



LEADERSHIP ASSESSMENT &
DEVELOPMENT SERVICES

Users of the MLQ

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MLQ assessments have been widely used throughout the world in many, many diverse cultures and organisations and shown to be reliable (American Psychologist, 1997; Antonakis et al. 2003: see our research area). The scale has been translated into ten languages - further information about this capability is available from the MLQ Office.

Based on the well-validated Full Range Leadership Model (™ Bass and Avolio) these assessments are a truly global measure of leadership at multiple levels - individual (MLQ5x), team (MLQTeam) and leadership culture (ODQ). Transparent, published research at the Gold Bar Standard linked to effective outcomes from leadership drives optimal profiles, not mere averages ('norms'). In general the "leadership industry" is far too reliant on norms that simply invite "better than" or "worse than" comparisons - benchmarking against mere averages. Such comparative assessments do not recognise or promote optimal outcomes-driven benchmarks that our collective transparent research base has shown leads to performance beyond expectations!

However, in Australia and New Zealand rating data is being compiled into the following 16 categories, based on Australian and New Zealand government categories for industry sectors:

- Agriculture, Fishing & Forestry
- Finance & Insurance
- Construction
- Communication Services
- Property and Business Services
- Defence
- Education

- Government / Public Sector
- Health & Community Services
- Manufacturing
- Mining
- Non-Profit / Community Services
- Professional & Consulting Services
- Retail & Wholesale
- Transport & Storage
- Electricity, Gas & Water Supply

Who uses the MLQ360, MLQTeam and ODQ?

We are sometimes asked "who has used MLQ assessments before?" Some decision-makers seek comfort from such information even though they themselves may as a matter of policy be reluctant to include their own organisations in such a listing. Being a suite of research-driven products and services, the answer may best be found in the **hundreds of bona-fide research projects reported in journals, many at the Gold Bar**

Standard. Just search MLQ, MLQTeam, ODQ, Full

Range Leadership Model, transformational, transactional, Bass, Avolio to elicit the vast published research background behind these assessments in the top international journals that respect evidence-based psychometric research.

So, MLQ Leadership Services practice *research transparency* and we invite the entrepreneurs of other leadership assessment scales to do the same!



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As regards **commercial applications** the answer to the question is “a wide range of client organisations - usually as these have been implemented and delivered through the extensive MLQ Accredited Network in addition to any through MLQ Direct”. For reasons of privacy, confidentiality and sensitivity, specific organisations often cannot be identified: they are the clients of our MLQ Accredited Network.

However, organisations who have used* our assessments in the past and present in a broad range of commercial applications include the following -

- A number of national and international training and consulting companies.
- Banks, including UBS
- Transport sector, including Qld Rail - (national and international rail industry)
- Insurance companies, including AXA Australia, Royal Sun Alliance
- Law firms, including Abbott, Stillman and Wilson
- Hospitals, including Monash Medical Centre, and at executive levels Mater Misericordiae Hospitals
- Divisions and senior leaders of manufacturing companies, including Toyota, GM Holden, Pirelli, Motorola, Arnott's, Lane Biscuits, Smorgon Steel Distribution
- Divisions of mining companies, including BHP Steel, Roche Mining
- Media and communications organisations, including Fairfax, Telstra
- Marketing sector, including Intouch (health industry)
- The leadership training division and senior leadership of several State Police Forces
- Gaming industry - Golden Casket (Gold Lotto)
- The Australian Army - Grade One Officer level, command & Staff College
- Department of Defence
- Royal Australian Air Force
- The aircraft industry, including Boeing Product Support
- National retailers, including Dulux (paint manufacturer and suppliers), Bakers Delight Holdings and franchise's
- Property and construction, including Napier & Blakeley, John Holland Group
- Premiers departments in several States
- State instrumentalities, including Brisbane Water, Rockhampton EPA
- Australian Conservation Foundation
- Local government organisations, including the Hunter River and Bendigo regions
- Education Departments in several Australian States, including many school principals in the Government, Independent and Catholic sectors
- Universities, including at senior executive levels of Charles Sturt University, Departments at Monash University, Melbourne University, Australian Graduate School of Management - University of New South Wales, Queensland University of Technology and in Melbourne Business School programs.

** In listing these organisations endorsement is not necessarily implied.*

For more information about who can assist your organisation from the MLQ Accredited Network contact the MLQ Office on +61 3 9819 3689 or alternatively via email to info@mlq.com.au