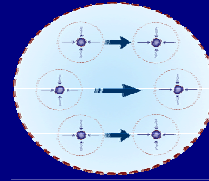


Pre-Post Comparative Longitudinal Feedback Report

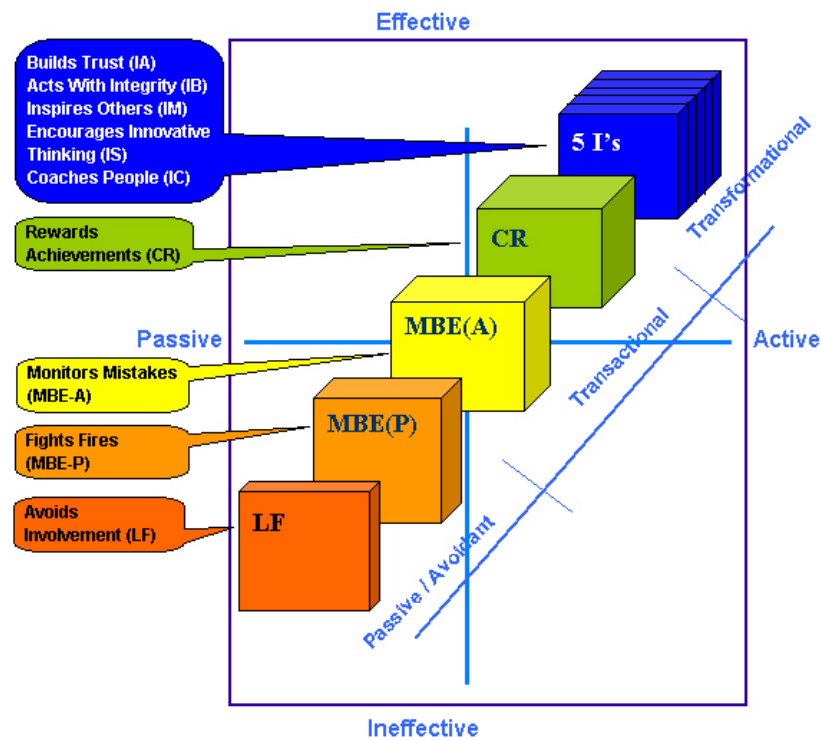
Bernard M. Bass and Bruce J. Avolio



Sample Company Leaders

November 2005

Group & De-identified Individual MLQ360 Assessment Data



Designed by MLQ Pty Ltd,
Engineered by Dr Simon Moss, Monash University,
Melbourne.

© MLQ Pty Ltd, Melbourne, 2005

P.O. Box 199, Hawthorn VIC 3122. Australia
www.mlq.com.au; info@mlq.com.au 61-3-9819 3689



Contents

Overview

This report examines the MLQ360 data collected from a group of Leaders and their Raters at two different points in time.

This Comparative Longitudinal Report (CLR):

- Presents and compares the Full Range Leadership Profile of the group of Leaders before the training and development program ('pre -') and after the program ('post -').
- Presents and compares the pre – post Full Range Leadership Profiles for each Leader individually but without identifying each person.
- Presents and compares the three pre – post outcomes measured by the MLQ360 for both the group and for each individual Leader comprising it.
- Determines whether or not the use of leadership styles and their associated outcomes has changed for both individuals and the group during the program period and applies statistical tests to determine whether such changes may be considered statistically significant. Interpretative comments are provided.

Comparison of Sample Company Leadership: 2004 - 2005

Table 1 presents the mean extent to which the Sample Company Leaders as a group exhibited the various leadership styles and outcomes in 2004 and 2005. Both the standard deviation and the aggregate number of responses are also presented.

Table 1: Comparison of Leadership Group by styles

Transformational Leadership

		Builds Trust (IA)	Acts with Integrity (IB)	Inspires Others (IM)	Encourages Innovation (IS)	Coaches People (IC)
7 Leaders in 2004	Mean	2.30	2.99	2.78	2.45	2.65
	Std dev	.79	.54	.76	.66	.63
	N	84	84	84	84	84
7 Leaders in 2005	Mean	3.13	3.10	2.90	3.11	2.99
	Std dev	.62	.59	.85	.67	.67
	N	104	104	104	104	104

Transactional Leadership

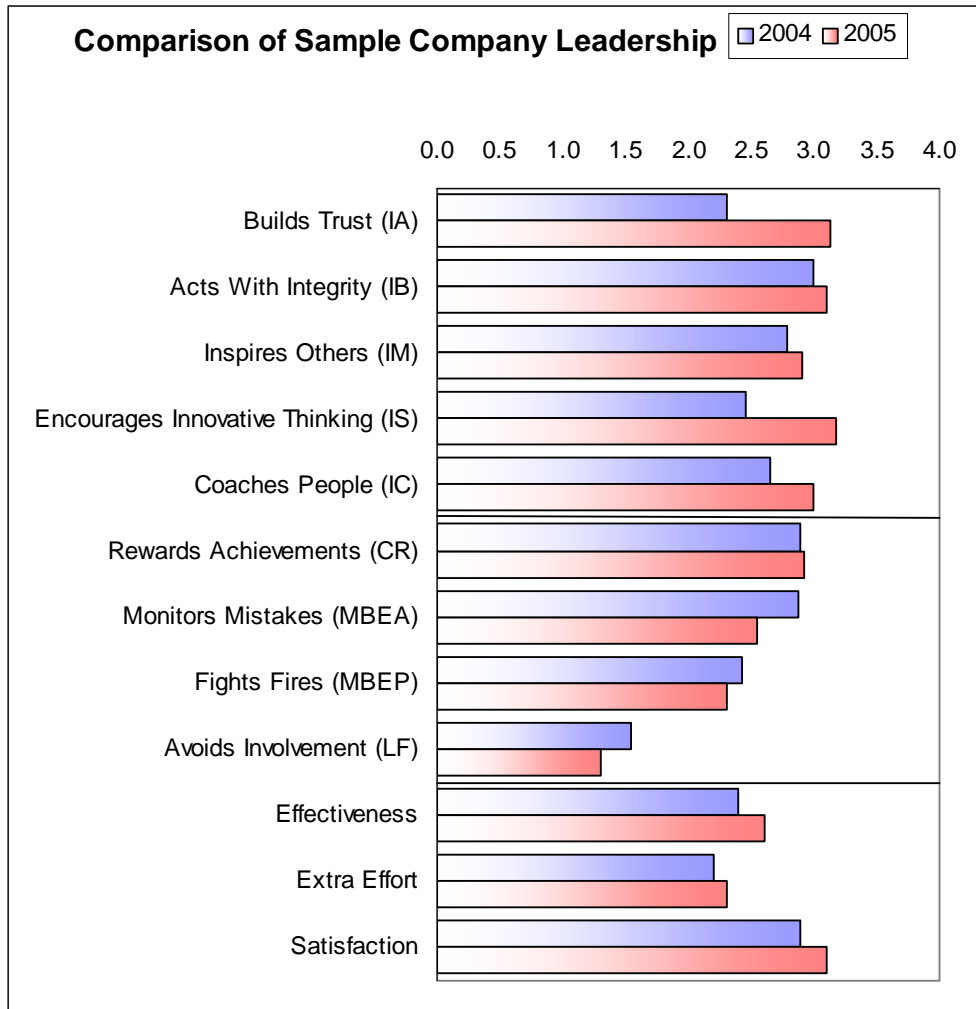
Passive / Avoidant

		Rewards Achievement (CR)	Monitors Mistakes (MBEA)	Fights Fires (MBEP)	Avoids Involvement (LF)
7 Leaders in 2004	Mean	2.89	2.87	2.42	1.55
	Std dev	.7	.6	.64	.5
	N	84	84	84	84
7 Leaders in 2005	Mean	2.92	2.55	2.30	1.30
	Std dev	.73	.6	.62	.55
	N	104	104	104	104

Organisational Outcomes

		Effectiveness	Extra Effort	Satisfaction
7 Leaders in 2004	Mean	2.40	2.20	2.89
	Std dev	.88	.64	.62
	N	84	84	84
7 Leaders in 2005	Mean	2.60	2.30	3.10
	Std dev	.82	.64	.7
	N	104	104	104

A schematic illustration of these means is presented in the following graph.



This graph, together with a series of t-tests in Table 2, over, revealed there was a significant improvement from 2004 to 2005 in the following outcomes:

- Builds Trust
- Encourages Innovative Thinking
- Coaches People

There was a significant reduction from 2004 to 2005 in the following outcomes:

- Avoids Involvement
- Monitors Mistakes

There was also a significant improvement in the following Outcome scales:

- Effectiveness
- Satisfaction

The t values that emerged from this analysis are presented in Table 2 below.

Table 2: Statistical analysis of Leadership styles

Leadership style or outcome	t value	p value
Builds Trust (IA)	-12.21	0.00#
Acts with integrity (IB)	-1.80	0.07
Inspires others (IM)	-1.37	0.17
Encourages innovation (IS)	-10.05	0.00#
Coaches people (IC)	-4.89	0.00#
Rewards achievement (CR)	-0.39	0.70
Monitors mistakes (MBEA)	4.97	0.00#
Fights fires (MBEP)	1.78	0.08
Avoids involvement (LF)	4.42	0.00#
Effectiveness	-2.19	0.03*
Extra Effort	-1.45	0.15
Satisfaction	-2.93	0.00#

p < 0.01, * p < 0.05

Identification of vital leadership behaviors

Table 3 below demonstrates which leadership behaviours enhance effectiveness, effort, and satisfaction.

- Values that exceed 0 denote behaviours that enhance the corresponding outcome
- Values that are less than 0 denote behaviours that impede these outcomes
- The extent to which a value departs from 0 reflects the impact of this behaviour.

Table 3: Leadership behaviours enhancing outcomes

Leadership style	Effectiveness	Extra Effort	Satisfaction
Builds Trust (IA)	0.72	0.61	0.70
Acts with integrity (IB)	0.63	0.58	0.56
Inspires others (IM)	0.67	0.59	0.58
Encourages innovation (IS)	0.58	0.55	0.51
Coaches people (IC)	0.61	0.60	0.60
Rewards achievement (CR)	0.73	0.57	0.61
Monitors mistakes (MBEA)	-0.08	-0.13	-0.09
Fights fires (MBEP)	-0.37	-0.26	-0.30
Avoids involvement (LF)	-0.50	-0.27	-0.44

This table suggests that all the Transformational Leadership and Rewarding Achievement behaviours promote the various outcomes. Fighting Fires and Avoids Involvement tends to impede these outcomes.



Analysis by Leader: 2004 - 2005

The following section repeats this process for each leader individually, presenting the mean extent to which each Sample Company Leader exhibited the various leadership styles and outcomes in 2004 and 2005. Both the standard deviation and the aggregate number of responses are also presented.

- All 7 Leaders demonstrated a significant improvement from 2004 to 2005 in the leadership behaviour: **Coaches People**.
- All 7 Leaders demonstrated a significant improvement from 2004 to 2005 in the outcome measure: **Effectiveness**.
- Most Leaders demonstrated significant improvement in two or more **Transformational Leadership** behaviours.
- Most Leaders demonstrated significantly reduced '**Avoids Involvement**' behaviour significantly.



MLQ 360°



MLQ Team



ODQ



CLR

Sample Company: 2004 - 2005

Leader 1

Transformational Leadership

		Builds Trust (IA)	Acts with Integrity (IB)	Inspires Others (IM)	Encourages Innovation (IS)	Coaches People (IC)
2004	Mean	2.78	3.1	2.98	2.97	2.78
	Std dev	.77	.58	.79	.63	.62
	N	7	7	7	7	7
2005	Mean	2.94	3.15	3.70	3.24	2.99
	Std dev	.57	.56	.82	.68	.69
	N	13	13	13	13	13

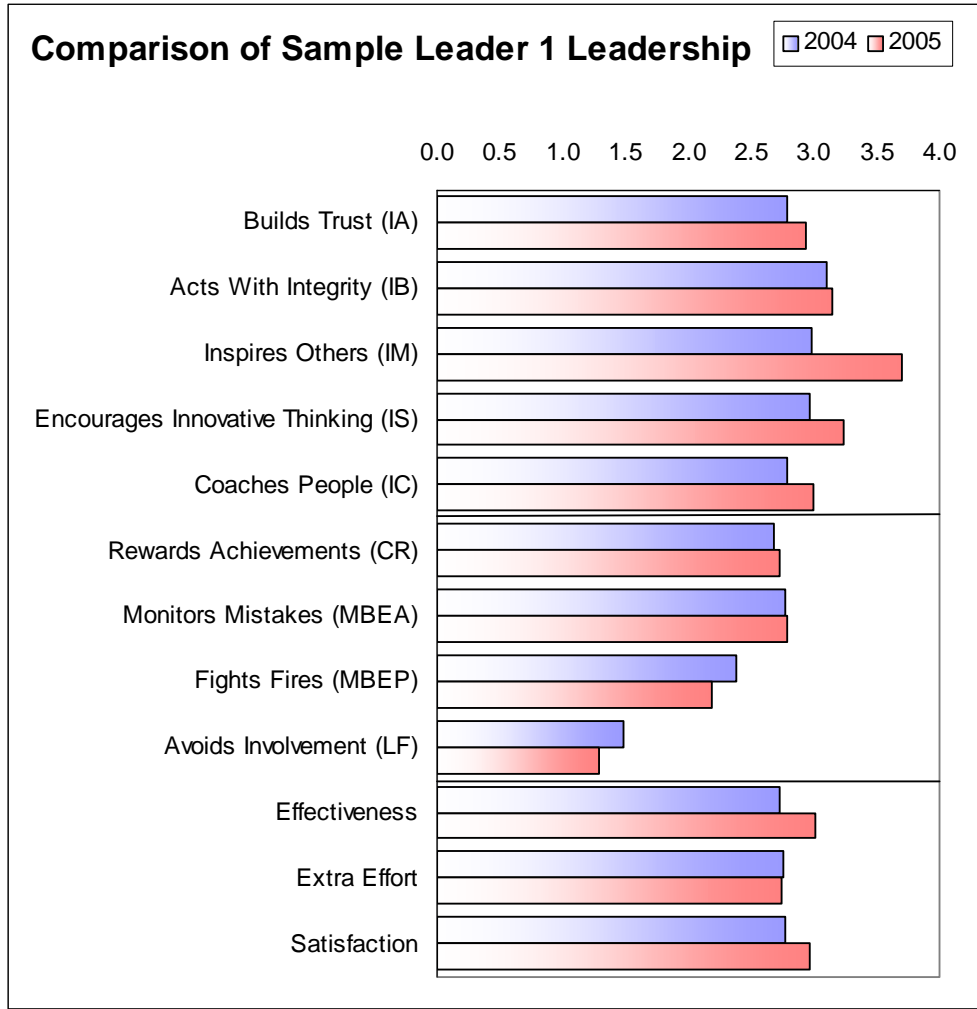
Transactional Management

Passive / Avoidant

		Rewards Achievement (CR)	Monitors Mistakes (MBA)	Fights fires (MBEP)	Avoids involvement (LF)
2004	Mean	2.68	2.77	2.38	1.49
	Std dev	.72	.65	.62	.57
	N	15	15	15	15
2005	Mean	2.73	2.78	2.19	1.29
	Std dev	.75	.57	.65	.52
	N	13	13	13	13

Organisational Outcomes

		Effectiveness	Extra Effort	Satisfaction
2004	Mean	2.73	2.76	2.77
	Std dev	.92	.62	.67
	N	15	15	15
2005	Mean	3.01	2.74	2.97
	Std dev	.81	.61	.67
	N	13	13	13



This graph, together with a series of t-tests, revealed that performance on the following outcomes significantly improved between 2004 and 2005:

- Inspires Others
- Encourages Innovative Thinking
- Coaches People
- Fights Fires
- Avoids Involvement

The following outcome measures significantly improved between 2004 and 2005:

- Effectiveness
- Satisfaction