

Novellini – Hall Italian Adaptive Leadership Behavior Questionnaire

Reference: Novellini, P. (2022) Rethinking the Adaptive Leadership model through the Italian Adaptive Leadership Behavior Questionnaire. Doctoral thesis, University of Sunderland

Indicate how frequently your boss has these behaviors on a scale from 1 (never) to 5 (always):

| OBSERVABLE BEHAVIOURS: | NEVER | RARELY | I DON'T KNOW | OFTEN | ALWAYS |
|--|--------------|---------------|---------------------|--------------|---------------|
| 1) When difficulties arise in the organization, my boss takes a step back and evaluates the dynamics among the people involved | 1 | 2 | 3 | 4 | 5 |
| 2) My boss understands the needs of his/her staff | 1 | 2 | 3 | 4 | 5 |
| 3) In challenging situations, my boss pushes people to focus on the real problem | 1 | 2 | 3 | 4 | 5 |
| 4R) My boss acts in a centralizing way | 5 | 4 | 3 | 2 | 1 |
| 5) My boss allows the ideas of whoever plays the devil's advocate role to be heard by everyone | 1 | 2 | 3 | 4 | 5 |
| 6R) My boss reacts impulsively without reflecting | 5 | 4 | 3 | 2 | 1 |
| 7) My boss takes the time to analyze problems at work | 1 | 2 | 3 | 4 | 5 |
| 8) My boss defends his/her staff in front of his/her superiors | 1 | 2 | 3 | 4 | 5 |
| 9) My boss focuses on the real problems | 1 | 2 | 3 | 4 | 5 |
| 10) My boss gives his/her staff opportunities to take the initiative | 1 | 2 | 3 | 4 | 5 |
| 11) My boss is open to people who express unusual ideas, even if that means delaying decision-making | 1 | 2 | 3 | 4 | 5 |
| 12R) In difficult situations my boss gets carried away by events without being able to distance himself/herself from them | 5 | 4 | 3 | 2 | 1 |
| 13) My boss helps staff to learn from their mistakes | 1 | 2 | 3 | 4 | 5 |
| 14) My boss fights to resolve the real problem without fear of being judged | 1 | 2 | 3 | 4 | 5 |
| 15R) My boss proposes 'quick fix' solutions without examining the situation sufficiently | 5 | 4 | 3 | 2 | 1 |

| | | | | | |
|---|---|---|---|---|---|
| 16) My boss gives responsibilities to his/her staff | 1 | 2 | 3 | 4 | 5 |
| 17) My boss tries to understand the ideas of those who are not aligned with the rest of the team | 1 | 2 | 3 | 4 | 5 |
| 18) My boss takes a 360-degree view when addressing organizational issues | 1 | 2 | 3 | 4 | 5 |
| 19R) My boss blames his/her staff when something goes wrong | 5 | 4 | 3 | 2 | 1 |
| 20R) My boss decides for his/her staff without considering their views | 5 | 4 | 3 | 2 | 1 |
| 21) My boss analyses pros and cons of what his/her staff say | 1 | 2 | 3 | 4 | 5 |
| 22R) In order to maintain the status quo in the organization, my boss ignores team members who have different ideas | 5 | 4 | 3 | 2 | 1 |
| 23) My boss supports his/her staff, even when he/she is having a hard time themselves | 1 | 2 | 3 | 4 | 5 |

Now you can check how effectively you exercise adaptive leadership in relation to each of the following dimensions which facilitate your and your team's development and adaptation:

Getting on the balcony comprises all behaviours related to observation, data collection, reflection, diagnosis and interpretation of what is happening around us.

Partial score - add your scores in questions 1, 6, 7, 12, 15, 18, 21 :/35

Maintaining disciplined attention comprises all behaviours related to the identification of the discrepancy between the way things actually are and the way things should be, and how you deal with this awareness. Are you brave enough to raise the elephant in the room or do you bury your head in the sand?

Partial score - add your scores in questions 3, 9, 14 :/15

Regulating distress comprises all behaviours related to the tension between protecting yourself and the others (which means creating a holding environment for yourself and your coworkers) and exposing yourself and the others (which means encouraging yourself and your coworkers to get out of their comfort zone).

Partial score - add your scores in questions 2, 8, 13, 19, 23 :/25

Giving the work back to the people comprises all behaviours related to empowering the others and delegating.

Punteggio relativo: somma i tuoi punteggi in 4, 10, 16, 20: .../20

Protecting leadership voices from below comprises all behaviours related to listening to everyone's ideas, whether they come from the boss or from coworkers at the same level or at a lower level of the hierarchy, whether they are in line with the dominating way of thinking or different, and to encouraging a beneficial opinion exchange.

Partial score - add your scores in questions 5, 11, 17, 22 : .../20

If your score for each dimension is higher than the threshold indicated in the table below, then you are already doing well and you can leverage these strategic behaviours even more for the development of yourself and your team. If your score is lower than the threshold, then it means that in the next months you will need to put in practice as many behaviours as possible to train your adaptive leadership:

| Adaptive Leadership Dimensions | Threshold | Total score |
|--|------------------|--------------------|
| Getting on the balcony | 21 | 35 |
| Maintaining disciplined attention | 9 | 15 |
| Regulating distress | 15 | 25 |
| Giving the work back to the people | 12 | 20 |
| Protecting leadership voices from below | 12 | 20 |

NB Questions 4, 6, 12, 15, 19, 20, 22 are reverse score questions. Their score must be inverted (never = 5 and not 1, rarely = 4 and not 2, often = 2 and not 4, always = 1 and not 5). This means that the less frequently you put in place these behaviours, the more you exercise adaptive leadership.

Reference: Novellini, P. (2022) Rethinking the Adaptive Leadership model through the Italian Adaptive Leadership Behavior Questionnaire. Doctoral thesis, University of Sunderland