

What kind of leader are you?

To get a quick answer, fill out the following questions and rate yourself.

Do **two self-ratings** - one for *how frequently* you think you *actually do this* with associates and followers, and the other for *how often* you think you **should do this**. The answers are on the reverse side of this sheet.



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Use the following key to determine your scores.

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

(1) I exhibit behaviours that develop high levels of trust among my associates and followers, which translates into them displaying a strong sense of purpose and perseverance to achieve the most difficult objectives. (Idealised Behaviours)

I ACTUALLY DO THIS: I SHOULD DO THIS:

(2) I articulate an attractive future that gets the attention and stimulates the imagination of my associates. (Inspirational Motivation)

I ACTUALLY DO THIS: I SHOULD DO THIS:

(3) I stimulate associates and followers to approach many of our typical problems by questioning assumptions that have been used previously, and by encouraging them to look at the problem from many different angles. (Intellectual Stimulation)

I ACTUALLY DO THIS: I SHOULD DO THIS:

(4) I show my associates and followers that I understand their capabilities, needs, and desires, and work to develop each of them to their full potential. (Individualised Consideration)

I ACTUALLY DO THIS: I SHOULD DO THIS:

(5) My associates and followers trust me and exhibit the values I portray. They are committed to achieving our common vision, even if sacrifices are necessary. (Idealised Attributes)

THIS ACTUALLY HAPPENS: THIS SHOULD HAPPEN:

(6) I set goals to help clarify, through either participative or directive means, what is expected of my associates and followers, and what they can expect to receive for accomplishing these goals and objectives. (Contingent Reward)

I ACTUALLY DO THIS: I SHOULD DO THIS:

(7) I systematically look for and monitor mistakes, and take corrective action when mistakes occur. (Management-by-Exception: Active)

I ACTUALLY DO THIS: I SHOULD DO THIS:

(8) I wait for matters to be brought to my attention about something that has gone wrong before I consider taking any corrective action. (Management-by-Exception: Passive)

I ACTUALLY DO THIS: I SHOULD DO THIS:

(9) I avoid taking stands on issues, clarifying expectations and addressing conflicts when they arise. (Laissez faire)

I ACTUALLY DO THIS: I SHOULD DO THIS:

A Higher Level Perspective on the Model

Transformational leadership

The leader-manager is generally proactive to convince associates and followers to strive for higher personal and organisational potentials, as well as higher levels of performance.

The effect of the transformational leadership influence is to change the perspective of the followers and associates about their situation, the challenges facing them and even their own understanding and assessment of their identity and potential.

Transactional leadership

The leader-manager gains compliance from associates and followers by clarifying expectations through contracts.

This may involve promises and exchanges of rewards (CR - positive feedback) or disciplinary threats (MBEA & MBEP - negative feedback) for the desired effort and performance levels.

The effect of transactional influence is that associates and followers are challenged to perform at expectations through a combination of positive rewards and fear of sanctions. An active engagement is not fostered.

Non-leadership

This is the absence of an active leadership or influencing with followers and associates.

The effect of this laissez-faire behaviour in formal work-group leaders is heightened conflict, low morale, and demotivation for performance and underperformance.

Answers to the leadership quiz

Take the average of your five transformational scores and compare your results with the optimal frequency ratings provided below. Then compare your scores for Transactional (management) leadership and Non-Leadership with the optimal frequencies provided. The optimal frequencies relate to the strongest outcomes for followers and associates.

Transformational leadership (questions 1 to 5):

I am generally proactive to convince my associates and followers to strive for higher personal and organisational potentials, as well as higher levels of performance. The most effective leaders do this between 3.0 and 3.5 on the frequency scale of 0 to 4.

Transactional leadership (questions 6, 7 & 8):

I gain compliance from associates and followers by clarifying expectations through contracts. I may exchange promises of rewards (CR) or disciplinary threats (MBEA & MBEP) for the desired effort and performance levels. The most effective leaders do CR between 2.0 and 2.5 on the frequency scale of 0 to 4, MBEA between 1.0 and 2.0 and MBEP between 0.0 and 1.0.

Non-leadership (LF: question 9):

The most effective leaders do this between 0.0 and 1.0 on the frequency scale of 0 to 4.

These answers are based on the well researched and validated factor structure of the MLQ5x (Bass and Avolio).

Contact MLQ Pty Ltd for the full 360^o version comprising 45 reliable questions.

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