

# Leadership Style Assessment

Leaders can carry a mix of the above leadership styles depending on their industry and the obstacles they face. At the root of these styles, according to leadership experts Bill Torbert and David Rooke, are what are called "**action logics**."

These action logics assess "how [leaders] interpret their surroundings and react when their power or safety is challenged."

That's the idea behind a popular management survey tool called the [Leadership Development Profile](#). Created by professor Torbert and psychologist Susanne Cook-Greuter -- and featured in the book, [Personal and Organizational Transformations](#) -- the survey relies on a set of 36 open-ended sentence completion tasks to help researchers better understand how leaders develop and grow.

Below, we've outlined six action logics using open-ended sentences that help describe each one. See how much you agree with each sentence and, at the bottom, find out which leadership style you uphold based on the action logics you most agreed with.

## 1. Individualist

The individualist, [according to Rooke and Tolbert](#), is self-aware, creative, and primarily focused on their own actions and development as opposed to overall organizational performance. This action logic is exceptionally driven by the desire to exceed personal goals and constantly improve their skills.

Here are some things an individualist might say:

- I1.** *"A good leader should always trust their own intuition over established organizational processes."*
- I2.** *"It's important to be able to relate to others so I can easily communicate complex ideas to them."*
- I3.** *"I'm more comfortable with progress than sustained success."*

## 2. Strategist

Strategists are acutely aware of the environments in which they operate. They have a deep understanding of the structures and processes that make their businesses tick, but they're also able to consider these frameworks critically and evaluate what could be improved.

Here are some things a strategist might say:

- S1.** *"A good leader should always be able to build a consensus in divided groups."*
- S2.** *"It's important to help develop the organization as a whole, as well as the growth and individual achievements of my direct reports."*

**S3.** *"Conflict is inevitable, but I'm knowledgeable enough about my team's personal and professional relationships to handle the friction."*

### 3. Alchemist

[Rooke and Tolbert describe](#) this charismatic action logic as the most highly evolved and effective at managing organizational change. What distinguishes alchemists from other action logics is their unique ability to see the big picture in everything, but also fully understand the need to take details seriously. Under an alchemist leader, no department or employee is overlooked.

Here are some things an alchemist might say:

**A1.** *"A good leader helps their employees reach their highest potential, and possesses the necessary empathy and moral awareness to get there."*

**A2.** *"It's important to make a profound and positive impact on whatever I'm working on."*

**A3.** *"I have a unique ability to balance short-term needs and long-term goals."*

### 4. Opportunist

Opportunist are guided by a certain level of mistrust of others, relying on a facade of control to keep their employees in line. "Opportunists tend to regard their bad behavior as legitimate in the cut and thrust of an eye-for-an-eye world," [Rooke and Tolbert write](#).

Here are some things an opportunist might say:

**O1.** *"A good leader should always view others as potential competition to be bested, even if it's at the expense of their professional development."*

**O2.** *"I reserve the right to reject the input of those who question or criticize my ideas."*

### 5. Diplomat

Unlike the opportunist, the diplomat isn't concerned with competition or assuming control over situations. Instead, this action logic seeks to cause minimal impact on their organization by conforming to existing norms and completing their daily tasks with as little friction as possible.

Here are some things a diplomat might say:

**D1.** *"A good leader should always resist change since it risks causing instability among their direct reports."*

**D2.** *"It's important to provide the '[social glue](#)' in team situations, safely away from conflict."*

**D3.** *"I tend to thrive in more team-oriented or supporting leadership roles."*

### 6. Expert

The expert is a pro in their given field, constantly striving to perfect their knowledge of a subject and perform to meet their own high expectations. [Rooke and Tolbert describe](#) the expert as a talented individual

contributor and a source of knowledge for the team. But this action logic does lack something central to many good leaders: [emotional intelligence](#).

Here are some things a diplomat might say:

**E1.** *"A good leader should prioritize their own pursuit of knowledge over the needs of the organization and their direct reports."*

**E2.** *"When problem solving with others in the company, my opinion tends to be the correct one."*

### Which Leader Are You?

So, which action logics above felt like you? Think about each sentence for a moment ... now, check out which of the seven leadership styles you embrace on the right based on the sentences you resonated with on the left.

Action Logic Sentence	Leadership Style
S3	Democratic
O1, O2, E1, E2	Autocratic
D2, D3, E1	Laissez-Faire
S1, S2, A3	Strategic
I1, I2, I3, A1, A2	Transformational
D3	Transactional
D1	Bureaucratic

The more action logics you agreed with, the more likely you practice a mix of leadership styles.

For example, if you agreed with everything the strategist said -- denoted S1, S2, and S3 -- this would make you a 66% strategic leader and 33% democratic leader. If you agreed with just S3, but also everything the alchemist said, this would make you a 50% transformational, 25% strategic, and 25% democratic leader.

Keep in mind that these action logics are considered developmental stages, not fixed attributes -- most leaders will progress through multiple types of leadership throughout their careers.

<https://blog.hubspot.com/marketing/leadership-styles>