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57 Miller

Servant Leadership

Questionnaire

Instructions: Select two people who know you in a leadership capacity such as a coworker, fellow group member, or follower. Make two copies of this questionnaire and give a copy to each individual you have chosen. Using the following 7-point scale, ask them to indicate the extent to which they agree or disagree with the following statements as they pertain to your leadership. In these statements, "He/She" is referring to you in a leadership capacity.

Key: 1 = Strongly disagree 2 = Disagree 3 = Disagree somewhat 4 = Undecided 5 = Agree

somewhat 6 = Agree 7 = Str

1. Others would seek help from him/her if they had a personal problem. 1 2 3 4
2. He/she emphasizes the importance of giving back to the community. 1 2 3 4
3. He/she can tell if something work related is going wrong. 1 2 3 4
4. He/she gives others the responsibility to make important decisions about their own jobs. 1 2 3 4
5. He/she makes others' career development a priority. 1 2 3 4
6. He/she cares more about others' success than his/her own. 1 2 3 4
7. He/she holds high ethical standards. 1 2 3 4
8. He/she cares about others' personal well-being. 1 2 3 4
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10. He/she is able to think through complex problems. 1 2 3 4
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15. He/she takes time to talk to others on a personal level. 1 2 3 4
16. He/she is involved in community activities. 1 2 3 4
17. He/she has a thorough understanding of the organization and its goals. 1 2 3 4
18. He/she gives others the freedom to handle difficult situations in the way they feel is best. 1 2 3 4
19. He/she provides others with work experiences that enable them to develop new skills. 1 2 3 4
20. He/she sacrifices his/her own interests to meet others' needs. 1 2 3 4
21. He/she would not compromise ethical principles in order to meet success. 1 2 3 4
22. He/she can recognize when others are feeling down without asking them. 1 2 3 4
23. He/she encourages others to volunteer in the community. 1 2 3 4
24. He/she can solve work problems with new or creative ideas. 1 2 3 4
25. If others need to make important decisions at work, they do not need to consult him/her. 1 2 3 4
26. He/she wants to know about others' career goals. 1 2 3 4

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1. Others would seek help from him/her if they had a personal problem. 1 2 3 4 5 (9)7
2. He/she emphasizes the importance of giving back to the community. 1 2 3 4 5 6 (7)
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23. He/she encourages others to volunteer in the community. 1 2 3 4 (5) 6 7
24. He/she can solve work problems with new or creative ideas. 1 2 3 4 5 (6)7
25. If others need to make important decisions at work, they do not need to consult him/her. 1 2 3 4 (5) 6 7
26. He/she wants to know about others' career goals. 1 2 3 4 5 6 (7)
27. He/she does what he/she can to make others' jobs easier. 1 2 3 4 5 6 (7)
28. He/she values honesty more than profits. 1 2 3 4 5 6 (7)

1. Others would seek help from him/her if they had a personal problem.

2. He/she emphasizes the importance of giving back to the community.

3. He/she can tell if something work related is going wrong.

4. He/she gives others the responsibility to make important decisions about their own jobs.

5. He/she makes others' career development a priority.

6. He/she cares more about others' success than his/her own.

- | | | | | | |
|-----|---|---------------|-----|--|--|
| 7. | He/She holds high ethical standards. | 1 2 3 4 5 6 7 | 13. | He/She puts others' best interests above his/her own. | |
| 8. | He/She cares about others' personal well-being. | 1 2 3 4 5 6 7 | 14. | He/She is always honest. | |
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| 13. | He/She puts others' best interests | 1 2 3 4 5 6 7 | 19. | He/She provides others with experiences that enable them | |

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Source: Reprinted (adapted v
Leadership Quarterly, 19, R. C.
 Wayne, H. Zhao, and D. Hende
 Leadership: Development of a l
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LEADERSHIP

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| 5. He/She makes others' career development a priority. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
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| 25. If others need to make important decisions at work, they do not need to consult him/her. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26. He/She wants to know about others' career goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27. He/She does what he/she can to make others' jobs easier. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 28. He/She values honesty more than profits. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

NAME

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13. He/She puts others' best interests first. 1 2 3 4 5 ~~6~~ 7
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Source: Reprinted (adapted) from *Leadership Quarterly*, 19, R. C. Wayne, H. Zhao, and D. Hende. Leadership: Development of a 177-item Measure and Multi-Level Assessment. *Journal of Business Psychology*, 2008, 23(2), 177-190. Copyright (2008), with permission from Springer Science+Business Media, LLC. <http://dx.doi.org/10.1007/s11325-008-9117-1> | Elsevier



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