

Name _____

Rank your leadership roles in order of preference in squares on the left column, so that 5 marks your most preferred, frequently used role and 1 your least preferred role. Compare the order to the one derived from scores of psychological leadership drivers on your WOPI Basic profile. Mark the score sums (0-20) on the right hand column. **Note.** ADMINISTRATOR *am*-score on the Basic profile is marked in reverse order: 10 = 1, 9 = 2, 8 = 3 ... 3 = 8, 2 = 9, 1 = 10.

WOPI	LEADERSHIP ROLES	English
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<input type="checkbox"/>	DIRECTION SETTER	WOPI drivers: <i>le + dc</i>
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The Direction setter is a strong-willed setter of direction who walks in front of the team. He/she holds the strings in his/her hands and wants the team to behave in a uniform and predictable manner. He/she is personally present and demanding toward others. The role's strengths are in clear direction, strong initiative and ability to get things going. Potential drawbacks include suppression of all "unfitting" or creative behavior. The Direction setter is at his/her best in leading predictably functioning organizations/teams. The role may also be needed to get the organization/team in confusion on the "right track". The role is less suitable for leading creative, independently functioning teams or, teams composed of highly qualified professionals.

<input type="checkbox"/>	ADMINISTRATOR	WOPI drivers: <i>fo + am</i>
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The Administrator is an objective and delegating leader who walks behind the team. Wants others to work independently without having to participate or interfere in their daily activities. He/she leads based on conventions and rules and is willing to share power. The role's strengths are in controlled and predictable maintenance of processes. Potential drawbacks include remoteness, unwillingness to get one's "hands dirty". Tends to let things happen on their own while stepping in only when necessary. The Administrator is at his/her best as a leader of smoothly functioning organizations/teams composed of independently working professionals. The role is less suitable for situations calling for change.

<input type="checkbox"/>	PARTICIPATOR	WOPI drivers: <i>em + re</i>
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The Participator is a comradely and warm leader who walks amidst the team. Wants the team to work together and enjoy time spent together. He/she listens, understands, is accessible and forms personal ties with others. The role's strengths are in creating a trusting and supportive atmosphere. Potential drawbacks include outer-directedness, lack of independence and difficulty in making decisions in conflict situations. His/her decisions may also be affected too much by daily issues and problems. The Participator is at his/her best as leader of smaller, closely-knit teams. The role is less suitable for leading bigger units which offer less opportunities for face-to-face interaction and cultivation of personal relationships.

<input type="checkbox"/>	COACH	WOPI drivers: <i>co + is</i>
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The Coach is a performance oriented and inspirational leader who walks alongside the team. Expects commitment and results from others. He/she participates closely in activities, is quick in giving positive or negative feedback on performance. He/she may also encourage competition between team members. The role's strengths are in inspirational, demanding and active leadership style. Potential drawbacks include overemphasis on achievement and occasional falling into favoritism. The Coach is at his/her best in leading performance oriented and competitive teams. The role is less suitable in teams where the strong competitive emphasis may interfere with action or attainment of shared goals.

<input type="checkbox"/>	CHANGE AGENT	WOPI drivers: <i>or + am</i>
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The Change agent an idea generating, change-spirited leader who walks amidst the team. He/she is a creative pursuer of novelty and change and leads others to new "terrains" and thoughts. He/she challenges the existing status quo and too limiting rules. The role's strengths are in the general change spirit and visionary breadth. Potential drawbacks include running around and arousing confusion if he/she is unable to offer clear directions and roadmaps. The Change agent is at his/her best as an interim leader, messenger of the new era and challenger of the current state of affairs. The role is less suitable in teams/units that require established and predictable action.