

(A)

## **Exchange Based Leadership Matrix EBLM® Questionnaire**

**Rate how frequently you use each of the following leadership behaviors.**

**Use the scale below for how often you use the behaviors:**

1 = Never   2 = Rarely   3 = Sometimes   4 = Often   5 = Always

### **Use of Planning Behaviors**

- ☐ 1. I set clear performance targets linked to rewards.
- ☐ 2. I exchange opportunities of rewards for commitment to plans.
- ☐ 3. I define explicit task agreements and expected payoffs.
- ☐ 4. I consult with team members when setting goals.
- ☐ 5. I incorporate employees' development needs into plans.
- ☐ 6. I set challenging goals while expressing confidence in the team.

### **Use of Organizing Behaviors**

- ☐ 7. I delegate duties strictly within job descriptions to increase member effectiveness.
- ☐ 8. I use formal agreements to assign responsibilities.
- ☐ 9. I enforce rules and procedures to increase compliance.
- ☐ 10. I consider existing job roles when offering special projects.
- ☐ 11. I involve team members in role and process decisions.
- ☐ 12. I increase commitment to tasks by providing support up front

### **Use of Influencing Behaviors**

- ☐ 13. I offer rewards or incentives to influence performance.
- ☐ 14. I discuss organizational benefits when persuading others to action.
- ☐ 15. I promise promotions or benefits for meeting objectives.
- ☐ 16. I build trust by leading with integrity.
- ☐ 17. I provide supportive guidance to improve performance.
- ☐ 18. I mentor and develop employees as a long-term investment.

### **Use of Controlling Behaviors**

- ☐ 19. I enforce standards with rewards and penalties.
- ☐ 20. I link job security and rewards to performance metrics.
- ☐ 21. I focus on errors and non-compliance to ensure accountability.
- ☐ 22. I use praise and recognition to reinforce standards.
- ☐ 23. I build shared responsibility for quality among the team.
- ☐ 24. I trust team members to self-regulate.