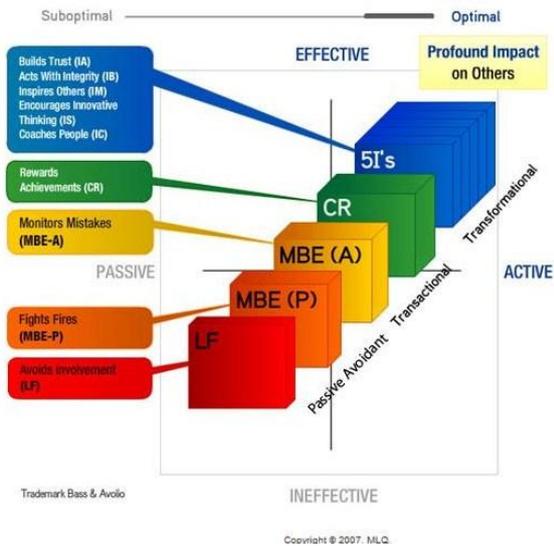


The Full Range Leadership Model™

The size of each box matters: Its volume represents the exhibited frequency of that style.



In 1985, Bernard Bass expanded on James MacGregor Burns' "Transformational Leadership", explaining the psychological mechanisms that underlie transforming and transactional leadership. Bass used the term "transformational" instead of "transforming". In the 1990s, Bass and Avolio, through empirical study, mapped the most common leadership approaches of managers and military commanders. They placed Transformational and Transactional Leadership on a continuum and defined more stages at the passage between the two leadership approaches. This model is called "The full range of leadership."¹ Please refer to the graphic, which can be found at <http://bit.ly/WpJKHa>.

The Multifactor Leadership Questionnaire (MLQ) gives extremely useful feedback to leaders as to how often they exhibit transformational leadership behaviours and how often they tend towards the passive-avoidant portion of the leadership continuum. Research validated benchmarks are provided, and are a useful gauge of the current leadership effectiveness of your organization's leaders at the current moment, compared to leaders worldwide. Unlike many other leadership assessments, the MLQ discusses the full range of leadership behaviours, including Passive-Avoidant types of behaviours, which are not normally associated with desirable leadership attributes. Bearing in mind that all leaders exhibit all these characteristics at one time or another, the Full Range Leadership Model via the MLQ thus provides an excellent framework for organizations desiring a shake-up of their leadership apparatus. If you want your organization to take quantum leaps forward, the Full Range Leadership Model is definitely something you will consider. The pain is definitely worth it!

Multifactor Leadership Questionnaire Feedback Report

Bernard M. Bass and Bruce J. Avolio

Prepared on April 19, 2011 for

Sample Person



The last rating received was at 9:19 pm EDT on April 04, 2011.

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2

¹ From the Mind Garden website <http://bit.ly/XHuwJZ>

Benefits

- ✓ One of the leading leadership assessment and development frameworks
- ✓ Based on the well-acclaimed “Handbook of leadership” (Bass & Stogdill)
- ✓ Common language for leadership development throughout the organization
- ✓ Especially useful for organizations desiring a breakthrough in leadership effects

Multifactor Leadership Questionnaire Leader's Workbook

Bernard M. Bass and Bruce J. Avolio

Prepared on June 21, 2012 for:
Sample Person

You completed your evaluation at 6:22 pm EDT on June 19, 2012.

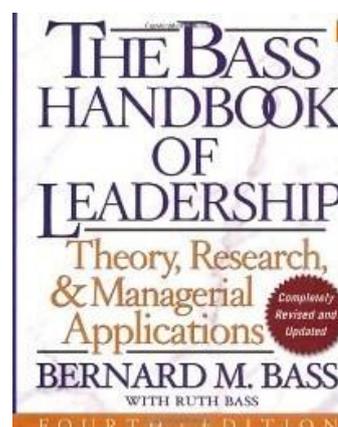
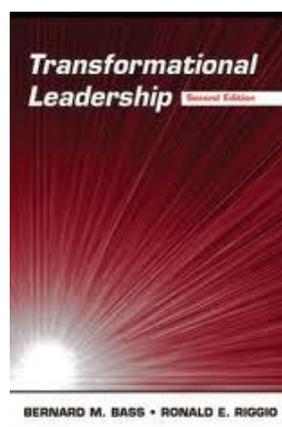
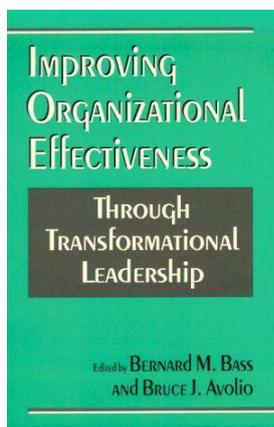
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Concept: Establishment of a leadership development framework using “Transformational Leadership” framework as follows:

- Conduct of a 2-day in-house workshop for incumbent leaders
 - Pre-workshop assignments to be handed in one week before the workshop proper
 - Administering of Multifactor Leadership Questionnaire (MLQ) 4 weeks before the workshop proper
 - Optional administering of second MLQ six months after the workshop
 - Optional leadership coaching based on MLQ during the six months between workshop and administering of second MLQ. The time frame is as illustrated below:

Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Administer MLQ Distribute and collate pre-workshop assignments Conduct 2-Day workshop	Leadership Coaching once a week	Leadership Coaching once a week Administer second MLQ Debrief and notes on how to maintain progress and continued growth			



Broad Outline of 2-Day In-House Workshop

Day One

TIME	ACTIVITY	OBJECTIVE
0830 – 0900 hrs	Registration	Networking and settling down
0900 – 1030 hrs	Observations from pre-workshop assignments	Participants to recognize where we are now
1030 – 1045 hrs	Tea Break	
1045 – 1230 hrs	Overview of “Transformational Leadership” framework	Levelling-up for all participants
1230 – 1330 hrs	Lunch	
1330 – 1530 hrs	Idealized Influence E.g. “A Picture is Worth a Thousand Values”	Going in-depth into the transformational leadership behaviour “Idealized Influence”
1530 – 1545 hrs	Tea Break	
1545 – 1730 hrs	Inspirational Motivation E.g. Blind Square	Going in-depth into the transformational leadership behaviour of “Inspirational Motivation”
1730 – 1745 hrs	Wrap-up of Day One	Reflection and consolidation

Day Two

TIME	ACTIVITY	OBJECTIVE
0830 – 0900 hrs	Icebreakers	Energizers and reflection
0900 – 1030 hrs	Intellectual Stimulation E.g. Innovation Quiz, Frog Leap, Balancing Act	Going in-depth into the transformational leadership behaviour of “Intellectual Stimulation”
1030 – 1045 hrs	Tea Break	
1045 – 1230 hrs	Individualized Consideration E.g. Make Me Successful, Applied Law	Going in-depth into the transformational leadership behaviour of “Individualized Consideration”
1230 – 1330 hrs	Lunch	
1330 – 1530 hrs	Transactional and Passive-Avoidant Behaviours E.g. Video clips for discussion	Discussions on non-transformational leadership behaviours
1530 – 1545 hrs	Tea Break	
1545 – 1730 hrs	Your MLQ Leaders Handbook	How to make the most from your MLQ Where Do We Go From Here?
1730 – 1745 hrs	End of “Transformational Leadership” workshop	

Contact us for a discussion now!

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