



## Multifactor Leadership Questionnaire

SELF-EVALUATION

DEVELOPED BY BRUCE AVOLIO & BERNARD BASS

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QUESTIONNAIRE USED UNDER LICENSE BY:

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## INTRODUCTION TO UNDERSTANDING THIS REPORT

This report will help in the better understanding of the preferences, attitudes, and behaviors characteristic for the evaluated person in key dimensions of his/her leadership style.

This report is intended for the use of psychologists, consultants or other specialised professionals in their work with clients.

These results should only be considered in conjunction with professional judgment, after a careful and detailed analysis, and only after corroborating these data with the results of an interview and of possible other psychometric instruments. Results contained in this report may be subject to alterations and special highlights as a function of such corroborations made by a specialised professional.

This report is based on the MLQ (Multifactor Leadership Questionnaire, Form 5X), a psychometric instrument that has been validated in a wide variety of research programs, including extensive studies in Romania.

The Multifactor Leadership Questionnaire (MLQ) is a structured, verbal, omnibus measure of leadership styles, . The questionnaire consists of 45 items, covering what is known as the "full-range" leadership model.

## GETTING THE MOST OF THIS REPORT

In order to get the most of this report, one should first understand the principles of the Full Range Leadership model and the distinctions between transformational leadership, transactional management, and passive/avoidant leader behavior, as well as the outcomes of leadership. All these are explained in the section labeled "Full Range Leadership Model".

The section labeled "Snapshot of the Leadership Profile" visualizes an overview of the concepts of the Full Range Leadership model. These concepts include Transformational Leadership, Transactional Leadership and Passive / Avoidant Leadership. The Snapshot also visualizes the passive vs. active forms of leadership, as well as the more effective vs. rather ineffective forms. The Snapshot is a good place to start in interpreting the results of this report.

Then, the scores for all leadership scales and their subscales should be considered, as reported to the selected norm. Raw scores are in this matter of little importance, so norm-referenced scores should be considered. All these are pictured in the section labeled "Drilldown of the Leadership Profile".

Finally, the "Norm-Referenced MLQ Profile" is intended for the use of researchers or specialists who want to build on an indepth norm-referenced image of the profile. The profile is represented in standardised T scores.

Also, this report has at the end a section labeled "Modus Operandi", where individual responses to the items of the questionnaire may be viewed and compared, as well as statistics about general response style, missing items etc.

## THE FULL RANGE LEADERSHIP MODEL

Over the past 20 years, there has been considerable interest in the new paradigm of transformational and transactional leadership (Avolio, 1999; Bass, 1998).

Previous leadership models have fallen short in explaining a "full range" of leadership styles, ranging from the charismatic and inspirational leaders to avoidant laissez-faire leaders.

The full range model of leadership was developed to broaden the range of leadership styles typically investigated in the field. The model was labeled "full range" to challenge the leadership field to broaden its thinking about what constitutes a much broader range of leadership styles than the paradigms of initiation of structure and consideration.

The full range model of leadership assumes the existence of differences in the effectiveness of leadership styles, based on the active/passive distinction. Broad categories of leadership range thus from Passive / Avoidant Leadership (Laissez-Faire), through the classical model of Transactional Leadership and up to Transformational Leadership.

### THE MLQ AS PART OF THE FULL-RANGE LEADERSHIP MODEL

The Multifactor Leadership Questionnaire is closely linked to the concepts of Transformational Leadership and of Full-Range Leadership.

The MLQ and MLQ Report have evolved over the last 25 years based on numerous investigations of leaders in public and private organizations, from CEOs of major corporations to non-supervisory project leaders. The major leadership constructs – transformational leadership, transactional leadership, and passive/avoidant leadership – form a new paradigm for understanding both the lower and higher order effects of leadership style. This paradigm builds on earlier leadership paradigms—such as those of autocratic versus democratic leadership, directive versus participative leadership, and task- versus relationship oriented leadership—which have dominated selection, training, development, and research in this field for the past half century.

The MLQ and MLQ Report were developed to expand the dimensions of leadership measured by previous leadership surveys and to provide a concise computerized feedback form that can be used for individual, team, and organizational development as well as individual counseling. Other leadership measures had generally ignored key factors, such as Inspirational Motivation, typically ascribed to successful leaders. Prior leadership research and training had concentrated on identifying and measuring behaviors that fell into a limited range that we have labeled Transactional leadership.

### PASSIVE / AVOIDANT LEADERSHIP

Passive leaders avoid to identify and clarify potential problem areas, avoid to get involved, to set standards and to monitor for results. This leadership style has most of the time a negative effect on leadership results.

## TRANSACTIONAL LEADERSHIP

In its more constructive form, transactional leadership is supplemented by working with individuals and/or groups, setting up and defining agreements or contracts to achieve specific work objectives, discovering individuals' capabilities, and specifying the compensation and rewards that can be expected upon successful completion of the tasks.

In its corrective form, it focuses on actively setting standards. In its passive form, it involves waiting for mistakes to occur before taking action. In its active form, there is closely monitoring for the occurrence of mistakes. In either its passive or active form, it focuses on identifying mistakes. Many consultants using the MLQ have found it useful to label Contingent Reward (CR) and Management-by-Exception: Active (MBEA) as Transactional Leadership and Management-by-Exception: Passive (MBEP) and Laissez Faire as Passive/Avoidant Leadership.

## TRANSFORMATIONAL LEADERSHIP

Interestingly, when all levels of managers, students, and project leaders around the world were asked to describe the characteristics and behaviors of the most effective leaders they had worked with in their past, their descriptions encompassed much more than the reward for effort exchange behavior and corrective orientation that typifies transactional leadership. Specifically, they described leaders who had the greatest influence on them as transformational: inspirational, intellectually stimulating, challenging, visionary, development oriented, and determined to maximize performance. In many cases, the term "charisma" was used.

## 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.

## 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.*

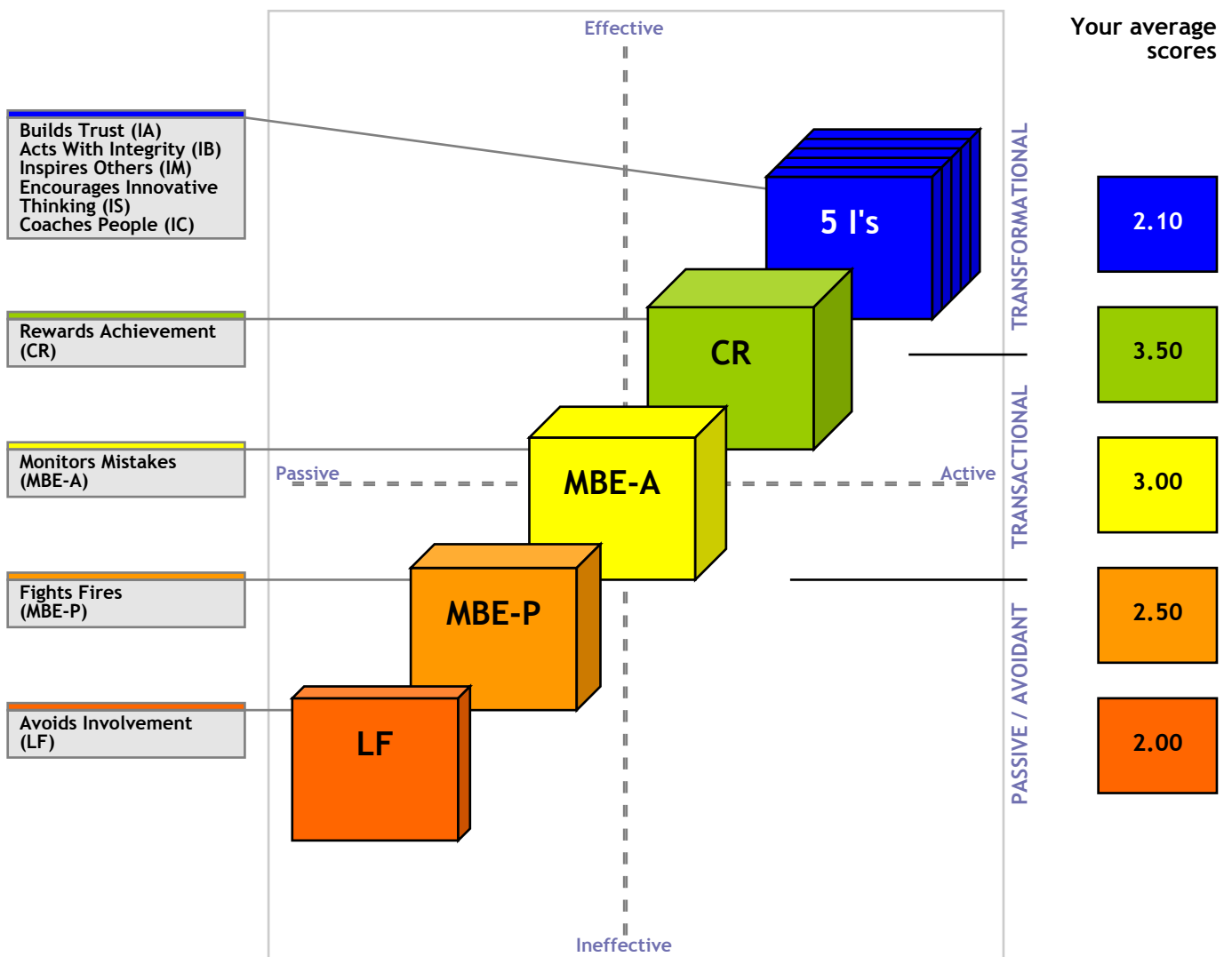
*The nine factor Full Range Leadership Model has been shown to best represent the data collected by the MLQ when sample characteristics and situation factors are statistically controlled.*

# SNAPSHOT OF THE LEADERSHIP PROFILE

(Profiled against a full range of leadership styles)

The Snapshot of the leadership profile visualizes an overview of the concepts of the Full Range Leadership model. These concepts include Transformational Leadership, Transactional Leadership and Passive / Avoidant Leadership. The Snapshot also visualises the passive vs. active forms of leadership, as well as the more effective vs. rather ineffective forms.

Laissez-Faire Leadership (LF) is typical for managers who avoid involvement. It is passive, avoidant and ineffective. Transactional Leadership, in its passive form involves waiting for mistakes to occur before taking action - it is called Management-by-Exception Passive (MBE-P) and is regarded as part of the Passive/Avoidant leadership style. In its active form, of either Management-by-Exception Active (MBE-A) or Contingent Reward (CR), it involves a close monitoring of behaviors and actively setting standards. Transformational leadership encompasses much more than the reward for effort exchange behavior and corrective orientation mentioned above. Transformational leadership is inspirational, intellectually stimulating, challenging, visionary, development oriented. It is regarded as the most active and effective form of leadership.



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

# DRILLDOWN OF THE LEADERSHIP PROFILE

## TRANSFORMATIONAL LEADERSHIP

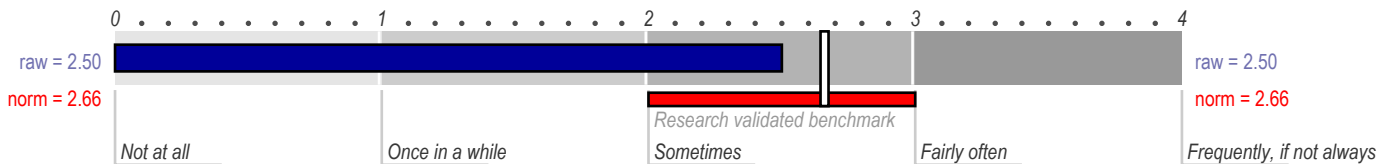


Transformational leaders have associates who view them in an idealized way, and as such, these leaders wield much power and influence over their followers. They want to identify with the leaders and their mission. They develop strong feelings about such leaders, in whom they invest much trust and confidence. Transformational leaders arouse and inspire others with whom they work with a vision of what can be accomplished through extra personal effort.

IA: IDEALIZED INFLUENCE, IDEALIZED ATTRIBUTES  
**RAW SCORE = 2.50**

### BUILDS TRUST

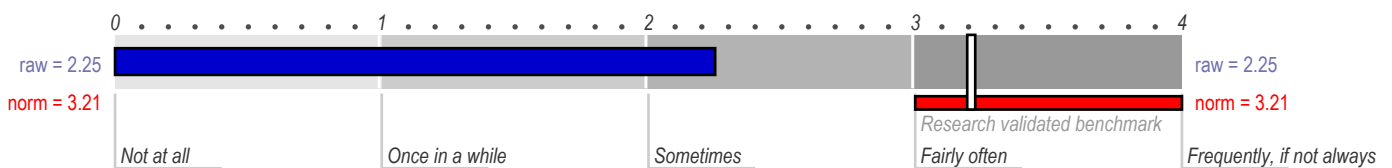
The IDEALIZED ATTRIBUTES scale identifies leaders who are able to BUILD TRUST in their followers. They inspire power and pride in their followers, by going beyond their own individual interests and focusing on the interests of the group and of its members. Thus, they become reference models for their followers. High scores on this scale identify leaders whom their followers attribute these special qualities. At no moment the scale suggests the objective presence of such qualities.



IB: IDEALIZED INFLUENCE, IDEALIZED BEHAVIORS  
**RAW SCORE = 2.25**

### ACTS WITH INTEGRITY

The IDEALIZED BEHAVIORS scale identifies leaders who ACT WITH INTEGRITY. High scores on this scale are typical for leaders who manifest positive and highly valued behaviors, like dominance, consciousness, self-control, a high moral judgment, optimism and self-efficiency. They talk about their most important values and beliefs, they focus on a desirable vision and almost always consider the moral and ethical consequences of their actions. They also zero in on building a commonly shared sense of a vision or mission for the team or group.



IM: INSPIRATIONAL MOTIVATION  
RAW SCORE = 1.50

### INSPIRES OTHERS

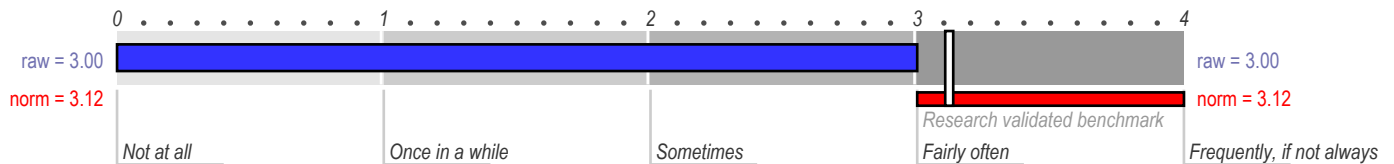
The INSPIRATIONAL MOTIVATION scale identifies leaders who INSPIRE OTHERS. Often, inspiration can occur without the need for identification of associates with the leader. Inspirational leaders articulate, in simple ways, shared goals and mutual understanding of what is right and important. They provide visions of what is possible and how to attain them. They enhance meaning and promote positive expectations about what needs to be done. The question one must ask is, "Whom are they inspiring - themselves or the greater good of their group, unit, organization, and/or community?"



IS: INTELLECTUAL STIMULATION  
RAW SCORE = 3.00

### ENCOURAGES INNOVATIVE THINKING

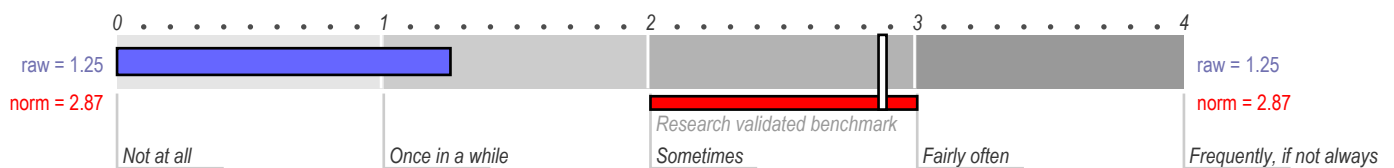
The INTELLECTUAL STIMULATION scale identifies leaders who are able to ENCOURAGE INNOVATIVE THINKING. In addition to Idealized Influence and Inspirational Motivation, transformational leadership also involves the intellectual stimulation of associates' ideas and values. Through Intellectual Stimulation, transformational leaders help others to think about old problems in new ways. They are encouraged to question their own beliefs, assumptions, and values, and, when appropriate, those of the leader, which may be outdated or inappropriate for solving current problems. As a consequence, associates develop the capacity to solve future problems unforeseen by the leader. Associates learn to tackle and solve problems on their own by being creative and innovative. A key measure of a leader's effectiveness is how capable their associates are when operating without the leader's presence or direct involvement. An intellectually stimulating leader arouses in others a greater cognizance of problems, awareness of their own thoughts and imagination, and recognition of their beliefs and values.



IC: INDIVIDUAL CONSIDERATION  
RAW SCORE = 1.25

### COACHES PEOPLE

The INDIVIDUAL CONSIDERATION scale identifies leaders who are able to COACH PEOPLE. Individualized Consideration is another aspect of transformational leadership. It means understanding and sharing in others' concerns and developmental needs and treating each individual uniquely. In addition, Individualized Consideration represents an attempt on the part of leaders to not only recognize and satisfy their associates' current needs, but also to expand and elevate those needs in an attempt to maximize and develop their full potential. This is one reason why transformational leaders set examples and assign tasks on an individual basis. Transformational leaders also provide opportunities and develop organizational cultures supportive of individual growth.



## TRANSACTIONAL LEADERSHIP



Transactional leaders work toward recognizing the roles and tasks required for associates to reach desired outcomes; they also clarify these requirements for associates, thus creating the confidence they need to exert the necessary effort. Transactional leaders also recognize what associates need and desire, clarifying how those needs and desires will be satisfied if the associate expends the effort required by the task. Such motivation to perform will provide a sense of direction and help to energize others. This approach, currently stressed in most popular leadership training programs, is helpful but limited to first-order exchanges.

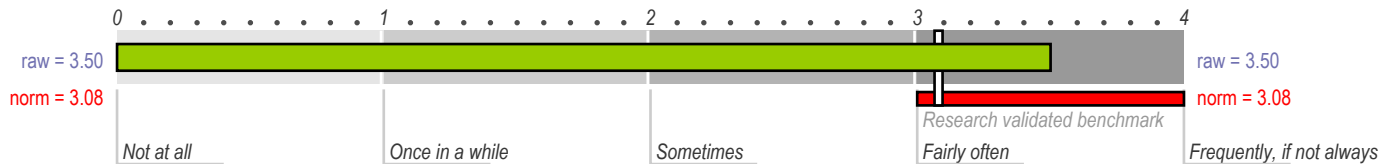
Note that the transactional process, in which the leader clarifies what the associates need to do for a reward, is nevertheless viewed here as an essential component of the full range of effective leadership. The newer paradigm adds transformational leadership to previous transactional leadership models. It is likely to have direct relevance particularly to the volunteer sector where the rewards are more personal and social and are based on commitment to ideals. In introducing the concept of transformational leadership, Burns (1978) pointed out that the moral movers and shakers of the world don't cater to their self-interest as much as they enable others to transcend their own self interest for the good of their group, organization, community, or society.

Transformational leadership does not replace transactional leadership, it augments transactional leadership in achieving the goals of the leader, associate, group, and organization. Although transformational leaders can be transactional when appropriate, transactional leadership is often a prescription for lower levels of performance or non-significant change.

CR: CONTINGENT REWARD  
RAW SCORE = 3.50

### REWARDS ACHIEVEMENT

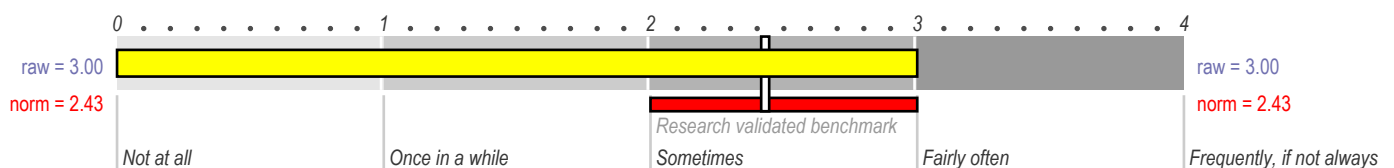
The CONTINGENT REWARD scale identifies leaders who are able to REWARD ACHIEVEMENT. Leaders scoring high on this scale tend to discuss in clear terms responsibilities for specific tasks and projects, state performance objectives, clarify rewards and punishments and express satisfaction when they get the correct output. Contingent rewards are an important leadership instrument in the transactional area, they result in bringing followers and groups to perform up to standard.



MBE-A: MANAGEMENT-BY-EXCEPTION: ACTIVE  
RAW SCORE = 3.00

### MONITORS MISTAKES

The MANAGEMENT-BY-EXCEPTION: ACTIVE scale identifies leaders who focus on MONITORING MISTAKES. High scoring leaders use to specify with clarity compliance standards, as well as vividly describe inefficient performance. Following these descriptions, they focus on sanctions for not respecting the set standards. This leadership style focuses on a careful monitoring of deviations, mistakes and errors and on quick and thorough corrective measures, if appropriate. Leaders practicing an active management by exception use to keep track of mistakes, concentrate on errors and exceptions from the rule and on the treatment of these oversteps.





## PASSIVE / AVOIDANT LEADERSHIP



Passive / avoidant leadership is typical for managers who do not react systematically to situations and problems which arise. Passive leaders do not clarify misunderstandings, do not make their expectations clear, do not set clear objectives and performance standards for their followers. This style has very often a serious negative effect upon individual, group and organizational results. Outcomes are most of the time exactly opposed to the intended consequences. This is why this outlook on leadership is often called “no leadership”.

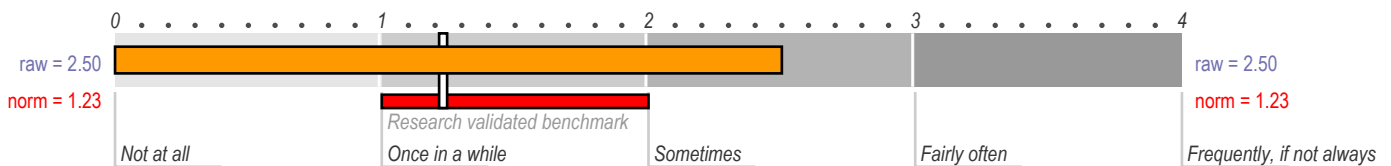
The MLQ discusses to special types of passive / avoidant leadership: Management by Exception: Passive (MBE-P) and Laissez-Faire Leadership (LF). Behaviors typical for Management by Exception: Passive are those behaviors where the leader takes corrective measure, but only after the fire has started. His behavior is thus not proactive, but reactive and focused on punishment. Behaviors typical for Laissez-Faire leadership are those behaviors where the leader avoids involvement completely, and does not even react to threats and problems arising. Most of the time this behavior states that a problem will disappear or solve itself in time.

Both passive / avoidant leadership styles (MBE-P and LF) have a negative impact on the performance of individuals, groups and organizations, as well as a strong emotional impact on followers and colleagues of leaders adopting these leadership styles.

MBE-P: MANAGEMENT-BY-EXCEPTION: PASSIVE  
RAW SCORE = 2.50

### FIGHTS FIRES

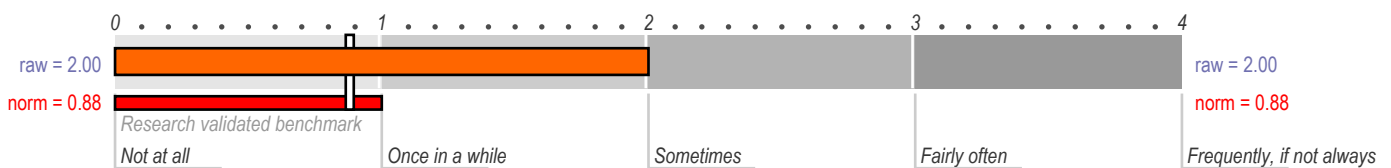
The MANAGEMENT-BY-EXCEPTION: PASSIVE scale identifies leaders who are able to FIGHT FIRES in their team or organization. If active management by exception focuses on continuously monitoring mistakes and deviations from the expected norm and taking corrective measures against the apparition of errors and mistakes, before these errors appear, passive management by exception waits for problems to appear before taking corrective actions. Managers using this leadership style adhere to the opinion that "if it isn't broken, don't fix it" and wait for problems to become severe before taking corrective action. Corrective actions are most of the time punitive.



LF: LAISSEZ-FAIRE  
RAW SCORE = 2.00

### AVOIDS INVOLVEMENT

The LAISSEZ-FAIRE scale identifies leaders who tend to AVOID INVOLVEMENT. This leadership style could be easily defined as "non-leadership" and is the exact opposite of an efficient transformational leadership style. Permissive leaders refuse to assume the responsibilities that are part of their position as leaders: they do not offer enough information to their followers, do not offer feedback, do not acknowledge or work towards their followers' satisfaction. High scorers in this scale avoid approaching important problems, are absent when needed, avoid making decisions and have late reactions to urgent problems.



## OUTCOMES OF LEADERSHIP

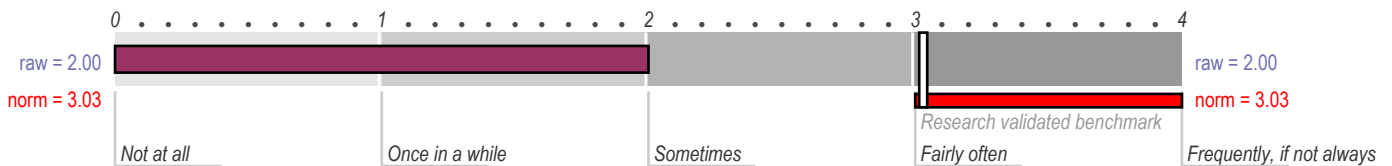


Both transformational and transactional leadership are closely related to individual, group and organizational success. Leadership efficiency is evaluated by the MLQ based on perceptions of followers, who should see their leaders as being good motivators, as having efficient interaction skills with different organizational levels and as generating satisfaction with work methods.

EE: EXTRA EFFORT  
RAW SCORE = 2.00

### GENERATES EXTRA EFFORT

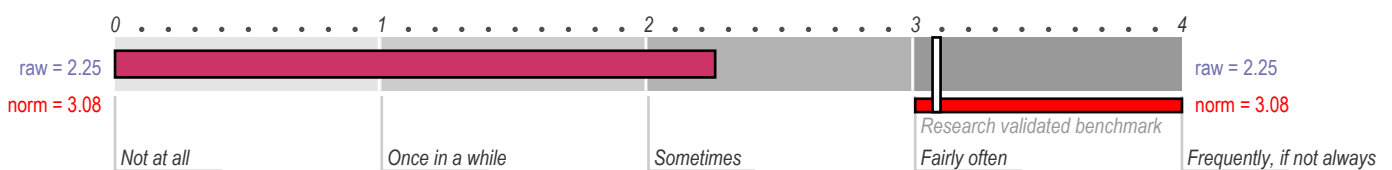
The EXTRA EFFORT scale identifies leaders who are able to BE GENERATE EXTRA EFFORT in their followers. Extra effort, as one of the direct effects of an efficient leadership style, is defined as the wish of followers to strive for superior performance by deploying supplementary efforts, positively exceeding legitimate behavioral expectations of their leaders, their group or their organization. High scorers in this scale amplify the wish of their followers to succeed and to overstep objectives and induce positive supplementary behaviors.



EFF: EFFECTIVENESS  
RAW SCORE = 2.25

### IS EFFICIENT

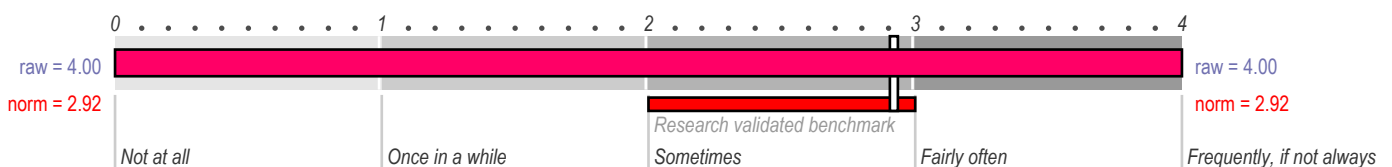
The EFFECTIVENESS scale identifies leaders who are able to BE EFFICIENT. Efficient leaders satisfy the professional of their followers. They also efficiently represent the group in front of the higher organizational authority, are efficient in meeting organizational objectives and generally generate a higher efficiency in all the structures they are involved with.



SAT: SATISFACTION WITH THE LEADERSHIP  
RAW SCORE = 4.00

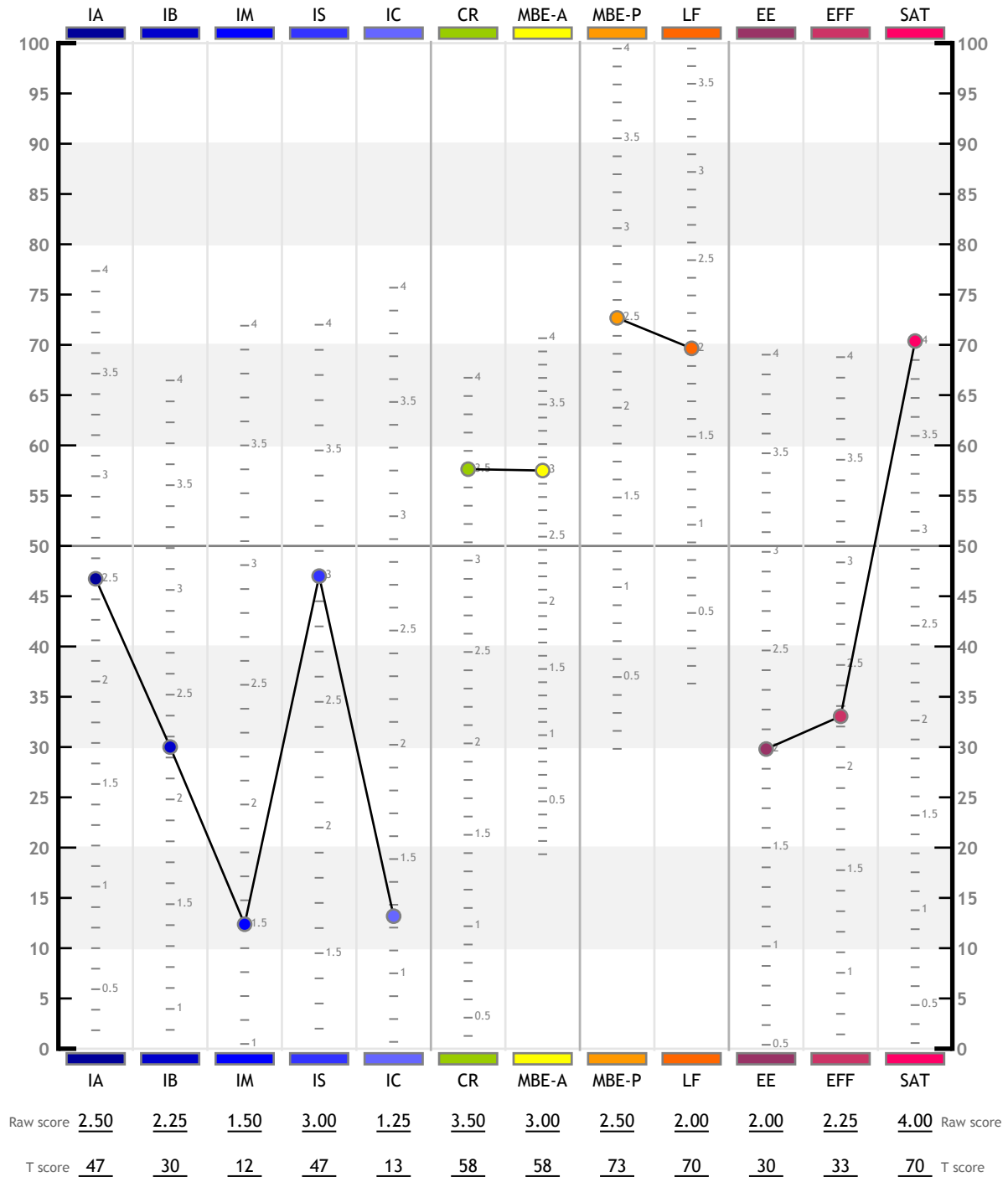
### GENERATES SATISFACTION

The SATISFACTION WITH LEADERSHIP scale identifies leaders who are able to GENERATE SATISFACTION in their followers. Satisfaction with leadership is measured in the MLQ with only two items and identifies with its higher scores leaders who generate interpersonal satisfaction in their followers and colleagues. These leaders are warm, nurturing, open, authentic, honest persons, with good interpersonal and social skills, capable of developing feelings of satisfaction in their followers.



# NORM-REFERENCED MLQ PROFILE (T SCORES)

Scoring based on: THE ROMANIAN NORMS FOR LEADERS, SELF-ASSESSMENT (N=785ss)



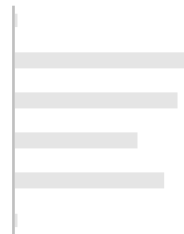
## MODUS OPERANDI

### ANSWERS TO THE ITEMS

(1): '4'	(11): '4'	(21): '3'	(31): '2'	(41): '4'
(2): '1'	(12): '1'	(22): '2'	(32): '4'	(42): '3'
(3): '2'	(13): '3'	(23): '1'	(33): '1'	(43): '2'
(4): '4'	(14): '2'	(24): '4'	(34): '3'	(44): '1'
(5): '1'	(15): '1'	(25): '3'	(35): '2'	(45): '2'
(6): '3'	(16): '4'	(26): '1'	(36): '1'	
(7): '2'	(17): '3'	(27): '2'	(37): '3'	
(8): '4'	(18): '2'	(28): '4'	(38): '4'	
(9): '1'	(19): '1'	(29): '1'	(39): '2'	
(10): '2'	(20): '4'	(30): '3'	(40): '1'	

### GENERAL ITEM STATISTICS

# '0' answers: 0 out of 45 (0.00%)
# '1' answers: 13 out of 45 (28.89%)
# '2' answers: 12 out of 45 (26.67%)
# '3' answers: 9 out of 45 (20.00%)
# '4' answers: 11 out of 45 (24.44%)
# missing answers: 0 out of 45 (0.00%)



### MISSING ITEMS

Scale	IA	IB	IM	IS	IC	CR	MBE-A	MBE-P	LF	EE	EFF	SAT
Total number of items	4	4	4	4	4	4	4	4	4	3	4	2
Missing answers	0	0	0	0	0	0	0	0	0	0	0	0

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