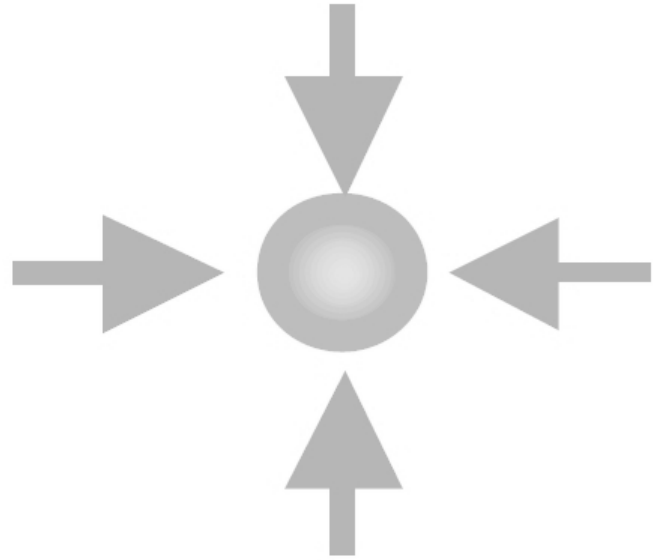


MLQTM

Multifactor Leadership Questionnaire



FEEDBACK 360°

DEVELOPED BY BRUCE AVOLIO & BERNARD BASS

REPORT PREPARED IN PROJECT:

DEMO

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INTRODUCTION TO UNDERSTANDING THIS REPORT

This report will help in the better understanding of the preferences, attitudes, and behaviors characteristic for the evaluated person in key dimensions of his/her leadership style.

This report is intended for the use of psychologists, consultants or other specialised professionals in their work with clients.

These results should only be considered in conjunction with professional judgment, after a careful and detailed analysis, and only after corroborating these data with the results of an interview and of possible other psychometric instruments. Results contained in this report may be subject to alterations and special highlights as a function of such corroborations made by a specialised professional.

This report is based on the MLQ (Multifactor Leadership Questionnaire, Form 5X), a psychometric instrument that has been validated in a wide variety of research programs, including extensive studies in Romania.

The Multifactor Leadership Questionnaire (MLQ) is a structured, verbal, omnibus measure of leadership styles, . The questionnaire consists of 45 items, covering what is known as the "full-range" leadership model.

EXPLOATAREA OPTIMA A ACESTUI RAPORT

In order to get the most of this report, one should first understand the principles of the Full Range Leadership model and the distinctions between transformational leadership, transactional management, and passive/avoidant leader behavior, as well as the outcomes of leadership. All these are explained in the section labeled "Full Range Leadership Model".

The section labeled "Snapshot of the Leadership Profile" visualizes an overview of the concepts of the Full Range Leadership model. These concepts include Transformational Leadership, Transactional Leadership and Passive / Avoidant Leadership. The Snapshot also visualizes the passive vs. active forms of leadership, as well as the more effective vs. rather ineffective forms.

Then, the scores for all leadership scales and their subscales should be considered, comparing the self-evaluation with ratings received from raters at a higher, equal or lower level. Raw scores are in this matter of little importance, and the scores should be referenced to the Benchmark. All these are pictured in the section labeled "Drilldown of the Leadership Profile".

The sections labeled "Self to Rater Gaps" and "Comparison with Norms" visualize a summary of differences between the way the evaluated person envisions the own behavior and the way this behavior is viewed by the raters.

Also, this report has at the end a section labeled "Detailed Feedback", where individual responses given by all raters to the items of the questionnaire may be viewed and compared.

THE FULL RANGE LEADERSHIP MODEL

Over the past 20 years, there has been considerable interest in the new paradigm of transformational and transactional leadership (Avolio, 1999; Bass, 1998).

Previous leadership models have fallen short in explaining a "full range" of leadership styles, ranging from the charismatic and inspirational leaders to avoidant laissez-faire leaders.

The full range model of leadership was developed to broaden the range of leadership styles typically investigated in the field. The model was labeled "full range" to challenge the leadership field to broaden its thinking about what constitutes a much broader range of leadership styles than the paradigms of initiation of structure and consideration.

The full range model of leadership assumes the existence of differences in the effectiveness of leadership styles, based on the active/passive distinction. Broad categories of leadership range thus from Passive / Avoidant Leadership (Laissez-Faire), through the classical model of Transactional Leadership and up to Transformational Leadership.

THE MLQ AS PART OF THE FULL-RANGE LEADERSHIP MODEL

The Multifactor Leadership Questionnaire is closely linked to the concepts of Transformational Leadership and of Full-Range Leadership.

The MLQ and MLQ Report have evolved over the last 25 years based on numerous investigations of leaders in public and private organizations, from CEOs of major corporations to non-supervisory project leaders. The major leadership constructs – transformational leadership, transactional leadership, and passive/avoidant leadership – form a new paradigm for understanding both the lower and higher order effects of leadership style. This paradigm builds on earlier leadership paradigms—such as those of autocratic versus democratic leadership, directive versus participative leadership, and task- versus relationship oriented leadership—which have dominated selection, training, development, and research in this field for the past half century.

The MLQ and MLQ Report were developed to expand the dimensions of leadership measured by previous leadership surveys and to provide a concise computerized feedback form that can be used for individual, team, and organizational development as well as individual counseling. Other leadership measures had generally ignored key factors, such as Inspirational Motivation, typically ascribed to successful leaders. Prior leadership research and training had concentrated on identifying and measuring behaviors that fell into a limited range that we have labeled Transactional leadership.

PASSIVE / AVOIDANT LEADERSHIP

Passive leaders avoid to identify and clarify potential problem areas, avoid to get involved, to set standards and to monitor for results. This leadership style has most of the time a negative effect on leadership results.

TRANSACTIONAL LEADERSHIP

In its more constructive form, transactional leadership is supplemented by working with individuals and/or groups, setting up and defining agreements or contracts to achieve specific work objectives, discovering individuals' capabilities, and specifying the compensation and rewards that can be expected upon successful completion of the tasks.

In its corrective form, it focuses on actively setting standards. In its passive form, it involves waiting for mistakes to occur before taking action. In its active form, there is closely monitoring for the occurrence of mistakes. In either its passive or active form, it focuses on identifying mistakes. Many consultants using the MLQ have found it useful to label Contingent Reward (CR) and Management-by-Exception: Active (MBEA) as Transactional Leadership and Management-by-Exception: Passive (MBEP) and Laissez Faire as Passive/Avoidant Leadership.

TRANSFORMATIONAL LEADERSHIP

Interestingly, when all levels of managers, students, and project leaders around the world were asked to describe the characteristics and behaviors of the most effective leaders they had worked with in their past, their descriptions encompassed much more than the reward for effort exchange behavior and corrective orientation that typifies transactional leadership. Specifically, they described leaders who had the greatest influence on them as transformational: inspirational, intellectually stimulating, challenging, visionary, development oriented, and determined to maximize performance. In many cases, the term "charisma" was used.

OUTCOMES OF LEADERSHIP

Transformational and Transactional leadership are both related to the success of the group. Success is measured with the MLQ by how often the raters perceive their leader to be motivating, how effective raters perceive their leader to be at different levels of the organisation, and how satisfied raters are with their leader's methods of working with others.

SOME RESEARCH FINDINGS

Transformational leaders created greater alignment around strategic visions and missions.

Transformational leadership behaviour factors are associated with organisational sales increases, market share, earnings and ROI.

Scores on transformational leadership predict individual and group performance.

Transformational leadership has been found to explain between 45% and 60% of organisational performance.

Transformational leaders created greater unit cohesion, commitment, and lower turnover.

Transformational leadership predicted higher levels of product innovation in R & D teams.

Transformational leaders created safer work environments.

Transformational leadership training has been shown to improve leadership and associated performance over time.

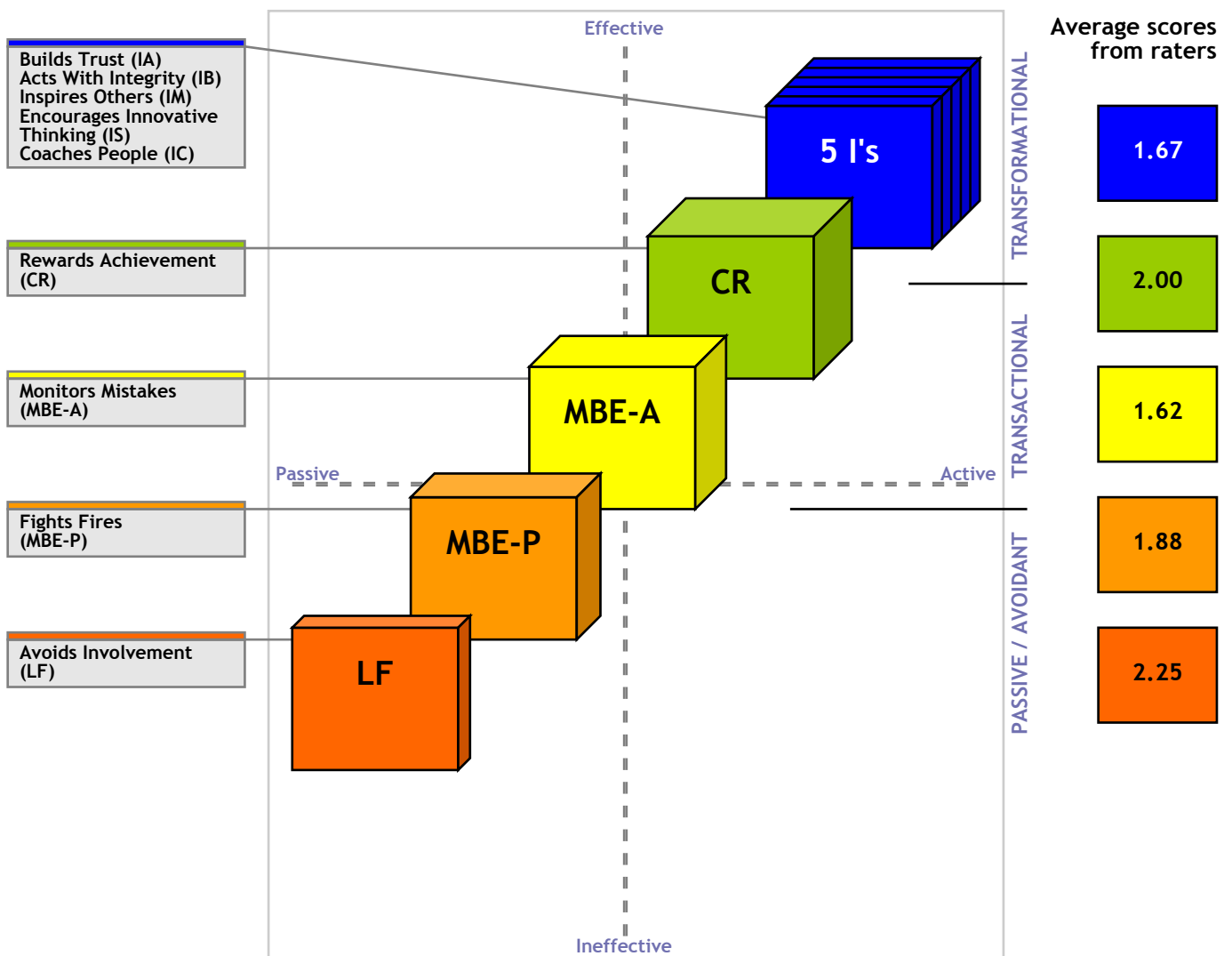
The nine factor Full Range Leadership Model has been shown to best represent the data collected by the MLQ when sample characteristics and situation factors are statistically controlled.

SNAPSHOT OF THE LEADERSHIP PROFILE

(Profiled against a full range of leadership styles)

The Snapshot of the leadership profile visualizes an overview of the concepts of the Full Range Leadership model. These concepts include Transformational Leadership, Transactional Leadership and Passive / Avoidant Leadership. The Snapshot also visualises the passive vs. active forms of leadership, as well as the more effective vs. rather ineffective forms.

Laissez-Faire Leadership (LF) is typical for managers who avoid involvement. It is passive, avoidant and ineffective. Transactional Leadership, in its passive form involves waiting for mistakes to occur before taking action - it is called Management-by-Exception Passive (MBE-P) and is regarded as part of the Passive/Avoidant leadership style. In its active form, of either Management-by-Exception Active (MBE-A) or Contingent Reward (CR), it involves a close monitoring of behaviors and actively setting standards. Transformational leadership encompasses much more than the reward for effort exchange behavior and corrective orientation mentioned above. Transformational leadership is inspirational, intellectually stimulating, challenging, visionary, development oriented. It is regarded as the most active and effective form of leadership.



0 = Never / 1 = Once in a while / 2 = Sometimes / 3 = Fairly often / 4 = Frequently, if not always

DRILLDOWN OF THE LEADERSHIP PROFILE

TRANSFORMATIONAL LEADERSHIP

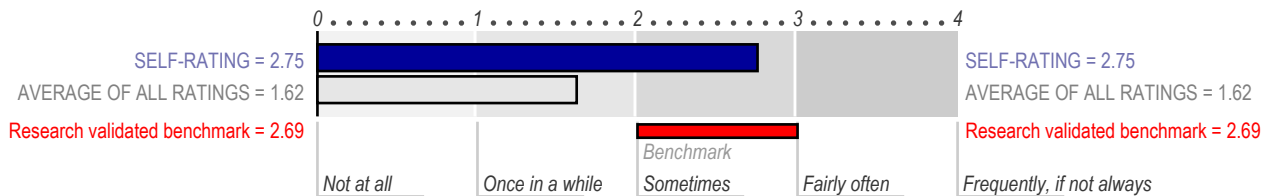


Transformational leaders have associates who view them in an idealized way, and as such, these leaders wield much power and influence over their followers. They want to identify with the leaders and their mission. They develop strong feelings about such leaders, in whom they invest much trust and confidence. Transformational leaders arouse and inspire others with whom they work with a vision of what can be accomplished through extra personal effort.

IA: IDEALIZED INFLUENCE, IDEALIZED ATTRIBUTES
 SCORES (SELF / ALL RATERS) = 2.75 / 1.62

BUILDS TRUST

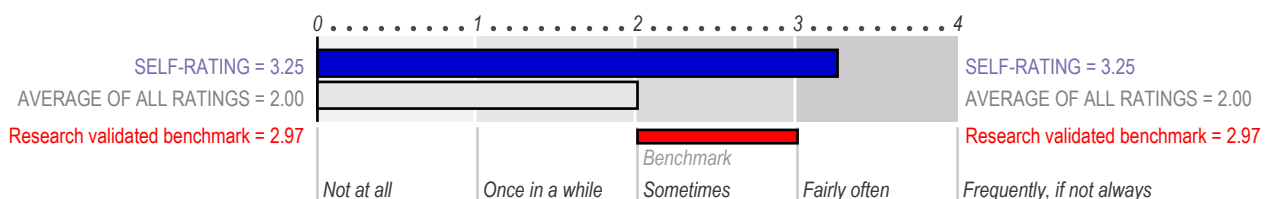
The IDEALIZED ATTRIBUTES scale identifies leaders who are able to BUILD TRUST in their followers. They inspire power and pride in their followers, by going beyond their own individual interests and focusing on the interests of the group and of its members. Thus, they become reference models for their followers. High scores on this scale identify leaders whom their followers attribute these special qualities. At no moment the scale suggests the objective presence of such qualities.



IB: IDEALIZED INFLUENCE, IDEALIZED BEHAVIORS
 SCORES (SELF / ALL RATERS) = 3.25 / 2.00

ACTS WITH INTEGRITY

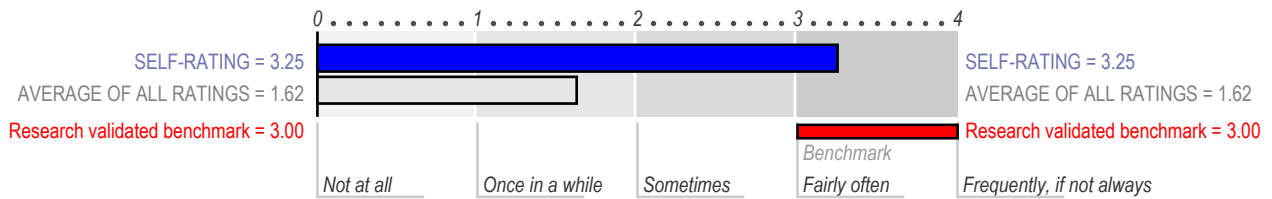
The IDEALIZED BEHAVIORS scale identifies leaders who ACT WITH INTEGRITY. High scores on this scale are typical for leaders who manifest positive and highly valued behaviors, like dominance, consciousness, self-control, a high moral judgment, optimism and self-efficiency. They talk about their most important values and beliefs, they focus on a desirable vision and almost always consider the moral and ethical consequences of their actions. They also zero in on building a commonly shared sense of a vision or mission for the team or group.



IM: INSPIRATIONAL MOTIVATION
 SCORES (SELF / ALL RATERS) = 3.25 / 1.62

INSPIRES OTHERS

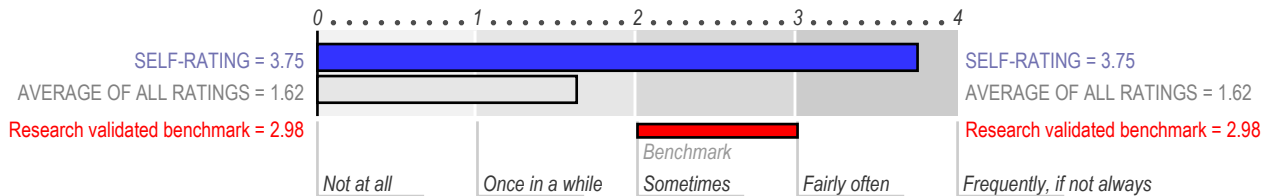
The INSPIRATIONAL MOTIVATION scale identifies leaders who INSPIRE OTHERS. Often, inspiration can occur without the need for identification of associates with the leader. Inspirational leaders articulate, in simple ways, shared goals and mutual understanding of what is right and important. They provide visions of what is possible and how to attain them. They enhance meaning and promote positive expectations about what needs to be done. The question one must ask is, "Whom are they inspiring - themselves or the greater good of their group, unit, organization, and/or community?"



IS: INTELLECTUAL STIMULATION
 SCORES (SELF / ALL RATERS) = 3.75 / 1.62

ENCOURAGES INNOVATIVE THINKING

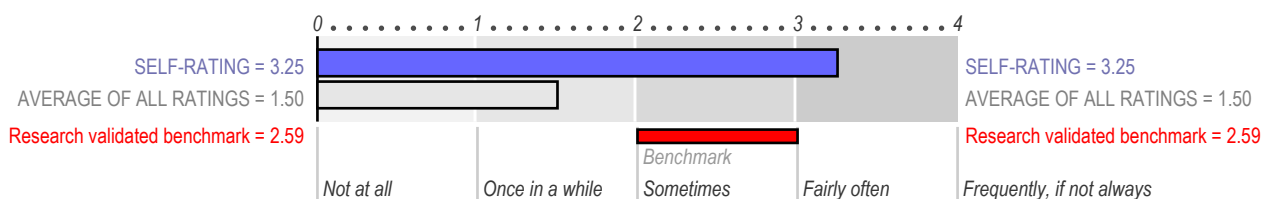
The INTELLECTUAL STIMULATION scale identifies leaders who are able to ENCOURAGE INNOVATIVE THINKING. In addition to Idealized Influence and Inspirational Motivation, transformational leadership also involves the intellectual stimulation of associates' ideas and values. Through Intellectual Stimulation, transformational leaders help others to think about old problems in new ways. They are encouraged to question their own beliefs, assumptions, and values, and, when appropriate, those of the leader, which may be outdated or inappropriate for solving current problems. As a consequence, associates develop the capacity to solve future problems unforeseen by the leader. Associates learn to tackle and solve problems on their own by being creative and innovative. A key measure of a leader's effectiveness is how capable



IC: INDIVIDUAL CONSIDERATION
 SCORES (SELF / ALL RATERS) = 3.25 / 1.50

COACHES PEOPLE

The INDIVIDUAL CONSIDERATION scale identifies leaders who are able to COACH PEOPLE. Individualized Consideration is another aspect of transformational leadership. It means understanding and sharing in others' concerns and developmental needs and treating each individual uniquely. In addition, Individualized Consideration represents an attempt on the part of leaders to not only recognize and satisfy their associates' current needs, but also to expand and elevate those needs in an attempt to maximize and develop their full potential. This is one reason why transformational leaders set examples and assign tasks on an individual basis. Transformational leaders also provide opportunities and develop organizational cultures supportive of individual growth.



TRANSACTIONAL LEADERSHIP



Transactional leaders work toward recognizing the roles and tasks required for associates to reach desired outcomes; they also clarify these requirements for associates, thus creating the confidence they need to exert the necessary effort. Transactional leaders also recognize what associates need and desire, clarifying how those needs and desires will be satisfied if the associate expends the effort required by the task. Such motivation to perform will provide a sense of direction and help to energize others. This approach, currently stressed in most popular leadership training programs, is helpful but limited to first-order exchanges.

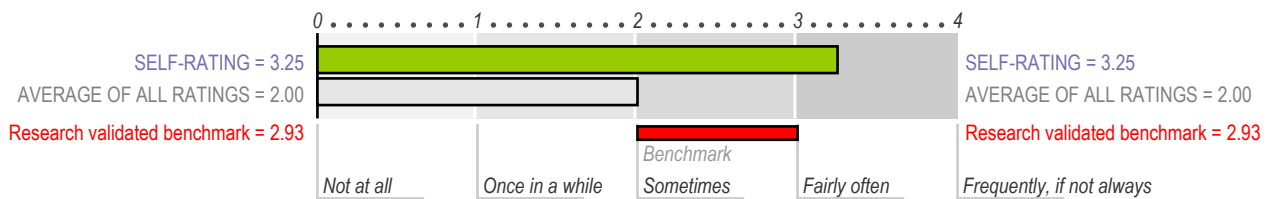
Note that the transactional process, in which the leader clarifies what the associates need to do for a reward, is nevertheless viewed here as an essential component of the full range of effective leadership. The newer paradigm adds transformational leadership to previous transactional leadership models. It is likely to have direct relevance particularly to the volunteer sector where the rewards are more personal and social and are based on commitment to ideals. In introducing the concept of transformational leadership, Burns (1978) pointed out that the moral movers and shakers of the world don't cater to their self-interest as much as they enable others to transcend their own self interest for the good of their group, organization, community, or society.

Transformational leadership does not replace transactional leadership, it augments transactional leadership in achieving the goals of the leader, associate, group, and organization. Although transformational leaders can be transactional when appropriate, transactional leadership is often a prescription for lower levels of performance or non-significant change.

CR: CONTINGENT REWARD
SCORES (SELF / ALL RATERS) = 3.25 / 2.00

REWARDS ACHIEVEMENT

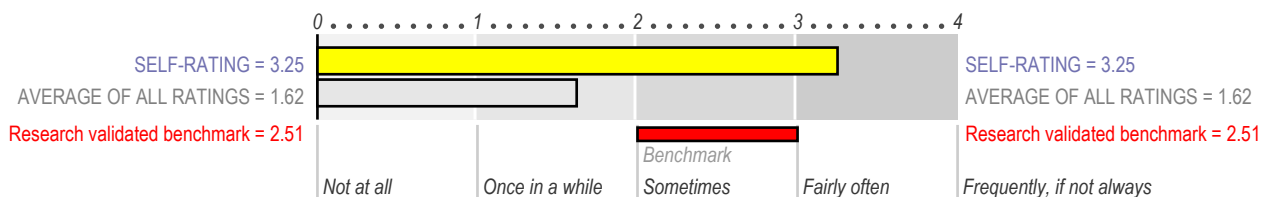
The CONTINGENT REWARD scale identifies leaders who are able to REWARD ACHIEVEMENT. Leaders scoring high on this scale tend to discuss in clear terms responsibilities for specific tasks and projects, state performance objectives, clarify rewards and punishments and express satisfaction when they get the correct output. Contingent rewards are an important leadership instrument in the transactional area, they result in bringing followers and groups to perform up to standard.



MBE-A: MANAGEMENT-BY-EXCEPTION: ACTIVE
SCORES (SELF / ALL RATERS) = 3.25 / 1.62

MONITORS MISTAKES

The MANAGEMENT-BY-EXCEPTION: ACTIVE scale identifies leaders who focus on MONITORING MISTAKES. High scoring leaders use to specify with clarity compliance standards, as well as vividly describe inefficient performance. Following these descriptions, they focus on sanctions for not respecting the set standards. This leadership style focuses on a careful monitoring of deviations, mistakes and errors and on quick and thorough corrective measures, if appropriate. Leaders practicing an active management by exception use to keep track of mistakes, concentrate on errors and exceptions from the rule and on the treatment of these oversteps.



PASSIVE / AVOIDANT LEADERSHIP



Passive / avoidant leadership is typical for managers who do not react systematically to situations and problems which arise. Passive leaders do not clarify misunderstandings, do not make their expectations clear, do not set clear objectives and performance standards for their followers. This style has very often a serious negative effect upon individual, group and organizational results. Outcomes are most of the time exactly opposed to the intended consequences. This is why this outlook on leadership is often called “no leadership”.

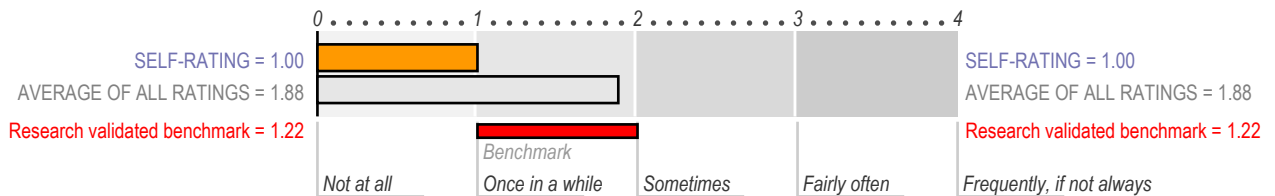
The MLQ discusses to special types of passive / avoidant leadership: Management by Exception: Passive (MBE-P) and Laissez-Faire Leadership (LF). Behaviors typical for Management by Exception: Passive are those behaviors where the leader takes corrective measure, but only after the fire has started. His behavior is thus not proactive, but reactive and focused on punishment. Behaviors typical for Laissez-Faire leadership are those behaviors where the leader avoids involvement completely, and does not even react to threats and problems arising. Most of the time this behavior states that a problem will disappear or solve itself in time.

Both passive / avoidant leadership styles (MBE-P and LF) have a negative impact on the performance of individuals, groups and organizations, as well as a strong emotional impact on followers and colleagues of leaders adopting these leadership styles.

MBE-P: MANAGEMENT-BY-EXCEPTION: PASSIVE
 SCORES (SELF / ALL RATERS) = 1.00 / 1.88

FIGHTS FIRES

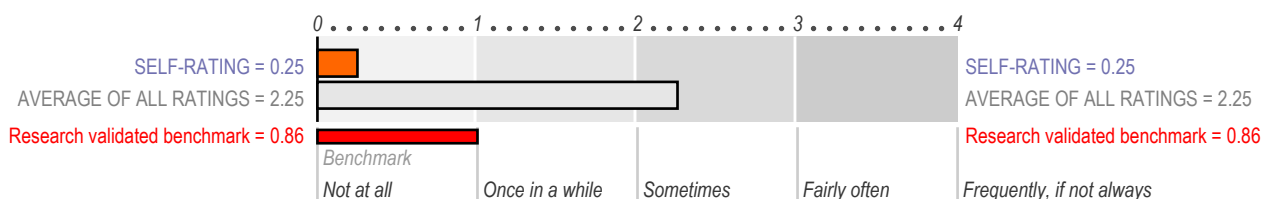
The MANAGEMENT-BY-EXCEPTION: PASSIVE scale identifies leaders who are able to FIGHT FIRES in their team or organization. If active management by exception focuses on continuously monitoring mistakes and deviations from the expected norm and taking corrective measures against the apparition of errors and mistakes, before these errors appear, passive management by exception waits for problems to appear before taking corrective actions. Managers using this leadership style adhere to the opinion that "if it isn't broken, don't fix it" and wait for problems to become severe before taking corrective action. Corrective actions are most of the time punitive.



LF: LAISSEZ-FAIRE
 SCORES (SELF / ALL RATERS) = 0.25 / 2.25

AVOIDS INVOLVEMENT

The LAISSEZ-FAIRE scale identifies leaders who tend to AVOID INVOLVEMENT. This leadership style could be easily defined as "non-leadership" and is the exact opposite of an efficient transformational leadership style. Permissive leaders refuse to assume the responsibilities that are part of their position as leaders: they do not offer enough information to their followers, do not offer feedback, do not acknowledge or work towards their followers' satisfaction. High scorers in this scale avoid approaching important problems, are absent when needed, avoid making decisions and have late reactions to urgent problems.



OUTCOMES OF LEADERSHIP

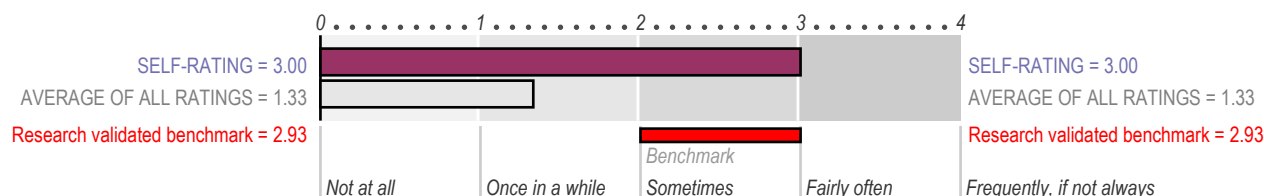


Both transformational and transactional leadership are closely related to individual, group and organizational success. Leadership efficiency is evaluated by the MLQ based on perceptions of followers, who should see their leaders as being good motivators, as having efficient interaction skills with different organizational levels and as generating satisfaction with work methods.

EE: EXTRA EFFORT
 SCORES (SELF / ALL RATERS) = 3.00 / 1.33

GENERATES EXTRA EFFORT

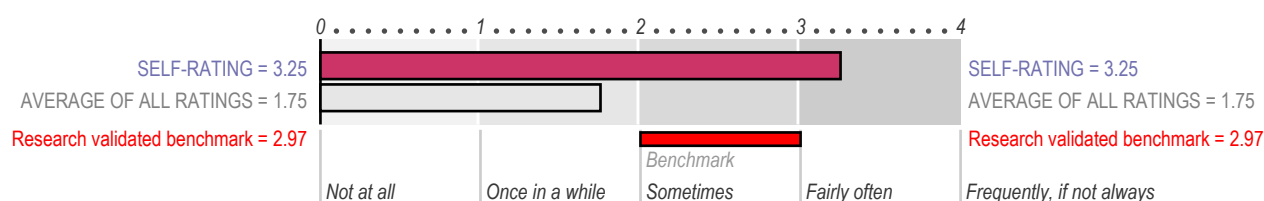
The EXTRA EFFORT scale identifies leaders who are able to BE GENERATE EXTRA EFFORT in their followers. Extra effort, as one of the direct effects of an efficient leadership style, is defined as the wish of followers to strive for superior performance by deploying supplementary efforts, positively exceeding legitimate behavioral expectations of their leaders, their group or their organization. High scorers in this scale amplify the wish of their followers to succeed and to overstep objectives and induce positive supplementary behaviors.



EFF: EFFECTIVENESS
 SCORES (SELF / ALL RATERS) = 3.25 / 1.75

IS EFFICIENT

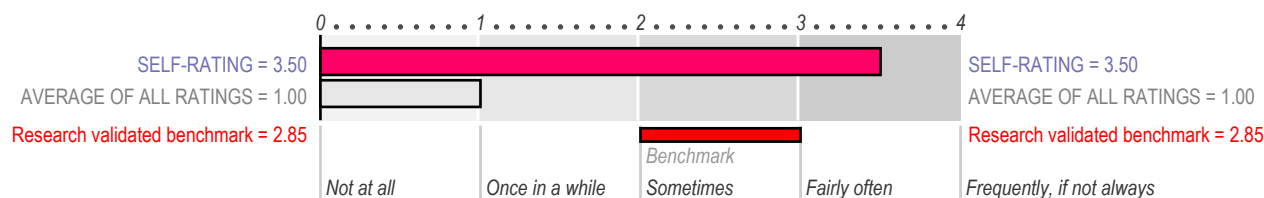
The EFFECTIVENESS scale identifies leaders who are able to BE EFFICIENT. Efficient leaders satisfy the professional of their followers. They also efficiently represent the group in front of the higher organizational authority, are efficient in meeting organizational objectives and generally generate a higher efficiency in all the structures they are involved with.



SAT: SATISFACTION WITH THE LEADERSHIP
 SCORES (SELF / ALL RATERS) = 3.50 / 1.00

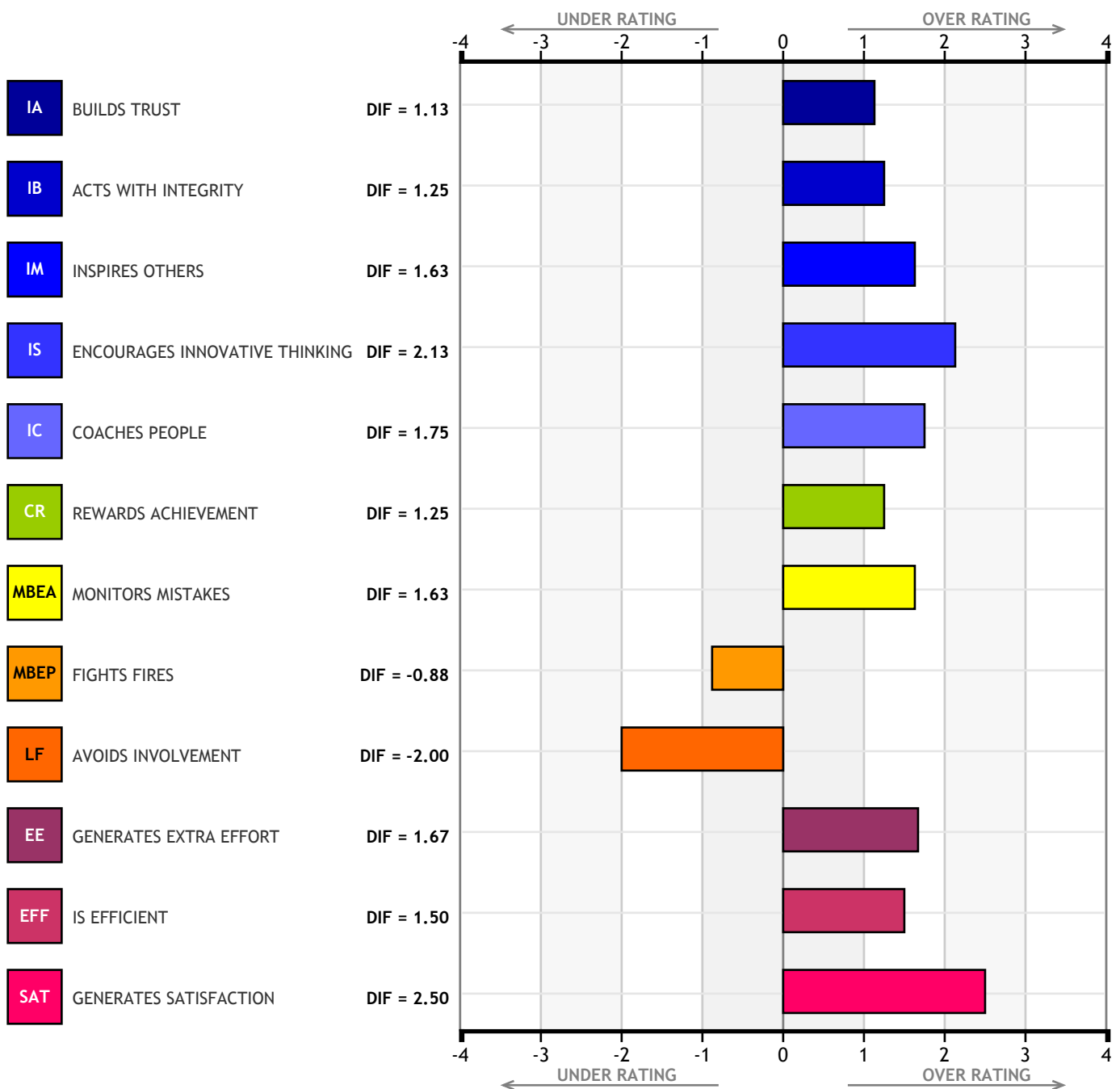
GENERATES SATISFACTION

The SATISFACTION WITH LEADERSHIP scale identifies leaders who are able to GENERATE SATISFACTION in their followers. Satisfaction with leadership is measured in the MLQ with only two items and identifies with its higher scores leaders who generate interpersonal satisfaction in their followers and colleagues. These leaders are warm, nurturing, open, authentic, honest persons, with good interpersonal and social skills, capable of developing feelings of satisfaction in their followers.



SELF TO RATER GAPS

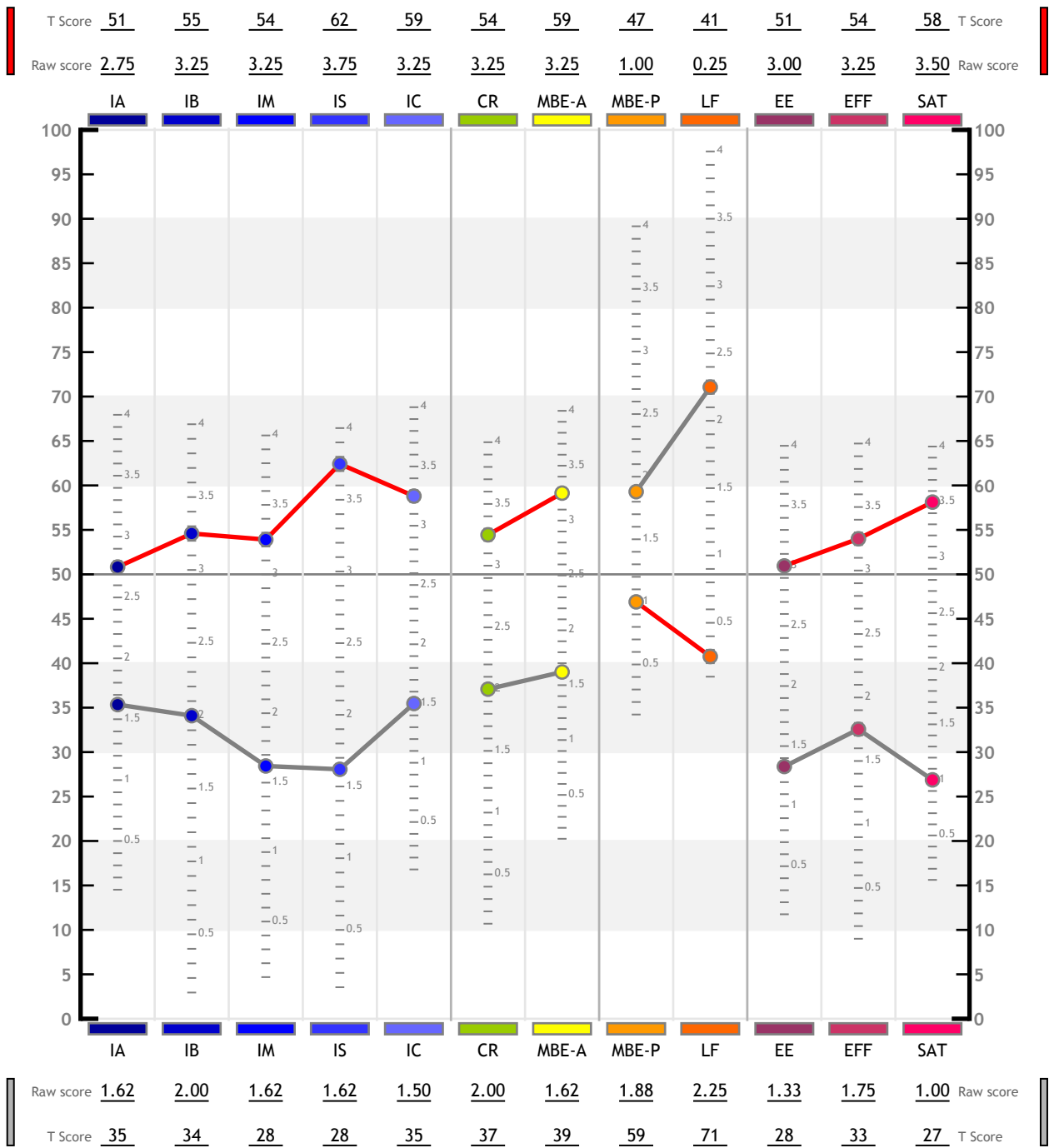
The table below highlights the differences in ratings between the self-frequency ratings and the frequency ratings received from raters, separated out by source. The bars represent the average frequency difference comparing the self-ratings frequency to those of the raters, on each leadership style. The longer the bars, the greater the gaps between the self-perception of behaviours and the raters' perception. When the bar is on the left, then the evaluated person under-rates his/her frequency on that style. When the bar is to the right, the evaluated person over-rates his/her frequency on that style.



COMPARISONS WITH NORMS (T SCORES)

Scoring based on: THE ROMANIAN COMBINED NORMS FOR ALL TYPES OF ASSESSMENT

RED LINES REPRESENT THE AVERAGE FREQUENCY RATING RECEIVED FROM RATERS

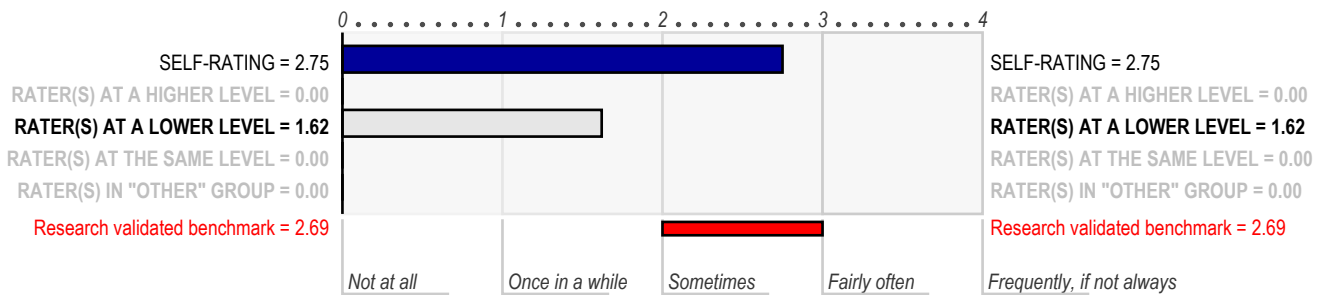


GREY LINES REPRESENT THE SELF-RATING

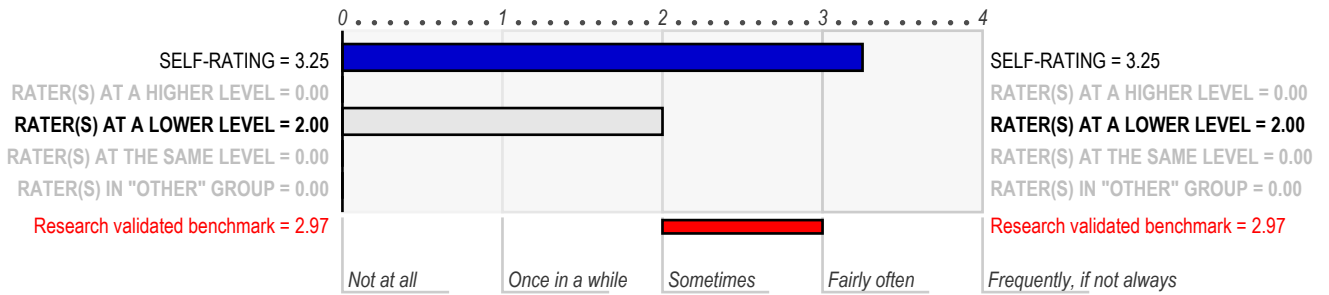
DETAILED 360° FEEDBACK

TRANSFORMATIONAL LEADERSHIP

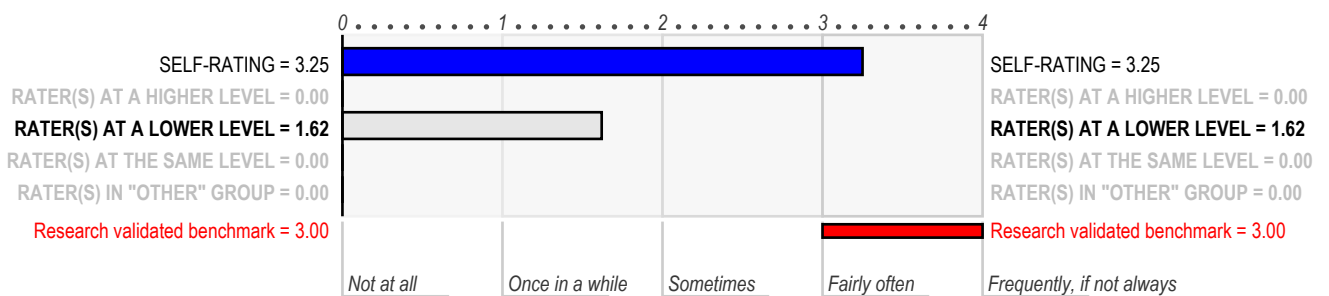
IA BUILDS TRUST



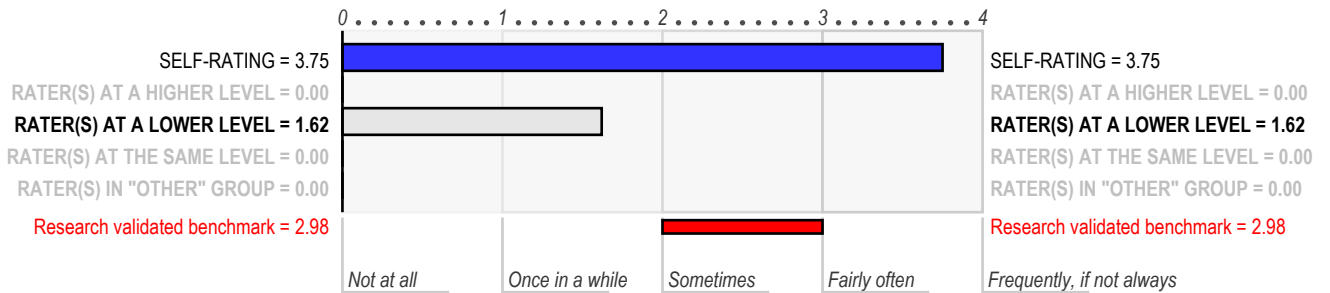
IB ACTS WITH INTEGRITY



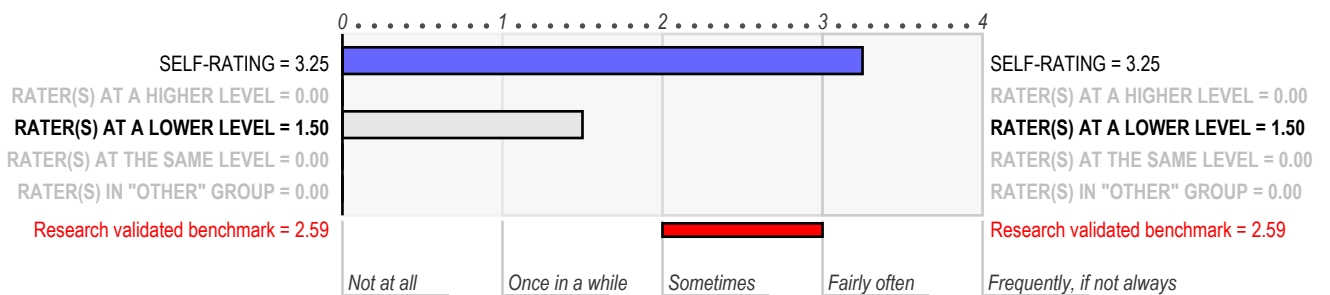
IM INSPIRES OTHERS



IS ENCOURAGES INNOVATIVE THINKING

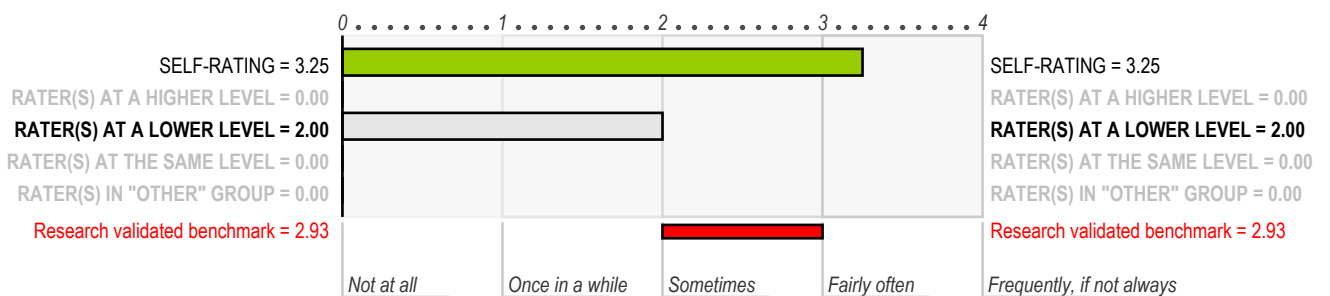


IC COACHES PEOPLE

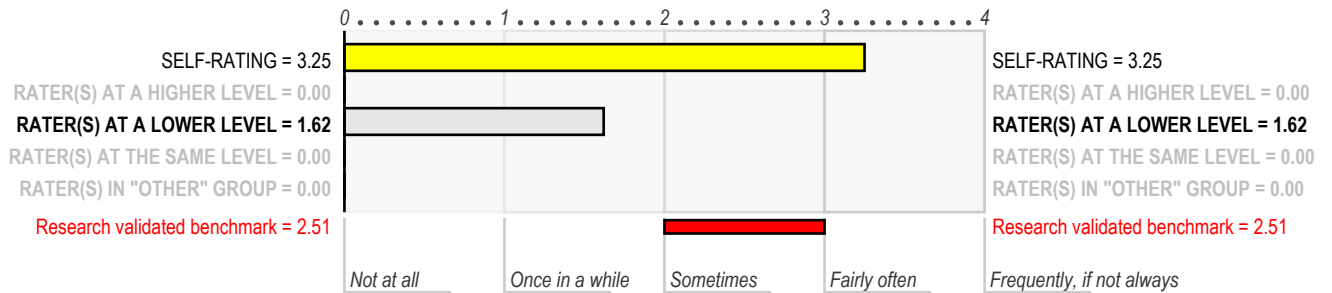


TRANSACTIONAL LEADERSHIP

CR REWARDS ACHIEVEMENT

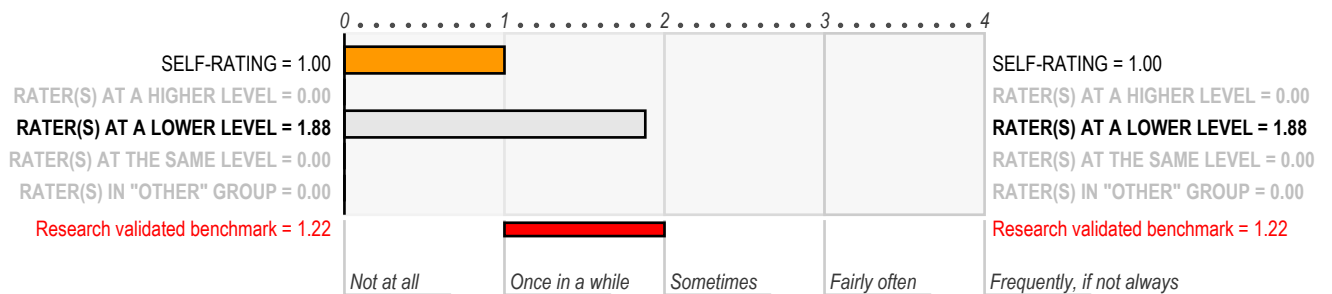


MBEA *MONITORS MISTAKES*

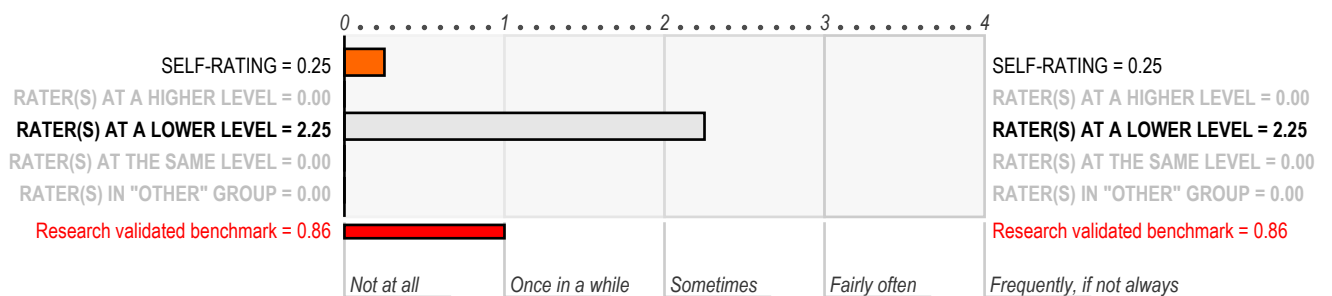


PASSIVE / AVOIDANT LEADERSHIP

MBEP *FIGHTS FIRES*

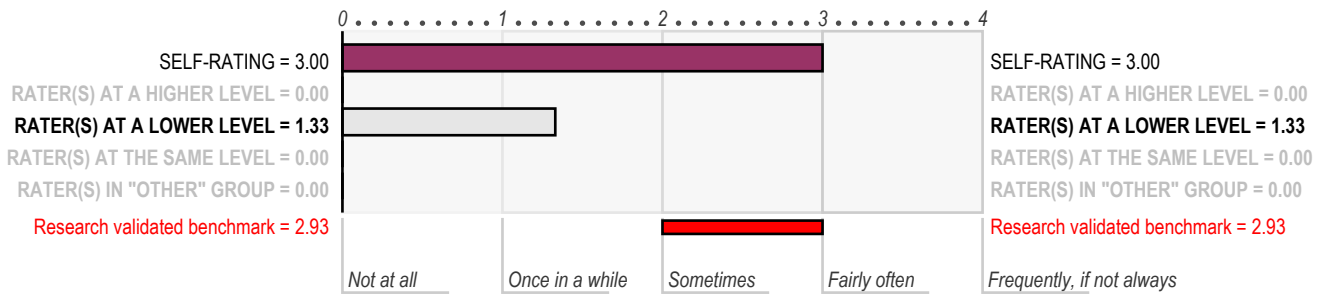


LF *AVOIDS INVOLVEMENT*

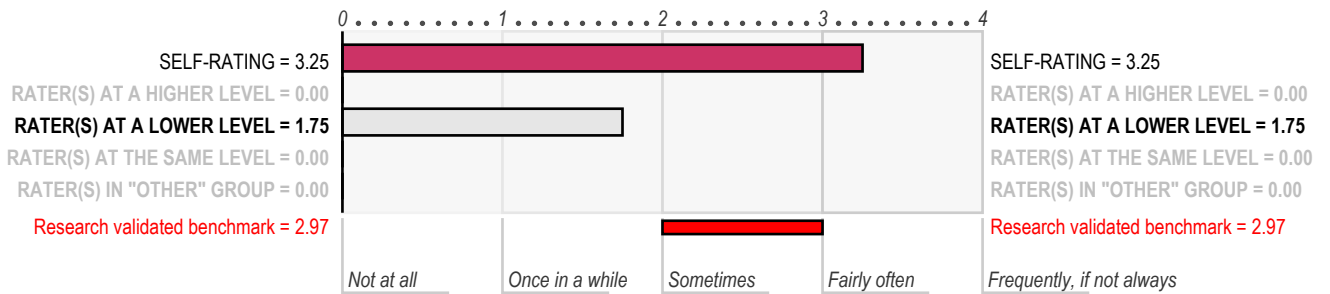


OUTCOMES OF LEADERSHIPULUI

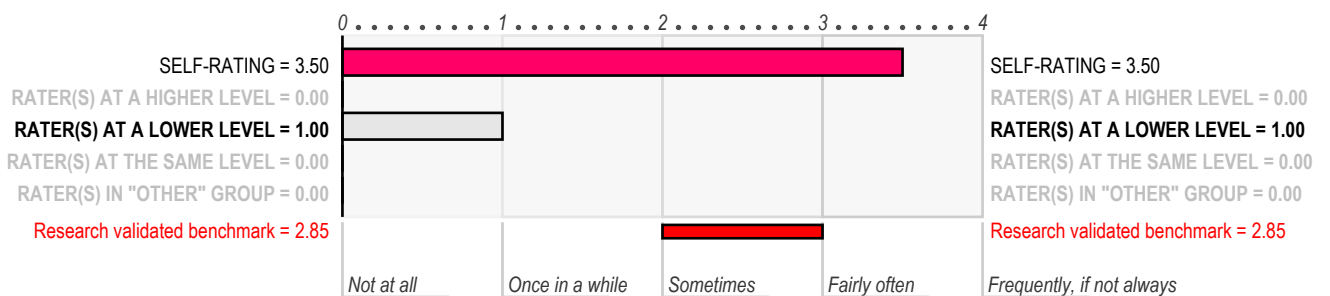
EE GENERATES EXTRA EFFORT



EFF IS EFFICIENT



SAT GENERATES SATISFACTION



COMPLETE REPORTING OF ALL RATERS' RESPONSES

IA BUILDS TRUST

10. I instill pride in others for being associated with me.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating			●			
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

18. I go beyond self-interest for the good of the group.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

21. I act in ways that build others' respect for me.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		2				1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

25. I display a sense of power and confidence.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average				2.50		
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1			1	2.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

IB ACTS WITH INTEGRITY

6. I talk about my most important values and beliefs.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		2				1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

14. I specify the importance of having a strong sense and purpose.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1		1		2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

23. I consider the moral and ethical consequences of decisions.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating					●	
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

34. I emphasize the importance of having a collective sense of mission.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average				3.00		
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level				2		3.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

IM *INSPIRES OTHERS*

9. I talk optimistically about the future.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

13. I talk enthusiastically about what needs to be accomplished.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating					●	
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

26. I articulate a compelling vision of the future.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

36. I express confidence that goals will be achieved.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

IS ENCOURAGES INNOVATIVE THINKING

2. I re-examine critical assumptions to question whether they are appropriate.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating					●	
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

8. I seek differing perspectives when solving problems.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating					●	
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1		1		2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

30. I get others to look at problems from many different angles.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		2				1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

32. I suggest new ways of looking at how to complete assignments.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating					●	
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

IC COACHES PEOPLE

15. I spend time teaching and coaching.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating					●	
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

19. I treat others as individuals rather than just as a member of a group.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

29. I consider an individual as having different needs, abilities and aspirations from others.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

31. I help others to develop their strengths.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		2				1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

CR REWARDS ACHIEVEMENT

1. I provide others with assistance in exchange for their efforts.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating					●	
All rater average				2.50		
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			1	1		2.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

11. I discuss in specific terms who is responsible for achieving performance targets.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average				2.50		
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			1	1		2.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

16. I make clear what one can expect to receive when performance goals are achieved.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level	1		1			1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

35. I express satisfaction when others meet expectations.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

MBEA

MONITORS MISTAKES

4. I focus attention on irregularities, mistakes, exceptions, and deviation from standards.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating					●	
All rater average				2.50		
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			1	1		2.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

22. I concentrate my full attention on dealing with mistakes, complaints, and failures.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		2				1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

24. I keep track of all mistakes.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating			●			
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level	1			1		1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

27. I direct my attention toward failures to meet standards.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating					●	
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

MBEP

FIGHTS FIRES

3. I fail to interfere until problems become serious.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating		●				
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

12. I wait for things to go wrong before taking action.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating		●				
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

17. I show that I am a firm believer in "If ain't broke, don't fix it".

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating		●				
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1		1		2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

20. I demonstrate that problems must become chronic before I take action.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating		●				
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

LF AVOIDS INVOLVEMENT

5. I avoid getting involved when important issues arise.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating	●					
All rater average				2.50		
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			1	1		2.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

7. I am absent when needed.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating		●				
All rater average				2.50		
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			1	1		2.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

28. I avoid making decisions.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating	●					
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

33. I delay responding to urgent questions.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating	●					
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

EE GENERATES EXTRA EFFORT

39. I get others to do more than they expected to do.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

42. I heighten others' desire to succeed.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

44. I increase others' willingness to try harder.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average		0.50				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level	1	1				0.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

EFF IS EFFICIENT

37. I am effective in meeting others' job-related needs.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

40. I am effective in representing others to higher authority.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			1.50			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		1	1			1.50
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

43. I am effective in meeting organizational requirements.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating				●		
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

45. I lead a group that is effective.

	Not at all 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not always 4	Average
Self-rating					●	
All rater average			2.00			
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level			2			2.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

SAT GENERATES SATISFACTION

38. I use methods of leadership that are satisfying.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating					●	
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		2				1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

41. I work with others in a satisfactory way.

	<i>Not at all</i> 0	<i>Once in a while</i> 1	<i>Sometimes</i> 2	<i>Fairly often</i> 3	<i>Frequently, if not always</i> 4	<i>Average</i>
Self-rating				●		
All rater average		1.00				
Rater(s) at higher organisational level						-
Rater(s) at lower organisational level		2				1.00
Rater(s) at same organisational level						-
Rater(s) in 'other' group						-

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