



LEADERSHIP ASSESSMENT &
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EXTRACT - FEATURES ARTICLE

Using the 5 I's in the Melbourne Business School - Mt Eliza Centre for Executive Education



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I have found the MLQ 360 degree instrument a useful tool primarily because it looks purely at behaviours rather than functional managerial competencies.

As a facilitator in leadership development this is useful as a problem I have found is the acceptance that executives are expected to work under increasing stress which no doubt will place enormous pressures on their family and on their personal relationships, and this has become the accepted rather than the expected. The rise of the coaching and mentoring phenomena, now a multi-billion dollar a year business is evidence of this.

Don't change the situation – that is the way it is, learning instead to cope with it is the mantra of many organisations today. This is neither healthy for the individuals concerned or healthy for the organisation. It places rewards on commitment to the organisation over commitment to personal health and to a personal life. The bottom line remains all invasive and this implies continued growth. As an individual we are told that we will benefit from this growth but we are expected to be prepared to sacrifice much of our individuality in the process. To be a company man or women is to be accepted as a valued individual and we will be festooned with the material trimmings to show this off.

Increasingly however we are seeing not only the dramatic increase in coaching and mentoring services but also a dramatic increase in psychological and psychotherapy services. Perhaps William Glasser, the renowned psychotherapist, may have identified part of the problem (Ventura, 2006 Psychotherapy Networker:58-59):

Human beings have a need no other living creatures share, and if we don't learn to deal with that need, we'll become extinct: our need for power. If we don't learn how to deal with our need for power, we're not ever going to have a mentally healthy society.

I believe the MLQ 5 I's is a good platform to help executives realize that their transformational behaviours are not only good for the organisation and, as a consequence, good for their careers but it is also good for their personal well being.

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