

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.

	TOTAL	
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

Score range: HIGH = 9-12, MODERATE = 5-8, LOW = 0-4

Multifactor Leadership Questionnaire (MLQ) Form 6S

SCORING INTERPRETATION

Factor 1 – IDEALIZED INFLUENCE indicates whether you hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.

Factor 2 – INSPIRATIONAL MOTIVATION measures the degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.

Factor 3 – INTELLECTUAL STIMULATION shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs of those of the organization.

Factor 4 – INDIVIDUALIZED CONSIDERATION indicates the degree to which you show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group.

Factor 5 – CONTINGENT REWARD shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.

Factor 6 – MANAGEMENT-BY-EXCEPTION assesses whether you tell others the job requirements, are content with standard performance, and are a believer in "if it ain't broke, don't fix it."

Factor 7 – LAISSEZ-FAIRE measures whether you require little of others, are content to let things ride, and let others do their own thing.