

# Multi-Rater Appraisal Report

Confidential Assessment Report for

**Sample Person**

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LEADERSHIP ASSESSMENT &  
DEVELOPMENT SERVICES

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# The Multi-Rater Appraisal Report

The Appraisal Report provides three kinds of assessments based on data collected about individuals from the organisation:

1. an assessment of management-leadership styles based on multi-source de-identified confidential data collected using the widely validated Multifactor Leadership Questionnaire: 'the management-leadership index'.
2. an assessment of a person's influencing profile with staff as this is specifically directed towards staff development using data collected from the application of a sub-set of the Multifactor Leadership Questionnaire: 'the staff development index'.
3. an assessment of a person's performance on several other company designated criteria regarded as important by the company for discriminating from 'very high' to 'below an unacceptable standard' staff performance: 'additional organisation performance indexes' .

The Multifactor Leadership Questionnaire (MLQ360) is the primary assessment for the very well internationally validated Full Range Leadership Model (FRLM: Bass and Avolio). The nine factors / styles measured by the MLQ360 are fully described in the MLQ Profile Report. As the FRLM diagram shows, these nine factors may be grouped into three super-ordinate categories: transformational, transactional and passive-avoidant leadership-management styles. Eight of the nine are behavioural in nature – frequencies of observed behaviours over time as rated by others. The ninth factor is an attribute sub-scale.

The scores of all raters for the questions of indexes '1' and '2' (without the self-ratings of manager-leaders) are first standardized against either country or industry sector norms. These standardized scores are then processed by an algorithm (formula) that incorporates published research associated with a range of important outcome effects on the one hand, and extensive applications of such profiles in implementing individual development for superior performance outcomes in others on the other hand. This algorithm interprets the possible range of MLQ Profiles as these relate to outcomes for others who work with the persons being rated. Finally the outputs from this are adjusted by an organisation-required formula resulting in each manager-leader being allocated to just one of the categories required by the organisation for performance reporting. This is done by MLQ Pty Ltd using an appropriate scaling of standardised scores.

The scores of all raters for the questions for the third group of indexes (without the self-ratings of manager-leaders) are standardized against all the data collected for the group of leaders in any cohort being assessed in time within the organisation. Then again these outputs are adjusted by a formula required by the organisation which results in each manager-leader being allocated to just one of the categories required by the organisation for performance reporting.

For all three types of performance indexes the organisation requires an adjustment to allocate what it deems to be an appropriate number of final ratings for each appraisal index for each of the appraisal categories reported. This affects the degree of spread of all placements across the four categories.

An overall score is then determined which aggregates the six indices giving weights to each as follows –

- Index 1 weighted by 2
- Index 2 averaged with the internal average of Indices 3 and 4, weighted by 1.
- The average of indices 5 and 6, weighted by 1.

The outcome of this calculation of this is then converted into the four point score scale.

# Summary of Multi-Rater Appraisal Indices for Sample Person

	Company Rating Group	Appraisal Group 2006 Norm percentile*	Professional Services Industry percentile**
MLQ Management-Leadership Index	3	62%	58%
MLQ Staff Development Index	3	54%	56%

## Additional Organisation Performance Index

<b>Staff Development 1 Index</b>	2	46%
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Provides the necessary information and opportunities to develop the skills of staff.

<b>Staff Development 2 Index</b>	2	42%
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Performance review processes are followed through with consistent quality feedback.

<b>Firm Focus 1 Index</b>	3	65%
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Encourages and promotes organisational vision and strategy.

<b>Firm Focus 2 Index</b>	4	77%
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Encourages and promotes organisational policies and procedures.

## Overall appraisal of all six indices

<b>3</b>	62%
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### MLQ Supported Appraisal Rating Values

- 1 = Below expectations
- 2 = Meeting some expectations
- 3 = Meeting expectations
- 4 = Exceeding expectations

### Behavioural Points Table

- 1= Below expectations
- 2 = Acceptable performance
- 3 = Above performance expectations
- 4 = Exceptional performance

<p>* This is how you performed against the rest of the participants in the Appraisal Group 2006 group.</p>	<p>** This is how you performed against the rest of the participants in the ' Professional Services Industry ' sector of the Australian MLQ Norms.</p>
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