

Servant Leadership Profile-Revised (SLP-R)

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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 your own attitudes and practices as a leader. If you have not held any leadership position in an organization, then answer the questions as if you were in a position of authority and responsibility. There are no right or wrong answers. Simply rate each question in terms of what you really believe or normally do in leadership situations.

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

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.

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| 1. To inspire team spirit, I communicate enthusiasm and confidence. | 1 2 3 4 5 6 7 |
| 2. I listen actively and receptively to what others have to say, even when they disagree with me. | 1 2 3 4 5 6 7 |
| 3. I practice plain talking—I mean what I say and say what I mean. | 1 2 3 4 5 6 7 |
| 4. I always keep my promises and commitments to others. | 1 2 3 4 5 6 7 |
| 5. I grant all my workers a fair amount of responsibility and latitude in carrying out their tasks. | 1 2 3 4 5 6 7 |
| 6. I am genuine and honest with people, even when such transparency is politically unwise. | 1 2 3 4 5 6 7 |
| 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 workplace. | 1 2 3 4 5 6 7 |

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| 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 |

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| 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/colleagues' 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 |

Servant Leadership Profile-Revised: Coding Key

1: Developing and Empowering Others (16 items):

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

2. Power and Pride (Vulnerability and Humility) (8 items):

9, 14, 15, 18, 28, 29, 56, 60

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

4. Open, Participatory Leadership (10 items): 2, 5, 7, 8, 10, 11, 12, 34, 35, 36

5. Inspiring Leadership (7 items): 1, 13, 19, 20, 22, 25, 26

6. Visionary Leadership (5 items): 40, 41, 43, 54, 55

7. Courageous Leadership (5 items): 3, 4, 24, 32, 33

Note: Factor 2 is a negative trait that can be converted to a positive one by scoring in reverse (i.e., 1 to 7, 2 to 6, etc.).

Debriefing

Servant leadership is defined by both the *presence* of certain positive qualities, and the *absence* of certain negative qualities.

The positive qualities include: (a) servanthood, (b) leadership, (c) visioning, (d) developing others, (e) empowering others, (f) team-building, (g) shared decision-making, and (h) integrity.

The negative qualities include: (a) abuse of power and control, and (b) pride and narcissism. These negatively-worded statements can also be scored in the positive direction; by reversing the scoring, *Abuse of Power* becomes *Vulnerability*, and *Pride* becomes *Humility*.

A simple way to determine whether one is a servant leader is to see whether one scores high on *Servanthood* and *Leadership*, but low on *Abuse of Power* and *Pride*. Thus, scoring high on *Abuse of Power* and *Pride* automatically disqualifies one as a servant leader, regardless of high scores on the other subscales. That is why the inclusion of these two negative subscales is important in the revised Servant Leadership Profile.