

Multifactor Leadership Questionnaire (MLQ) Form 6S

INSTRUCTIONS: This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.

KEY

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

- | | | | | | |
|--|---|---|---|---|---|
| 1. I make others feel good to be around me..... | 0 | 1 | 2 | 3 | 4 |
| 2. I express with a few simple words what we could and should do..... | 0 | 1 | 2 | 3 | 4 |
| 3. I enable others to think about old problems in new ways..... | 0 | 1 | 2 | 3 | 4 |
| 4. I help others develop themselves..... | 0 | 1 | 2 | 3 | 4 |
| 5. I tell others what to do if they want to be rewarded for their work..... | 0 | 1 | 2 | 3 | 4 |
| 6. I am satisfied when others meet agreed-upon standards..... | 0 | 1 | 2 | 3 | 4 |
| 7. I am content to let others continue working in the same ways always..... | 0 | 1 | 2 | 3 | 4 |
| 8. Others have complete faith in me..... | 0 | 1 | 2 | 3 | 4 |
| 9. I provide appealing images about what we can do..... | 0 | 1 | 2 | 3 | 4 |
| 10. I provide others with new ways of looking at puzzling things..... | 0 | 1 | 2 | 3 | 4 |
| 11. I let others know how I think they are doing..... | 0 | 1 | 2 | 3 | 4 |
| 12. I provide recognition/rewards when others reach their goals..... | 0 | 1 | 2 | 3 | 4 |
| 13. As long as things are working, I do not try to change anything..... | 0 | 1 | 2 | 3 | 4 |
| 14. Whatever others want to do is OK with me..... | 0 | 1 | 2 | 3 | 4 |
| 15. Others are proud to be associated with me..... | 0 | 1 | 2 | 3 | 4 |
| 16. I help others find meaning in their work..... | 0 | 1 | 2 | 3 | 4 |
| 17. I get others to rethink ideas that they had never questioned before..... | 0 | 1 | 2 | 3 | 4 |
| 18. I give personal attention to others who seem rejected..... | 0 | 1 | 2 | 3 | 4 |
| 19. I call attention to what others can get for what they accomplish..... | 0 | 1 | 2 | 3 | 4 |
| 20. I tell others the standards they have to know to carry out their work..... | 0 | 1 | 2 | 3 | 4 |
| 21. I ask no more of others than what is absolutely essential..... | 0 | 1 | 2 | 3 | 4 |

SCORING

The MLQ-6S measures your leadership on seven factors related to transformational leadership. Your score for each factor is determined by summing three specified items on the questionnaire. For example, to determine your score for factor 1, Idealized influence, sum your responses for items 1, 8, and 15. Complete this procedure for all seven factors.

Idealized influence (items 1, 8, and 15)
Inspirational motivation (items 2, 9, and 16)
Intellectual stimulation (items 3, 10, and 17)
Individual consideration (items 4, 11, and 18)
Contingent reward (items 5, 12, and 19)
Management-by-exception (items 6, 13, and 20)
Laissez-faire leadership (items 7, 14, and 21)

TOTAL

_____ Factor 1
_____ Factor 2
_____ Factor 3
_____ Factor 4
_____ Factor 5
_____ Factor 6
_____ Factor 7

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Linda L. Murphy



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All the Way to the Top Jesse L. Calloway PhD, 2016-07-29 About the Design of this Book In support of the information contained herein various references are provided reflecting the extensiveness of the scholarly research and topic review Thus you will observe frequent citations and source identifiers in the following form author year page Additionally as key business and technical concepts are discussed such as capital budgeting analytical marketing and statistical application tutorial information will be provided to assure reader comprehension And finally key leadership insights are offered to solidify understanding of character execution of the presented strategies and theory Author and journalist Ernest Hemingway wrote Show the readers everything tell them nothing Thus you will note I have liberally used diagrams charts and graphs as my intent is to take advantage of Hemingways sentiments to aid you in comprehending the concepts and strategies presented The first chapter focuses on leadership definitions theories and principles Building on this foundation discussion of a key piece of corporate and organizational infrastructure the performance appraisal follows which is linked to the theory presented An overview of corporate structure follows with emphasis on corporate initiation implementation and operation You are then introduced to a simulated corporation Summit Consumables Incorporated Next comes a systematized discussion of inputs processing and outputs IPO Then I introduce my leadership improvement model the 5C LIM This model is applied by a simulation that demonstrates how to handle corporate and business scenarios seen in the examples of six Summit Consumables employees as they respond to performance evaluation results Bolstered by previously reviewed leadership strategies the book then offers leadership oriented approaches purpose preparation perception persuasion and power the 5 Ps for development and delivery of individual presentations leveraging the previously introduced Summit Consumables employees The final chapter demonstrates how stages of the 5C LIM may be used as a stand alone model to circumvent issues and opportunities occurring in the typical world of leaders

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business and educational organizations chief executive officers executive members team leaders industry leaders human resource directors personnel leadership and management leaders and practitioners Multifactor Leadership Questionnaire Bruce J. Avolio, Bernard M. Bass, 2004 **CEO Succession, Leadership, and (Dis)similarity** Cristina Pratelli, 2018-12-18 CEO succession represents a challenge for many companies The leadership style of the new CEO impacts employees attitudes which in turn might be biased by the comparison employees make with their previous CEO Cristina Pratelli investigates how and why leadership style dis similarity between the predecessor and the successor develops and affects successor leadership effectiveness After a literature review and a theoretical model she presents results from a quantitative study with SMEs in Switzerland as well as a qualitative multiple case study with family businesses based in Germany Italy and Switzerland This work offers new insights into CEO selection leadership development and the effectiveness of organizations **Leadership and Entrepreneurial Success** Russell Dean Hulsing, 2009-05-07 Regional economies are highly dependent upon entrepreneurial endeavor success for growth but the success rate for entrepreneurs is low Gugliada 2003 This quantitative group comparison research identified specific leadership characteristics that differentiated successful entrepreneurs from those starting entrepreneurial endeavors Analysis of the research results revealed that an accepted contemporary leadership model might support programs targeting entrepreneurial success rate enhancement A general study population of entrepreneurs in the western New York region limited the research scope Using the self rater Multifactor Leadership Questionnaire MLQ form 5X Avolio Bass 2004 data was gathered from a stratified sample that consisted of startup entrepreneurs N 76 and verified successful entrepreneurs N 34 Multi level data analyses using F tests ANOVA and graphic techniques extrapolated results Specifically identified by the study were 11 leadership characteristics that differentiated startup and successful entrepreneurs as well as a major leadership factor that differentiated entrepreneurs from a normative leadership sample Transformational Leadership: The Senior Pastor's Impact on Church Effectiveness David Rumley, 2011-09-29 Struggling with church health and growth Struggling with growing in your personal leadership abilities and impact This book provides a greater understanding of leadership church growth and church effectiveness It engages the audience to learn transformational leadership and how the pastor can be more effective in how they lead Learn from recent research the impact a senior pastor makes on churches effectiveness and why transformational leadership style will impact the health and growth of a church **Multifactor Leadership Questionnaire** Bernard M. Bass, Bruce J. Avolio, 2007 **Tests in Print** Oscar Krisen Buros, 2006 **Distance Education Programs and Transformational Leadership Characteristics in Higher Education** Sonja A. Irlbeck, 2001 Tests in Print 6 Linda L. Murphy, 2002 Consists of descriptive listings of commercially published tests It serves as a comprehensive index to all the Mental Measurement Yearbooks published to date *The Journal of Continuing Education in Nursing* ,2004 *Leadership Education* ,1996 **An Examination of the Relationship Between Emotional Intelligence, Leadership Style and**

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