

Leadership Trait Questionnaire (LTQ)

Instructions: The purpose of this questionnaire is to measure personal characteristics of leadership. The questionnaire should be completed by the leader and five people who are familiar with the leader.

Make five copies of this questionnaire. This questionnaire should be completed by you and five people you know (e.g., roommates, coworkers, relatives, friends). Using the following scale, have each individual indicate the degree to which he or she agrees or disagrees with each of the 14 statements below. Do not forget to complete one for yourself.

_____ (leader's name) is

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

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|---|---|---|---|---|---|
| 1. Articulate: Communicates effectively with others | 1 | 2 | 3 | 4 | 5 |
| 2. Perceptive: Is discerning and insightful | 1 | 2 | 3 | 4 | 5 |
| 3. Self-confident: Believes in himself/herself and his/her ability | 1 | 2 | 3 | 4 | 5 |
| 4. Self-assured: Is secure with self, free of doubts | 1 | 2 | 3 | 4 | 5 |
| 5. Persistent: Stays fixed on the goals, despite interference | 1 | 2 | 3 | 4 | 5 |
| 6. Determined: Takes a firm stand, acts with certainty | 1 | 2 | 3 | 4 | 5 |
| 7. Trustworthy: Is authentic and inspires confidence | 1 | 2 | 3 | 4 | 5 |
| 8. Dependable: Is consistent and reliable | 1 | 2 | 3 | 4 | 5 |
| 9. Friendly: Shows kindness and warmth | 1 | 2 | 3 | 4 | 5 |
| 10. Outgoing: Talks freely, gets along well with others | 1 | 2 | 3 | 4 | 5 |
| 11. Conscientious: Is thorough, organized, and controlled | 1 | 2 | 3 | 4 | 5 |
| 12. Diligent: Is persistent, hardworking | 1 | 2 | 3 | 4 | 5 |
| 13. Sensitive: Shows tolerance, is tactful and sympathetic | 1 | 2 | 3 | 4 | 5 |
| 14. Empathic: Understands others, identifies with others | 1 | 2 | 3 | 4 | 5 |

Scoring

1. Enter the responses for Raters 1, 2, 3, 4, and 5 in the appropriate columns as shown in Example 2.1. The example provides hypothetical ratings to help explain how the questionnaire can be used.
2. For each of the 14 items, compute the average for the five raters and place that number in the "average rating" column.
3. Place your own scores in the "self-rating" column.

Example 2.1 Leadership Traits Questionnaire Ratings

	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Average rating	Self-rating
1. Articulate	4	4	3	2	4	3.4	4
2. Perceptive	2	5	3	4	4	3.6	5
3. Self-confident	4	4	5	5	4	4.4	4
4. Self-assured	5	5	5	5	5	5	5
5. Persistent	4	4	3	3	3	3.4	3
6. Determined	4	4	4	4	4	4	4
7. Trustworthy	5	5	5	5	5	5	5
8. Dependable	4	5	4	5	4	4.4	4
9. Friendly	5	5	5	5	5	5	5
10. Outgoing	5	4	5	4	5	4.6	4
11. Conscientious	2	3	2	3	3	2.6	4
12. Diligent	3	3	3	3	3	3	4
13. Sensitive	4	4	5	5	5	4.6	3
14. Empathic	5	5	4	5	4	4.6	3

Scoring Interpretation

The scores you received on the LTQ provide information about how you see yourself and how others see you as a leader. The chart allows you to see where your perceptions are the same as those of others and where they differ.

The example ratings show how the leader self-rated higher than the observers did on the characteristic *articulate*. On the second characteristic, *perceptive*, the leader self-rated substantially higher than others. On the *self-confident* characteristic, the leader self-rated quite close to others' ratings but lower. There are no best ratings on this questionnaire. The purpose of the instrument is to give you a way to assess your strengths and weaknesses and to evaluate areas where your perceptions are congruent with those of others and where there are discrepancies.