Multifactor Leadership Questionnaire
Feedback Report
Bernard M. Bass and Bruce J. Avolio

Prepared for
Sample MLQ Report
2006

Your Raters
Average Scores

Effective

5 I’s

Transformational

Passive / Avoidant

Active

Ineffective

Profiles against a full range of leadership styles

Builds Trust (IA)
Acts With Integrity (IB)
Inspires Others (IM)
Encourages Innovative Thinking (IS)
Coaches People (IC)

Passive

Passive / Avoidant

Transformational

Active

Professionals against a full range of leadership styles

Rewards Achievements (CR)

Monitors Mistakes (MBE-A)

Fights Fires (MBE-P)

Avoids Involvement (LF)

Frequency

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

Prepared by:
MLQ Pty. Ltd.
Melbourne, Australia
www.mlq.com.au info@mlq.com.au
+ 61 (3) 9819 3689

For:  Mind Garden Inc.
1690 Woodside Road, Redwood City,
California 94061. USA.
+ (650) - 261 3500

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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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- Transactional Management
- Passive / Avoidant
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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: 2.3
How your 25 raters rated you: 2.3
Research Validated Benchmark: 2-3

Monitors Mistakes (MBEA)
How you rated yourself: 1.3
How your 25 raters rated you: 2.5
Research Validated Benchmark: 1-2

Passive / Avoidant Behaviour

Fights Fires (MBEP)
How you rated yourself: 0.8
How your 25 raters rated you: 1.6
Research Validated Benchmark: 0-1

Avoids Involvement (LF)
How you rated yourself: 1.0
How your 25 raters rated you: 0.9
Research Validated Benchmark: 0-1
Self & Rater Group Feedback: Transactional Leadership

Rewards Achievements (CR)

- Self: 2.3
- Higher Level: 2.3
- Same Level: 2.7
- Lower Level: 1.8
- "Other" Group: 2.5

Research Validated Benchmark: 2-3.25
All raters average: 2.3
All raters standard deviation: 1.1

Monitors Mistakes (MBEA)

- Self: 1.3
- Higher Level: 3.3
- Same Level: 2.3
- Lower Level: 2.8
- "Other" Group: 2.2

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)**

<table>
<thead>
<tr>
<th></th>
<th>Self</th>
<th>Your Raters</th>
<th>General AUST Norms</th>
<th>Professional Organisation</th>
<th>Universal Norms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg.</td>
<td>1.8</td>
<td>2.3</td>
<td>3.0</td>
<td>2.3</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>Not at all</td>
<td>Once in a while</td>
<td>Sometimes</td>
<td>Frequently, if not always</td>
<td></td>
</tr>
</tbody>
</table>

**Acts With Integrity (IB)**

<table>
<thead>
<tr>
<th></th>
<th>Self</th>
<th>Your Raters</th>
<th>General AUST Norms</th>
<th>Professional Organisation</th>
<th>Universal Norms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg.</td>
<td>2.3</td>
<td>2.5</td>
<td>2.8</td>
<td>2.2</td>
<td>2.6</td>
</tr>
</tbody>
</table>

**Inspires Others (IM)**

<table>
<thead>
<tr>
<th></th>
<th>Self</th>
<th>Your Raters</th>
<th>General AUST Norms</th>
<th>Professional Organisation</th>
<th>Universal Norms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg.</td>
<td>0.8</td>
<td>2.0</td>
<td>3.0</td>
<td>2.2</td>
<td>2.6</td>
</tr>
</tbody>
</table>

**Encourages Innovative Thinking (IS)**

<table>
<thead>
<tr>
<th></th>
<th>Self</th>
<th>Your Raters</th>
<th>General AUST Norms</th>
<th>Professional Organisation</th>
<th>Universal Norms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg.</td>
<td>2.0</td>
<td>1.7</td>
<td>2.8</td>
<td>2.3</td>
<td>2.5</td>
</tr>
</tbody>
</table>

**Coaches People (IC)**

<table>
<thead>
<tr>
<th></th>
<th>Self</th>
<th>Your Raters</th>
<th>General AUST Norms</th>
<th>Professional Organisation</th>
<th>Universal Norms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg.</td>
<td>2.0</td>
<td>2.0</td>
<td>2.8</td>
<td>2.3</td>
<td>2.6</td>
</tr>
</tbody>
</table>
Self and Higher Level Raters

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.

### Difference Under-estimations

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builds Trust (IA)</td>
<td>-0.33</td>
</tr>
<tr>
<td>Acts With Integrity (IB)</td>
<td>-0.33</td>
</tr>
<tr>
<td>Inspires Others (IM)</td>
<td>-0.92</td>
</tr>
<tr>
<td>Encourages Innovative Thinking (IS)</td>
<td>0.08</td>
</tr>
<tr>
<td>Coaches People (IC)</td>
<td>0.08</td>
</tr>
<tr>
<td>Rewards Achievements (CR)</td>
<td>0.00</td>
</tr>
<tr>
<td>Monitors Mistakes (MBEA)</td>
<td>-2.08</td>
</tr>
<tr>
<td>Fights Fires (MBEP)</td>
<td>-0.50</td>
</tr>
<tr>
<td>Avoids Involvement (LF)</td>
<td>0.25</td>
</tr>
</tbody>
</table>

### Frequency

0 = Never  
1 = Once in a while  
2 = Sometimes  
3 = Fairly often  
4 = Frequently, if not always
## Complete Reporting of All Rater Responses:
### Outcomes of Leadership

### Extra Effort

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
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<th>Fairly Often</th>
<th>Frequently, if not always</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I get others to do more than they expected to do</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Rater Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1.6</strong></td>
</tr>
<tr>
<td>Rater(s) at a Higher Organisational Level</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rater(s) at the Same Organisational Level</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td><strong>1.2</strong></td>
</tr>
<tr>
<td>Rater(s) at a Lower Organisational Level</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
<td><strong>1.9</strong></td>
</tr>
<tr>
<td>Rater(s) at &quot;Other&quot; Group</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### I heighten others’ desire to succeed

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Once in a while</th>
<th>Sometime</th>
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<th>Average</th>
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</thead>
<tbody>
<tr>
<td><strong>I heighten others’ desire to succeed</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1.9</strong></td>
</tr>
<tr>
<td>Self</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Rater Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1.9</strong></td>
</tr>
<tr>
<td>Rater(s) at a Higher Organisational Level</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td><strong>1.3</strong></td>
</tr>
<tr>
<td>Rater(s) at the Same Organisational Level</td>
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<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
<td><strong>1.8</strong></td>
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<tr>
<td>Rater(s) at a Lower Organisational Level</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td><strong>1.7</strong></td>
</tr>
<tr>
<td>Rater(s) at &quot;Other&quot; Group</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td></td>
<td><strong>2.3</strong></td>
</tr>
</tbody>
</table>

### I increase others’ willingness to try harder

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Once in a while</th>
<th>Sometime</th>
<th>Fairly Often</th>
<th>Frequently, if not always</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I increase others’ willingness to try harder</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1.9</strong></td>
</tr>
<tr>
<td>Self</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Rater Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1.9</strong></td>
</tr>
<tr>
<td>Rater(s) at a Higher Organisational Level</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td><strong>1.0</strong></td>
</tr>
<tr>
<td>Rater(s) at the Same Organisational Level</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td><strong>2.0</strong></td>
</tr>
<tr>
<td>Rater(s) at a Lower Organisational Level</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td></td>
<td><strong>1.6</strong></td>
</tr>
<tr>
<td>Rater(s) at &quot;Other&quot; Group</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td></td>
<td><strong>2.3</strong></td>
</tr>
</tbody>
</table>