

# Appendix IV

## Multifactor Leadership Questionnaire

### (MLQ 5X-Short: Leader/Self and Rater Form)

For use by Tiffany Bussey only. Received from Mind Garden, Inc. on October 11, 2010

## Multifactor Leadership Questionnaire

### Leader Form

My Name: \_\_\_\_\_ Date: \_\_\_\_\_  
 Organization ID #: \_\_\_\_\_ Leader ID #: \_\_\_\_\_

This questionnaire is to describe your leadership style as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.

Use the following rating scale:

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
	0	1	2	3	4
1. I provide others with assistance in exchange for their efforts.....	0	1	2	3	4
2. I re-examine critical assumptions to question whether they are appropriate.....	0	1	2	3	4
3. I fail to interfere until problems become serious.....	0	1	2	3	4
4. I focus attention on irregularities, mistakes, exceptions, and deviations from standards.....	0	1	2	3	4
5. I avoid getting involved when important issues arise.....	0	1	2	3	4
6. I talk about my most important values and beliefs.....	0	1	2	3	4
7. I am absent when needed.....	0	1	2	3	4
8. I seek differing perspectives when solving problems.....	0	1	2	3	4
9. I talk optimistically about the future.....	0	1	2	3	4
10. I instill pride in others for being associated with me.....	0	1	2	3	4
11. I discuss in specific terms who is responsible for achieving performance targets.....	0	1	2	3	4
12. I wait for things to go wrong before taking action.....	0	1	2	3	4
13. I talk enthusiastically about what needs to be accomplished.....	0	1	2	3	4
14. I specify the importance of having a strong sense of purpose.....	0	1	2	3	4
15. I spend time teaching and coaching.....	0	1	2	3	4

Continued →

Not at all	Once in a while	Sometimes	Fairly often	Frequently, If not always	
0	1	2	3	4	
16. I make clear what one can expect to receive when performance goals are achieved.....	0	1	2	3	4
17. I show that I am a firm believer in "If it ain't broke, don't fix it.".....	0	1	2	3	4
18. I go beyond self-interest for the good of the group.....	0	1	2	3	4
19. I treat others as individuals rather than just as a member of a group.....	0	1	2	3	4
20. I demonstrate that problems must become chronic before I take action.....	0	1	2	3	4
21. I act in ways that build others' respect for me.....	0	1	2	3	4
22. I concentrate my full attention on dealing with mistakes, complaints, and failures.....	0	1	2	3	4
23. I consider the moral and ethical consequences of decisions.....	0	1	2	3	4
24. I keep track of all mistakes.....	0	1	2	3	4
25. I display a sense of power and confidence.....	0	1	2	3	4
26. I articulate a compelling vision of the future.....	0	1	2	3	4
27. I direct my attention toward failures to meet standards.....	0	1	2	3	4
28. I avoid making decisions.....	0	1	2	3	4
29. I consider an individual as having different needs, abilities, and aspirations from others.....	0	1	2	3	4
30. I get others to look at problems from many different angles.....	0	1	2	3	4
31. I help others to develop their strengths.....	0	1	2	3	4
32. I suggest new ways of looking at how to complete assignments.....	0	1	2	3	4
33. I delay responding to urgent questions.....	0	1	2	3	4
34. I emphasize the importance of having a collective sense of mission.....	0	1	2	3	4
35. I express satisfaction when others meet expectations.....	0	1	2	3	4
36. I express confidence that goals will be achieved.....	0	1	2	3	4
37. I am effective in meeting others' job-related needs.....	0	1	2	3	4
38. I use methods of leadership that are satisfying.....	0	1	2	3	4
39. I get others to do more than they expected to do.....	0	1	2	3	4
40. I am effective in representing others to higher authority.....	0	1	2	3	4
41. I work with others in a satisfactory way.....	0	1	2	3	4
42. I heighten others' desire to succeed.....	0	1	2	3	4
43. I am effective in meeting organizational requirements.....	0	1	2	3	4
44. I increase others' willingness to try harder.....	0	1	2	3	4
45. I lead a group that is effective.....	0	1	2	3	4

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## Multifactor Leadership Questionnaire Rater Form

Name of Leader: \_\_\_\_\_ Date: \_\_\_\_\_

Organization ID #: \_\_\_\_\_ Leader ID #: \_\_\_\_\_

This questionnaire is used to describe the leadership style of the above-mentioned individual as you perceive it. Answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Please answer this questionnaire anonymously.

**Important** (necessary for processing): Which best describes you?

- I am at a higher organizational level than the person I am rating.
- The person I am rating is at my organizational level.
- I am at a lower organizational level than the person I am rating.
- Other than the above.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

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

*The Person I Am Rating...*

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Provides me with assistance in exchange for my efforts .....                                  | 0 | 1 | 2 | 3 | 4 |
| 2. Re-examines critical assumptions to question whether they are appropriate.....                | 0 | 1 | 2 | 3 | 4 |
| 3. Fails to interfere until problems become serious .....  | 0 | 1 | 2 | 3 | 4 |
| 4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards..... | 0 | 1 | 2 | 3 | 4 |
| 5. Avoids getting involved when important issues arise .....                                     | 0 | 1 | 2 | 3 | 4 |
| 6. Talks about his/her most important values and beliefs.....                                    | 0 | 1 | 2 | 3 | 4 |
| 7. Is absent when needed .....   | 0 | 1 | 2 | 3 | 4 |
| 8. Seeks differing perspectives when solving problems .....                                      | 0 | 1 | 2 | 3 | 4 |
| 9. Talks optimistically about the future.....  | 0 | 1 | 2 | 3 | 4 |
| 10. Instills pride in me for being associated with him/her.....                                  | 0 | 1 | 2 | 3 | 4 |
| 11. Discusses in specific terms who is responsible for achieving performance targets .....       | 0 | 1 | 2 | 3 | 4 |
| 12. Waits for things to go wrong before taking action .....                                      | 0 | 1 | 2 | 3 | 4 |
| 13. Talks enthusiastically about what needs to be accomplished.....                              | 0 | 1 | 2 | 3 | 4 |
| 14. Specifies the importance of having a strong sense of purpose.....                            | 0 | 1 | 2 | 3 | 4 |
| 15. Spends time teaching and coaching.....   | 0 | 1 | 2 | 3 | 4 |

Continued →

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always	
0	1	2	3	4	
16. Makes clear what one can expect to receive when performance goals are achieved .....	0	1	2	3	4
17. Shows that he/she is a firm believer in "If it ain't broke, don't fix it." .....	0	1	2	3	4
18. Goes beyond self-interest for the good of the group .....	0	1	2	3	4
19. Treats me as an individual rather than just as a member of a group.....	0	1	2	3	4
20. Demonstrates that problems must become chronic before taking action .....	0	1	2	3	4
21. Acts in ways that builds my respect .....	0	1	2	3	4
22. Concentrates his/her full attention on dealing with mistakes, complaints, and failures .....	0	1	2	3	4
23. Considers the moral and ethical consequences of decisions .....	0	1	2	3	4
24. Keeps track of all mistakes .....	0	1	2	3	4
25. Displays a sense of power and confidence .....	0	1	2	3	4
26. Articulates a compelling vision of the future .....	0	1	2	3	4
27. Directs my attention toward failures to meet standards .....	0	1	2	3	4
28. Avoids making decisions .....	0	1	2	3	4
29. Considers me as having different needs, abilities, and aspirations from others .....	0	1	2	3	4
30. Gets me to look at problems from many different angles .....	0	1	2	3	4
31. Helps me to develop my strengths .....	0	1	2	3	4
32. Suggests new ways of looking at how to complete assignments.....	0	1	2	3	4
33. Delays responding to urgent questions .....	0	1	2	3	4
34. Emphasizes the importance of having a collective sense of mission.....	0	1	2	3	4
35. Expresses satisfaction when I meet expectations .....	0	1	2	3	4
36. Expresses confidence that goals will be achieved .....	0	1	2	3	4
37. Is effective in meeting my job-related needs .....	0	1	2	3	4
38. Uses methods of leadership that are satisfying.....	0	1	2	3	4
39. Gets me to do more than I expected to do .....	0	1	2	3	4
40. Is effective in representing me to higher authority.....	0	1	2	3	4
41. Works with me in a satisfactory way .....	0	1	2	3	4
42. Heightens my desire to succeed .....	0	1	2	3	4
43. Is effective in meeting organizational requirements.....	0	1	2	3	4
44. Increases my willingness to try harder.....	0	1	2	3	4
45. Leads a group that is effective .....	0	1	2	3	4

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