourage the work of others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 47. I always place team success above personal success. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 48. I willingly share my power with others, but I do not abdicate my authority and responsibility. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 49. I consistently appreciate and validate others for their contributions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 50. When I serve others, I do not expect any return. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 51. I am willing to make personal sacrifices in serving others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 52. I regularly celebrate special occasions and events to foster a group spirit. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 53. I consistently encourage others to take initiative. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 54. I am usually dissatisfied with the status quo and know how things can be improved. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 55. I take proactive actions rather than waiting for events to happen to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 56. To be a strong leader, I need to keep all my subordinates under control. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 57. I find enjoyment in serving others in whatever role or capacity. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 58. I have a heart to serve others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 59. I have great satisfaction in bringing out the best in others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 60. It is important that I am seen as superior to my subordinates in everything. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 61. I often identify talented people and give them opportunities to grow and shine. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 62. My ambition focuses on finding better ways of serving others and making them successful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Coding Key

Factor 1: 16, 21, 23, 27, 31, 37, 38, 39, 42, 46, 48, 49, 53, 59, 61, 62

Factor 2: 9, 14, 15, 18, 28, 29, 56, 60

Factor 3: 6, 17, 30, 44, 45, 47, 50, 51, 52, 57, 58

Factor 4: 2, 5, 7, 8, 10, 11, 12, 34, 35, 36

Factor 5: 1, 13, 19, 20, 22, 25, 26

Factor 6: 40, 41, 43, 54, 55

Factor 7: 3, 4, 24, 32, 33

Factor 1: Empowering and developing others

Factor 2: Power and pride (Vulnerability and humility, if scored in the reverse)

Factor 3: Serving others

Factor 4: Open, participatory leadership

Factor 5: Inspiring leadership

Factor 6: Visionary leadership

Factor 7: Courageous leadership (Integrity and authenticity)