

Servant Leadership Profile-360 (SLP-360)

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Leadership matters a great deal in the success or failure of any organization. This instrument was designed to measure both positive and negative leadership characteristics.

Please use the following scale to indicate your agreement or disagreement with each of the statements in describing the attitudes and practices of your immediate supervisor or leader. Let's refer to him or her as Sup. There are no right or wrong answers, but your ratings need to be based on concrete examples of your personal experience with Sup.

For example, if you strongly agree, you may circle 7, if you mildly disagree, you may circle 3. If you are undecided, circle 4, but use this category sparingly.

	1	2	3	4	5	6	7
	Strongly Disagree (SD)	Disagree	Slightly Disagree	Undecided	Slightly Agree	Agree	Strongly Agree (SA)

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| 1. | To inspire team spirit, Sup communicates enthusiasm and confidence. | 1 2 3 4 5 6 7 |
| 2. | Sup listens actively and receptively to what others have to say, even when they disagree with Sup. | 1 2 3 4 5 6 7 |
| 3. | Sup practices plain talking—Sup means what he/she says and says what he/she means. | 1 2 3 4 5 6 7 |
| 4. | Sup always keeps his/her promises and commitments to others. | 1 2 3 4 5 6 7 |
| 5. | Sup grants all workers a fair amount of responsibility and latitude in carrying out their tasks. | 1 2 3 4 5 6 7 |
| 6. | Sup is genuine and honest with people, even when such transparency is politically unwise. | 1 2 3 4 5 6 7 |
| 7. | Sup is willing to accept other people's ideas, whenever they are better than his/her own. | 1 2 3 4 5 6 7 |
| 8. | Sup promotes tolerance, kindness, and honesty in the work place. | 1 2 3 4 5 6 7 |

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| 9. | Sup believes that as a leader he/she should be front and centre in every function in which Sup is involved. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | Sup creates a climate of trust and openness to facilitate participation in decision making. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. | Sup believes that leadership effectiveness is enhanced through empowering others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. | Sup wants to build trust through honesty and empathy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. | Sup is able to bring out the best in others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. | Sup wants to make sure that everyone follows orders without questioning his/her authority. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. | Sup thinks that as a leader his/her name must be associated with every initiative. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. | Sup consistently delegates responsibility to others and empowers them to do their job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. | Sup seeks to serve rather than be served. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. | Sup believes that to be a strong leader, he/she needs to have the power to do whatever he/she wants without being questioned. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. | Sup is able to inspire others with his/her enthusiasm and confidence in what can be accomplished. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. | Sup is able to transform an ordinary group of individuals into a winning team. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 21. | Sup tries to remove all organizational barriers so that others can freely participate in decision-making. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22. | Sup devotes a lot of energy to promoting trust, mutual understanding and team spirit. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23. | Sup derives a great deal of satisfaction in helping others succeed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. | Sup has the moral courage to do the right thing, even when it hurts him/her politically. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25. | Sup is able to rally people around him/her and inspire them to achieve a common goal. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

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| 26. | Sup is able to present a vision that is readily and enthusiastically embraced by others. | 1 2 3 4 5 6 7 |
| 27. | Sup invests considerable time and energy in helping others overcome their weaknesses and develop their potential. | 1 2 3 4 5 6 7 |
| 28. | Sup wants to have the final say on everything, even in areas where he/she does not have the competence. | 1 2 3 4 5 6 7 |
| 29. | Sup doesn't want to share power with others, because he/she fears that they may use it against them. | 1 2 3 4 5 6 7 |
| 30. | Sup practices what he/she preaches. | 1 2 3 4 5 6 7 |
| 31. | Sup is willing to risk mistakes by empowering others to "carry the ball." | 1 2 3 4 5 6 7 |
| 32. | Sup has the courage to assume full responsibility for his/her mistakes and acknowledge personal limitations. | 1 2 3 4 5 6 7 |
| 33. | Sup has 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, Sup gives credits to others. | 1 2 3 4 5 6 7 |
| 35. | Sup is willing to share power and authority with others in the decision making process. | 1 2 3 4 5 6 7 |
| 36. | Sup genuinely cares about the welfare of people working for him/her. | 1 2 3 4 5 6 7 |
| 37. | Sup invests considerable time and energy equipping others. | 1 2 3 4 5 6 7 |
| 38. | Sup makes it a high priority to cultivate good relationships among group members. | 1 2 3 4 5 6 7 |
| 39. | Sup is always looking for hidden talents in workers. | 1 2 3 4 5 6 7 |
| 40. | Sup's leadership is based on a strong sense of mission. | 1 2 3 4 5 6 7 |
| 41. | Sup is able to articulate a clear sense of purpose and direction for the organization's future. | 1 2 3 4 5 6 7 |
| 42. | Sup's leadership contributes to employees/colleague's personal growth. | 1 2 3 4 5 6 7 |
| 43. | Sup has a good understanding of what is happening inside the organization. | 1 2 3 4 5 6 7 |

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| 44. | Sup sets an example for placing group interests above self-interests. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 45. | Sup works for the best interests of others rather than self. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 46. | Sup consistently appreciates, recognizes, and encourages the work of others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 47. | Sup always places team success above personal success. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 48. | Sup willingly shares power with others, but does not abdicate his/her authority and responsibility. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 49. | Sup consistently appreciates and validates others for their contributions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 50. | Sup serves others and does not expect any return. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 51. | Sup is willing to make personal sacrifices in serving others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 52. | Sup regularly celebrates special occasions and events to foster a group spirit. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 53. | Sup consistently encourages others to take initiative. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 54. | Sup is usually dissatisfied with the status quo and knows how things can be improved. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 55. | Sup takes proactive actions rather than waiting for events to happen. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 56. | Sup believes that to be a strong leader, he/she needs to keep all subordinates under control. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 57. | Sup finds enjoyment in serving others in whatever role or capacity. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 58. | Sup has a heart to serve others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 59. | Sup takes great satisfaction in bringing out the best in others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 60. | Sup believes that it is important for him/her to be seen as superior to subordinates in everything. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 61. | Sup often identifies talented people and gives them opportunities to grow and shine. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 62. | Sup focuses on finding better ways of serving others and making them successful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Servant Leadership Profile-360: Coding Key

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

Factor 2 (8 items): 9, 14, 15, 18, 28, 29, 56, 60

Factor 3 (11 items): 6, 17, 30, 44, 45, 47, 50, 51, 52, 57, 58

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

Factor 5 (7 items): 1, 13, 19, 20, 22, 25, 26

Factor 6 (5 items): 40, 41, 43, 54, 55

Factor 7 (5 items): 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)