

Multifactor Leadership Questionnaire© (MLQ)

Bernard Bass and Bruce Avolio developed the Multifactor Leadership Questionnaire© (MLQ) to determine the degree to which leaders exhibited transformational and transactional leadership and the degree to which their followers were satisfied with their leader and their leader's effectiveness. The 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 Multifactor Leadership Questionnaire© offers a full range assessment of nine leadership factors;

Transformational Leadership

- Idealized Attributes
- Idealized Behaviours
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Transactional Leadership

- Contingent Reward
- Management-by-Exception (Active)

Passive – Avoidant Behaviours

- Management-by-Exception (Passive)
- Laissez-faire

Idealized influence (attributes and behaviours) include the degree to which the leader instils pride in others, displays power and confidence, makes personal sacrifice or champions new possibilities, considers the ethical or moral consequences of decisions and talks about the importance of having a collective sense of mission. **Inspirational motivation** means the leader's ability to articulate a compelling vision of the future, set challenging standards and take a stand on controversial issues. **Intellectual stimulation** concerns those behaviours that increase followers' understanding of the problems they face in the current situation and contrast them with their vision of the future. **Individualized consideration** concerns the extent to which leaders treat followers as individuals and how much of a mentoring or coaching orientation leaders have for their followers.

Contingent reward concerns the extent to which leaders set goals, make rewards contingent on performance, obtain necessary resources, and provide rewards when performance goals have been met. **Management-by-exception** concerns the degree to which managers intervene when mistakes occur. Active management-by-exception occurs when managers closely monitor follower performance and keep track of mistakes. Passive management-by-exception occurs when managers are unaware of performance problems until brought to their attention. **Laissez-faire** leaders avoid responsibilities, fail to make decisions, are often absent when needed or fail to follow up on requests.

The MLQ also measures the outcomes of leadership in terms of **extra effort**, individual, group and organizational **effectiveness** and **satisfaction** demonstrated by followers.

The MLQ comprises of a self and multi-rater questionnaire which can be completed online and contains forty-five elements. The MLQ has been used extensively during the past 20 years and is valid and reliable across cultures and types of organizations. A variety of studies have shown the MLQ to be effective in settings as diverse as savings banks, community action agencies, offshore oil platforms, the United States Army, Chinese state-run industry, and the Israel Defense Force infantry. The Multifactor Leadership Questionnaire© (MLQ) is available through a number of distributors including www.mindgarden.com/products/mlqc.htm .