360º feedback

EXTRACT - FEATURES ARTICLE

Convincing support for the 9-factor MLQ Model

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The Festschrift of Dr. Bernard Bass attracted many scholars who "paid their dues" to Bass for his voluminous and important contributions to the leadership field, and many of the talks centered on Bass's theory of transformational leadership.

The first session was delivered by Dr. Robert House from the Wharton School of the University of Pennsylvania, and Dr. John Antonakis from the Psychology Department of Yale University. House summarized the full range of leadership model, as measured by Bass and Avolio's MLQ, and discussed the major propositions of the theory. House also showed how the model related to other major theoretical frameworks and demonstrated how future leadership models may be centered around the transformational, transactional, and laissez-faire leadership model of Bass and Avolio.

Antonakis presented the latest findings on the validity of the model, and concluded that the nine-factor model of the full range theory—as measured by the MLQ5X—is best represented by nine single-order factors as Bass and Avolio originally contended. Antonakis integrated data from 18 studies (n=6,525) and used powerful confirmatory factor analysis techniques to test the nine-factor model against other models that some researchers claimed were more accurate representations of the theory. Antonakis found that given the contextual nature of leadership, the MLQ model varied depending on moderating conditions which included various environmental and organizational settings, leader gender, and the hierarchical level of the leader. When testing the model in samples from similar contextual settings, the nine-factor model always appeared to best represent the data.

These results led Antonakis (2001) to state that "based on the evidence provided, it can be concluded that the nine-factor model underlying the MLQ 5X should be retained for future leadership research" (p. 219). He mentioned further that practitioners should "support leadership research efforts, sponsor research efforts, commit to ongoing leadership training, and fund continued testing of the MLQ and the full-range model of leadership" (p. 251).

Reference:

Antonakis, J. (2001). The validity of the transformational, transactional, and laissez-faire leadership model as measured by the Multifactor Leadership Questionnaire (5X). *Dissertation Abstracts International,* (University Microfilms No. 3000380).

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