Multifactor Leadership Questionnaire™
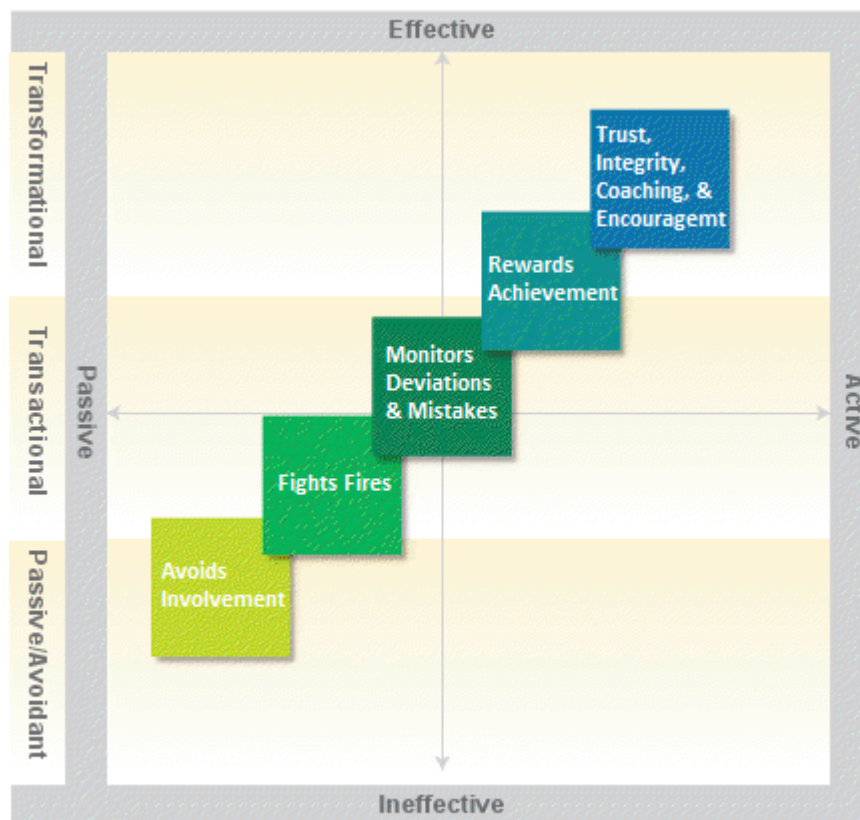# 360 Leader's Report

Bernard M. Bass and Bruce J. Avolio

Prepared on June 26, 2019 for:

Sample Participant
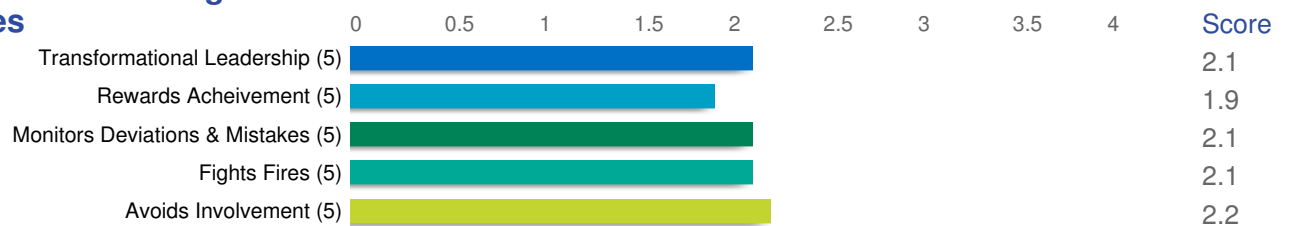
The last rating received was at 7:00 pm EST on December 31, 1969.

Profiled against a full range of leadership styles

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

Your Raters' Average Scores

	0	0.5	1	1.5	2	2.5	3	3.5	4	Score
Transformational Leadership (5)										2.1
Rewards Acheivement (5)										1.9
Monitors Deviations & Mistakes (5)										2.1
Fights Fires (5)										2.1
Avoids Involvement (5)										2.2

Contents

1. 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. Each category differs in the nature of the leadership behaviors.

Transformational Leadership	**Full Range Leadership® Model Style Labels**	
(Also known as the **5 I's**)	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 (Individualized Consideration)	IC
Transactional Leadership		
Constructive	Rewards Achievement (Contingent Reward)	CR
Corrective	Monitors Deviations & Mistakes (Management-by-Exception: Active)	MBEA
Passive-Avoidant Behaviors		
Passive	Fights Fires (Management-by-Exception: Passive)	MBEP
Avoidant	Avoids Involvement (Laissez-Faire)	LF

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

This MLQ Report provides you with feedback for developing your leadership style 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 relative to universal norms. Be wary when comparing yourself to others - your comparison group may not be optimal in terms of the best frequency for effective leadership in your work context.

Next the report provides items measured in each of the full range of leadership styles and outcome scales contained in the MLQ. Eight of the styles measure behaviors which can be practiced; the ninth style, Builds Trust (IIA), measures important traits 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.

2. The Full Range Leadership® Model

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 to merely perform "at expectations." They convince their associates to strive for higher levels of potential as well as higher levels of moral and ethical standards.

Builds Trust
(Idealized Influence -- Attributes)
*These leaders are able to **build trust** in their followers. They inspire power and pride in their followers by going beyond their own individual interests and focusing on the interests of the group.*

Instill pride in others for being associated with them

All items appear in actual report.

Acts with Integrity
(Idealized Influence -- Behaviors)
*These leaders **act with integrity**. They talk about their most important values and beliefs, they focus on a desirable vision, and almost always consider the moral and ethical consequences of their actions. They also focus on building a commonly shared vision or mission for the group.*

All items appear in actual report.

Talk about their most important values and beliefs

All items appear in actual report.

**Encourages Others
(Inspirational Motivation)**

*These leaders behave in ways that motivate those around them by providing meaning and challenge to their followers' work. Individual and team spirit is aroused; enthusiasm and optimism are displayed. The leader **encourages** followers to envision a better future for the organization, as well as for themselves.*

Talk optimistically about the future

All items appear in actual report.

**Encourages Innovative Thinking
(Intellectual Stimulation)**

*These leaders **stimulate their followers' effort to be innovative** and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no ridicule or public criticism of individual members' mistakes. New ideas and creative solutions to problems are solicited from followers, who are included in the process of addressing problems and finding solutions.*

Re-examine critical assumptions to question whether they are appropriate

All items appear in actual report.

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

*These leaders pay attention to each individual's need for achievement and growth by acting as a **coach** or mentor. Followers are developed to higher levels of potential by creating new learning opportunities in a supportive climate. Individual differences in needs and desires are recognized.*

Spend time teaching and coaching

All items appear in actual report.

Transactional Leadership

Transactional leaders display behaviors associated with two transaction styles: constructive (Rewards Achievement) and corrective (Monitors Deviations & Mistakes). Transactional leadership defines expectations and promotes performance to achieve these levels. Providing rewards for achievement and monitoring deviations and mistakes are two core behaviors associated with 'management' functions in organizations. (Full-range leaders use these styles when necessary but focus on using Transformational styles whenever possible.)

**Rewards Achievement
(Contingent Reward)**

*Leaders who frequently **reward achievement** tend to clarify expectations and offer recognition when goals are achieved. This should result in individuals and groups achieving expected levels of performance.*

Provide others with assistance in exchange for their efforts

All items appear in actual report.

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

This leader specifies the standards for compliance, as well as what constitutes ineffective performance, and may punish followers for being out of compliance with those standards. This style of leadership implies close-monitoring for deviations, mistakes, and errors, then taking immediate corrective action.

Focus attention on irregularities, mistakes, exceptions, and deviations from standards

All items appear in actual report.

Passive/Avoidant Behavior

Another form of leadership is more passive and reactive: this leader does not respond to situations and problems systematically. Passive leaders avoid specifying agreements, clarifying expectations and providing goals and standards. This style has a negative effect on desired outcomes. In this regard it is similar to Laissez-Faire styles - or "no leadership." Both types of behavior have negative impacts on followers and associates. Accordingly, both styles can be grouped together as Passive/Avoidant Leadership.

Fights Fires
(Management-by-Exception: Passive)

*These leaders **fight fires** in their team or organization -- they wait for a problem to appear before taking corrective action. In this style, corrective action is most often punitive.*

Fail to interfere until problems become serious

All items appear in actual report.

Avoids Involvement
(Laissez-Faire)

*These leaders tend to **avoid involvement**. This leadership style could be easily defined as 'non-leadership.' These permissive leaders refuse to assume the responsibilities that are part of their position as leaders: they do not offer enough information to their followers, do not offer feedback, and do not acknowledge or work towards their followers' satisfaction.*

Avoid getting involved when important issues arise

All items appear in actual report.

Outcomes of Leadership

Transformational and Transactional leadership are both related to the success of the group. The following outcomes (Generates Extra Effort, Is Productive, and Generates Satisfaction) are desired results of leadership. Numerous scientific studies have shown that these outcomes - and many others such as productivity, innovation and sales performance - are achieved at the highest levels when Transformational leadership is used.

Generates Extra Effort
(Extra Effort)

*These leaders are able to **generate extra effort** in their followers. Extra effort is defined as the wish of followers to strive for superior performance by acting beyond their job expectations.*

Get others to do more than they are expected to do

All items appear in actual report.

Is Productive
(Effectiveness)

*These leaders are able to **be efficient**. Efficient leaders effectively represent the group to higher organizational levels, are efficient in meeting organizational objectives, and generate a higher efficiency in all the domains with which they are involved.*

Are effective in meeting others' job-related needs

All items appear in actual report.

Generates Satisfaction
(Satisfaction with the Leadership)

*These leaders are able to **generate satisfaction** in their followers. These leaders are warm, nurturing, open, authentic, and honest, with good interpersonal and social skills. They are capable of developing feelings of job and organizational satisfaction in their followers.*

Uses methods of leadership that are satisfying

All items appear in actual report.

The Overall Model

Fundamental to the Full Range Leadership model is that every leader displays each style to some degree. The relationship of these styles to effectiveness and activity (passive/active) is shown below. For example, since Avoids Involvement (LF) is the most passive and least effective, it should be used the least, whereas the active and most effective Transformational Leadership should be used the most. Placement along the passive-active dimension (horizontal axis) is evident in the meaning of the scales; placement along the ineffective-effective dimension (vertical axis) is based on empirical findings.

- The leader with an optimal profile infrequently displays Avoids Involvement (LF) leadership.

- An optimal profile shows increased frequencies of Fights Fires (MBEP), Monitors Deviations & Mistakes (MBEA), and Rewards Achievement (CR).

- The Transformational leadership styles are used most frequently in an optimal leadership profile: Builds Trust (IIA), Acts with Integrity (IIB), Encourages Others (IM), Encourages Innovative Thinking (IS), and Coaches & Develops People (IC).

In contrast, the profile of poorly performing leader tends towards passivity and ineffectiveness.
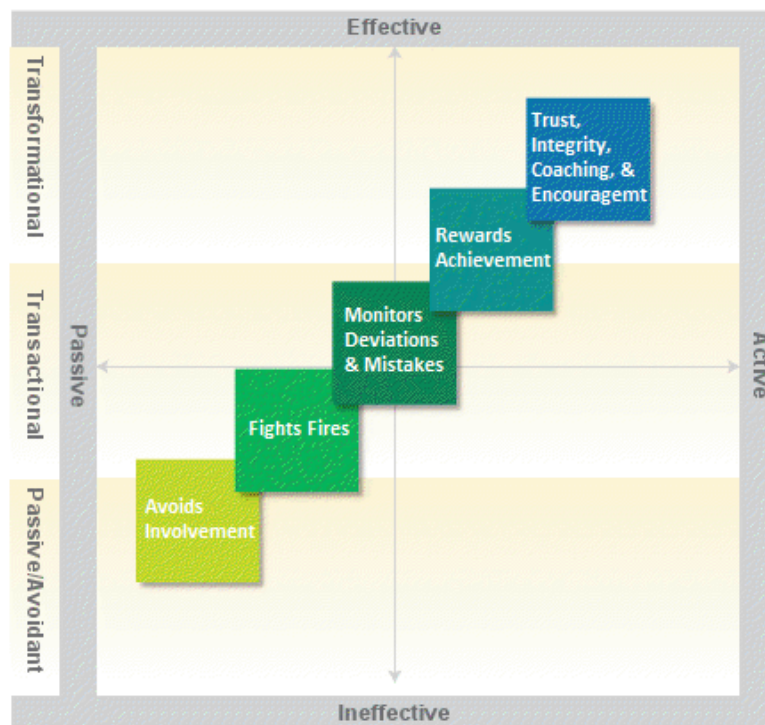
Profiled against a full range of leadership styles

Research Findings for the MLQ

The MLQ is the most 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 many of these studies go to:

www.mindgarden.com/products/mlqresearch.htm

3. Contextual Leadership

Transformational leadership is the most effective leadership strategy, but there are situations where Transactional leadership can be just as effective. The emergence and success of either style may depend on:

- Environment
- Organization Structure
- Organization Size
- Organizational Sector
- Tasks and Goals Involved
- Distribution of Power between leaders and the followers

Environment. Two aspects of the environment can influence the ideal leadership style.

Stability vs. Turbulence. A stable and predictable environment calls for consistent leadership. Transactional leadership tends to emerge here, with a focus on efficiency and stability, and consistently rewarding goal completion. A stable environment is e.g. a telemarketing company with predictable success rates and profits patterns. By contrast, those in unstable, rapidly changing environments must constantly adapt, e.g. a company constantly up against new products, new technology, and new market contenders. With less visibility to the future and less predictability of events, leaders must use innovative thinking and seek employees' input. This naturally supports a transformational style.

Collectivistic vs. Individualistic. Transformational leadership is most effective where group accomplishment is emphasized. In collectivistic environments, leadership tends to involve the exchange of status for love or service. For example, within the Confucian culture, having respect, trust and loyalty for, and obedience to authority is a strong social norm. Followers have a sense of shared fates with their leaders and organizations, so material reward is unnecessary to maintain effort and efficiency. By contrast, leadership in individualistic environments involves the exchange of money for goods and information, making transactional leadership an effective strategy. Workers in many Western countries do not hold collectivistic values, so their leaders must give material rewards to guarantee effort and efficiency from these followers.

Organization Structure. Mechanistic or bureaucratic organizations require stable, predictable environments to maintain their control systems and strong hierarchies, thus a transactional style is more effective here. Examples include healthcare, universities, and government. By contrast, in organic organizations with decentralized decision-making and requiring adaptive learning, transformational leadership is more effective. Organic organizations thrive in more turbulent environments. Examples include technology innovation companies and non-profit organizations.

Organization Size. Transformational leadership is most effective in smaller groups. As a group becomes larger, it is more difficult for the leader to motivate, influence, and coach each follower.

Business Sector. An organization's ideal leadership style is not significantly different for a public vs. private sector business. However, non-profit environmental organizations are more conducive to transformational leadership than their for-profit counterparts. It is assumed that the strong focus on the non-profit's mission makes transactional leadership less necessary.

Tasks and Goals Involved. Project quality for research work tasks benefits greatly from transformational leadership, as these tasks require creativity and group thinking. By contrast, development work tasks benefit from transactional leadership, as they are more concerned with meeting budget and scheduling demands.

Distribution of Power. When the **leader** has power and information, transformational leadership tends to emerge and be effective; but when the **follower** has power and information, transactional leadership tends to emerge and be just as effective.

Although we find differences and situations and differences in culture, the concepts and general propositions about transformational and transactional leadership remain relevant and applicable. **Transformational leadership is most effective regardless of various contingencies**, but Transactional and other leadership strategies may be effective and emerge given certain situations. **Leadership strategies need to be suitably adjusted for specific circumstances.**

To learn more about contextual leadership, please refer to *Transformational Leadership* by Bernard M. Bass and Ronald E. Riggio, published by Lawrence Erlbaum Associates, Inc., 2006.

4. Making the Most of Your Report

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

About the Report

Sections 2-6
Note the structure of the MLQ Report as shown in Contents (page 3). Section 2 outlines the Full Range Leadership Model measured by the MLQ and it is important background information. Your leadership profile is first presented using your combined raters' scores and your own self-ratings (5. Full-Range Leadership Profile Aggregate Scores). Next, your feedback data is broken up into separate rater groups and your own self-ratings (6. Self & Rater Feedback By Level). Comparisons with optimal leadership profiles, as indicated by research studies, are presented in sections 5 and 6. The green benchmark bar shows the optimal level for each leadership style.

Section 7
In section 7, your profile is compared with universal norms (a large number of ratings of leaders), and norms for your organization (if your organization set a norm). These enable you to see how your leadership contrasts with others. Effective leadership as indicated by research is indivated by the benchmark bar. These dual benchmarks for assessment - research-driven as well as your organization's norms - are some of the strengths of the MLQ 360 Leader's Report.

Section 8-9
Section 8 helps you start establishing your own leadership development plan - the top ten Transformational leadership strengths (8a. Style Strengths) are presented as are ten areas for developing your Transformational leadership (8b. Areas for Development). Next, gaps between your self-ratings and the ratings of others' (9. Self to All Rater Gaps) are highlighted.

Section 10
Section 10 includes a complete reporting of all feedback data collected by each of the thirty-six leadership style items and the nine leadership outcomes items.

Section 11
In section 11, all comments made by your raters are presented (unedited) for your reflection.

Section 12
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 (12. Individual Planning and Goal Setting) to help you make the most of this investment. These are generic; 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 set of objectives for your development. With or without a coach, the *MLQ Leader's Workbook*, available from www.mindgarden.com, provides numerous specific behaviors that can be adapted and practiced for each leadership style.

Making the Most of Your Report (cont.)

You may notice yourself being challenged by the questions or statements in the MLQ and want to dispute their importance or meaning. It is important to remember that each question in the MLQ is a validated marker of a full range of leadership styles. The report may therefore challenge you to question and refine your own implicit assumptions about leadership. This can be a fruitful area for reflection and discussion with a leadership coach. **When viewing your report for the first time, please keep the following suggestions in mind:**

1. Look through the report when you can focus on it alone.

2. Benchmarks are driven by research studies that show which leadership behaviors are most powerful in achieving the best outcomes with followers and associates. Look for the green benchmark bars for these research validated levels.

3. Consider the following questions. Notice that the questions start by focusing on your leadership strengths. Look for the good news first!

  a) What are my leadership strengths?
      (Notice what leadership behaviors were rated high that you already knew were strengths)

  b) What are the areas where I tend not to perceive myself as having leadership strengths, but where my raters see me as having strengths?
      (Focus on leadership behaviors which were rated high but that you did not know were strengths)

  c) In which areas do I need to develop my leadership behaviors?
      (Notice leadership behaviors that were rated low that you know are low and could develop)

  d) Which specific leadership behavior items do I need to do **more** frequently?
      (Focus on leadership behaviors that are rated low that you could practice more frequently)

  e) Which specific behavior items do I need to do **less** frequently?
      (Focus on items in the Transactional or Passive-Avoidant scales)

  f) In which areas do I see myself as being stronger than my raters see me?
      (Notice leadership behaviors where I rate my frequency higher than I am being rated)

4. Consider how you might change your leadership style to become a more effective leader.

  g) How can I be a more effective leader with **my followers**?

  h) How it can I be a more effective leader with **my peers**?

  i) How can I influence "upwards" more effectively?
      (Focus on leadership behaviors I can practice with those at a higher organizational level than I am)

  j) Which issues really challenge my thinking about my leadership?

Making the Most of Your Report (cont.)

5. Now focus on the Transformational Leadership sections

  k)   What are my strongest Transformational leadership behaviors? How can I leverage those behaviors?

  l)   What Transformational leadership behaviors are most important for me to improve given my current role in the organization and the surrounding environment?

6. Transactional: Look at the balance between your observed positive Rewards Achievement (CR) behaviors and your Monitors Deviations & Mistakes (MBEA) behaviors. Do you practice Rewards Achievement more frequently than Monitors Deviations & Mistakes, and if not why not? Do you rely too much on these Transactional influencing behaviors when compared with your Transformational influencing repertoire?

7. Passive/Avoidant: Notice how frequently you are seen to be engaging in Fights Fires (MBEP) and Avoids Involvement (LF) behaviors. Consider whether you need to pay more attention to this perception by others since it discourages them. How could you get feedback about what others think you "miss" or simply "react to" that they find important?

8. Make some brief answers to the preceding questions and review them with a leadership coach or trusted colleague. This will help to make your feedback review session more effective and speed up the process of establishing your development plan.

9. A key outcome of your first session with a leadership coach or colleague is to identify both the areas of your strengths as well as a set of clear objectives for your leadership development. Each objective for improvement should have a particular rater level (higher, same, lower, other) in mind. Essentially, your plan will be deciding "more of this" and "less of that."

10. Consider the whole report and avoid getting locked into just one aspect of it. Your Full-Range Leadership Profile as a whole allows you to improve the effectiveness of your leadership and your corresponding ability to positively influence others.

5. Full-Range Leadership Profile - Aggregate Scores

Section 5 presents your aggregate ratings and your self-rating. Use the key below for interpretation:

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

The number of raters is shown below in parentheses.
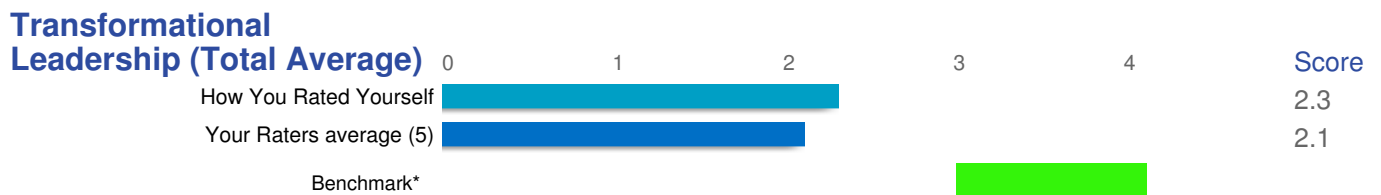
Transformational Leadership

Transformational Leadership (Total Average)

	Score
How You Rated Yourself	2.3
Your Raters average (5)	2.1
Benchmark*	

*According to the Research Validated Benchmark, the ideal frequency of all five Transformational behaviors should be a "Fairly Often" rating of 3 or greater.**

Builds Trust (IIA)

	0	1	2	3	4	Score
How You Rated Yourself						2.8
Your Raters average (5)						2.3

Acts with Integrity (IIB)

	0	1	2	3	4	Score
How You Rated Yourself						2.8
Your Raters average (5)						2

Encourages Others (IM)

	0	1	2	3	4	Score
How You Rated Yourself						2.3
Your Raters average (5)						2

Encourages Innovative Thinking (IS)

	0	1	2	3	4	Score
How You Rated Yourself						3
Your Raters average (5)						2

Coaches & Develops People (IC)

	0	1	2	3	4	Score
How You Rated Yourself						0.8
Your Raters average (5)						2.5
Benchmark*						

*According to the Research Validated Benchmark, the ideal frequency of all five Transformational behaviors should be a "Fairly Often" rating of 3 or greater.

Transactional Leadership

Rewards Achievement (CR)

	0	1	2	3	4	Score
How You Rated Yourself						2.3
Your Raters average (5)						1.9
Benchmark*						
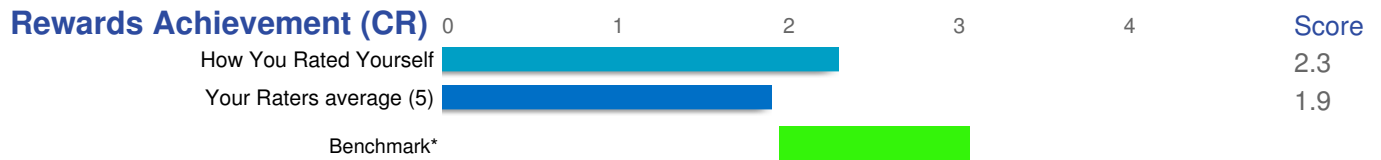
*According to the Research Validated Benchmark, the ideal frequency of Rewards Achievement (CR) behaviors should be between "Sometimes" and "Fairly Often" (2.0 - 3.0).

Monitors Deviations & Mistakes (MBEA)

	0	1	2	3	4	Score
How You Rated Yourself						2.3
Your Raters average (5)						2.1
Benchmark**						
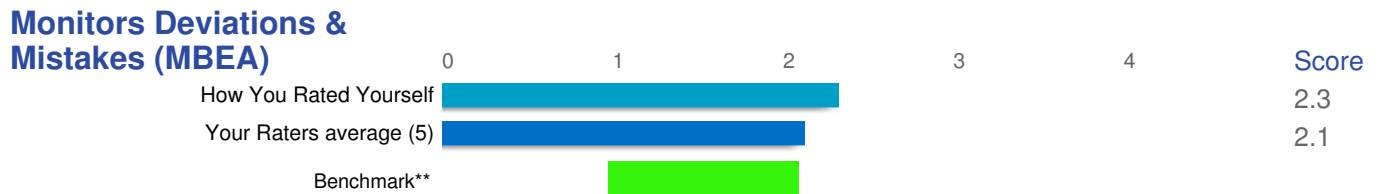
**According to the Research Validated Benchmark, the ideal frequency of Monitors Deviations & Mistakes (MBEA) behaviors should be between "Once in awhile" and "Sometimes" (1.0 - 2.0).

Passive/Avoidant Behaviors

Fights Fires (MBEP)

	0	1	2	3	4	Score
How You Rated Yourself						1.3
Your Raters average (5)						2.1

Avoids Involvement (LF)

	0	1	2	3	4	Score
How You Rated Yourself						1.5
Your Raters average (5)						2.2
Benchmark***						
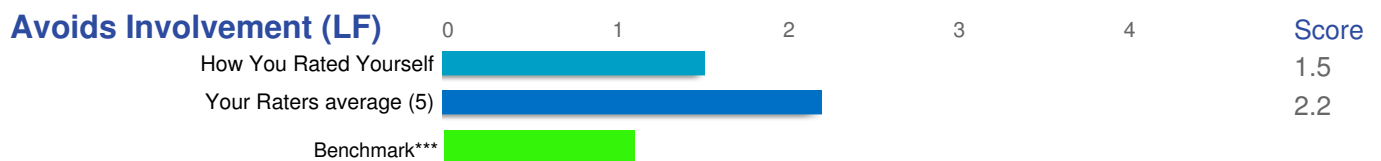
***According to the Research Validated Benchmark, the ideal frequency of Passive/Avoidant behaviors should be between "Not at all" and "Once in awhile" (0 - 1.0).

Outcomes of Leadership

Generates Extra Effort (EE)

	Score
How You Rated Yourself	3
Your Raters average (5)	2.2

Is Productive (EFF)

	Score
How You Rated Yourself	1.8
Your Raters average (5)	2.4

Generates Satisfaction (SAT)

	Score
How You Rated Yourself	2.5
Your Raters average (5)	2.1
Benchmark*	
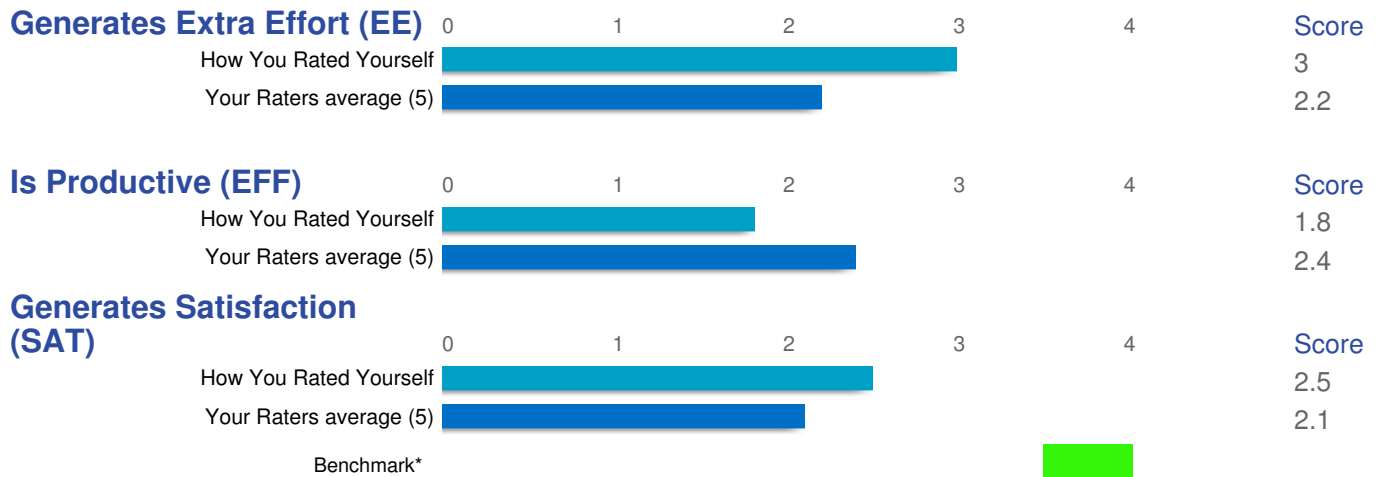
*According to the Research Validated Benchmark, the strongest leaders achieve rated frequencies for the above Outcomes of 3.5 or greater.

6. Self and Rater Feedback (By Level)

Section 6 presents a breakout of Leadership style group frequency ratings for each rater level. The graphs can be interpreted using the key below:

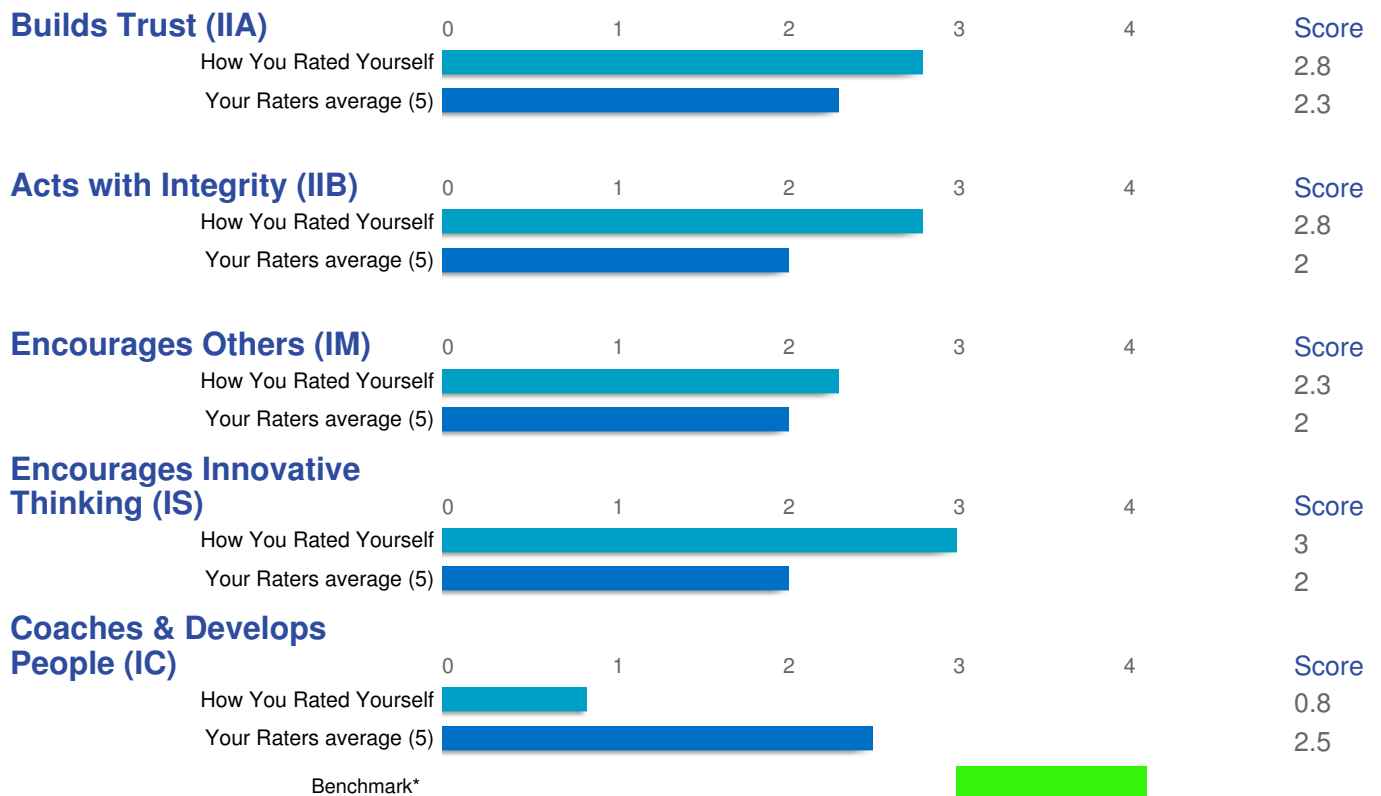| **Frequency** |
| --- |
| 0 = Not at all
1 = Once in awhile
2 = Sometimes
3 = Fairly often
4 = Frequently, if not always |

The total number of raters at each level is shown below in parentheses.

Transformational Leadership

Transformational Leadership (Total Average)

	Score
How You Rated Yourself	2.3
Above (1)	2.3
Same (2)	2.2
Lower (2)	2

Builds Trust (IIA)

	Score
How You Rated Yourself	2.8
Above (1)	2.5
Same (2)	2
Lower (2)	2.5

Acts with Integrity (IIB)

	Score
How You Rated Yourself	2.8
Above (1)	2.5
Same (2)	2.3
Lower (2)	1.4

Encourages Others (IM)

	Score
How You Rated Yourself	2.3
Above (1)	1.5
Same (2)	2.4
Lower (2)	1.8

Encourages Innovative Thinking (IS)

	Score
How You Rated Yourself	3
Above (1)	2.5
Same (2)	1.9
Lower (2)	1.9

Coaches & Develops People (IC)

	Score
How You Rated Yourself	0.8
Above (1)	2.5
Same (2)	2.6
Lower (2)	2.4

Transactional Leadership

Rewards Achievement (CR)

	0	1	2	3	4	Score
How You Rated Yourself						2.3
Above (1)						1.3
Same (2)						2.1
Lower (2)						2

Monitors Deviations & Mistakes (MBEA)

	0	1	2	3	4	Score
How You Rated Yourself						2.3
Above (1)						2
Same (2)						2.1
Lower (2)						2.1

Passive/Avoidant Behaviors

Fights Fires (MBEP)

	0	1	2	3	4	Score
How You Rated Yourself						1.3
Above (1)						2
Same (2)						2.3
Lower (2)						1.9

Avoids Involvement (LF)

	0	1	2	3	4	Score
How You Rated Yourself						1.5
Above (1)						2
Same (2)						2.3
Lower (2)						2.1

Outcomes of Leadership

Generates Extra Effort (EE)

	Score
How You Rated Yourself	3
Above (1)	1.3
Same (2)	2.5
Lower (2)	2.3

Is Productive (EFF)

	Score
How You Rated Yourself	1.8
Above (1)	2.8
Same (2)	2.3
Lower (2)	2.3

Generates Satisfaction (SAT)

	Score
How You Rated Yourself	2.5
Above (1)	2
Same (2)	2
Lower (2)	2.3

7. Comparison with Norms:
Transformational Leadership

The graphs below show the frequency of your leadership behaviors as perceived by you and your raters vs. universal norms. Simply put, norms are group averages and **N** (in parentheses) is the number of leaders included in the norm.

Your Group
Population Group: Sample Corporation
Number of participants in this norm: 4
Campaigns included in this norm:
MLQII Sample Group

Builds Trust (IIA)
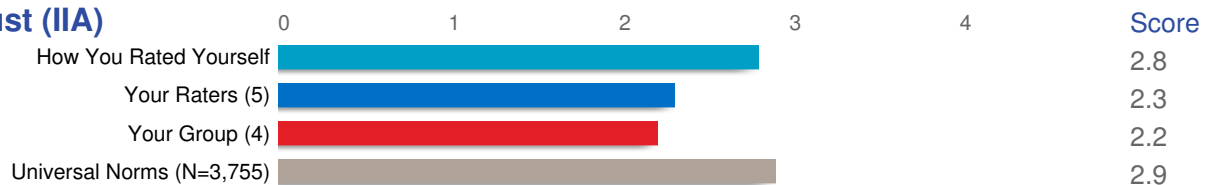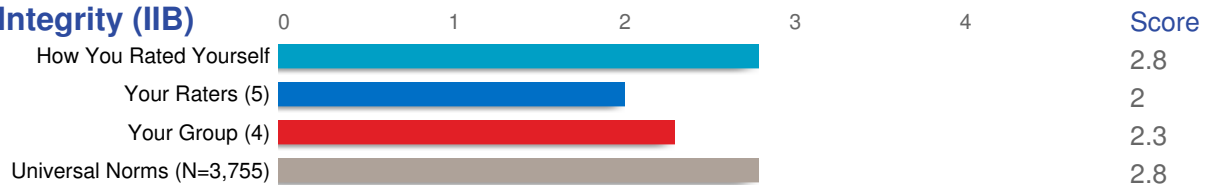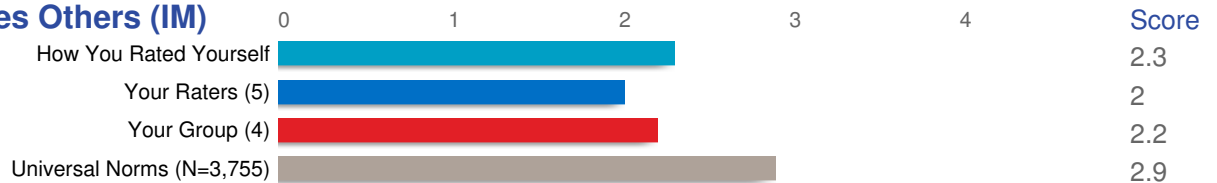
	Score
How You Rated Yourself	2.8
Your Raters (5)	2.3
Your Group (4)	2.2
Universal Norms (N=3,755)	2.9

Acts with Integrity (IIB)

	Score
How You Rated Yourself	2.8
Your Raters (5)	2
Your Group (4)	2.3
Universal Norms (N=3,755)	2.8

Encourages Others (IM)

	Score
How You Rated Yourself	2.3
Your Raters (5)	2
Your Group (4)	2.2
Universal Norms (N=3,755)	2.9

Encourages Innovative Thinking (IS)

	Score
How You Rated Yourself	3
Your Raters (5)	2
Your Group (4)	2
Universal Norms (N=3,755)	2.8

Coaches & Develops People (IC)

	Score
How You Rated Yourself	0.8
Your Raters (5)	2.5
Your Group (4)	2.1
Universal Norms (N=3,755)	2.9
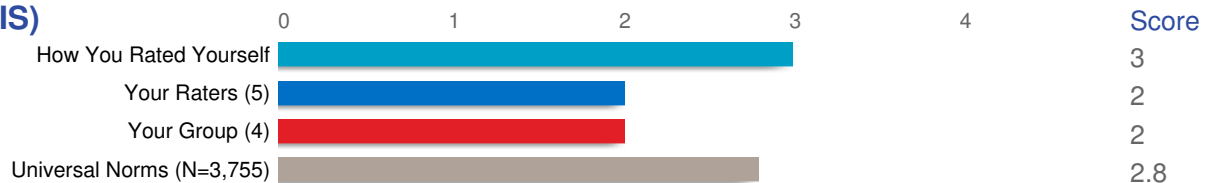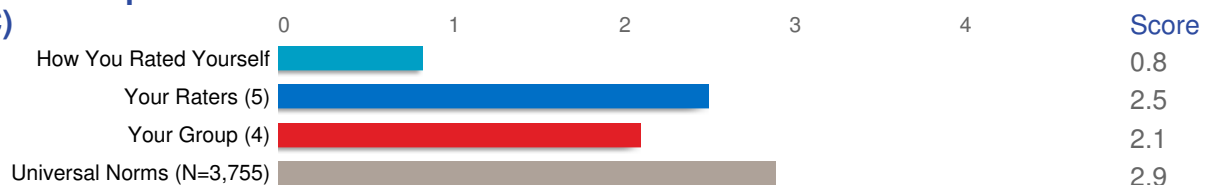
Comparison with Norms:
Transactional Leadership

Rewards Achievement (CR)

	Score
How You Rated Yourself	2.3
Your Raters (5)	1.9
Your Group (4)	2.2
Universal Norms (N=3,755)	2.9

Monitors Deviations & Mistakes (MBEA)

	Score
How You Rated Yourself	2.3
Your Raters (5)	2.1
Your Group (4)	2.4
Universal Norms (N=3,755)	1.7
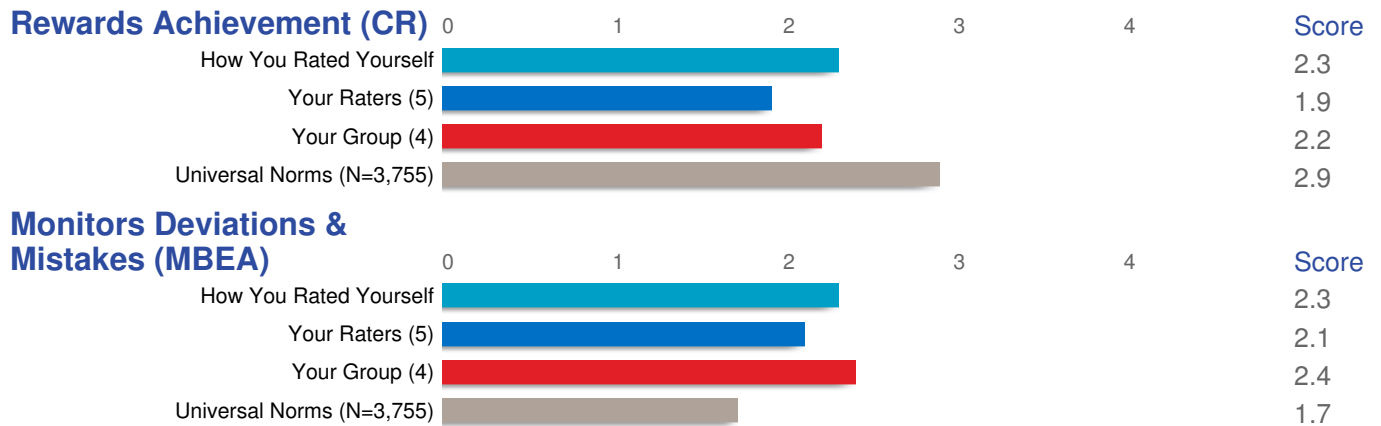
Comparison with Norms:
Passive/Avoidant Behaviors

Fights Fires (MBEP)

	Score
How You Rated Yourself	1.3
Your Raters (5)	2.1
Your Group (4)	2.1
Universal Norms (N=3,755)	1

Avoids Involvement (LF)

	Score
How You Rated Yourself	1.5
Your Raters (5)	2.2
Your Group (4)	2.2
Universal Norms (N=3,755)	0.7
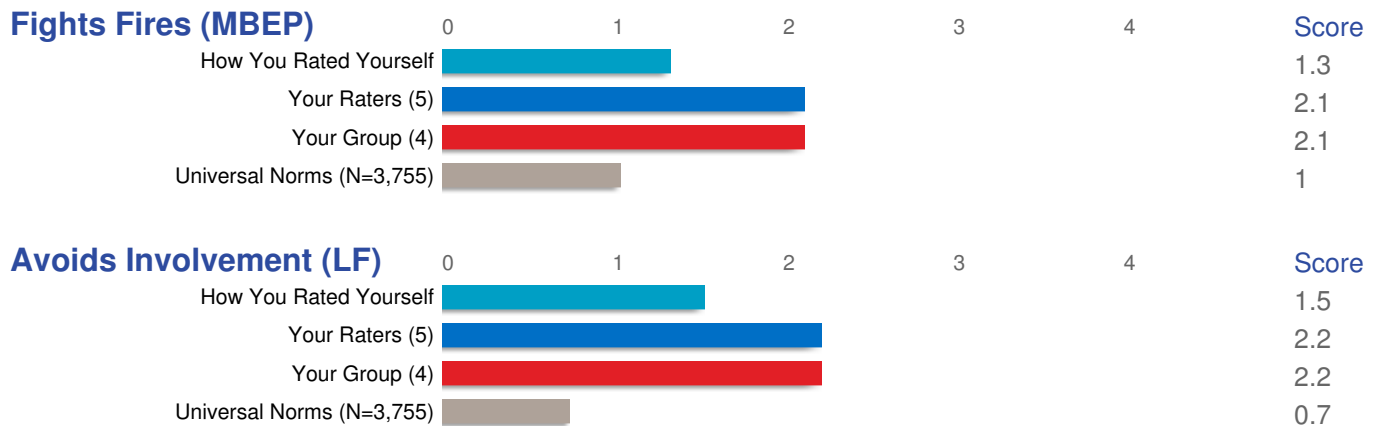
Comparison with Norms: Outcomes of Leadership

Generates Extra Effort (EE)

	Score
How You Rated Yourself	3
Your Raters (5)	2.2
Your Group (4)	2.3
Universal Norms (N=3,755)	2.7

Is Productive (EFF)

	Score
How You Rated Yourself	1.8
Your Raters (5)	2.4
Your Group (4)	2.3
Universal Norms (N=3,755)	3.1

Generates Satisfaction (SAT)

	Score
How You Rated Yourself	2.5
Your Raters (5)	2.1
Your Group (4)	2.2
Universal Norms (N=3,755)	3.1
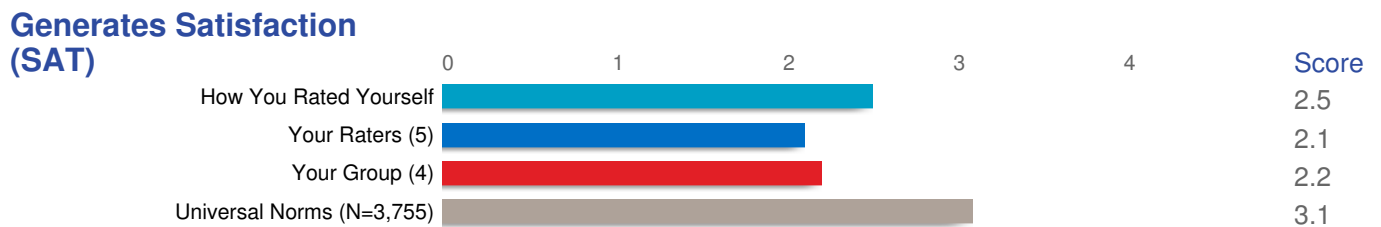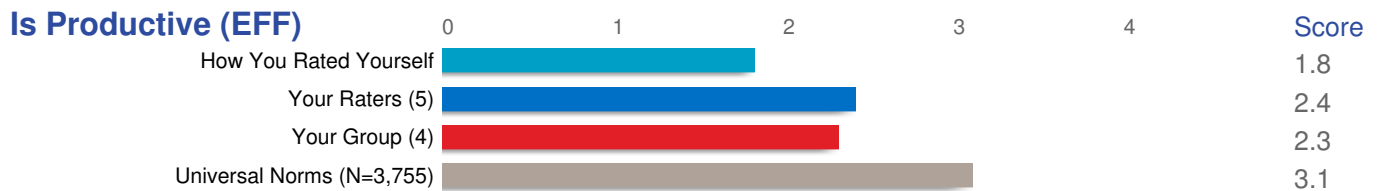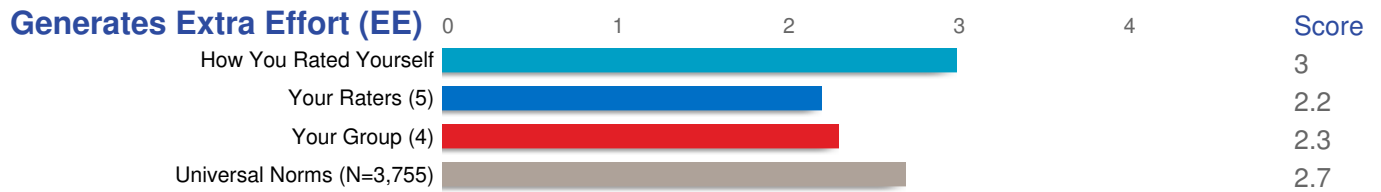
8a. Your Transformational Leadership:
Style Strengths

This section lists your Transformational Leadership strengths. These items are those for which you received your **ten highest average ratings** from all raters combined. This is only a first step to establishing your leadership development plan. See "Making the Most of Your Report" and "Individual Planning and Developing Goals," and the *MLQ Leader's Workbook* for further suggestions.

Score	Scale	Item
2.8	Coaches & Develops People (IC)	I treat others as individuals rather than just as members of the group.
2.6	Encourages Innovative Thinking (IS)	
2.6	Builds Trust (IIA)	
2.6	Coaches & Develops People (IC)	
2.4	Coaches & Develops People (IC)	
2.4	Acts with Integrity (IIB)	
2.2	Coaches & Develops People (IC)	
2.2	Encourages Others (IM)	
2.2	Builds Trust (IIA)	
2.2	Builds Trust (IIA)	

8b. Your Transformational Leadership: Areas for Development

This section lists Transformational Leadership areas you could develop. These items are those for which you received your **ten lowest average ratings** from all raters combined.

Score	Scale	Item
1.4	Encourages Innovative Thinking (IS)	I suggest new ways of looking at how to complete assignments.
1.4	Encourages Others (IM)	
1.6	Acts with Integrity (IIB)	
1.8	Acts with Integrity (IIB)	
2	Encourages Innovative Thinking (IS)	
2	Encourages Innovative Thinking (IS)	
2	Encourages Others (IM)	
2	Acts with Integrity (IIB)	
2.2	Builds Trust (IIA)	
2.2	Encourages Others (IM)	

9a. Self to All Rater Gaps - Self vs. Higher Level

The tables below highlight the differences between your self-ratings and your raters' ratings. The longer the bar, the greater the gap between your self-perception vs. your raters' perceptions.

Self vs. Higher Level Raters

For these styles, you rated yourself HIGHER than your Higher level raters did.
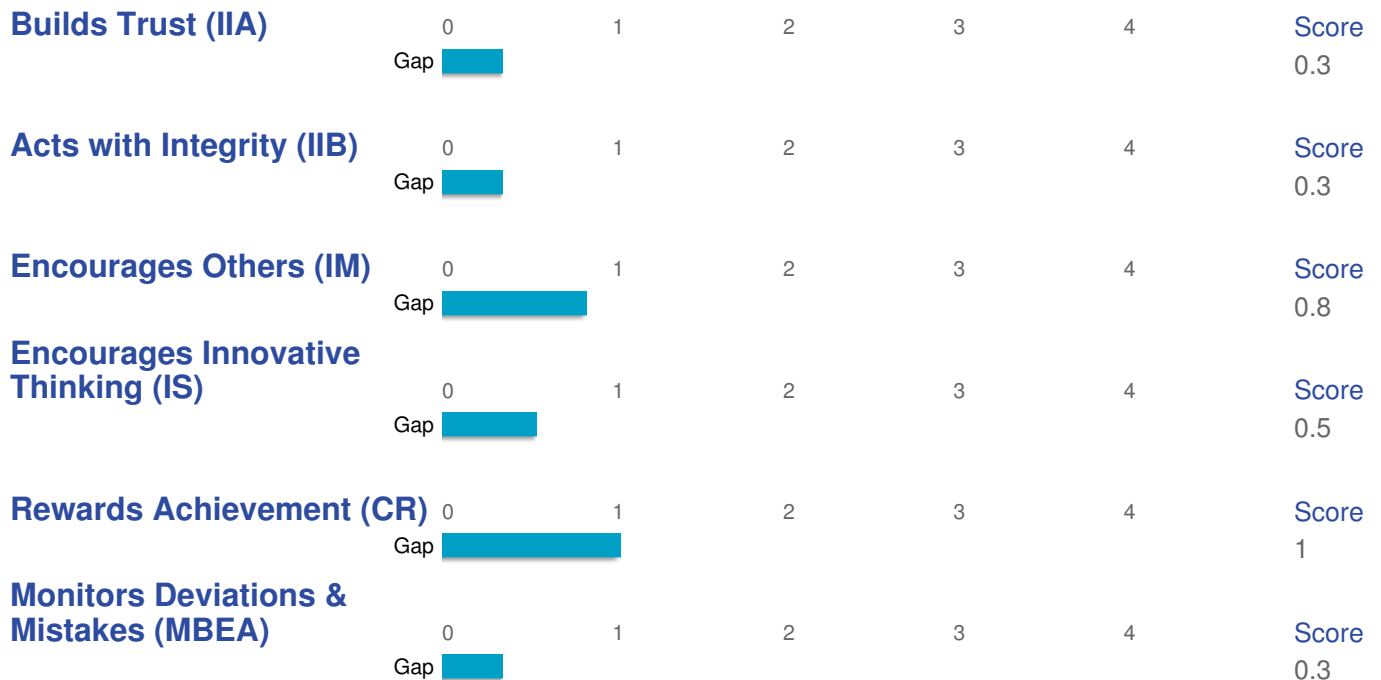
Style	0	1	2	3	4	Score
Builds Trust (IIA)	Gap					0.3
Acts with Integrity (IIB)	Gap					0.3
Encourages Others (IM)	Gap					0.8
Encourages Innovative Thinking (IS)	Gap					0.5
Rewards Achievement (CR)	Gap					1
Monitors Deviations & Mistakes (MBEA)	Gap					0.3

For these styles, you rated yourself LOWER than your Higher level raters did.

Style	0	1	2	3	4	Score
Coaches & Develops People (IC)	Gap					1.7
Fights Fires (MBEP)	Gap					0.7
Avoids Involvement (LF)	Gap					0.5
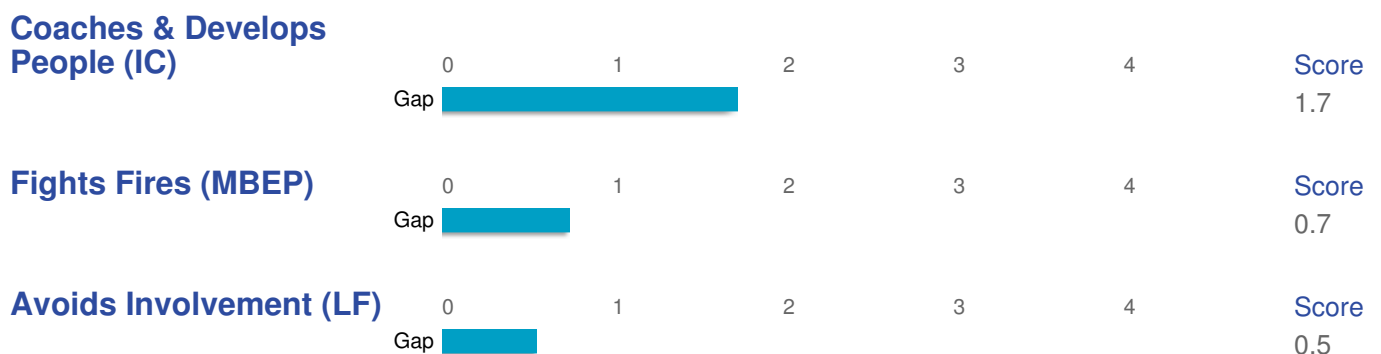
9b. Self to All Rater Gaps - Self vs. All Raters

Self vs. Same and Lower Level Raters

For these styles, you rated yourself HIGHER than your raters did.

Builds Trust (IIA)

	0	1	2	3	4	Score
Gap						0.5

Acts with Integrity (IIB)

	0	1	2	3	4	Score
Gap						1

Encourages Others (IM)

	0	1	2	3	4	Score
Gap						0.2

Encourages Innovative Thinking (IS)

	0	1	2	3	4	Score
Gap						1.1

Rewards Achievement (CR)

	0	1	2	3	4	Score
Gap						0.2

Monitors Deviations & Mistakes (MBEA)

	0	1	2	3	4	Score
Gap						0.2

For these styles, you rated yourself LOWER than your raters did.

Coaches & Develops People (IC)

	0	1	2	3	4	Score
Gap						1.7

Fights Fires (MBEP)

	0	1	2	3	4	Score
Gap						0.8

Avoids Involvement (LF)

	0	1	2	3	4	Score
Gap						0.7
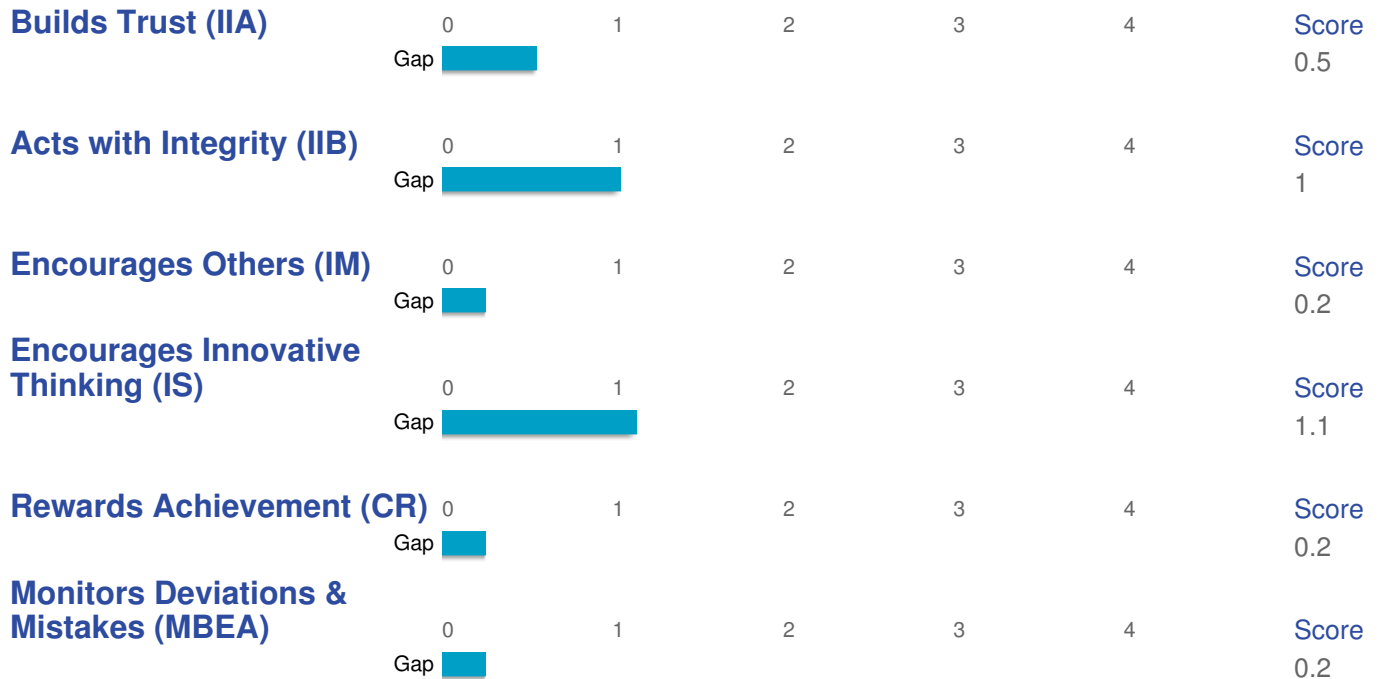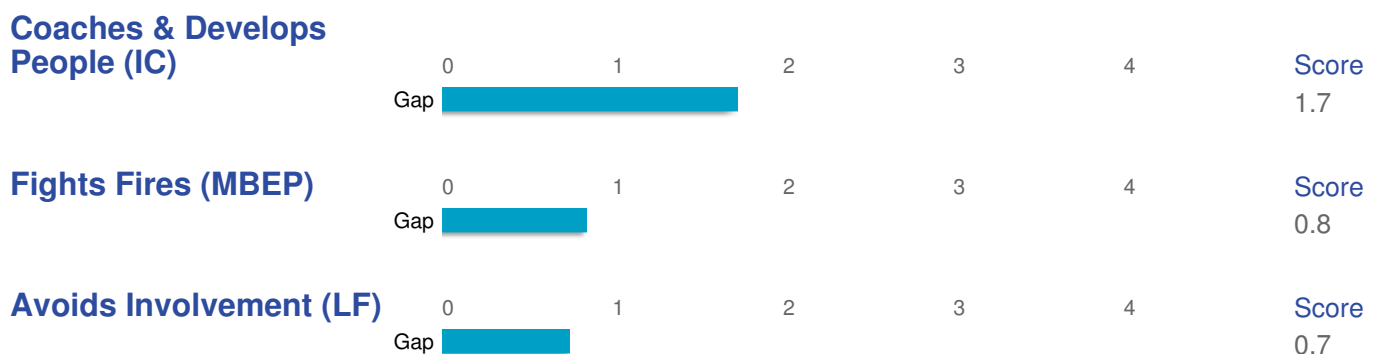
10. Complete Ratings of All Rater Levels: Transformational Leadership

The tables below summarize the leadership ratings provided by you and your raters. The dot represents the rating you gave yourself. The right-most column shows an average rating by rater level. If there is no indication of a rating, the item was left blank by the rater(s) of that level.

Ratings will be shown **only if two (2) or more raters participated** at that level. Therefore if a rater level has data from only one rater, that data will not be displayed to ensure rater confidentiality. An exception is for the higher rater level which needs one (1) or more raters to display data.

Builds Trust (IIA)

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always	Average
	0	1	2	3	4	
I instill pride in others for being associated with me.						
Self				●		
Above (higher org. level) (1)				1		3
Same (same org. level) (2)			2			2
Lower (lower org. level) (2)		1		1		2

I

S
A
S
Lo

Acts with Integrity (IIB)

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

I talk about my most important values and beliefs.

	0	1	2	3	4	Average
Self				●		
Above (higher org. level) (1)			1			2
Same (same org. level) (2)			2			2
Lower (lower org. level) (2)		2				1

Encourages Others (IM)

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

I talk optimistically about the future.

	0	1	2	3	4	Average
Self					●	
Above (higher org. level) (1)		1				1
Same (same org. level) (2)				2		3
Lower (lower org. level) (2)		1	1			1.5

Encourages Innovative Thinking (IS)

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

I re-examine critical assumptions to question whether they are appropriate.

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always	Average
Self				●		
Above (higher org. level) (1)				1		3
Same (same org. level) (2)			2			2
Lower (lower org. level) (2)		1	1			1.5

Coaches & Develops People (IC)

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

I spend time teaching and coaching.

	0	1	2	3	4	Average
Self			●			
Above (higher org. level) (1)				1		3
Same (same org. level) (2)			1	1		2.5
Lower (lower org. level) (2)			1	1		2.5

Complete Ratings of All Rater Levels: Transactional Leadership

Rewards Achievement (CR)

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always	Average
	0	1	2	3	4	
I provide others with assistance in exchange for their efforts.						
Self				●		
Above (higher org. level) (1)				1		3
Same (same org. level) (2)			1	1		2.5
Lower (lower org. level) (2)			1	1		2.5

Monitors Deviations & Mistakes (MBEA)

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

I focus attention on irregularities, mistakes, exceptions, and deviations from standards.

	0	1	2	3	4	Average
Self			●			
Above (higher org. level) (1)			1			2
Same (same org. level) (2)			2			2
Lower (lower org. level) (2)		1			1	2.5

Complete Ratings of All Rater Levels: Passive/Avoidant Behaviors

Fights Fires (MBEP)

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always	
	0	1	2	3	4	Average
I fail to interfere until problems become serious.						
Self	●					
Above (higher org. level) (1)				1		3
Same (same org. level) (2)			1	1		2.5
Lower (lower org. level) (2)			1	1		2.5

I
ta

Se
Ab
Sa
Lo

ipant

Avoids Involvement (LF)

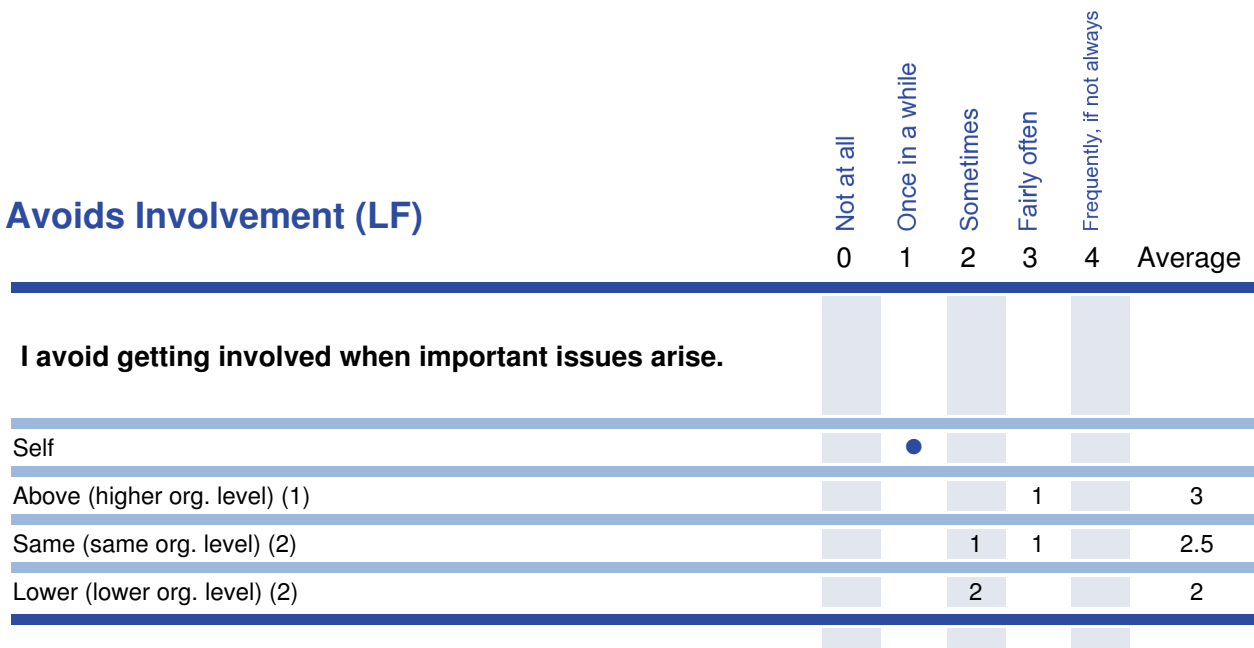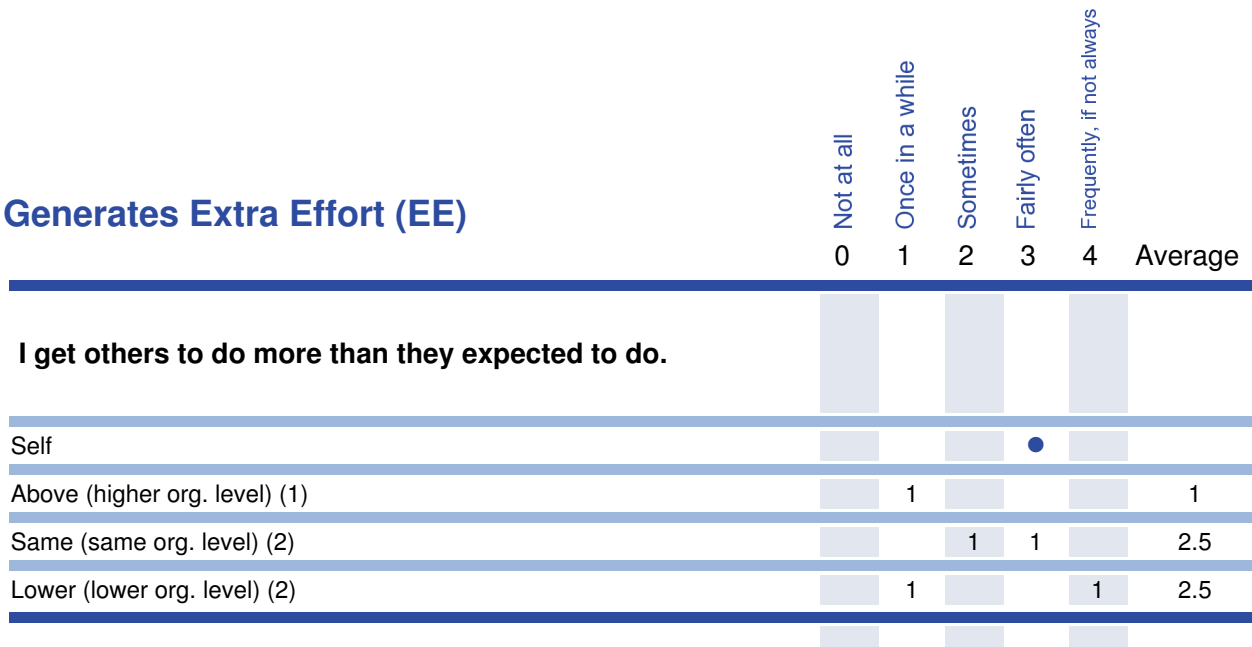|	Not at all (0)	Once in a while (1)	Sometimes (2)	Fairly often (3)	Frequently, if not always (4)	Average
I avoid getting involved when important issues arise.						
Self		●				
Above (higher org. level) (1)				1		3
Same (same org. level) (2)			1	1		2.5
Lower (lower org. level) (2)			2			2

I

Se
Ab
Sa
Lo

I

Se
Ab
Sa
Lo

I

Se
Ab
Sa
Lo

Complete Ratings of All Rater Levels: Outcomes of Leadership
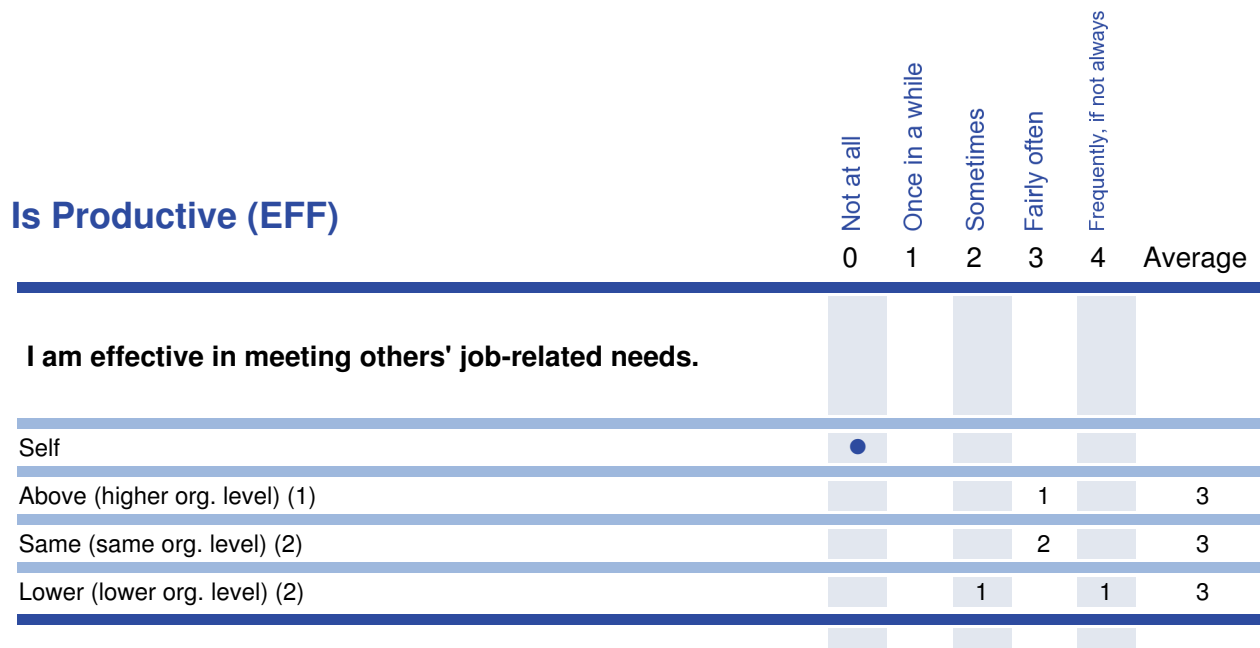
Generates Extra Effort (EE)

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

I get others to do more than they expected to do.

	0	1	2	3	4	Average
Self				●		
Above (higher org. level) (1)		1				1
Same (same org. level) (2)			1	1		2.5
Lower (lower org. level) (2)		1			1	2.5

I

S
A
S
L

I

S
A
S
L

Is Productive (EFF)

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

I am effective in meeting others' job-related needs.

	0	1	2	3	4	Average
Self	●					
Above (higher org. level) (1)				1		3
Same (same org. level) (2)				2		3
Lower (lower org. level) (2)			1		1	3

I

Se
Ab
Sa
Lo

I

Se
Ab
Sa
Lo

I

Se
Ab
Sa
Lo

Generates Satisfaction (SAT)

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

I use methods of leadership that are satisfying.

Self			●			
Above (higher org. level) (1)	1					0
Same (same org. level) (2)		1	1			1.5
Lower (lower org. level) (2)			2			2
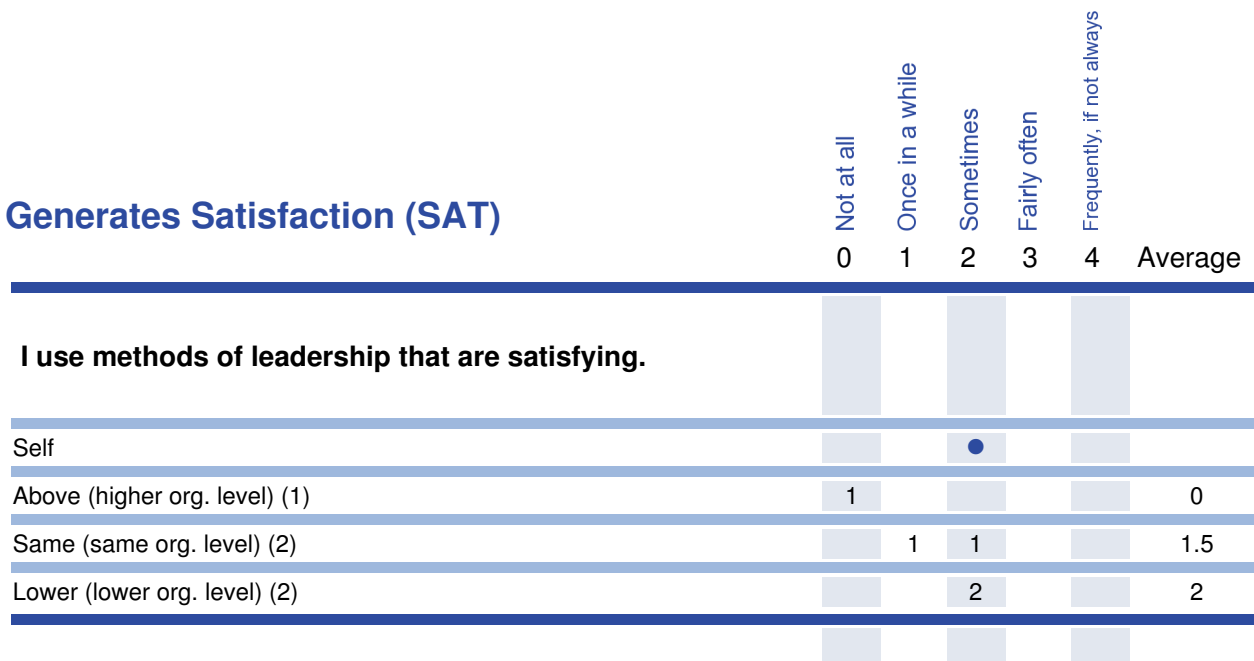
I

Se
Ab
Sa
Lo

11. Rater Feedback to Open-Ended Questions

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

What Can Help the Leader Be More Effective

What are two or three things that would help Sample Participant be more effective?
"Possibly spend more time on the floor. Take more personal commitment to returning items back as promised to production"

"At times Sample Participant makes decisions without giving due consideration to alternatives. He can be quite strongwilled and enforce his way of thinking"

Be compassionate. Listen to needs of the people. Improve fairness in the place of work.

no comment

Rater Feedback to Open-Ended Questions (cont.)

Obstacles Facing the Leader's Effectiveness

One thing that gets in the way of Sample Participant's effectiveness is:
Delegates too much

Nothing material that I am aware of.

Sample Participant has too many meetings

no comment

Rater Feedback to Open-Ended Questions (cont.)

What Is Admired About the Leader

What I admire most about Sample Participant's leadership is:
Very clear about who is responsible for what

Not scared to make a decision

Always puts the person first and drives to complete a job when necessary.

no comment

12. Individual Planning and Goal Setting

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

A.   Accept the ratings as a first step in understanding how others **perceive** the frequency of your leadership behaviors. These behaviors influence others for better or for worse.

B.   Consider the "Outcomes of Leadership" relative to your leadership style. Generates Extra Effort (EE) is the outcome most affected by Transformational behaviors.

C.   Examine the differences between your self-rating and others' ratings. Also examine differences between rater level groups.

D.   Compare your ratings with the benchmarks indicated by research.

F.   Develop a plan specifically based on increasing or decreasing your behaviors on particular items in the MLQ. Pick items which will have the biggest effect on your overall average for a particular style and to which you can commit.

G.   Where appropriate, share your plan with people who can help you with feedback, suggestions and encouragement. Consider working with a leadership coach. 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 this assessment and development process. Leaders have to manage others' beliefs as well as the reality.

I.   Consider setting a time when you can 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:

For specific suggestions on how you can change your leadership behavior, consult the *MLQ Leader's Workbook*, a $25 guide which is available for purchase and PDF download at:
http://www.mindgarden.com/products/mlqc.htm#mlqldrsnb