

# 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.

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

# Manual For The Multifactor Leadership Questionnaire

**M Mark**



## **Manual For The Multifactor Leadership Questionnaire:**

**Multifactor Leadership Questionnaire** Bruce J. Avolio, Bernard M. Bass, 2004 [Full Range Leadership Development](#)  
Bernard M. Bass, Bruce J. Avolio, 1997 [Transformational Leadership Development](#) Bernard M. Bass, Bruce J. Avolio, 1990

**Comprehensive Handbook of Personality and Psychopathology, Personality and Everyday Functioning** Jay C. Thomas, Daniel L. Segal, 2006-01-03 Personality and Everyday Functioning covers the foundations of personality theory and the impact of personality on normal functioning. Leading personality researchers present chapters on major theories of personality such as psychoanalytic, developmental, behavioral, and constructivist, to name a few.

**MLQ Multifactor Leadership Questionnaire for Teams** Bernard M. Bass, Bruce J. Avolio, 1996 *The SAGE Handbook of Organizational Behavior* Julian Barling, Cary L. Cooper, 2008-07-24 This milestone handbook brings together an impressive collection of international contributions on micro research in organizational behavior. Focusing on core micro organizational behaviour issues, chapters cover key themes such as individual and group behaviour. *The SAGE Handbook of Organizational Behavior Volume One* provides students and scholars with an insightful and wide-reaching survey of the current state of the field and is an indispensable road map to the subject area. *The SAGE Handbook of Organizational Behavior Volume Two*, edited by Stewart R. Clegg and Cary L. Cooper, draws together contributions from leading macro organizational behaviour scholars.

[The SAGE Handbook of Leadership](#) Alan Bryman, David Collinson, Keith Grint, Brad Jackson, Mary Uhl-Bien, 2011-02-17 Leadership pervades every aspect of organizational and social life and its study has never been more diverse nor more fertile. With contributions from those who have defined that territory, this volume is not only a key point of reference for researchers, students, and practitioners, but also an agenda-setting prospective and retrospective look at the state of leadership in the twenty-first century. It evaluates the domain and stretches it further by considering leadership scholarship from every angle, concluding with an optimistic look at the future of leaders, followers, and their place in organizations and society at large. Each section represents a distinctive slant on leadership: Macro perspectives including strategic leadership, organization theory, charismatic leadership, complexity leadership, and networks; Political and philosophical perspectives including distributed leadership, critical leadership, ethics, the military, and cults; Psychological perspectives including personality, leadership style, and contingency theories; transformational leadership, exchange relationships, shared leadership, cognition, leadership development, gender, trust, identity, and the dark side of leadership; Cultural perspectives including spirituality, aesthetics, and creativity; Contemporary and emergent perspectives: followership, historical methods, virtual leadership, emotions, image, celebrity, and the quest for a general theory of leadership.

*Multifactor Leadership Questionnaire*, 2012 The Multifactor Leadership Questionnaire (MLQ), also known as MLQ 5X, short or the standard 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 a transformational leader and helps individuals

discover how they measure up in their own eyes and in the eyes of those with whom they work Success can be measured through a retesting program to track changes in leadership style The program described in the MLQ Trainer s Guide provides a solid base for leadership training Feedback to Managers: A Guide to Reviewing and Selecting Multirater Instruments for Leadership Development 4th Edition Jean Brittain Leslie,2013-08-19 Feedback is a rare commodity in day to day organizational life but it is a key to ongoing effectiveness One popular vehicle for getting feedback from one s boss peers subordinates and customers is the multiple perspective or 360 degree feedback instrument Whether part of a management development course or used alone this kind of instrument can enhance self awareness by highlighting a leader s strengths and areas in need of further development Selecting the right instrument from among the dozens that are available can be difficult however This new edition of Feedback to Managers the fourth updates and expands the popular 1998 edition It guides the selection process with an in depth analysis of 32 publicly available instruments that relate self view to the views of others on multiple management or leadership domains Each of the instrument reports includes descriptive information a look at the research behind the instrument and descriptions of support materials *Handbook of Industrial Engineering* Gavriel Salvendy,2001-05-25 Unrivaled coverage of a broad spectrum of industrial engineering concepts and applications The Handbook of Industrial Engineering Third Edition contains a vast array of timely and useful methodologies for achieving increased productivity quality and competitiveness and improving the quality of working life in manufacturing and service industries This astoundingly comprehensive resource also provides a cohesive structure to the discipline of industrial engineering with four major classifications technology performance improvement management management planning and design control and decision making methods Completely updated and expanded to reflect nearly a decade of important developments in the field this Third Edition features a wealth of new information on project management supply chain management and logistics and systems related to service industries Other important features of this essential reference include More than 1 000 helpful tables graphs figures and formulas Step by step descriptions of hundreds of problem solving methodologies Hundreds of clear easy to follow application examples Contributions from 176 accomplished international professionals with diverse training and affiliations More than 4 000 citations for further reading The Handbook of Industrial Engineering Third Edition is an immensely useful one stop resource for industrial engineers and technical support personnel in corporations of any size continuous process and discrete part manufacturing industries and all types of service industries from healthcare to hospitality from retailing to finance Of related interest HANDBOOK OF HUMAN FACTORS AND ERGONOMICS Second Edition Edited by Gavriel Salvendy 0 471 11690 4 2 165 pages 60 chapters A comprehensive guide that contains practical knowledge and technical background on virtually all aspects of physical cognitive and social ergonomics As such it can be a valuable source of information for any individual or organization committed to providing competitive high quality products and safe productive work environments John F Smith Jr Chairman of the Board Chief

Executive Officer and President General Motors Corporation From the Foreword **Preparing for a Sustainable Future** David Crowther, Shahla Seifi, 2023-06-29 The term sustainability has become one of the most significant in the current era It seems to be ubiquitous amongst academics politicians business leaders media personnel and even the general public It is no exaggeration to state that it is considered all over the world to be the most pressing issue to be addressed for the long term future of the planet and its inhabitants The topic is of course complex and the issue of sustainability is under much debate as to what it actually is and how it can be achieved but it is completely certain that the resources of the planet are fixed in quantity and once used cannot be reused except through being reused in one form or another At present much of the discourse of sustainability has focused upon the environment and in particular upon climate change and the effects that this is having Thus the discourse has tended to be about mitigation Sustainability of course requires all three pillars of the triple bottom line economic environmental and social to be addressed Indeed it might be considered that the effects upon the social and how we choose to live our lives might well be the most profound effect of achieving sustainability This book therefore focuses upon some of the many aspects of the social and how we can adapt our lives to accommodate the requirements of sustainability it therefore takes a very different approach to addressing the issues of sustainability while of course not ignoring the other pillars This book therefore sets out to examine various aspects of the changes to personal corporate and institutional behaviour which may have to come about in our search for sustainability It is tended to address some of the issues and how they are being dealt with in various parts of the world As always our concept is to share best practice and thereby enrich both the discourse and our progress towards sustainability Thus we focus upon the current situation while also considering the extent to which the focus is changing so much that we need to think about new approaches to our understanding of behaviour and differing effects in practice The international origins of the contributors to this book make this an original contribution taking some of the best ideas from around the world This book therefore addresses these issues from a perspective not generally addressed by researchers or even by politicians and the press It therefore provides fresh perspectives upon the important issue of our common future As always this approach is based on the tradition of the Social Responsibility Research Network [srrnet.org](http://srrnet.org) a worldwide body of scholars with membership of several thousand which in its 20 year history has sought to broaden the discourse and to treat all research as inter related and relevant to business This tradition has always been to explore the subject widely and to seek relevant solutions while also sharing best practice This book is based primarily upon some of the contributions from the network at our recent conference and shows both commonality and diversity in approaches and effects **The Leadership Quarterly**, 1997 *Leaders' Perspectives on Neighborhood Organization Leadership* Lela Louise Vandenberg, 1993 **Contemporary Leadership Behavior** Eleanor C. Hein, 1998 This is a collection of 53 readings focused on contemporary leadership skills and behaviours By spanning a wide nursing content the readings taken from established journals address the evolving leadership issues that affect nursing

professionals Readings are divided into sections based on current trends allowing the reader to focus on groups of related concepts and to review them using study questions at the end of each section Each part of the text begins with an introduction promoting preparation and goal setting Discussion questions are found at the end of each section **S.A.M. Advanced Management Journal** ,1996 **Dancing on the Glass Ceiling** Don Olcott,Darcy W. Hardy,2006 In Dancing on the Glass Ceiling Olcott Hardy and the contributors explore ideas about women and leadership examining how they intersect with the growth of technology In order to get a clear picture they have explored the research plus interviewed women in various phases of their careers as well as men who have witnessed the evolution of women s leadership responsibilities The book addresses six major questions Does the glass ceiling exist today and if so how has it manifested itself in the modern organization What is the historical background and cultural importance of women in the workplace and how has that influenced women s roles in today s marketplace What skills and talents do successful female leaders see as critical for women to succeed today Are they the same for men How has the technology revolution impacted leadership opportunities and challenges for women and men Are women and men better suited for specific types of leadership roles How can we build new organizational paradigms that center around the aggregate talents and abilities of women and men Finally the book challenges readers to consider these questions in their own work and within their own institutions and as a result to make decisions and plans for a new era *The Relationship Between the Quality of the Coach-athlete Relationship and Perceptions of the Motivational Climate* Jonathan M. Burg,2008 **Brownstone Diploma for Windows to Accompany Canadian Organizational Behaviour** Steven Lattimore McShane,Brownstone Research Group,2000 The 1 Canadian and only 100% Canadian authored Organizational Behaviour text has been thoroughly updated and finely tuned to reflect the continuous changes Canadian organizations face in today s business world There s a revolution going on in the workplace Knowledge is replacing infrastructure Self leadership is replacing direct supervision Networks are replacing hierarchies Virtual teams are replacing committees Companies are looking for employees with emotional intelligence not just technical smarts Globalization has become the mantra of corporate survival Co workers aren t just down the hall they re at the other end of an Internet connection Canadian Organizational Behaviour COB is written with this revolution in mind The Australian Journal of Education ,1994 *Academy of Management Perspectives* ,2009

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