

Servant Leadership Questionnaire

Instructions: Select two people who know you in a leadership capacity such as a coworker, fellow group member, or subordinate. Make two copies of this questionnaire and give a copy to each individual you have chosen. Using the following 7-point scale, ask them to indicate the extent to which they agree or disagree with the following statements as they pertain to your leadership. In these statements, “He/She” is referring to you in a leadership capacity.

Key: 1 = Strongly disagree 2 = Disagree 3 = Disagree somewhat
4 = Undecided 5 = Agree Somewhat 6 = Agree 7 = Strongly agree

1. Others would seek help from him/her if they had a personal problem. 1 2 3 4 5 6 7
2. He/She emphasizes the importance of giving back to the community. 1 2 3 4 5 6 7
3. He/She can tell if something work related is going wrong. 1 2 3 4 5 6 7
4. He/She gives others the responsibility to make important decisions about their own jobs. 1 2 3 4 5 6 7
5. He/She makes others' career development a priority. 1 2 3 4 5 6 7
6. He/She cares more about others' success than his/her own. 1 2 3 4 5 6 7
7. He/She holds high ethical standards. 1 2 3 4 5 6 7
8. He/She cares about others' personal well-being. 1 2 3 4 5 6 7
9. He/She is always interested in helping people in the community. 1 2 3 4 5 6 7
10. He/She is able to think through complex problems. 1 2 3 4 5 6 7
11. He/She encourages others to handle important work decisions on their own. 1 2 3 4 5 6 7
12. He/She is interested in making sure others reach their career goals. 1 2 3 4 5 6 7
13. He/She puts others' best interests above his/her own. 1 2 3 4 5 6 7
14. He/She is always honest. 1 2 3 4 5 6 7
15. He/She takes time to talk to others on a personal level. 1 2 3 4 5 6 7
16. He/She is involved in community activities. 1 2 3 4 5 6 7
17. He/She has a thorough understanding of the organization and its goals. 1 2 3 4 5 6 7

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| 18. He/She gives others the freedom to handle difficult situations in the way they feel is best. | 1 2 3 4 5 6 7 |
| 19. He/She provides others with work experiences that enable them to develop new skills. | 1 2 3 4 5 6 7 |
| 20. He/She sacrifices his/her own interests to meet others' needs. | 1 2 3 4 5 6 7 |
| 21. He/She would not compromise ethical principles in order to meet success. | 1 2 3 4 5 6 7 |
| 22. He/She can recognize when others are feeling down without asking them. | 1 2 3 4 5 6 7 |
| 23. He/She encourages others to volunteer in the community. | 1 2 3 4 5 6 7 |
| 24. He/She can solve work problems with new or creative ideas. | 1 2 3 4 5 6 7 |
| 25. If others need to make important decisions at work, they do not need to consult him/her. | 1 2 3 4 5 6 7 |
| 26. He/She wants to know about others' career goals. | 1 2 3 4 5 6 7 |
| 27. He/She does what he/she can to make others' jobs easier. | 1 2 3 4 5 6 7 |
| 28. He/She values honesty more than profits. | 1 2 3 4 5 6 7 |

SOURCE: Reprinted (adapted version) from "Servant Leadership: Development of a Multidimensional Measure and Multi-Level Assessment," by R. C. Liden, S. J. Wayne, H. Zhao, and D. Henderson, 2008, *The Leadership Quarterly*, 19, 161–177. Copyright © Reprinted with permission from Elsevier Science.

Scoring

Using the questionnaires on which others assessed your leadership, take the separate scores for each item, add them together, and divide that sum by two. This will give you the average score for that item. For example, if Person A assessed you at 4 for Item 2, and Person B marked you as a 6, your score for Item 2 would be 5.

Once you have averaged each item's scores, use the following steps to complete the scoring of the questionnaire:

1. Add up the scores on 1, 8, 15, and 22. This is your score for emotional healing.
2. Add up the scores for 2, 9, 16, and 23. This is your score for creating value for the community.
3. Add up the scores for 3, 10, 17, and 24. This is your score for conceptual skills.
4. Add up the scores for 4, 11, 18, and 25. This is your score for empowering.
5. Add up the scores for 5, 12, 19, and 26. This is your score for helping subordinates grow and succeed.
6. Add up the scores for 6, 13, 20, and 27. This is your score for putting subordinates first.
7. Add up the scores for 7, 14, 21, and 28. This is your score for behaving ethically.

Scoring Interpretation

- *High range:* A score between 23 and 28 means you strongly exhibit this servant leadership behavior.
- *Moderate range:* A score between 14 and 22 means you tend to exhibit this behavior in an average way.
- *Low range:* A score between 8 and 13 means you exhibit this leadership below the average or expected degree.
- *Extremely low range:* A score between 0 and 7 means you are not inclined to exhibit this leadership behavior at all.

The scores you received on the Servant Leadership Questionnaire indicate the degree to which you exhibit the seven behaviors characteristic of a servant leader. You can use the results to assess areas in which you have strong servant leadership behaviors and areas in which you may strive to improve.