

Multifactor Leadership Questionnaire Feedback Report

Bernard M. Bass and Bruce J. Avolio

Prepared on April 19, 2011 for
Sample Person

The last rating received was at 9:19 pm EDT on April 04, 2011.



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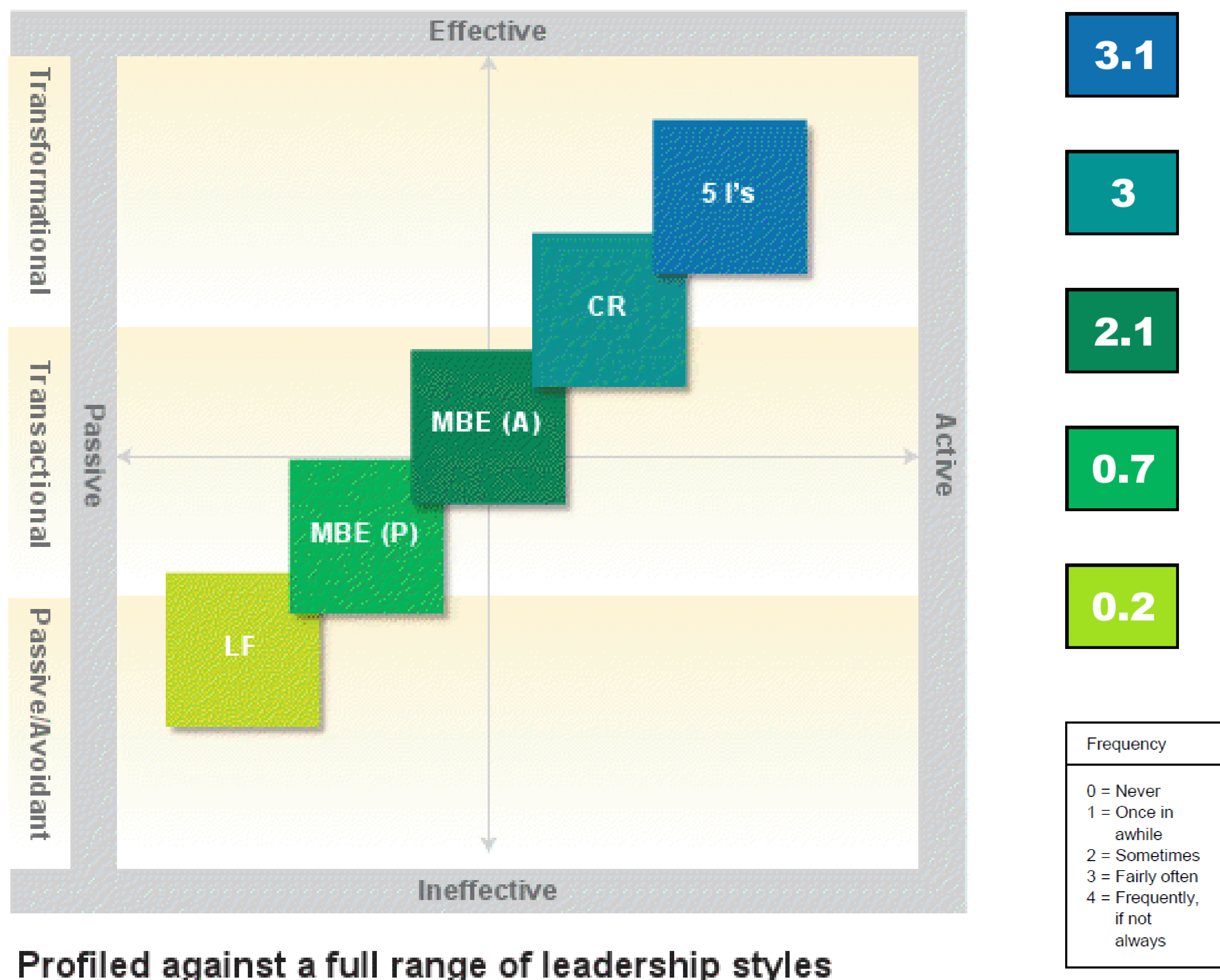
Multifactor Leadership Questionnaire

Feedback Report

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Your Rater's Average Scores



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Contents

Introduction

The Full Range Leadership Model

- Transformational Leadership
- Transactional Leadership
- Passive / Avoidant Behavior
- Outcomes of Leadership
- The Overall Model
- Some Research Findings

Making the Most of Your Report

Important guidance about how to access the extensive information contained in this report.

Leadership Profile Aggregate Scores

Self & Rater Group Feedback

Comparison with Norms

Your Transformational Leadership

- Style Strengths
- Areas for Development

Self to Rater Gaps

Complete Reporting of All Rater Responses

Three Open Response Questions

Individual Planning and Goal Setting

Introduction

This Multifactor Leadership Questionnaire (MLQ) report will help you to develop a plan for enhancing your "full range" of leadership potential to achieve optimal outcomes with your followers and associates. This report provides feedback on how you and those who have rated you perceive the frequency of the leadership behaviors you exhibit.

The Scope of this Feedback Report:

The MLQ measures leadership styles which may be grouped under three broad categories that differ in their outcome effects and the nature of the influencing processes involved.

- **Transformational Leadership**

The **five I's** of Transformational Leadership:

Full Range Leadership Model Style Labels

Idealized Influence - Attributes (Trusted and Respected)	IIA
Idealized Influence - Behaviors (Demonstrates High Moral Standards, Values, Beliefs & Principles)	IIB
Inspirational Motivation (Inspires Others to Achieve Full Potential)	IM
Intellectual Stimulation (Challenges Others to Achieve Innovative Thinking)	IS
Individualized Consideration (Develops Followers into Leaders)	IC

- **Transactional Leadership**

Constructive

Contingent Reward (Sets Clear Expectations & Rewards Achievement)	CR
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Corrective

Management-by-Exception: Active (Actively Monitors for Mistakes)	MBEA
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- **Passive-Avoidant Behaviors**

Passive

Management-by-Exception: Passive (Sets Clear Expectations & Rewards Achievement)	MBEP
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Avoidant

Laissez-Faire (Actively Monitors for Mistakes)	LF
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Introduction (cont.)

The MLQ also measures three outcomes of your leadership:

Your Followers'

- Extra Effort
- Individual, Unit and Organizational Effectiveness Ratings
- Satisfaction with the leadership

It has been shown in numerous independent scientific studies that these outcomes - and many others such as productivity, innovation and sales performance - are achieved at the highest levels when Transformational leadership is optimally used. These influencing styles augment the usual Transactional leadership often associated with 'management'. The best leaders use a full range of influencing spanning Transformational and Transactional styles. This MLQ Report provides you with feedback for developing your leadership styles over time so that you can improve your leadership outcomes.

Your feedback is first profiled against researched benchmarks of the optimal frequency for each style. Comparisons are then provided with several comparison groups (norms). Note that comparing yourself to others may not be an effective strategy since your comparison group may not be 'optimal' in terms of the best frequency for effective leadership.

Next the report provides items measured in each of the full range of leadership styles and items of the three outcome scales contained in the MLQ. Eight of the styles measure behaviors which can be practiced; the ninth style (Idealized Influence-Attributed) measures important concepts that are attributed to you by your raters (e.g., that you instill pride in others for being associated with you). Each style is measured by four questions in the MLQ - like four different colored over-lapping "spot lights" for each style which together illuminate an important part of the "leadership stage."

Full Range Leadership

Transformational Leadership

Transformational leadership is a process of influencing in which leaders change their associates awareness of what is important, and move them to see themselves and the opportunities and challenges of their environment in a new way. Transformational leaders are proactive: they seek to optimize individual, group and organizational development and innovation, not just achieve performance "at expectations." They convince their associates to strive for higher levels of potential as well as higher levels of moral and ethical standards.

Idealized Influence (Attributes and Behaviors)

These leaders are admired, respected, and trusted. Followers identify with and want to emulate their leaders. Among the things the leader does to earn credit with followers is to consider followers' needs over his or her own needs. The leader shares risks with followers and is consistent in conduct with underlying ethics, principles, and values.

Idealized Influence - Attributes (IIA) (Trusted and Respected)

Instill pride in others for being associated with me

Four MLQ items are displayed here. MLQ items are displayed for all scales.

The Overall Model

Fundamental to the Full Range Leadership model is that every leader displays each style to some amount. The relationship of these styles to effectiveness and activity (passive/active) is shown on the first page of this report. The depth of each box is indicative of using each style more or less. For example, LF is less deep and should be used the least, the 5 I's of Transformational Leadership should be used the most. The horizontal active dimension is evident in the meaning of the scales; the vertical effectiveness dimension is based on empirical findings.

The leader with an optimal profile infrequently displays Laissez-Faire (LF) leadership. This individual displays successively higher frequencies of the Transactional leadership styles of MBE-P, MBE-A, CR, and the Transformational components most frequently. In contrast, the poorly performing leader tends towards inactivity and ineffectiveness.

Research Findings for the MLQ

The MLQ is the best researched measure of leadership (especially Transformational Leadership). It shows strong validity, reliability, and evidence of prediction of organizational effectiveness. Many researchers have been involved in this evidence and are adding to this research all the time. For a list of these studies go to:

www.mindgarden.com/products/mlqresearch.htm

Making the Most of Your Report

Look through the following suggestions before you begin closely reading your MLQ Report. This approach has been extensively tried and proven to be quite powerful. It will speed up your accessing of the extensive information in the report, and your processing of this information about yourself to produce a unique and dedicated set of leadership development objectives.

About the Report

Note the structure of the MLQ Report as shown in the contents page. The first section outlines the Full Range Leadership Model measured by the MLQ: this is important reference background information. Your leadership profile is first presented using average rater aggregate scores - including your own self-ratings ('Your leadership Profile Aggregate Scores'). Then your feedback data is broken up into your separate rater groups and your own self-ratings ('Self & Rater Group Feedback'). Comparisons with optimal leadership profiles, as indicated by research studies, are presented in each of these first two sections. The bar shows the optimal level for each leadership style.

Then your profile is compared with universal (a large number of ratings of leaders), and (if your organization chose) norms for your organization. These enable you to see how your leadership contrasts with these other benchmarks: **however** effective leadership as indicated by research (the bars below the graphs) is usually the best benchmark against which to optimize your own leadership not just comparisons with norms (other individuals). These dual benchmarks for assessment - research-driven as well as aggregate norms - is one of the strengths of the unique MLQ Report.

The middle sections give you a start on establishing your own leadership development plan - the top ten Transformational leadership strengths ('Style Strengths') are presented and then ten areas for developing your Transformational leadership ('Areas for Development'). Gaps between your self-ratings and the ratings of others ('Self- Rater Gaps') are then highlighted.

The final section includes a complete reporting of all feedback data collected by each of the thirty-six leadership items (four questions for each of the nine styles) and the nine items assessing the three outcomes for your raters of your leadership style.

Three open-response sections follow where any comments made by your raters are presented unedited for your reflection.

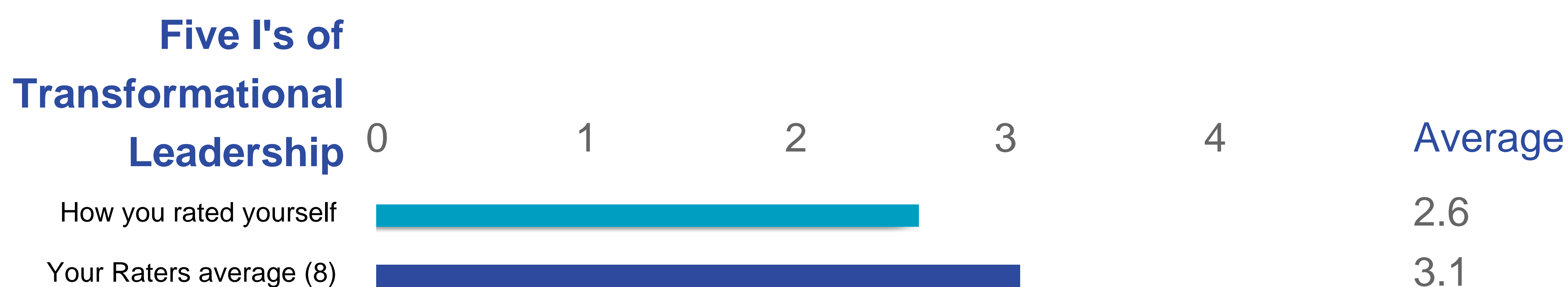
Unfortunately, leadership assessment (as it is often practiced) does not often lead to leadership training and development. However, the MLQ is an excellent tool for developing a unique leadership development plan. Some general tips are given in the last pages of the report to help you make the most of this investment: these are generic. By far the best results are obtained when you work with a leadership coach. A coach can help you to move between the "big picture" of the initial sections of your MLQ Report and the final "detailed sections" to establish a specific and trainable set of objectives for your development. Available from www.mindgarden.com, 'The Leader's Workbook', provides numerous behaviors that can be practiced for each leadership style.

Full-Range Leadership Profile Aggregate Scores

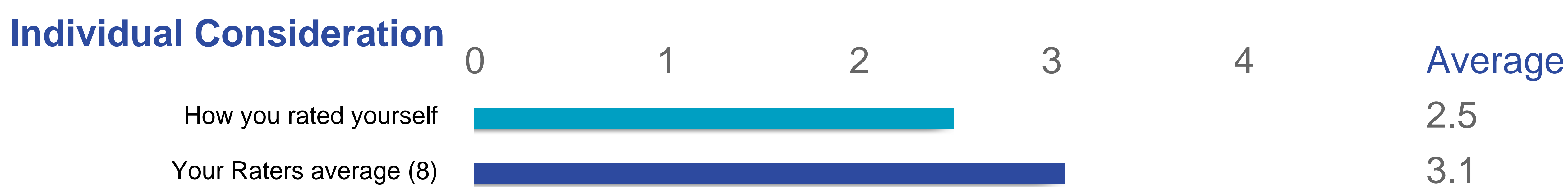
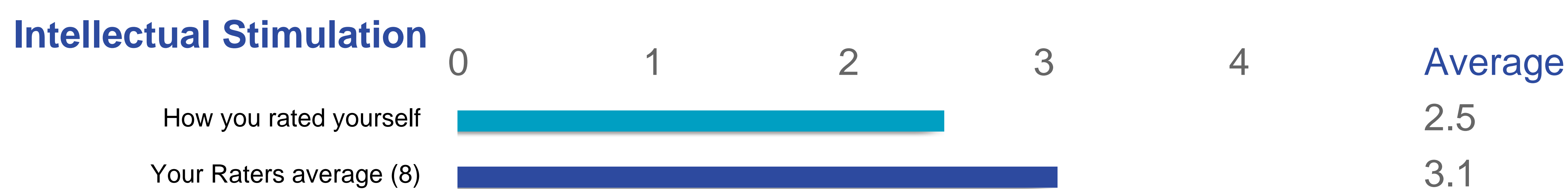
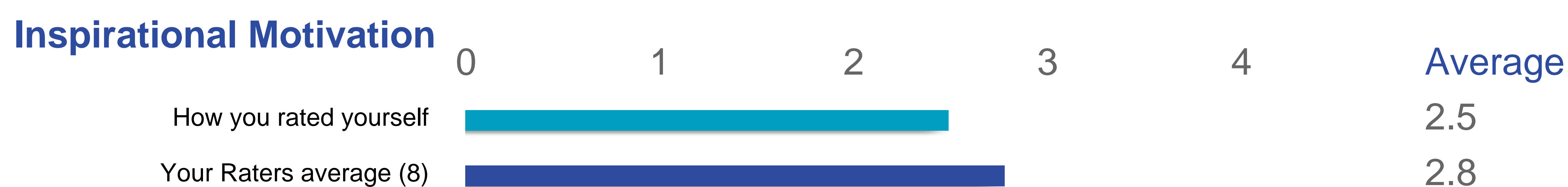
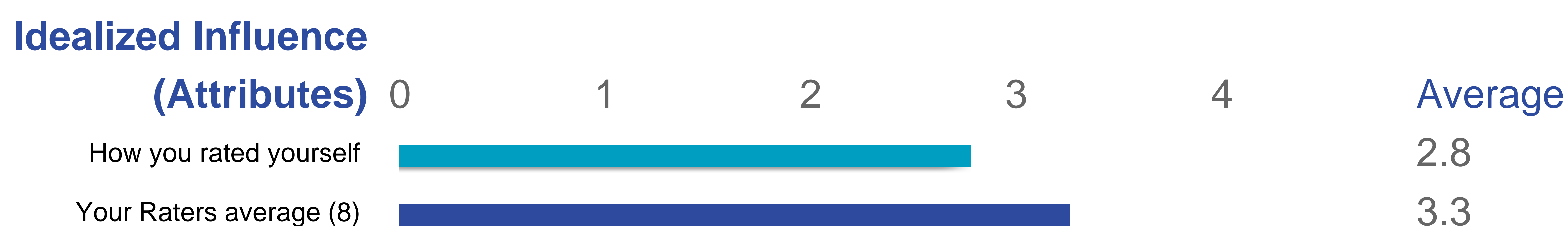
The table below shows your aggregate ratings, including your self-rating. The average frequencies for this full-range of leadership styles can be interpreted with the scale to the right:

Frequency
0 = Never
1 = Once in awhile
2 = Sometimes
3 = Fairly often
4 = Frequently, if not always

Transformational Leadership



Research Validated Benchmark, 3.0 to 3.75



Research Validated Benchmark, 3.0 to 3.75

Self & Rater Group Feedback: Transformational Leadership

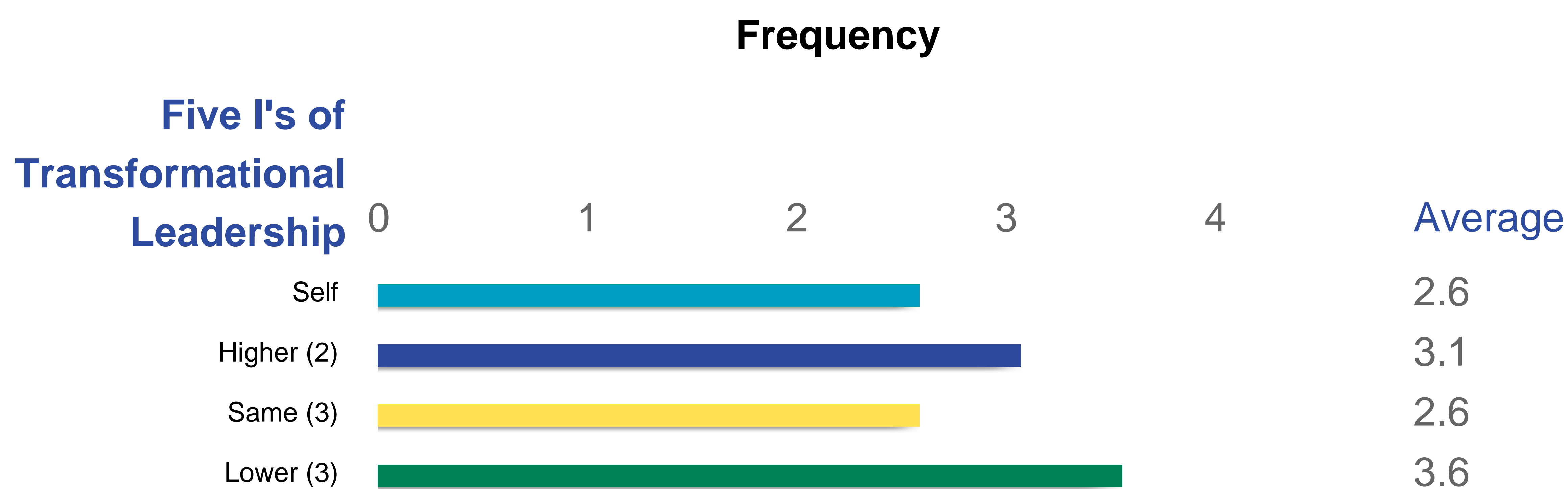
This section presents the average ratings given by each source for each leadership style.

Standard deviation refers to the amount of variation of your raters' responses for the leadership style. 0 indicates complete agreement; higher numbers indicate less agreement (higher variation) in your raters' evaluation of your leadership behaviors.

Frequency
0 = Never
1 = Once in awhile
2 = Sometimes
3 = Fairly often
4 = Frequently, if not always

The average frequencies for this full-range of leadership styles can be interpreted with the scale to the right:

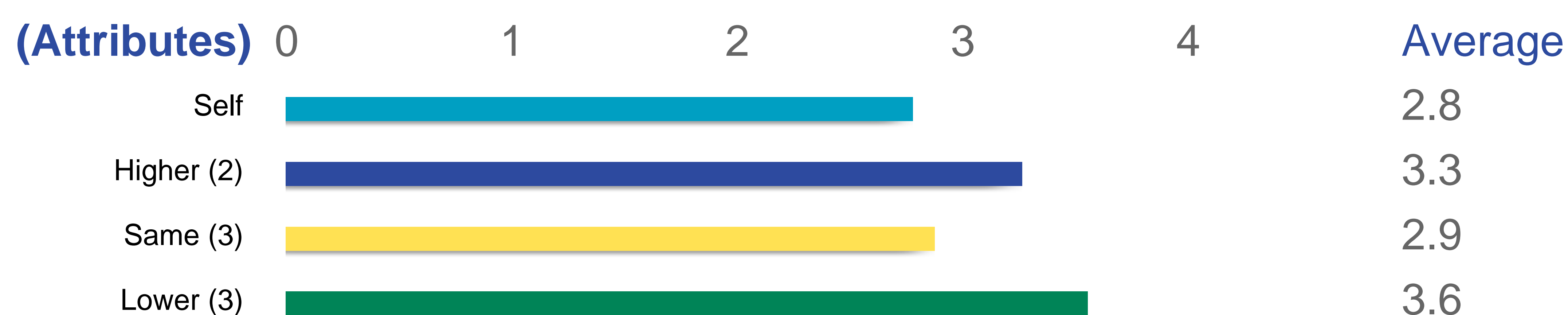
Your report was developed from the following number of raters (in parenthesis) providing you with feedback using the Multifactor Leadership Questionnaire (MLQ).



Research Validated Benchmark, 3.0 to 3.75

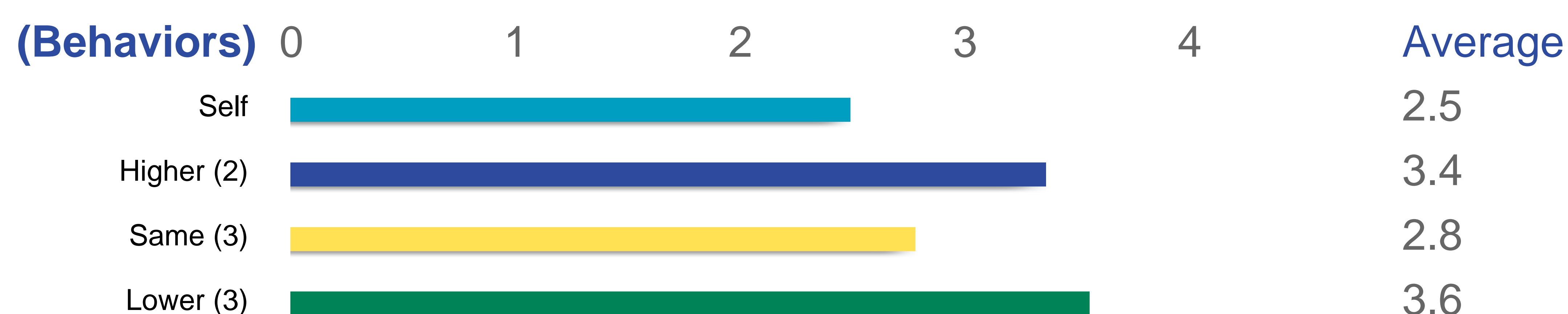
All raters average 3.1
All raters standard deviation 0.8

Idealized Influence



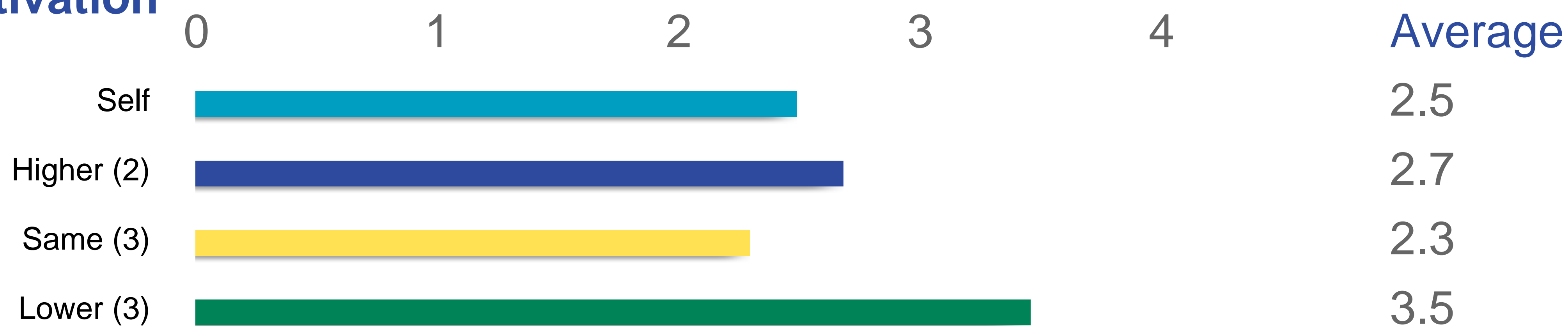
All raters average 3.3
 All raters standard deviation 0.8

Idealized Influence



All raters average 3.2
 All raters standard deviation 0.6

Inspirational Motivation



All raters average 2.8
 All raters standard deviation 0.9

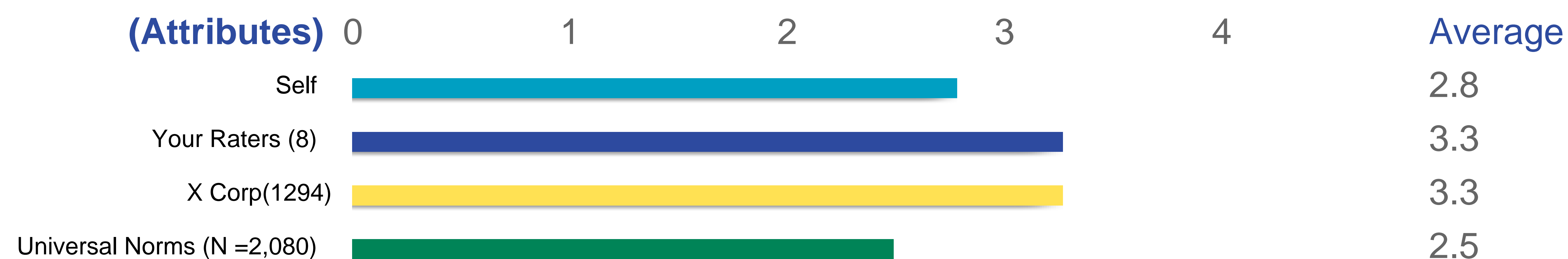
Research Validated Benchmark, 3.0 to 3.75



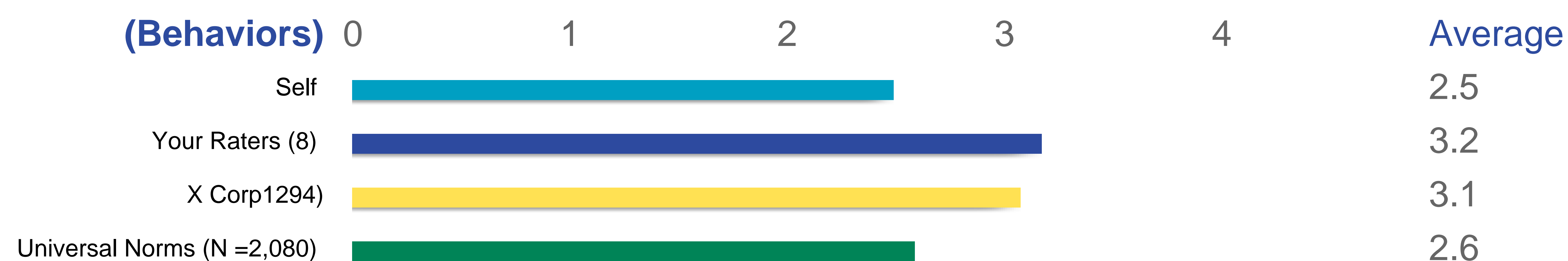
Comparison with Norms: Transformational Leadership

The three charts below show how you and your raters perceived the frequency of behaviors you exhibit for each leadership style and organizational outcomes compared to various norms for the MLQ. One norm is always provided - 'Universal'. Other norms are provided where available or provided by your organization. When a norm is displayed, the number in parenthesis is the number of leaders in that normative group.

Idealized Influence



Idealized Influence



Your Transformational Leadership: Style Strengths

This section lists your Transformational Leadership strengths. The items listed below are those for which you received your ten highest average ratings, all rater sources having been taken into account. "Fairly often" is defined as greater than or equal to 3.0. To optimize leadership, aim for a frequency of "Fairly often" or "Frequently, if not always" rating. This is only an approximate first step to establishing a leadership development plan. See "Making the Most of Your Report" and "Individual Planning and Developing Goals" for further suggestions.

- ◆ indicates a rater average of 3.0 or greater for the level.

High Performance Behaviors	Self	Higher Level (2)	Same Level (3)	Lower Level (3)	Leadership Style
I consider the moral and ethical consequences of decisions.	◆	◆	◆	◆	Idealized Influence (Behaviors)
	◆	◆	◆	◆	Idealized Influence (Attributes)
	◆	◆	◆	◆	Idealized Influence (Attributes)
	◆	◆		◆	Idealized Influence (Behaviors)
	◆	◆		◆	Individual Consideration
	◆	◆	◆	◆	Individual Consideration
		◆	◆	◆	Intellectual Stimulation
			◆	◆	Individual Consideration
		◆		◆	Inspirational Motivation
		◆		◆	Intellectual Stimulation

Your Transformational Leadership: Areas for Development

This section lists Transformational Leadership areas you could develop. The items listed below are those for which you received your ten least frequent average ratings on the Transformational leadership styles, all rater sources having been taken into account.

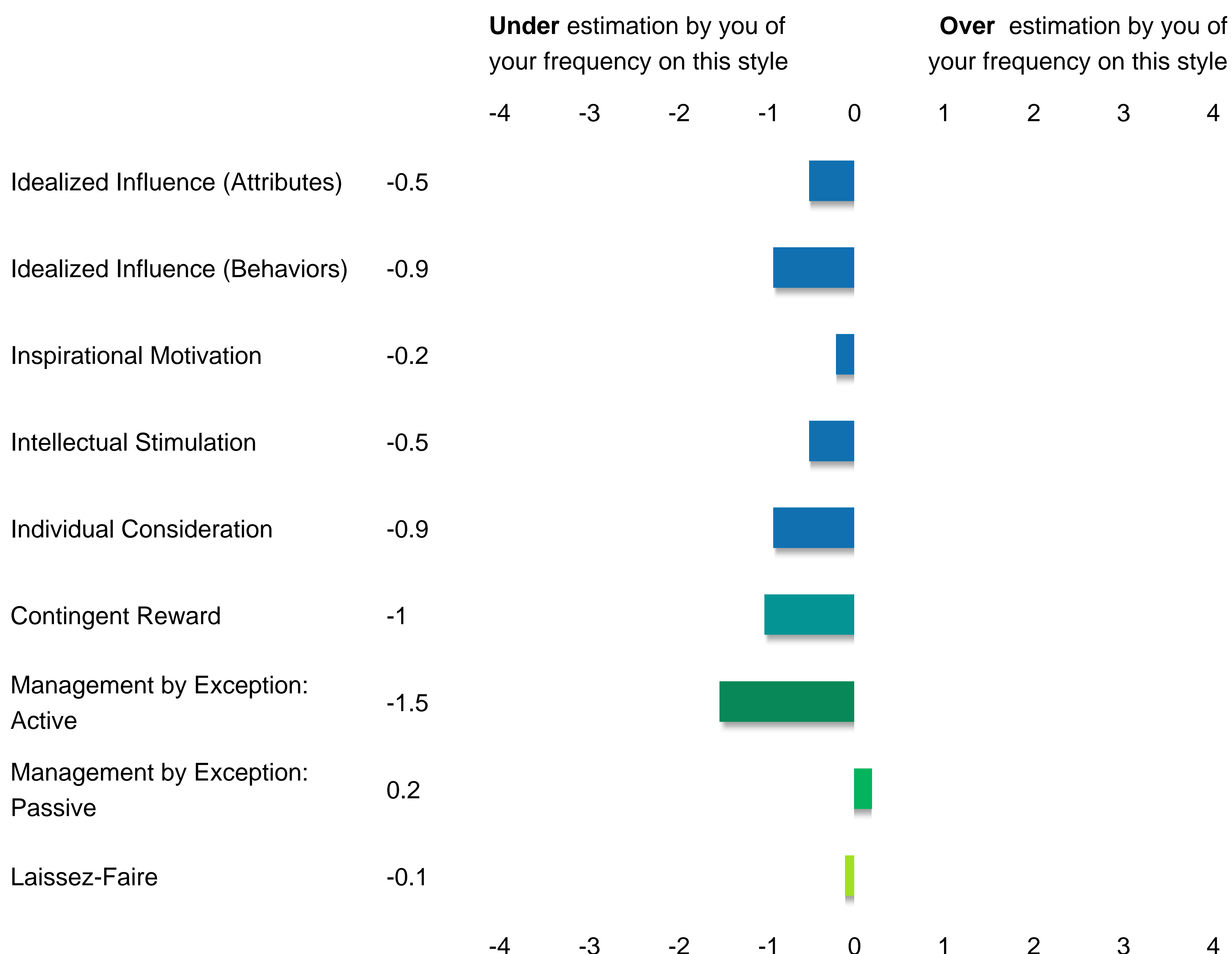
▲ indicates a rater average less than 2.0 for the level.

Low Frequency Behaviors	Self	Higher Level (2)	Same Level (3)	Lower Level (3)	Leadership Style
I talk optimistically about the future.		▲			Inspirational Motivation
					Individual Consideration
					Inspirational Motivation
					Idealized Influence (Behaviors)
					Idealized Influence (Behaviors)
					Idealized Influence (Attributes)
					Inspirational Motivation
					Intellectual Stimulation
					Intellectual Stimulation
					Idealized Influence (Attributes)

Self to Rater Gaps

The tables below highlight the differences in ratings between your self-frequency ratings and your raters frequency ratings of you, separated out by source. The bars represent the frequency difference comparing your frequency ratings to those of your raters on each leadership style. The longer the bars, the greater the gaps between your perception of your behavior and your raters'. When the bar is on the left, you **under** rate your frequency on that style. When the bar is to the right you **over** rate your frequency on that style. Bars towards the center indicates agreement between your ratings and those of your raters.

Self and Higher Level (2) Raters



Complete Ratings of All Rater Groups: Transformational Leadership

The tables below highlight the spread of leadership ratings provided by you and your raters. The numbers are the frequency of each rating; the dot shows the rating you gave yourself. If there is no indication of a rating, the item was left blank by the rater(s) of that level.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
I instill pride in others for being associated with me.						
Self			●			
Higher Level (2)				2		3
Same Level (3)			1	1	1	3
Lower Level (3)			1		2	3.3
Self				●		
Higher Level (2)				1	1	3.5
Same Level (3)				3		3
Lower Level (3)					3	4
Self				●		
Higher Level (2)				1	1	3.5
Same Level (3)				2	1	3.3
Lower Level (3)			1		2	3.3
Self				●		
Higher Level (2)			1		1	3
Same Level (3)			2	1		2.3
Lower Level (3)				1	2	3.7

What are the two or three things that would help Sample Person be more effective as a leader?

The rater comments below are provided unedited and do not represent any order of relative importance.

Take the time to explain his position in detail and don't assume that others are not capable of understanding "technical" details & nuances.

1. Share some of your knowledge and insight with those around you- be a mentor 2. Stretch beyond what you think is possible (set your goals higher) 3. Kick your own a.. (into gear, into making sales, into being a high performance salesman)- believe in yourself

Attack with a little more subtlety. Graceful.

Focus on scaling his business. He has very good character and a strong work ethic. If he can just channel that in more than one direction at a time, I think he has the potential to be a great sales rep and customer advocate

He is one of the most smart, articulate, and stand-up guys that I know. He genuinely wants to be the best at what he sets his mind to, but often his self-deprecation is his own worst enemy. He needs to wake up each day taking pride in what he has achieved in life and build upon those successes to realize his full potential in his current position. He needs to quit worrying about being successful and just focus on doing his best and enjoying his career.

relax every now and then escalate quicker

*He would benefit from continuing to try and get out of his comfort zone - take more chances, ask tough questions, be less serious...



Individual Planning and Goal Setting

The MLQ uncovers where you have strengths and areas for development as determined by leadership research into optimal outcomes for followers and associates. The following generic points are useful in responding to your report and determining a plan for your future development:

- a. Accept the ratings as revealing how others **perceive** your exercise of leadership behaviors that really count in influencing others for better or worse.
- b. Consider the outcomes of your leadership style at present. Know that transformational behaviors relate strongly to extra effort in particular.
- c. Carefully examine agreements and disagreements between your self and others' ratings, as well as differences between raters within and between groups. These differences can be the result of a number of different factors.
- d. Compare your ratings with the benchmarks indicated by research, and not just with norms. Knowing you are 'above' or 'below average' of others in your group is often not very helpful for developmental purposes.
- e. Explore your own implicit leadership model or theories with colleagues and your facilitator. Use the Full Range Leadership Model to tune up your own ideas of effective leadership.
- f. Develop a plan based on increasing or decreasing your behaviors on particular items in the MLQ, not just on the ideas of the nine leadership styles. Pick items which will have the biggest effect on your overall average for a particular style and to which you can visualize yourself committing with your followers or associates.
- g. Where appropriate, share your plan with trusted people who can help you with feedback, suggestions and encouragement. Consider working with a leadership coach to help you achieve these goals. Routinely seek and review feedback from these people.
- h. Avoid putting raters "on the spot" about their ratings, or giving them the impression that you know what they may have said. Such behavior undermines confidence in the whole process. Leaders have to manage other's beliefs as well as the reality.
- i. Consider setting a time when you will review your progress by repeating an MLQ.

Individual Planning and Goal Setting (cont.)

Based on information I've received from my MLQ feedback, here are two or three specific developmental goals:

Actions I will take to improve my effectiveness:

Action

Expected Outcome

Timeframe

How I will monitor my progress?

Resources or support I need to achieve my development plan: