



Activity: Characteristics of Leaders

A survey of North American managers identified twenty “Characteristics of Leaders”, ranked in order of importance. These twenty characteristics are listed in the table below, but the order has been scrambled.

Your group’s task is to rank these leader characteristics in order from most important to least important.

	Characteristics of Leaders	Rank
A	Is a <i>do-er</i> , participates, sets example.	
B	Is decisive, courageous, takes risks, is willing to commit.	
C	Motivates, challenges, inspires, is team-oriented.	
D	Is creative, resourceful, has vision.	
E	Is interested, appreciative, complimentary, supportive, humanistic, considerate.	
F	Sets high standards, is dedicated, hardworking, reliable.	
G	Displays honesty, integrity, trustworthiness.	
H	Is goal-oriented, makes plans, clarifies expectations, follows through.	
I	Delegates, trusts subordinates, allows room to achieve.	
J	Is consistent, even-tempered.	
K	Communicates, allows input, is willing to listen.	
L	Is knowledgeable, experienced, competent, intelligent, has good judgement.	
M	Is organized, structured.	
N	Is objective, open-minded, tolerant, rational, reasonable, fair.	
O	Is constructive, enthusiastic, positive, friendly, humorous.	
P	Accepts responsibility, blame, admits errors, is respected, respectful.	
Q	Is available, approachable, provides feedback, trains, coaches.	
R	Is open, candid, sincere, credible.	
S	Is independent, self-reliant.	
T	Is tactful, humble, sensitive, understanding.	



Facilitator Notes:

- Score the exercise (see correct solution below).
- Ask groups to report their scores (optional: award prize to winning group).
- Ask groups to report on the way they carried out the exercise, starting with their initial group contact and any changes they made to their approach.

Solution:

	Characteristics of Leaders	I Group Ranking	II Survey Ranking	Difference Between I and II
A	Is a <i>do-er</i> , participates, sets example.		13	
B	Is decisive, courageous, takes risks, is willing to commit.		10	
C	Motivates, challenges, inspires, is team-oriented.		6	
D	Is creative, resourceful, has vision.		19	
E	Is interested, appreciative, complimentary, supportive, humanistic, considerate.		2	
F	Sets high standards, is dedicated, hard-working, reliable.		16	
G	Displays honesty, integrity, trustworthiness.		3	
H	Is goal-oriented, makes plans, clarifies expectations, follows through.		11	
I	Delegates, trusts subordinates, allows room to achieve.		5	
J	Is consistent, even-tempered.		17	
K	Communicates, allows input, is willing to listen.		1	
L	Is knowledgeable, experienced, competent, intelligent, has good judgement.		7	
M	Is organized, structured.		18	
N	Is objective, open-minded, tolerant, rational, reasonable, fair.		4	
O	Is constructive, enthusiastic, positive, friendly, humorous.		9	
P	Accepts responsibility, blame, admits errors, is respected, respectful.		12	
Q	Is available, approachable, provides feedback, trains, coaches.		8	
R	Is open, candid, sincere, credible.		14	
S	Is independent, self-reliant.		20	
T	Is tactful, humble, sensitive, understanding.		15	
TOTAL				