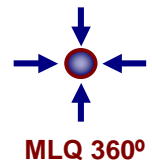
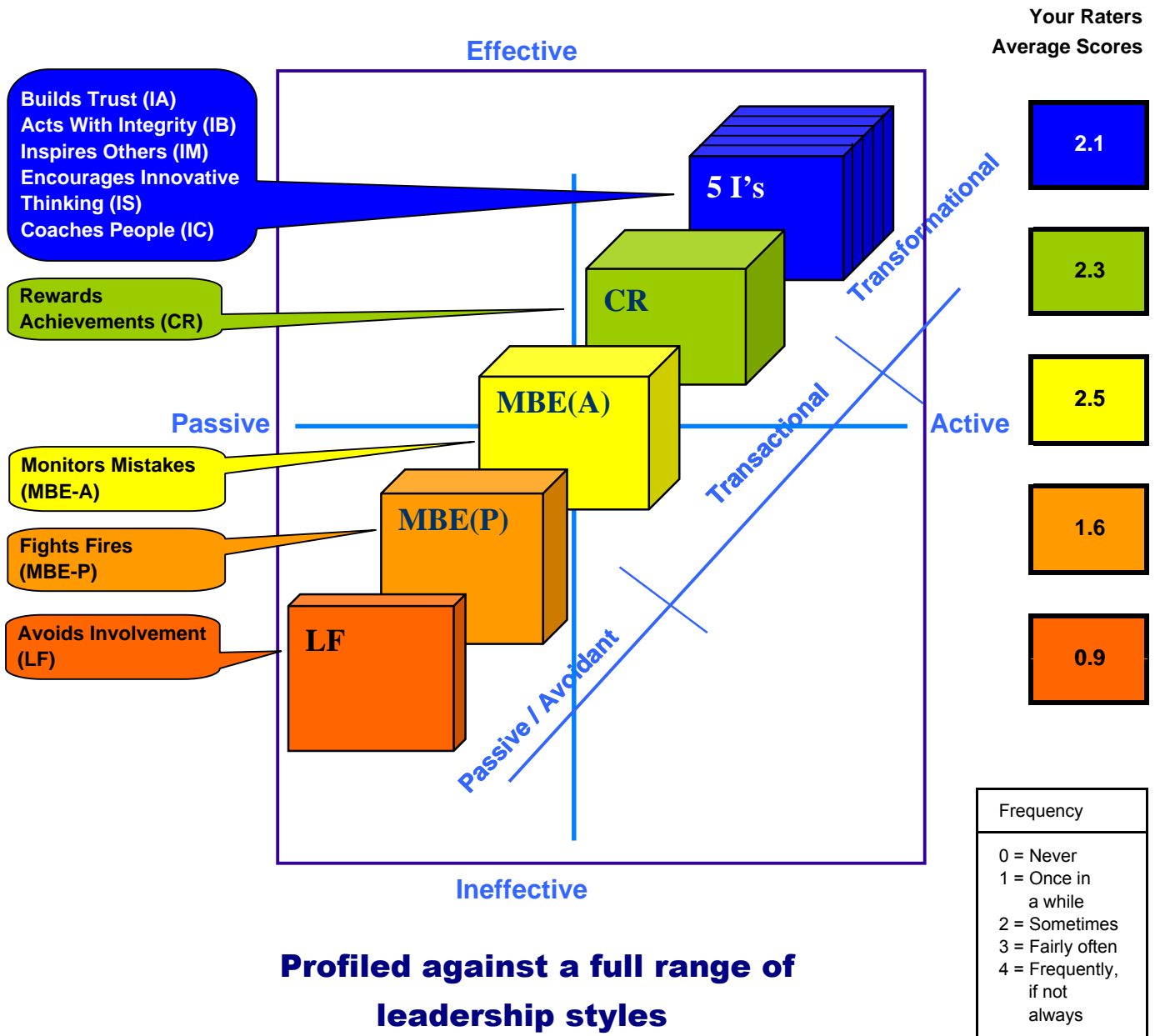


Multifactor Leadership Questionnaire Feedback Report

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Prepared for Sample MLQ Report 2006



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MLQ 360°



MLQTeam



ODQ

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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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Outcomes of Leadership

Transformational and Transactional leadership are both related to the success of the group. Success is measured with the MLQ by how often the raters perceive their leader to be motivating, how effective raters perceive their leader to be at different levels of the organisation, and how satisfied raters are with their leader's methods of working with others.

Extra Effort

Get others to do more than they expected to do
Heighten others' desire to succeed
Increase others' willingness to try harder

Effectiveness

Are effective in meeting others' job-related needs
Are effective in representing others to higher authority
Are effective in meeting organisational requirements
Leads a group that is effective

Satisfaction

Uses methods of leadership that are satisfying
Work with others in a satisfactory way

Some Research Findings

Transformational leaders created greater alignment around strategic visions and missions.

Transformational leadership behaviour factors are associated with organisational 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 organisational 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 factor Full Range Leadership Model has been shown to best represent the data collected by the MLQ when sample characteristics and situation factors are statistically controlled.

Your Full-Range Leadership Profile

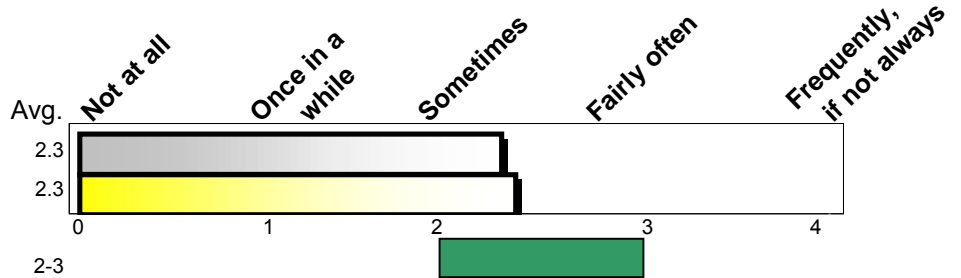
Transactional Leadership

Rewards Achievements (CR)

How you rated yourself

How your 25 raters rated you

Research Validated Benchmark

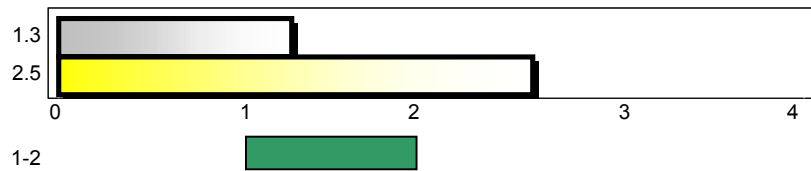


Monitors Mistakes (MBEA)

How you rated yourself

How your 25 raters rated you

Research Validated Benchmark



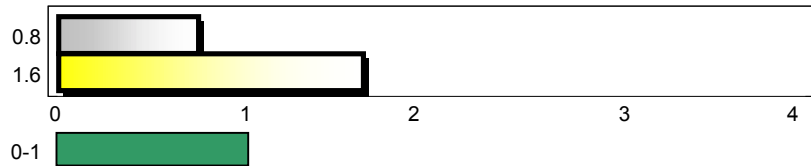
Passive / Avoidant Behaviour

Fights Fires (MBEP)

How you rated yourself

How your 25 raters rated you

Research Validated Benchmark

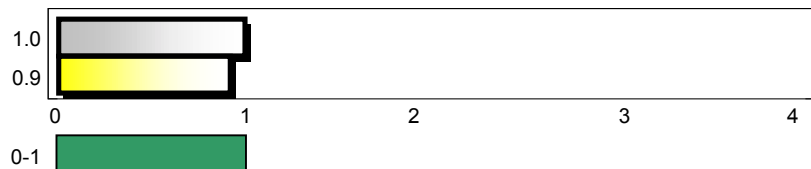


Avoids Involvement (LF)

How you rated yourself

How your 25 raters rated you

Research Validated Benchmark



Self & Rater Group Feedback: Transactional Leadership

Rewards Achievements (CR)

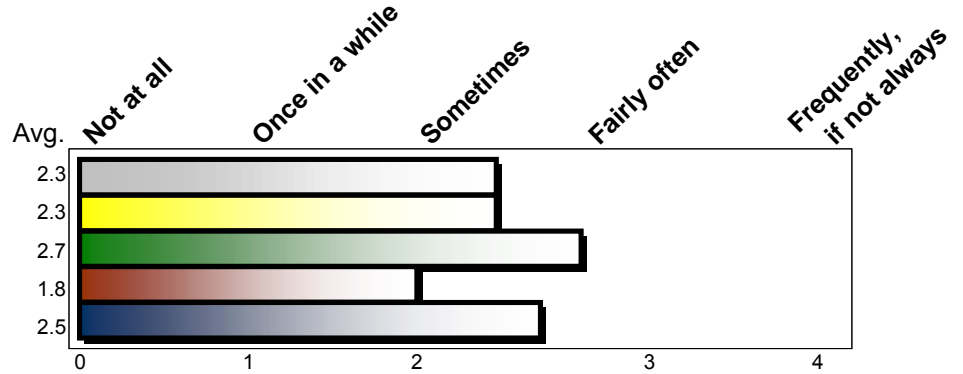
Self

Higher Level

Same Level

Lower Level

"Other" Group



Research Validated Benchmark

2-3.25

All raters average

2.3

All raters standard deviation

1.1

Monitors Mistakes (MBEA)

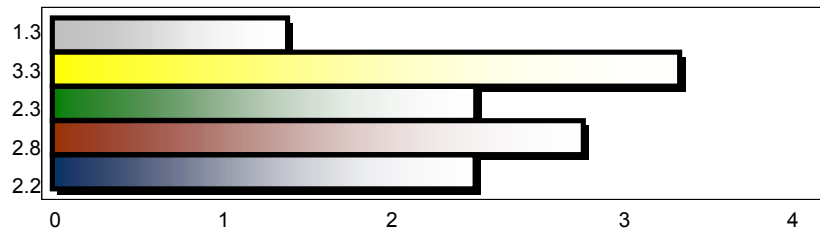
Self

Higher Level

Same Level

Lower Level

"Other" Group



Research Validated Benchmark

1-2

All raters average

2.5

All raters standard deviation

1.1

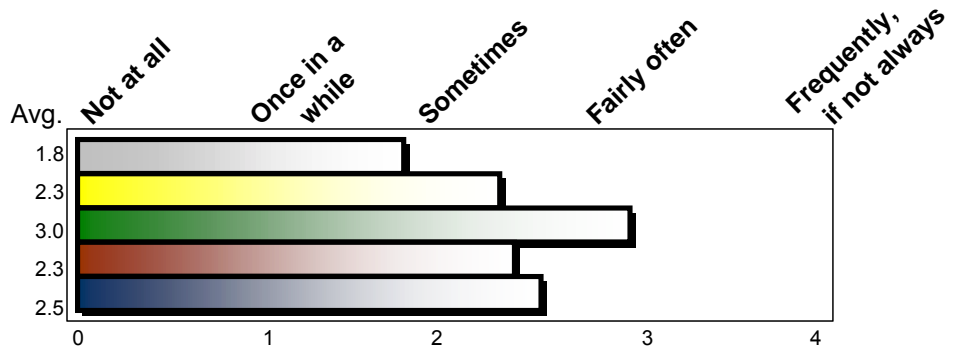


Comparison with Norms: Transformational Leadership

The three charts below show how you and your raters perceived the frequency of behaviours you exhibit for each leadership style and organisational outcomes compared to various norms for the MLQ. Two norms are always provided - 'Universal' and 'National'. A third norm 'Market Segment', 'Local Organisation' or 'Previous MLQ Report' is provided where this is available.

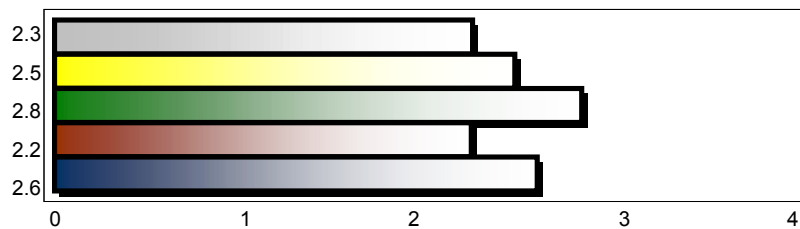
Builds Trust (IA)

Self
 Your Raters
 General AUST Norms
 Professional Organisation
 Universal Norms



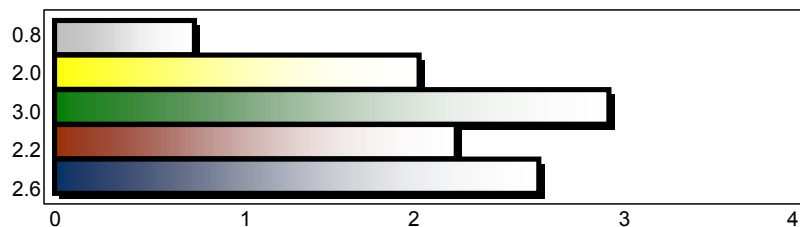
Acts With Integrity (IB)

Self
 Your Raters
 General AUST Norms
 Professional Organisation
 Universal Norms



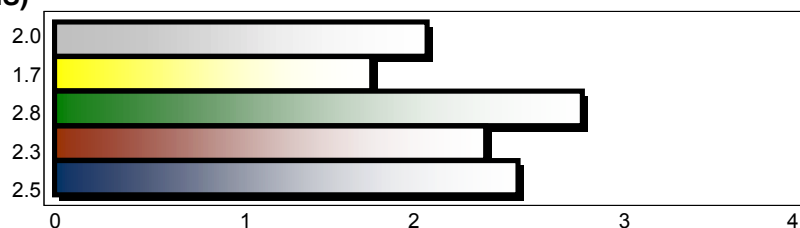
Inspires Others (IM)

Self
 Your Raters
 General AUST Norms
 Professional Organisation
 Universal Norms



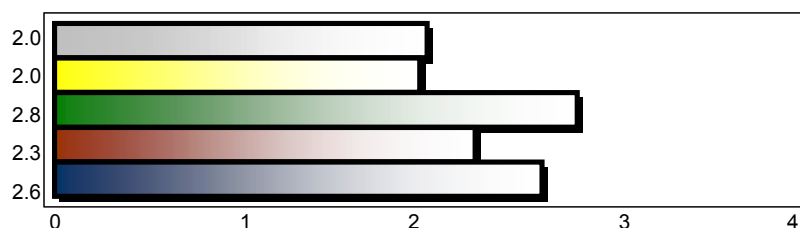
Encourages Innovative Thinking (IS)

Self
 Your Raters
 General AUST Norms
 Professional Organisation
 Universal Norms



Coaches People (IC)

Self
 Your Raters
 General AUST Norms
 Professional Organisation
 Universal Norms





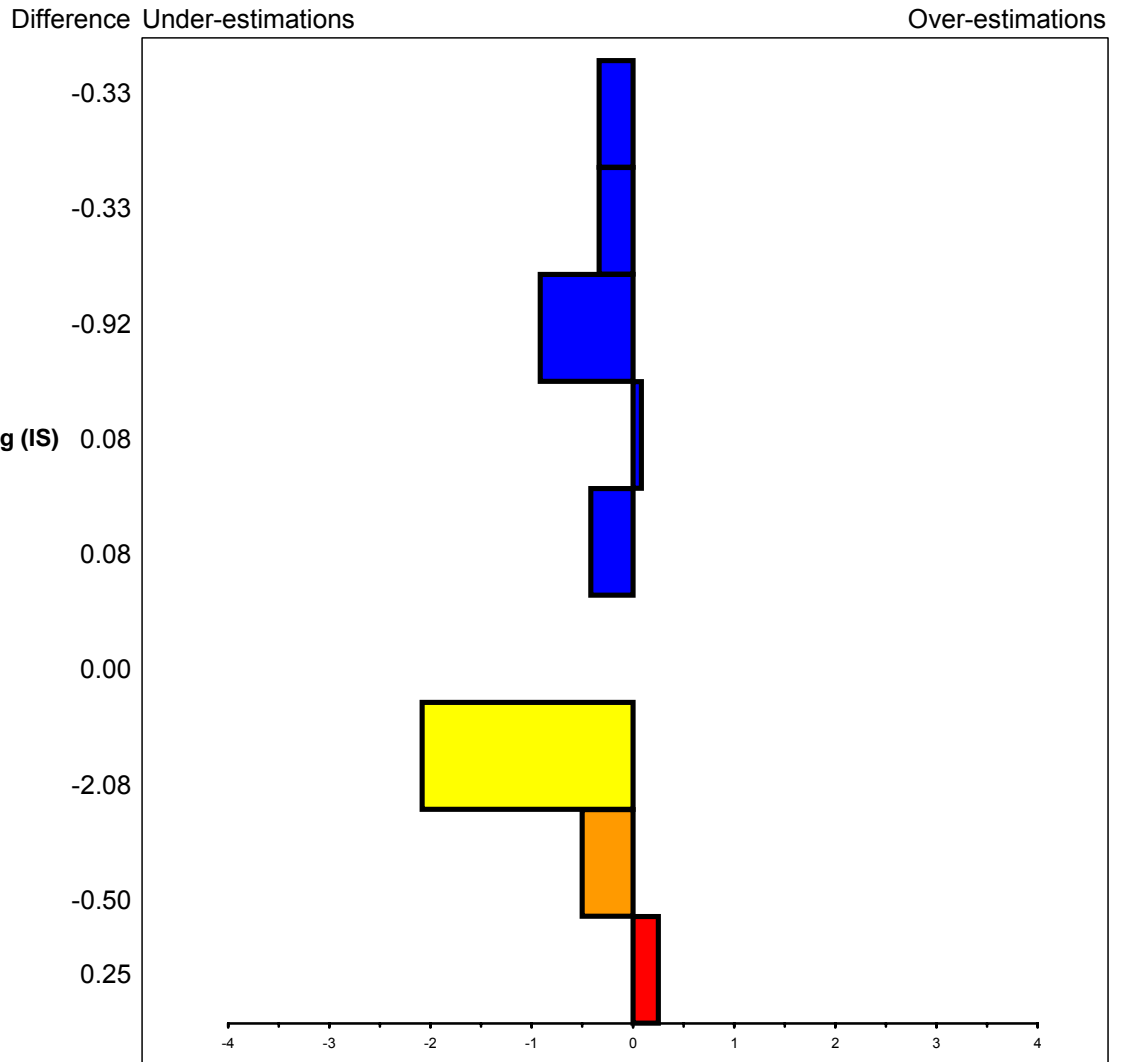
Self to Rater Gaps

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 average 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 behaviour 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.

The average frequencies for this full-range of leadership styles are interpreted with the scale to the right.

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

Self and Higher Level Raters





Complete Reporting of All Rater Responses: Outcomes of Leadership

	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always	Average
	0	1	2	3	4	
Extra Effort						
I get others to do more than they expected to do						
Self			●			
All Rater Average			1.6			
Rater(s) at a Higher Organisational Level	2		1			0.7
Rater(s) at the Same Organisational Level	2		3			1.2
Rater(s) at a Lower Organisational Level	1	3		2	1	1.9
Rater(s) at "Other" Group		3	5		1	1.9
I heighten others' desire to succeed						
Self		●				
All Rater Average			1.9			
Rater(s) at a Higher Organisational Level	1	1		1		1.3
Rater(s) at the Same Organisational Level	1	2	1	1	1	1.8
Rater(s) at a Lower Organisational Level	2	2	1		2	1.7
Rater(s) at "Other" Group		1	5	2	1	2.3
I increase others' willingness to try harder						
Self		●				
All Rater Average			1.9			
Rater(s) at a Higher Organisational Level	1	1	1			1.0
Rater(s) at the Same Organisational Level		3	1	1	1	2.0
Rater(s) at a Lower Organisational Level	2	1	2	2		1.6
Rater(s) at "Other" Group		2	3	3	1	2.3