

The Authentic Leadership Questionnaire Rater Only Group Report

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ALQRater - Sample Group, Campaign

Introduction

What is Authentic Leadership?

Descriptive words for authenticity include genuine, reliable, trustworthy, real, and veritable. Authenticity can be conceived as both owning personal experiences (thoughts, emotions, or beliefs, "the real me inside"), and acting in accord with one's true self (behaving and expressing what is really thought and believed). The Authentic Leader is self aware, transparent, highly moral/ethical, and a thoughtful decision maker. The authentic leader is true to him or herself and exhibits authenticity through behaviors that -- when positively modeled by followers -- transform and develop them into becoming authentic leaders themselves. Authentic leaders are active and positive in the way they behave in their world and how they interact with others.

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Authentic Leadership Scales

Self Awareness

To what degree is the leader aware of his or her strengths, limitations, how others see him or her and how the leader impacts others?

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The items rated on the Self Awareness scales are:

As a leader I ...

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Transparency

To what degree does the leader reinforce a level of openness with others that provides them with an opportunity to be forthcoming with their ideas, challenges and opinions?

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The items rated on the Transparency scale are:

As a leader I ...

say exactly what I mean.

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Ethical/Moral

To what degree does the leader set a high standard for moral and ethical conduct?

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The items rated on the Ethical/Moral scale are:

As a leader I ...

demonstrate beliefs that are consistent with actions.

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Balanced Processing

To what degree does the leader solicit sufficient opinions and viewpoints prior to making important decisions in order to be seen as fair and just?

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The items rated on the Balanced Processing scale are:

As a leader I ...

solicit views that challenge my deeply held positions.

Complete information appears in actual report

Leadership

Why are authenticity and the authentic characteristics of Self Awareness, Transparency, Ethical/Moral, and Balanced Processing important to leadership and its development? Think about working for someone who exhibits a genuine desire to understand their own leadership in order to serve others more effectively. They act in accordance with their deep personal values and convictions to build credibility and win the respect and trust of their colleagues. Complete information appears in actual report

Direct Effects

Being aware of and consistently exhibiting the work standards of the leader

Indirect Effects

In terms of standards, their style becomes a model for themselves and cascades to their leadership

Social identity belonging to a high level organization and to a transparent organization

This Group Report

Purpose of this report

What makes an authentic leader and how does being an authentic leader result in how leadership is transmitted to others? The purpose for creating the Authentic Leadership Questionnaire (ALQ) was:

- 1) to begin addressing what constitutes authentic leadership, and
- 2) to provide feedback on the specific behaviors comprising the four Authentic Leadership scales.

Fundamentally, the ALQ -- and the model that supports it -- was designed to help leaders get a better estimate of how genuinely they are perceived by others as well as how leaders see themselves in their leadership role.

Originally, the ALQ was created to complement an important measure of Transformational Leadership, the Multifactor Leadership Questionnaire (MLQ). Specifically, the ALQ authors were interested in being able to measure what constituted "authentic" transformational leadership, and the scales comprising the ALQ were developed for this purpose.

About This Report

This tool is provided to help you reflect on this group's current perception of their leaders' authenticity. This report is structured into three useful sections:

- I. The **Authentic Leadership Overview** provides you with the Authentic Leadership Development (ALD) model and why it is important for this group's well being and performance, as well as that of their leaders and organizations.
- II. The **Authentic Leadership Scales Profile** is designed to give you insight into how members of this group rated their leaders on the ALQ scales. The only existing normative comparisons for the ALQ are self-perceptions. Since this group consists of only rater-perceptions, normative comparisons will NOT be included in this report.
- III. The **Authentic Leadership Item Ratings** section shows the ratings by item.

Making Sense of These Results

Consider these results in two separate but related phases.

Phase I: What does the feedback tell me?

First, resist the temptation to rush through or gloss over this phase in order to see how this group scored their leaders. Try to stay as impartial and objective as you can. Ask how this group rated their leaders on the four ALQ scales, in this first phase, stick to the ratings as closely as you can. Look for trends, gaps, summaries, and metrics.

Phase II: What does the feedback mean?

The second phase of this process is concerned with making sense of this group's scores. This is the interpretive step of the process that seeks to identify the implications of these results. It is at this interpretive phase that you should initially consider and evaluate whether these results are favorable or something this group's leaders need to develop.

Authentic Leadership Scale Profile

The average frequency for how this group rated their leaders can be interpreted with the following frequency scale used in the graphs below:

- 0 = Not at all
- 1 = Once in a while
- 2 = Sometimes
- 3 = Fairly often
- 4 = Frequently, if not always

This Group

Population Group: ALQRater - Sample Group

Number of participants in this norm: 5

Campaigns included in this norm:

ALQRater - Sample Group

Overall ALQ

The graph below displays this group's average rating for all of the Authentic Leadership Scales combined to create an overall Authentic Leadership Scale rating.



Authentic Leadership Scales



Group Agreement

The variation in response to the ALQ scales measures the group standard deviations for the rating of individual frequency of authentic leadership. The smaller the standard deviation, the higher the agreement among group members. A value of 0.0 would mean complete agreement among group members.

This Group

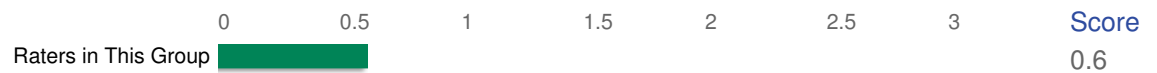
Population Group: ALQRater - Sample Group

Number of participants in this norm: 5

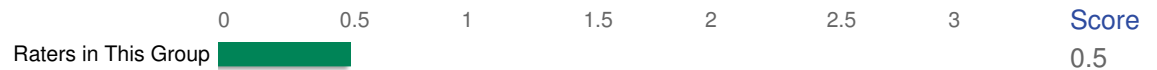
Campaigns included in this norm:

ALQRater - Sample Group

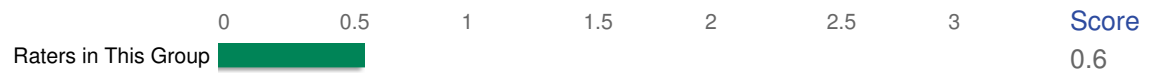
Overall ALQ -- Standard Deviation



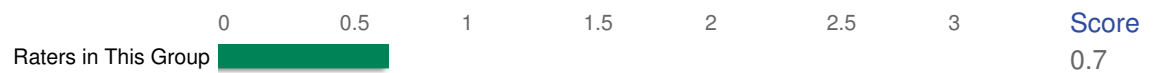
Self Awareness -- Standard Deviation



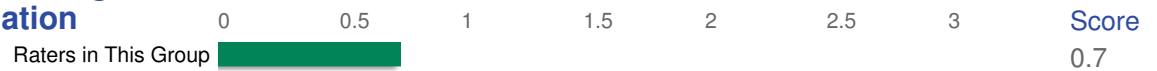
Transparency -- Standard Deviation



Ethical/Moral -- Standard Deviation



Balanced Processing -- Standard Deviation



All Items by Scale

Following are this group's ratings for items in each of the ALQ Leadership scales sorted by highest frequency to lowest. The numbers can be interpreted on the same frequency scale used in rating each ALQ item.

- 0 = Not at all
- 1 = Once in a while
- 2 = Sometimes
- 3 = Fairly often
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This Group

Population Group: ALQRater - Sample Group

Number of participants in this norm: 5

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ALQRater - Sample Group

Self Awareness

Score	Scale	Item
3.4	Self Awareness	seek feedback to improve interactions with others
3	<i>Complete information appears in actual report</i>	
3		
2.8		

Transparency

Score	Scale	Item
3.2	Transparency	encourage everyone to speak their mind
3	<i>Complete information appears in actual report</i>	
2.8		
2.8		
2.6		

Ethical/Moral

Score	Scale	Item
3	Ethical/Moral	ask others to take positions that support their core values
2.8	<i>Complete information appears in actual report</i>	
2.8		
2.4		

Balanced Processing

Score	Scale	Item
3.2	Balanced Processing	analyze relevant data before coming to a decision
2.6	<i>Complete information appears in actual report</i>	
2.4		

Recommended Reading and References

Books:

Avolio, B.J. (2005). *Leadership Development in Balance: Made/Born*. NJ: Erlbaum & Associates.

Avolio, B.J., & Luthans, F. (2006). *High Impact Leader: Moments matter in authentic leadership development*. NY: McGraw-Hill.

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Gardner, W.L., Avolio, B.J., & Walumbwa, F. (2006). *Authentic Leadership Theory and Practice: Origins, effects and development*. Amsterdam: Elsevier JAI Press.

Articles:

Avolio, B.J., & Chan, A. (In press, 2008). The dawning of a new era for genuine leadership development. Hodgkinson, G., & Ford, K. (eds.). *International Review of Industrial and Organizational Psychology*, 23.

Avolio, B.J., & Gardner, W.L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16, 315-338.

Avolio, B.J., Gardner, W.L., Walumbwa, F.O., Luthans, F., & May, D. (2004). Unlocking the mask: A look at the process by which authentic leaders' impact follower attitudes and behaviors. *Leadership Quarterly*, 15, 801-823.

Gardner, W.L., Avolio, B.J., Luthans, F., May, D.R., & Walumbwa, F.O. (2005). Can you see the real me? A self-based model of authentic leader and follower development. *Leadership Quarterly*, 16, 434-372.

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