

Multifactor Leadership Questionnaire TM

MLQ Leader's Workbook

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Introduction

The Multifactor Leadership Questionnaire (MLQ) measures a broad range of leadership types from passive leaders, to leaders who give contingent rewards to followers, to leaders who transform their followers into becoming leaders themselves. The MLQ identifies the characteristics of various leadership styles, with a focus on the transformational leader and helps individuals discover how they measure up in their own eyes and in the eyes of those with whom they work.

The MLQ 360 Leader's Report can help you to develop a plan for enhancing your "full range" of leadership potential to achieve optimal outcomes with your followers and associates. The report provides feedback on how you and those who have rated you perceive the frequency of the leadership behaviors you exhibit.

This MLQ Leader's Workbook is a tool to help you develop your Transformational and/or Transactional leadership style. Use your MLQ scores to guide you on which styles you should focus. The MLQ 360 Leader's Report is the best guide to identifying areas to develop because it obtains rater/follower feedback, however the MLQ Actual/Ought can also provide limited guidance based on your self-perception. Consider completing one or more of these questionnaires and then review your report before choosing which areas of leadership to develop.

Developing My Leadership

Leadership Development: The Personal Side

Developing yourself is an essential part of the leadership process. Leadership development represents self-development at its core. The leader can be a role model for associates to emulate. Thus, if the leader exhibits a willingness to receive and use feedback, a willingness to change and adapt as new contingencies arise, and the ability to learn from both his/her successes and failures, then so will that leader's associates.

Leadership development is a personal journey — it may have a different destination and a different schedule for each individual. Some have begun their journey, while others have yet to consider the direction to take, or to even consider that a direction should be contemplated.

Your life role includes your leader role. Life experiences and events can enhance your role as a leader to the degree that you develop the qualities of transformational leadership. Leadership cannot be examined simply with respect to its relevance to work; rather, it must be examined in the broader context of your life space. The parent, the supervisor, the volunteer board member, the colleague and coach can all be transformational and — most importantly — they may all be the same individual.

Leadership Development: Your Associates

Following this logic, what leaders develop in themselves will inevitably have an impact on their associates. You have a tremendous impact by what you do, by what you fail to do, by who you are, by what you believe and by how you convey these beliefs to associates. Developing associates must be part of your own personal Leadership Development Plan (LDP). To some degree, associates have needs, desires and aspirations that, once uncovered, can be used to move them to higher levels of individual potential.

The development of you and your capabilities will be reflected both in your behavior and performance and also in your associates' behavior and performance. The degree to which you are successful in developing leaders to a higher level of individual potential, the higher the probability they will do the same with their associates. That is the "falling dominoes" or cascading bonus effect of leadership development. However, dominoes can fall both ways—and they should. Your development should be reflected in your being more capable of working with associates. Associates develop over time and can become more effective leaders in their own right. Moreover, once developed, associates also have a positive effect on your development. The best associates are capable of doing their own job, and are also able to influence their leaders as needed. The associates' perspectives, perseverance, individual capabilities and beliefs can influence their leaders, just as the leaders can influence their associates. It is not a one-way process— it is reciprocal.

Do's and Don'ts

Do

- Do accept the ratings as revealing how others perceive your leadership.
- Do carefully examine how much your supervisor, direct reports, and associates agree or disagree with your self-ratings. A difference of less than .5 may be a matter of chance. Look for differences greater than .5.
- Do explore the reasons for these differences in discussions with your supervisor, direct reports, and associates.
- Do look for your strong points as others see you. Strong points may be finding that your transformational ratings are above 2.5 and your passive management-by-exception ratings are below 1.5. Are you in agreement with the others? Why or why not?
- Do look for your weak points as others see you. Weak points may be finding that your laissez-faire ratings are above 1.5. Your associates may be saying that you don't really care about what is happening. Are you in agreement with the others? Why?

Look for ratings of an item(s) measuring each leadership style (there are four items per leadership style) that differ(s) significantly from the other ratings of items within the same leadership style. Does this result make sense? Do you have control over these exceptional items or are they something you can't do anything about?

Don't

- Don't be surprised if your self-ratings differ considerably from your associates' ratings of you.
- Don't start by finding reasons why you think you aren't being perceived as you really are.
- Don't stop developing—ever!

Possible Reactions to 360 Feedback

We typically use the following acronym to represent the phases people go through when they get feedback. We will refer to it as the SARAH model.

- S** Some people are **shocked** by their ratings because they are lower than they expected, highly discrepant from their own perceptions, extremely varied across raters, etc.
- A** Shock sometimes turns to **anger** and disappointment because you thought you were doing better than you were rated.
- R** While you are angry, you may search for ways to **reject** the messages that are being sent, reject the survey and its process, think "this is all meaningless," etc.
- A** As you work past rejection, you usually get to a point where you can **accept** some of the ratings, for whatever they are worth.
- H** The next phase is **hope**. You find things you can accept and understand and then determine a course for action. Once you have some course for action there is always hope.

Development Plan Steps

- 1) Select the scale you would like to work on.
- 2) Select the objective(s) you wish to work on within the scale (refer to your MLQ item scores to see on which objectives you scored least desirably).
- 3) Review the behaviors listed for your chosen objective(s) and select the behaviors you are willing to develop.
- 4) Fill out the development plan for your objective(s) at the end of this workbook.
- 5) Work your plan!
- 6) When you have successfully completed your development plan, go back and choose a new objective

Builds Trust

Idealized Influence (Attributes)

These leaders are admired, respected, and trusted. Followers identify with and want to emulate their leaders. Among the things the leader does to earn credit with followers is to consider followers' needs over his or her own needs. The leader shares risks with followers and is consistent in conduct with underlying ethics, principles, and values.

1. I will instill pride in others for being associated with me.

Changing myself

- Become the "best" representative for my associates by volunteering for projects at every opportunity.
- Develop a more relaxed, less intense, more attentive approach, so that my associates will not be repressed by my strong opinions on issues.
- Recall an individual from my past, a supervisor, mentor, teacher, athletic coach, cultural hero or fictional character, who has acted admirably in difficult circumstances. Behave as that person would in my situation.
- Remember my role as a leader. Whenever I feel like acting inappropriately, I take a moment to think of how I would like my associates to behave in a similar situation and model that behavior.
- Think of several people with whom I am proud to be associated and reflect on the reasons I feel that way.
- Upon meeting someone for the first time, I present a friendly, positive and optimistic attitude rather than convey disinterest or appear to be distracted by "more important things."

Changing how I relate to others

- Confront the issue, not the person.
- Focus on my associates' good qualities rather than on their deficiencies.
- Look for small opportunities to build acquaintances with associates, whether it be through small talk at the coffee machine or an informal lunch invitation.
- Recognize my associates on significant dates such as birthdays, promotions, years of service, or successful completion of projects, understanding that personal acknowledgment by others is a reward and a motivator.

2. I will go beyond self-interest for the good of the group.

Changing myself

- Avoid judging others, remembering that each of us, and each of our ideas, has value.
- Be more open to hearing all sides of an issue.
- Be willing to compromise.
- Continue to ask myself how my tasks and goals fit into the broader goals of my organization. I share these tasks and goals with my associates in order to expand their understanding of our shared mission.
- Demonstrate a cooperative spirit by offering to help an associate who is "in a bind" with a project.
- Express my desire for a resolution that is acceptable to all of us.
- I do not fuel the conversation when it gets heated; I am a voice of reason.
- I do not use information unfairly to gain an advantage.
- Look at the other side of an issue before defending my own.
- Think of people I know who go beyond self-interest for the good of the group and consider what it is they do in this regard.
- When I feel tempted to judge another, I ask myself, "How would I feel if I were in that person's shoes?"

Changing how I relate to others

- Encourage my associates to come to me with their ideas, supporting those which show promise of success and helping to put them into action.
- Present the best ideas of my associates to higher management (my supervisor or a higher level) and support these ideas enthusiastically, giving credit where credit is due.
- Recognize the importance of others having their own opinions and ideas.
- Recognize when I have hurt or ignored my associates, being sure to apologize and admit my mistakes. I do not dwell on these experiences, but I instead learn from them and move on.
- Talk informally with my associates and my supervisor to identify their concerns and goals. This allows me to respond effectively to their needs. It also helps my associates to identify with my mission, as well as increase my understanding of theirs.
- When working with a group, I emphasize what is the "right thing to do" in terms of the interest of the entire group.