

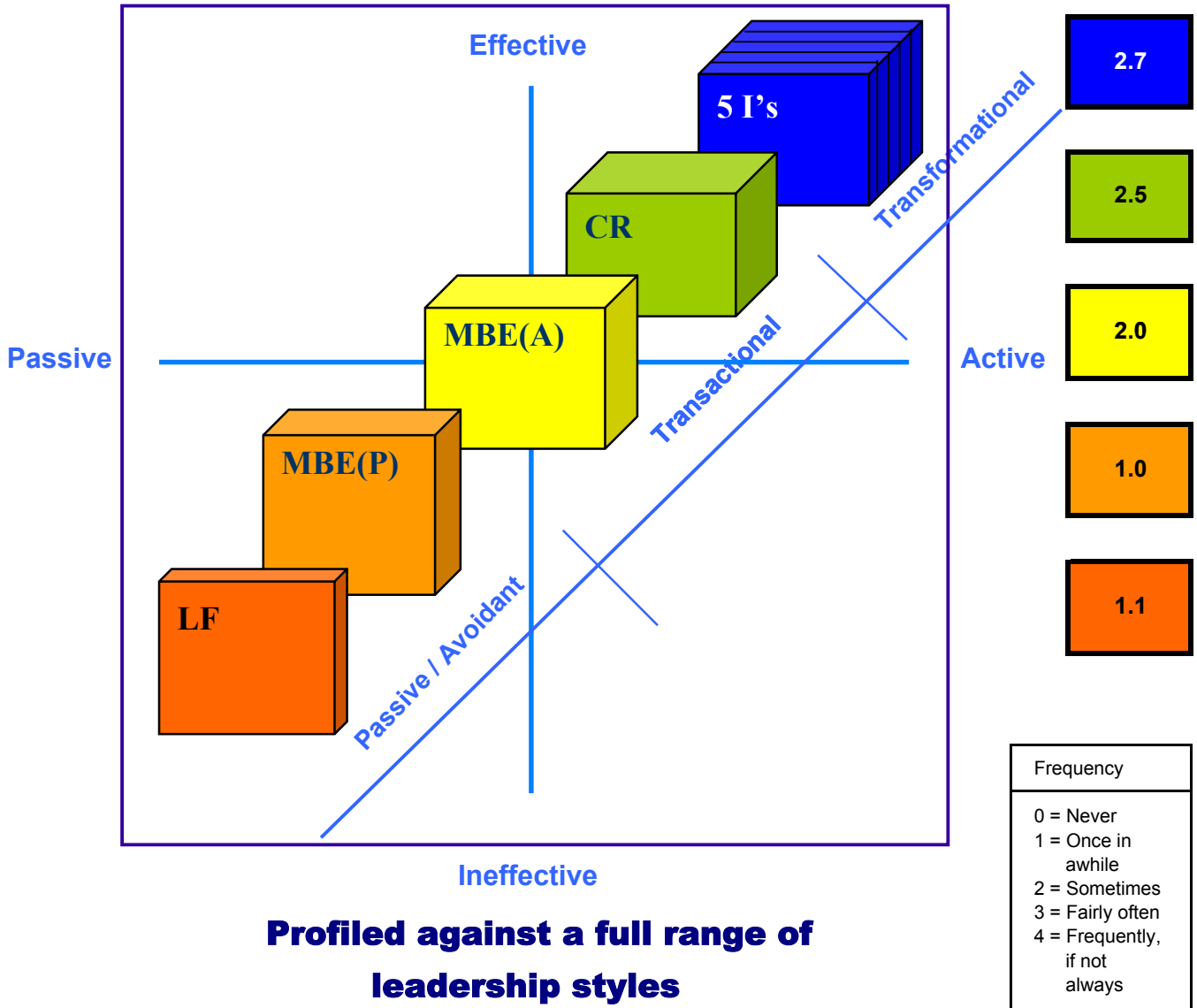
Multifactor Leadership Questionnaire Feedback Report

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Prepared for
Sandra Sample

July 2003

Your Raters
Average Scores



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The section 'Making the Most of Your Report' provides important guidance about how to access the extensive information contained in this report.

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Introduction

The MLQ report will help you to develop a plan for enhancing your "full range" of leadership potential to achieve optimal outcomes with followers and associates. This report is feedback on how you and others perceive the frequency of different leadership behaviors you exhibit.

The Scope of this Feedback Report:

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

Full Range Leadership Model Style Labels

◆ Transformational Leadership

The five I's of transformational leadership:	Idealized Attributes	IA
	Idealized Behaviors	IB
	Inspirational Motivation	IM
	Intellectual Stimulation	IS
	Individualized Consideration	IC

◆ Transactional Leadership

Constructive -	Contingent Reward	CR
Corrective -	Management-by-Exception: Active	MBEA

◆ Passive-Avoidant Behaviors

Passive -	Management-by-Exception: Passive	MBEP
Avoidant -	Laissez faire	LF

The MLQ also measures three outcomes of a person's leadership profile:

Your Followers'

- ◆ Extra Effort
- ◆ Individual, Unit and Organizational Effectiveness Ratings
- ◆ Satisfaction

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. Such deeper influencing augments the usual transactional leadership often associated with 'management'. The best leaders use a full range of influencing spanning transformational and transactional styles. The MLQ Profile Report provides feedback which enables optimization of frequencies with which this full range of leadership repertoire is used over time with followers and associates to achieve the strongest outcomes.

The feedback is first profiled against research benchmarks to optimize outcomes. Comparisons are then provided with several norms (which may not be 'optimal' in terms of research findings).

Following are items measured in each of the full range of leadership styles and items of the three outcome scales contained in the MLQ multirater survey. Eight of the styles measure behaviors which are trainable; the ninth style measures important attributions about transformational leaders. 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 Attributes (IA)

Instill pride in others for being associated with them

G Item Text here and below

D

M

Scale descriptions continue for all of the scales

The Overall Model

Fundamental to the full Range Leadership model is that every leader displays each style to some amount. An optimal profile is shown on the first page of this report. The third dimension of this model (depth) represents how frequently a leader displays a particular style of leadership. 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.

Some Research Findings

Transformational leaders created greater alignment around strategic visions and missions

Transformational leadership behavior Styles are associated with organizational sales increases, market share, earnings and ROI.

Scores on transformational leadership predict individual and group performance.

Transformational leadership has been found to explain between 45% and 60% of organizational performance.

Transformational leaders created greater unit cohesion, commitment, and lower turnover

Transformational leadership predicted higher levels of product innovation in R & D teams.

Transformational leaders created safer work environments

Transformational leadership training has been shown to improve leadership and associated performance over time.

The nine style Full Range Leadership Model has been shown to best represent the data collected by the MLQ when sample characteristics and situation styles are statistically controlled.

Making the Most of Your Report

Look through the following eight 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 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 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 on each leadership item ('Self & Rater Group Feedback'). Comparisons with optimal leadership profiles, as indicated by research studies, are presented in each of these first two sections.

Then your profile is compared with universal, national and (where they exist) local organizational norms. These enable you to see how your leadership contrasts with these other benchmarks: however effective leadership as indicated by research is usually the best benchmark against which to optimize your own leadership not just comparisons with norms. 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.

Making the most of your report continues in an extensive manner

Full-Range Leadership Profile

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:

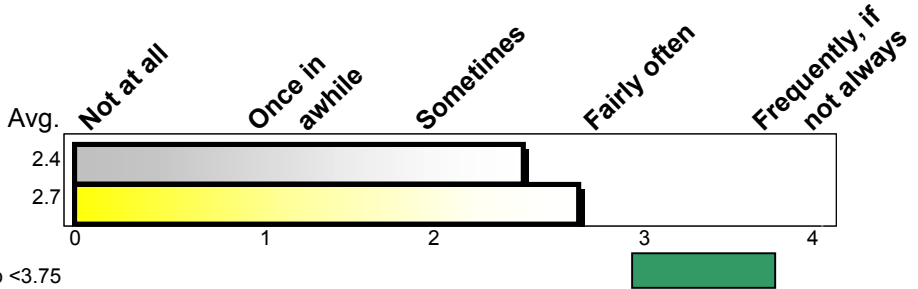
Frequency
0 = Never
1 = Once in awhile
2 = Sometimes
3 = Fairly often
4 = Frequently, if not always

Transformational Leadership

Frequency

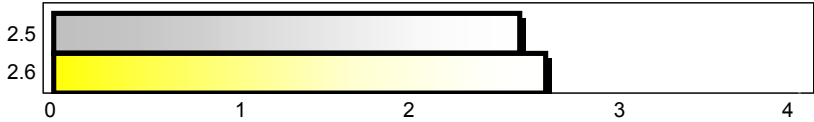
Transformational Leadership Overall

How you rated yourself
How your 9 raters rated you



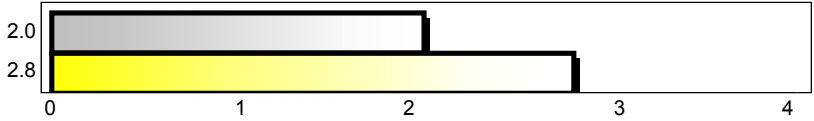
Idealized Attributes (IA)

How you rated yourself
How your 9 raters rated you



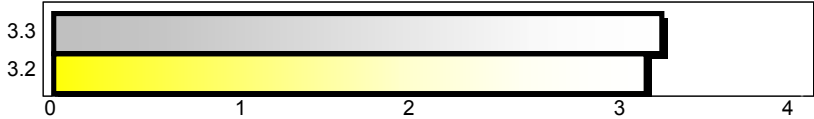
Idealized Behaviors (IB)

How you rated yourself
How your 9 raters rated you



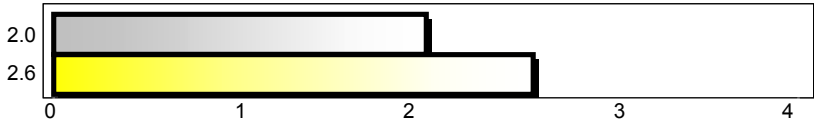
Inspirational Motivation (IM)

How you rated yourself
How your 9 raters rated you



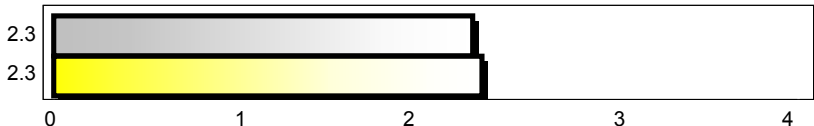
Intellectual Stimulation (IS)

How you rated yourself
How your 9 raters rated you



Individual Consideration (IC)

How you rated yourself
How your 9 raters rated you



The profile continues for all of the scales

Self & Rater Group Feedback: Your 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 rater's evaluation of your leadership behaviors.

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

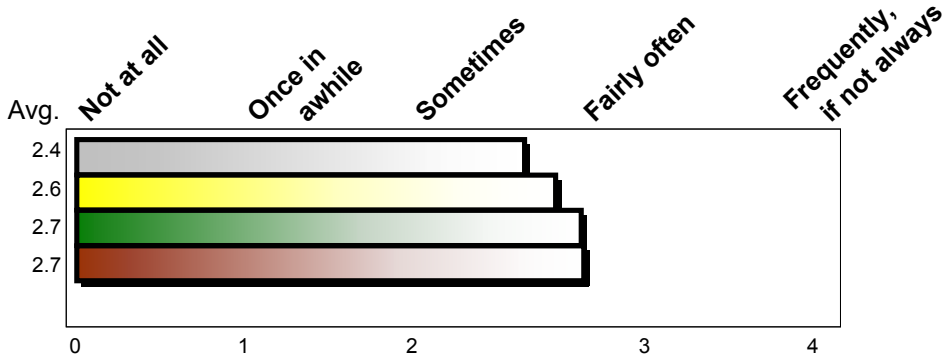
Your report was developed from the following number of raters providing you with feedback using the Multifactor Leadership Questionnaire (MLQ).

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

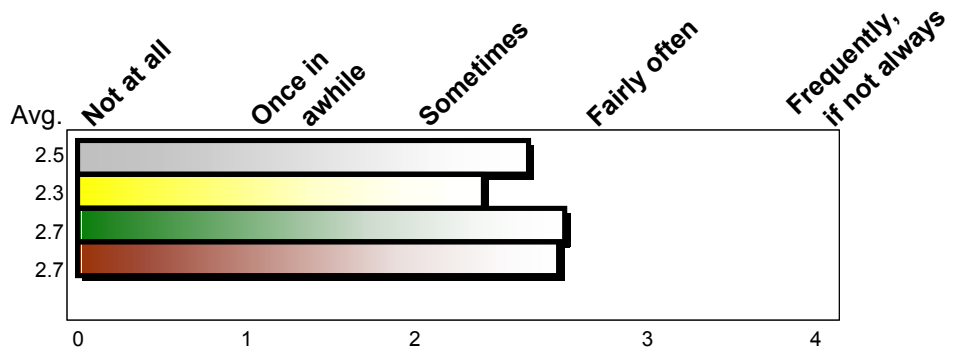
Yourself
One Rater(s) at a Higher Organizational Level
Five Rater(s) at the Same Organizational Level
Three Rater(s) at a Lower Organizational Level

Transformational Leadership Overall

- Self
- Higher Level
- Same Level
- Lower Level
- "Other" Group



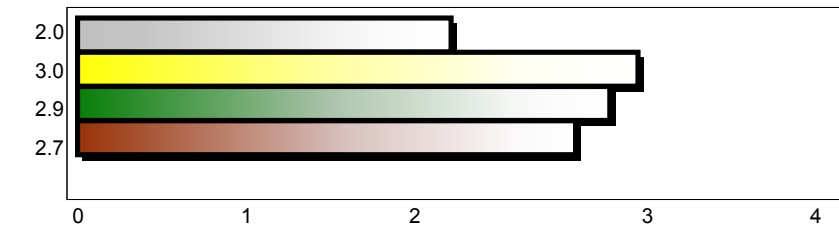
Research Validated Benchmark >3.0 to <3.75
 All raters average 2.7
 All raters standard deviation 0.9



Idealized Attributes (IA)

Self
Higher Level
Same Level
Lower Level
"Other" Group

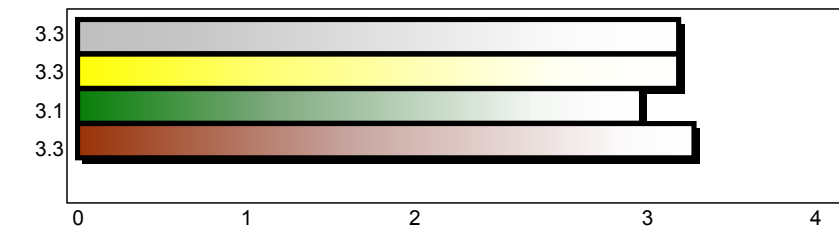
All raters average 2.6
All raters standard deviation 1.0



Idealized Behaviors (IB)

Self
Higher Level
Same Level
Lower Level
"Other" Group

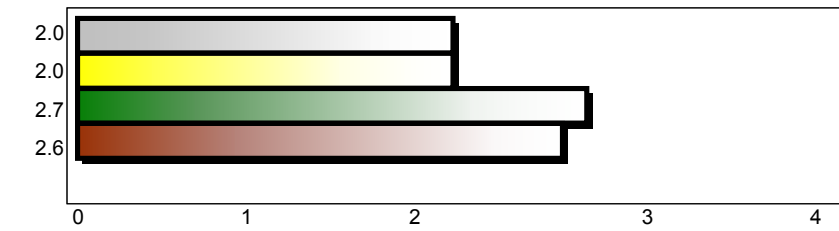
All raters average 2.8
All raters standard deviation 0.9



Inspirational Motivation (IM)

Self
Higher Level
Same Level
Lower Level
"Other" Group

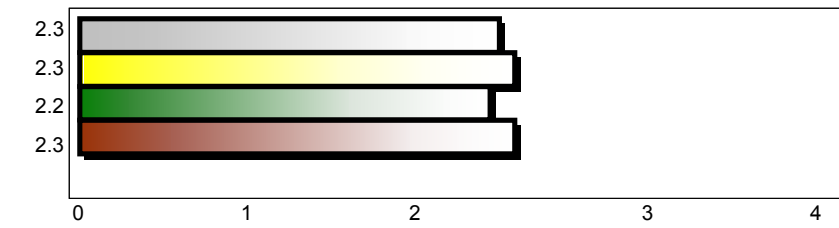
All raters average 3.2
All raters standard deviation 0.8



Intellectual Stimulation (IS)

Self
Higher Level
Same Level
Lower Level
"Other" Group

All raters average 2.6
All raters standard deviation 0.8



Individual Consideration (IC)

Self
Higher Level
Same Level
Lower Level
"Other" Group

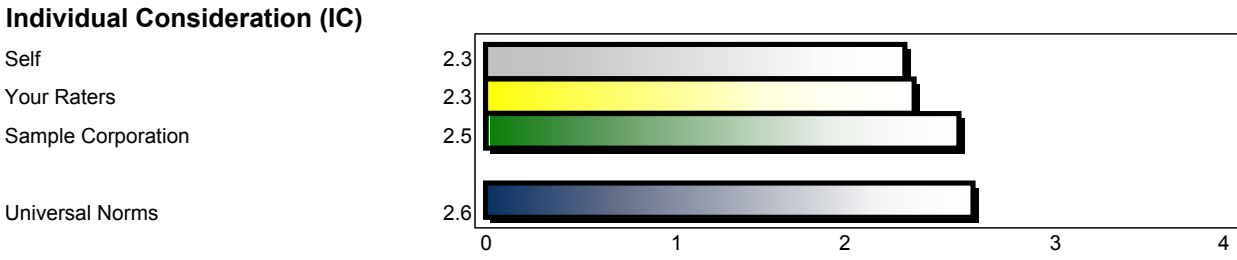
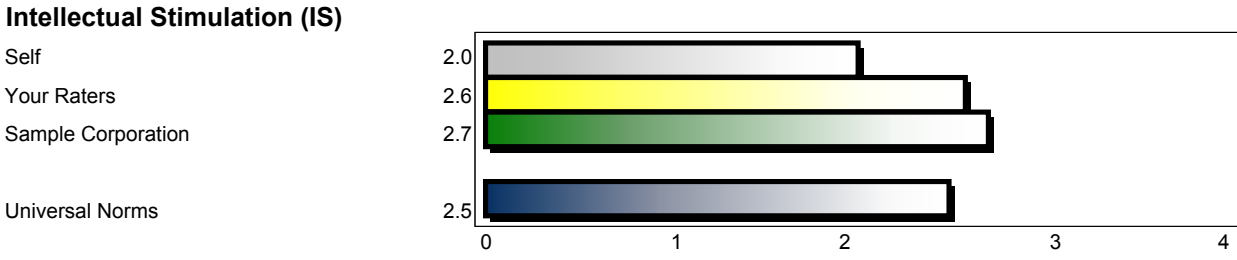
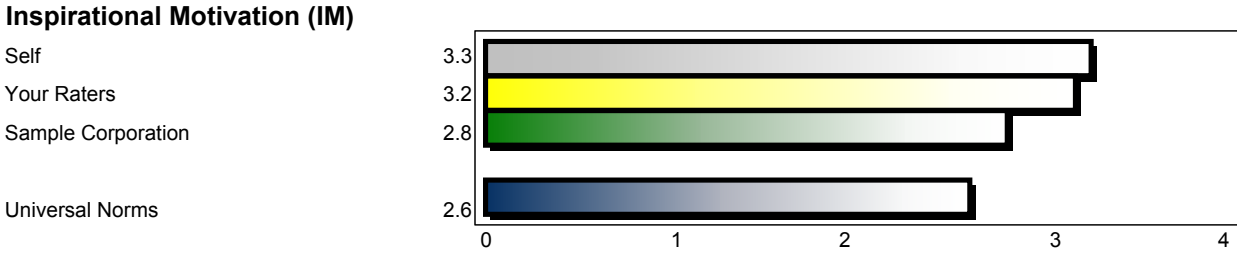
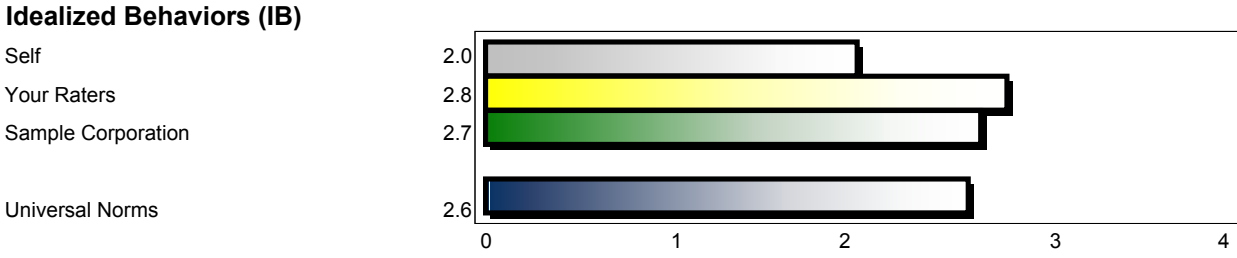
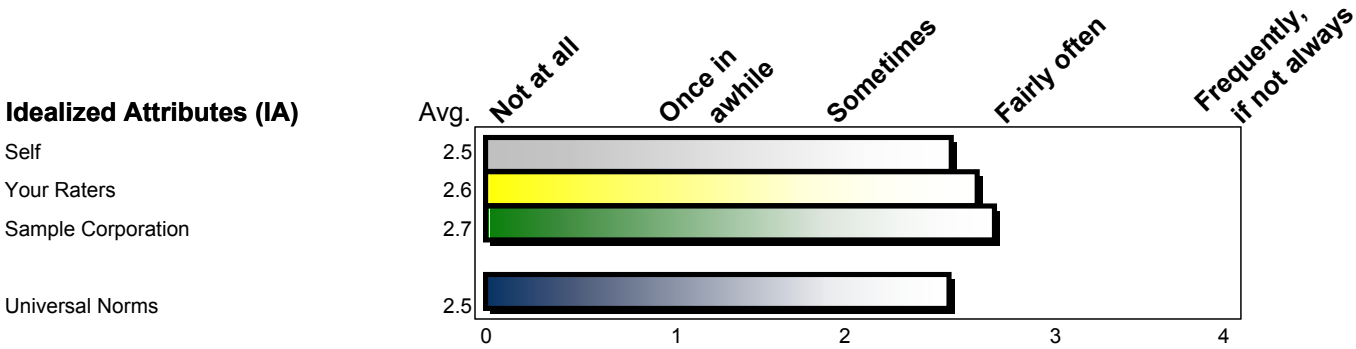
All raters average 2.3
All raters standard deviation 0.9
Research Validated Benchmark >3.0 to <3.75



The profile continues for all of the scales

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'. A second or third norm are provided where available or provided by your organization.



The norm comparison continues for all of the scales

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. The diamonds ♦ indicate where a specific source gave you a fairly often rating on the Transformational leadership style. "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.

High Performance Behaviors	Self	Higher Level	Same Level	Lower Level	"Other" Group	Leadership Style
I display a sense of power and confidence	♦	♦	♦	♦		Idealized Attributes (IA)
I instill pride in others for being associated with me	♦	♦	♦			Idealized Attributes (IA)
I Note: 10 items displayed on this page						Idealized Behaviors (IB)
c		♦	♦	♦		Idealized Behaviors (IB)
I	♦	♦	♦	♦		Idealized Behaviors (IB)
s						Idealized Behaviors (IB)
I	♦	♦	♦	♦		Inspirational Motivation (IM)
b						Inspirational Motivation (IM)
I	♦	♦	♦	♦		Inspirational Motivation (IM)
a						Inspirational Motivation (IM)
I	♦	♦	♦	♦		Inspirational Motivation (IM)
f						Inspirational Motivation (IM)
I	♦		♦	♦		Intellectual Stimulation (IS)
q						Intellectual Stimulation (IS)
I		♦		♦		Individual Consideration (IC)
j						Individual Consideration (IC)

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. The triangles ▲ indicate where a specific source gave you a "Once in awhile" or "Not at all" rating.

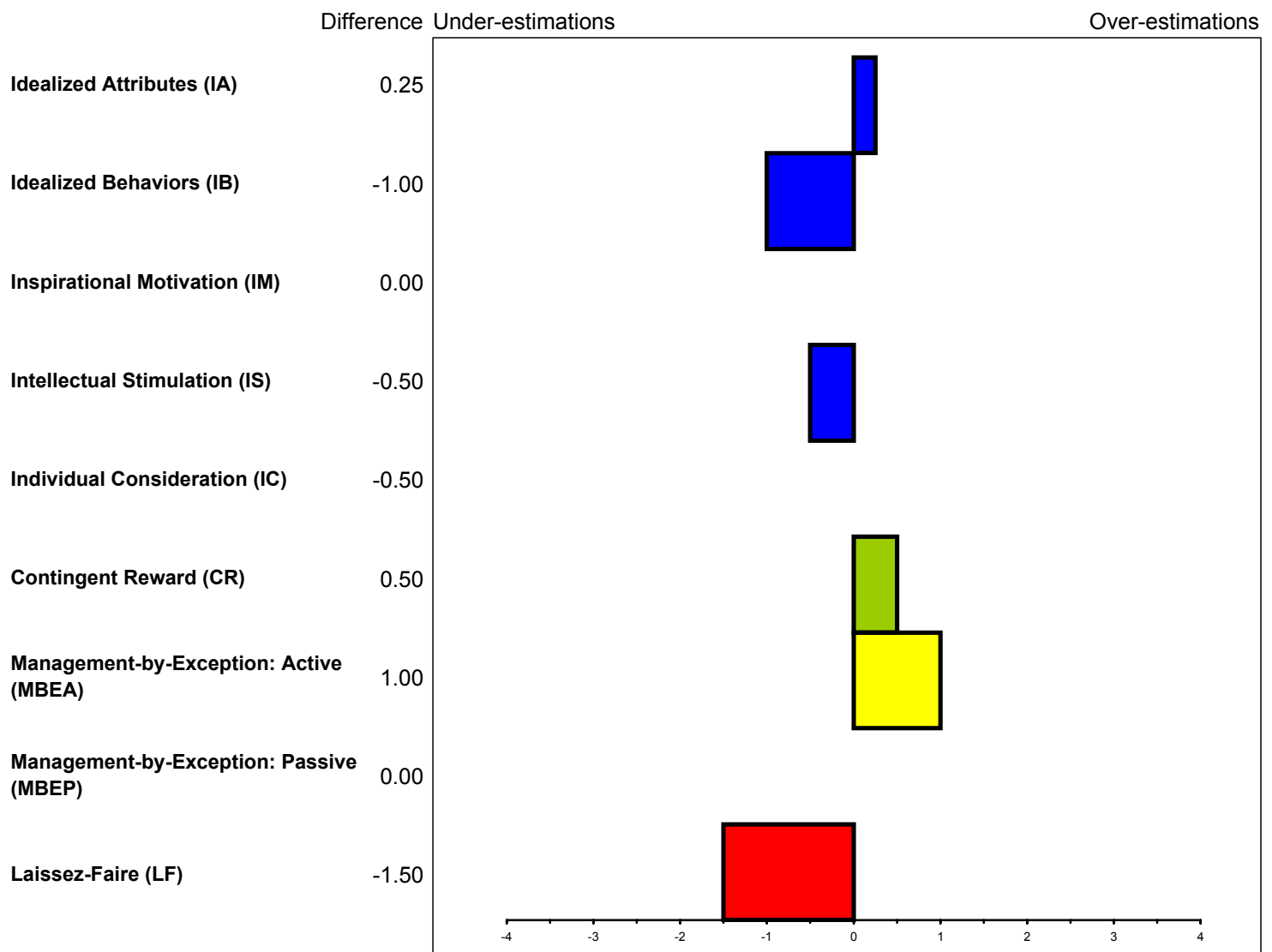
Low Frequency Behaviors	<i>Self</i>	<i>Higher Level</i>	<i>Same Level</i>	<i>Lower Level</i>	<i>"Other" Group</i>	Leadership Style
I go beyond self-interest for the good of the group	▲	▲	▲			Idealized Attributes (IA)
I talk about my most important values and beliefs	▲					Idealized Behaviors (IB)
						Idealized Behaviors (IB)
						Inspirational Motivation (IM)
I						Inspirational Motivation (IM)
s	.					
I						Intellectual Stimulation (IS)
n				▲		Intellectual Stimulation (IS)
I	▲	▲				Intellectual Stimulation (IS)
I		▲				Intellectual Stimulation (IS)
e						Individual Consideration (IC)
I	▲		▲	▲		Individual Consideration (IC)
I	▲	▲	▲			

Note: 10 items displayed on this page

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.

Self and Higher Level Raters



The gap comparison continues for the other levels of raters

Transformational Leadership Detail

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	Once in awhile	Sometimes	Fairly Often	Frequently, if not always	Average
Idealized Attributes (IA)	0	1	2	3	4	
I instill pride in others for being associated with me						
Self				●		
All Rater Average				2.9		
Rater(s) at a Higher Organizational Level				1		3.0
Rater(s) at the Same Organizational Level		1		2	2	3.0
Rater(s) at a Lower Organizational Level		1		1	1	2.7
Rater(s) at "Other" Group						
I Note: Item text here and below						
Self		●				
All Rater Average			1.8			
Rater(s) at a Higher Organizational Level	1					0.0
Rater(s) at the Same Organizational Level		3		2		1.8
Rater(s) at a Lower Organizational Level		1		2		2.3
Rater(s) at "Other" Group						
I						
Self				●		
All Rater Average			2.4			
Rater(s) at a Higher Organizational Level			1			2.0
Rater(s) at the Same Organizational Level		1	1	2	1	2.6
Rater(s) at a Lower Organizational Level			2	1		2.3
Rater(s) at "Other" Group						
I						
Self				●		
All Rater Average				3.4		
Rater(s) at a Higher Organizational Level					1	4.0
Rater(s) at the Same Organizational Level			1	1	3	3.4
Rater(s) at a Lower Organizational Level			1		2	3.3
Rater(s) at "Other" Group						

The detail continues for all of the items and scales

What I admire most about Sandra Sample's leadership is:

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

Listens and responds to other people's ideas. Makes decisions based on the good of the group versus the good of herself.

consistant positive attitude, availability/follow through (reviews)

She is very honest, works hard and is not easily discouraged. She has an excellent understanding of the video industry. She strives for quality.

She is honest and genuine,with respect for individuals and a positive attitude. She considers moral consequences of decisions.

Her knowledge about the industry and her ability to convey that knowledge in layman's terms.

There are two additional pages of comment questions. The comments are an option that can be included or not with the report

Individual Planning and Goal Setting

The MLQ uncovers where you have strengths and areas for development as determined by leading 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' is often not very helpful for developmental purposes.
- e. Explore your 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

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: