

„Test Your Charismatic Leadership Potential with the Conger-Kanungo-Questionnaire“

Think of you as a leader and answer the following question using this scale:

- 6 Very characteristic for you
- 5 Characteristic for you
- 4 Slightly characteristic for you
- 3 Slightly uncharacteristic for you
- 2 Uncharacteristic for you
- 1 Very uncharacteristic for you

See page 3 for indications on how to read your results.

	6	5	4	3	2	1
1. I influence others by developing mutual liking and respect						
2. I readily recognize barriers/ forces within the organization that may block or hinder achievement of my goals						
3. I engage in unconventional behavior in order to achieve organizational goals						
4. Entrepreneurial; I seize new opportunities in order to achieve goals						
5. I show sensitivity for the needs and feelings of other members of the organization						
6. I use nontraditional means to achieve organizational goals						
7. In pursuing organizational objectives, I engage in activities involving considerable self-sacrifice						
8. I readily recognize constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational goals						
9. I advocate following non-risky, well-established courses of action to achieve organizational goals						
10. I provide inspiring strategic and organizational goals						
11. I readily recognize constraints in the social and cultural environment (cultural norms, lack of grassroots support, etc.) that may stand in the way of achieving organizational goals						
12. I take high personal risks for the sake of the organization						



13. Inspirational; I am able to motivate by articulating effectively the importance of what organizational members are doing						
14. I consistently generate ideas for the future of the organization						
15. I am an exciting speaker						
16. I often express personal concern for the needs and feelings of other members of the organization						
17. I try to maintain the status quo or the normal way of doing things						
18. I often exhibit very unique behavior that surprises other members of the organization						
19. I recognize the abilities and skills of other members of the organization						
20. I often incur high personal costs for the good of the organization						
21. I appear to be a skillful performer when presenting to a group						
22. I have vision; I often bring up ideas about possibilities for the future						
23. I readily recognize new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives						
24. I recognize the limitations of other members of the organization						
25. In pursuing organizational objectives, I engage in activities involving considerable personal risk						

How to read you results:

This is the **5-Step-Scale of Charismatic Leadership** according to Jay A. Conger and Rabindra N. Kanungo. You clearly see that the higher you score in most of the questions the higher is your Charismatic Leadership Style. Except for questions 2, 9, 17, 21, and 24. These either are self-centered (“my own goals”) or directed by a restricted attitude.

1. Strategic Vision and Articulation
1. Provides inspiring strategic and organizational goals
2. Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing
3. Consistently generates new ideas for the future of the organization
4. Exciting public speaker
5. Has vision; often brings up ideas about possibilities for the future
6. Entrepreneurial; seizes new opportunities in order to achieve goals
7. Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives
2. Sensitivity to the Environment
8. Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational goals
9. Readily recognizes constraints in the social and cultural environment (cultural norms, lack of grassroots support, etc.) that may stand in the way of achieving organizational goals
10. Recognizes the abilities and skills of other members of the organization
11. Recognizes the limitations of other members of the organization
3. Sensitivity to Member Needs
12. Influences others by developing mutual liking and respect
13. Shows sensitivity for the needs and feelings of other members of the organization
14. Often expresses personal concern for the needs and feelings of other members of the organization
4. Personal Risk
15. Takes high personal risks for the sake of the organization
16. Often incurs high personal costs for the good of the organization
17. In pursuing organizational objectives, engages in activities involving considerable self-sacrifice
5. Unconventional Behavior
18. Engages in unconventional behavior in order to achieve organizational goals
19. Uses nontraditional means to achieve organizational goals
20. Often exhibits very unique behavior that surprises other members of the organization