

# Executive Summary Multifactor Leadership Questionnaire™ 360 Leader's Report

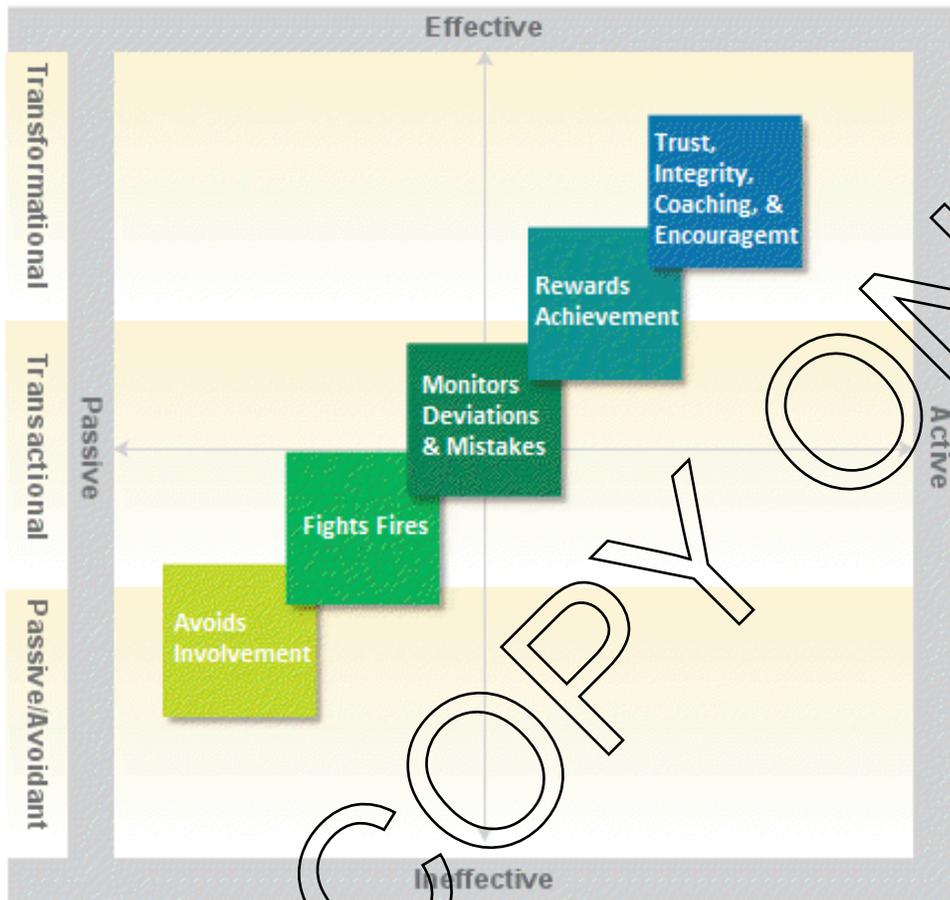
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Prepared on February 13, 2015 for:

Sample Participant

The last rating received was at 5:25 pm EST on February 03, 2015.

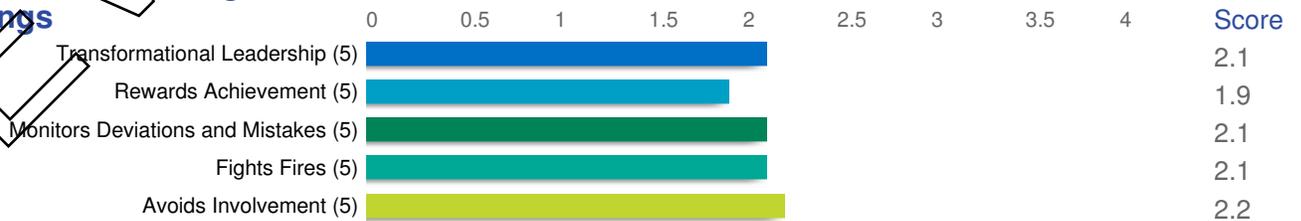




Profiled against a full range of leadership styles

Frequency
0 = Not at all
1 = Once in a while
2 = Sometimes
3 = Fairly often
4 = Frequently, if not always

Your Raters' Average Ratings



## Introduction

At the heart of the MLQ is the feedback of your raters. Leadership is in the eyes of those being led, so the feedback of raters is particularly important. If there is a large difference between leader and rater feedback, your **MLQ 360 Leader's Report** will identify your areas for growth as well as your perceived strengths.

This **Executive Summary** shows average ratings across all of your raters and provides benchmarks which represent optimal levels for each leadership style. Refer to your MLQ 360 Leader's Report for a comprehensive and detailed view of your leadership and how raters at each level perceive your leadership behaviors.

## The Full Range Leadership Model

### Transformational Leaders

Transformational leaders have a behavioral style which allows them to transform their followers' awareness of what is important, and move followers to see themselves and their environment in a new way. Transformational leaders are proactive: they seek to optimize development and innovation across the organization. They convince their followers to strive for higher levels of achievement as well as moral and ethical standards.

**Builds Trust:** Idealized Influence -- Attributes (IIA)

**Acts with Integrity:** Idealized Influence -- Behaviors (IIB)

**Encourages Others:** Inspirational Motivation (IM)

**Encourages Innovative Thinking:** Intellectual Stimulation (IS)

**Coaches & Develops People:** Individual Consideration (IC)

### Transactional Leaders

Transactional leaders have a style that is oriented towards clarifying expectations, agreements, and goals. (The best leaders use this style when necessary, but use transformational behavior whenever possible.)

**Rewards Achievement:** Contingent Reward (CR)

**Monitors Deviations & Mistakes:** Management-by-Exception: Active (MBEA)

### Passive/Avoidant Leaders

Passive/avoidant leaders behave in a passive manner. Their reactions to situations are delayed until action is unavoidable. They do not systematically or proactively respond to situations and problems. They do not specify agreements, clarify expectations, or provide goals and standards. These leaders rarely achieve desired or expected outcomes.

**Fights Fires:** Management-by-Exception: Passive (MBEP)

**Avoids Involvement:** Laissez-Faire (LF)

### Outcomes of Leadership

Leadership style impacts the success of the group. Higher follower ratings and transformational and transactional leadership tends to lead to higher scores in the following outcomes:

**Generates Extra Effort:** Extra Effort (EE)

**Is Productive:** Effectiveness (EFF)

**Generates Satisfaction:** Satisfaction with the Leadership (SAT)

## Full-Range Leadership - Aggregate Scores

The average frequencies for these leadership styles are displayed in this section (the number of raters is shown in parentheses). The Frequency Benchmarks for each scale were defined as ideal levels for the strongest leaders by author research. The scores can be interpreted using the Frequency key below:

0 = Not at all 1 = Once in awhile 2 = Sometimes 3 = Fairly often 4 = Frequently, if not always

**Please keep in mind** that although Transformational leadership is the most effective leadership strategy, there are situations where Transactional leadership can be just as effective. The emergence and success of either style may depend on several factors including environment, organization structure, and tasks and goals involved. To learn more about contextual leadership, please consult your MLQ 360 Leader's Report.

### Transformational Leadership

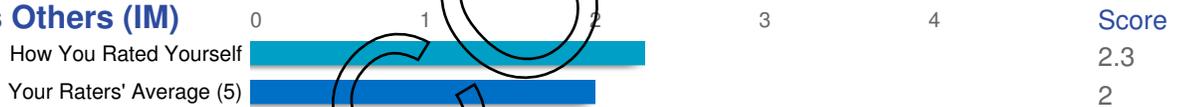
#### Builds Trust (IIA)



#### Acts with Integrity (IIB)



#### Encourages Others (IM)



#### Encourages Innovative Thinking (IS)



#### Coaches & Develops People (IC)



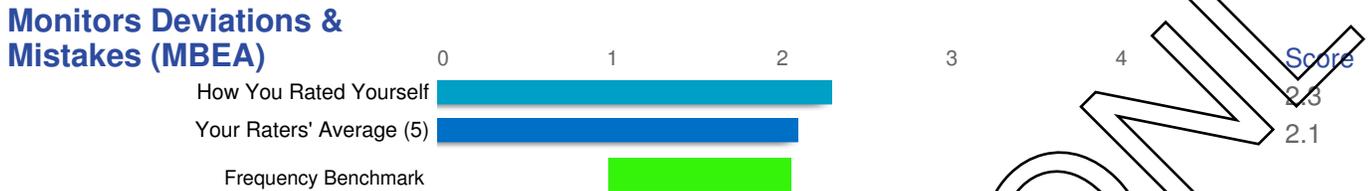
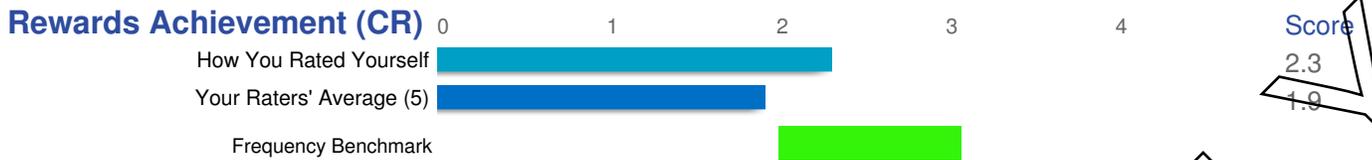
For **Coaches & Develops People**, your **Higher level raters** rated you significantly higher (difference of .5 or greater) than how you rated yourself.

For **Encourages Others** and **Encourages Innovative Thinking**, you rated yourself significantly higher (difference of .5 or greater) than how your **Higher level raters** rated you.

For **Coaches & Develops People**, your **Same, Lower, and/or Other level raters** rated you significantly higher (difference of .5 or greater) than how you rated yourself.

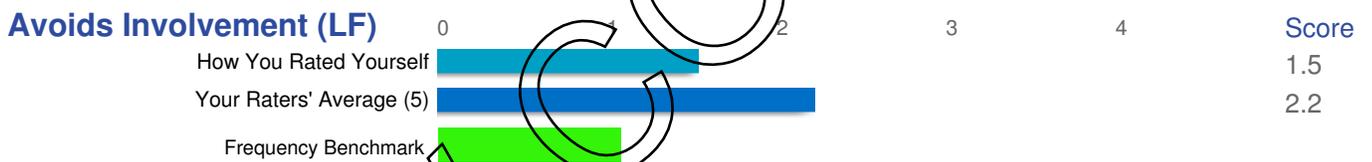
For **Builds Trust**, **Acts with Integrity**, and **Encourages Innovative Thinking**, you rated yourself significantly higher (difference of .5 or greater) than how your **Same, Lower, and/or Other level raters** rated you.

## Transactional Leadership



For **Rewards Achievement**, you rated yourself significantly higher (difference of .5 or greater) than how your **Higher level raters** rated you.

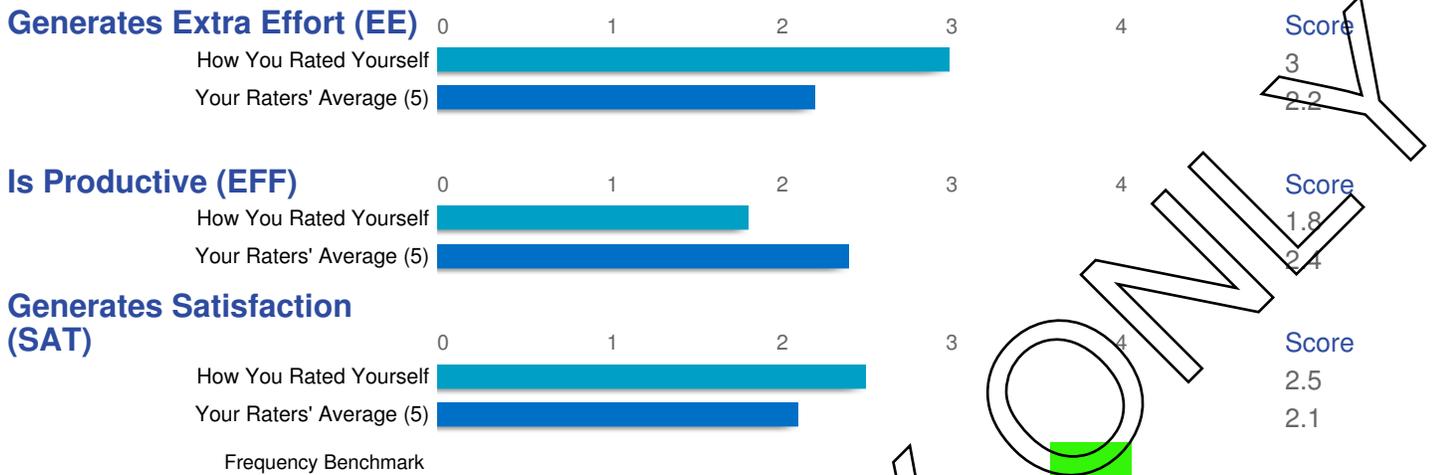
## Passive/Avoidant Behaviors



For **Fights Fires** and **Avoids Involvement**, your **Higher level raters** rated you significantly higher (difference of .5 or greater) than how you rated yourself.

For **Fights Fires** and **Avoids Involvement**, your **Same, Lower, and/or Other level raters** rated you significantly higher (difference of .5 or greater) than how you rated yourself.

## Outcomes of Leadership



## Conclusion

Now that you have reviewed your MLQ executive summary, you may wish to review your **MLQ 360 Leader's Report** for a more detailed analysis of your scores. There you will find details about any frequency rating gaps and view the textual answers to the three open-ended questions asked of your raters during their survey concerning your leadership style. Often the answers are both specific and revealing. You will also find exercises for individual planning and goal setting in the report. Your MLQ 360 Leader's Report is available via your Transform login or from the administrator of your MLQ.

For specific suggestions on how you can change your leadership behavior, consult the *MLQ Leader's Workbook*, a guide available as part of the *MLQ Suite*.