

AM I A TRANSFORMATIONAL LEADER?

This exercise will help determine if you use a transformational style of leadership. Twelve statements are listed below. Judge how frequently each statement fits you. The word *others* may refer to your coalition members, other coalition leaders, staff, or those outside the coalition.

Key 0=Not at all 1=Occasionally 2=Sometimes 3=Fairly Often 4=Frequently or 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/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. Others have complete faith in me	0	1	2	3	4
6. I provide appealing images of what we can do	0	1	2	3	4
7. I provide others with new ways of looking at puzzling things	0	1	2	3	4
8. I let others know how I think they are doing	0	1	2	3	4
9. Others are proud to associate with me	0	1	2	3	4
10. I help others find meaning in their work	0	1	2	3	4
11. I get others to rethink ideas that they never questioned before	0	1	2	3	4
12. I give personal attention to others who seem dejected	0	1	2	3	4

Scales

Totals

Idealized influence (Items 1, 5, and 9)	_____	Factor 1
Inspirational motivation (Items 2, 6, and 10)	_____	Factor 2
Intellectual stimulation (Items 3, 7, and 11)	_____	Factor 3
Individualized consideration (Items 4, 8, and 12)	_____	Factor 4

Score Range High= 9-12 Moderate = 5-8 Low = 0-4

Score Interpretation

Factor 1.	<i>Idealized influence</i> indicates whether you hold others' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.
Factor 2.	<i>Inspirational motivation</i> measures the degree to which you provide a vision, help others focus on their work, and try to make others feel their work is significant.
Factor 3	<i>Intellectual stimulation</i> shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that tolerates opposition, and nurture people to question their own values and beliefs and those of the organization.
Factor 4	<i>Individualized consideration</i> 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.

Adapted from the Multifactor Leadership Questionnaire (MLQ-6S), Bass & Avolio, 1992 (Northouse, 2001, p. 156-7). Complete scale from Mind Garden, Inc., CA: Redwood City