



Personality Test: Situational Perspective Questionnaire		DS	D	N	A	AS
1.	Workers need to be carefully trained before you can place high expectations on them.	DS	D	N	A	AS
2.	Workers who are more knowledgeable have less need of small, day-by-day goals.	DS	D	N	A	AS
3.	Workers who are self-confident and intelligent require less supervision and guidance than do other workers.	DS	D	N	A	AS
4.	Workers who are anxious usually need a lot of reassurance.	DS	D	N	A	AS
5.	Most workers learn about the same pace, so the manager can give about the same amount of instruction to each worker.	DS	D	N	A	AS
6.	The same well-developed pep talk will usually appeal to workers at all levels.	DS	D	N	A	AS
7.	A manager will usually need to provide clear directions during a crisis.	DS	D	N	A	AS
8.	As a manager, I would invest the least amount of time supervising the most competent workers.	DS	D	N	A	AS
9.	An effective approach to supervising emotionally immature workers is to grant them a lot of freedom.	DS	D	N	A	AS
10.	It is best not to put much effort into supervising unenthusiastic staff members.	DS	D	N	A	AS
11.	An effective leader delegates equal types and amounts of work to group members.	DS	D	N	A	AS
12.	If I noticed that a team member appeared to be insecure and anxious, I would give him or her especially clear instruction and guidance.	DS	D	N	A	AS
13.	Many competent workers get to the point where they require relatively little leadership and supervision	DS	D	N	A	AS
14.	Whether a person is a young adult or an old adult often influences the best approach to leading him or her.	DS	D	N	A	AS
15.	A person's cultural background usually has no significance in providing him or her appropriate leadership.	DS	D	N	A	AS

Adapted from DuBrin, A (2013), pp 283 - 284 Principles of leadership (7th Edition)



**Situational Perspective Questionnaire:
Scoring and interpretation**

1.	DS = 1	D = 2	N = 3	A = 4	AS = 5
2.	DS = 1	D = 2	N = 3	A = 4	AS = 5
3.	DS = 1	D = 2	N = 3	A = 4	AS = 5
4.	DS = 1	D = 2	N = 3	A = 2	AS = 5
5.	DS = 5	D = 4	N = 3	A = 2	AS = 1
6.	DS = 5	D = 4	N = 3	A = 4	AS = 1
7.	DS = 1	D = 2	N = 3	A = 4	AS = 5
8.	DS = 1	D = 2	N = 3	A = 4	AS = 5
9.	DS = 5	D = 4	N = 3	A = 2	AS = 1
10.	DS = 5	D = 4	N = 3	A = 2	AS = 1
11.	DS = 5	D = 4	N = 3	A = 2	AS = 1
12.	DS = 1	D = 2	N = 3	A = 4	AS = 5
13.	DS = 1	D = 2	N = 3	A = 2	AS = 1
14.	DS = 1	D = 2	N = 3	A = 4	AS = 5
15.	DS = 5	D = 4	N = 3	A = 2	AS = 1
45 – 75 Points: You have (or would have) a strong situational perspective as a leader and manager					
31 – 45 Points: You have (or would have) an average situational perspective as a leader and manager					
15 – 30 Points: You rarely take (or would take) a situational perspective as a leader and manager					

This is a simple test which you can complete and interpret without specialist qualifications.

For more information on the types of comprehensive regulated personality tests used in assessment centres for selection contact:

Advanced Assessments Ltd: +44 208 2000078

Email: <mailto:wecare@advancedassessments.co.uk>