



LEADERSHIP ASSESSMENT &
DEVELOPMENT SERVICES

PRIVATE AND CONFIDENTIAL

Multifactor Leadership Questionnaire

Draft Leadership Development Plan

PREPARED FOR

Jane Smith

July, 2008

Internal Feedback and Encourager Persons:

1. Above :
2. Peers:
3. Below:
4. Other:

Informed consent given:

Customised Leadership Development Plan Produced by:

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Developing My Leadership

CONFIDENTIAL

Personalised LDP Overview

Date: July, 2008

Overview: **Celebrating Success**

Facilitator Name:

Idealised Attributes Action Steps

Objective: I will do the following more frequently in relation to the target levels below.

I will instil pride in others for being associated with me.

Target Levels: Peer, Below

I will acknowledge the opinions of my associate, but will not back off from my point of view when I am convinced of its validity.

I will allow others to express their anger appropriately and help them to resolve the situation constructively.

I will confront the issue, not the person.

I will develop a more relaxed, less intense, more attentive approach, so that my associates will not be repressed by my strong opinions on issues.

I will focus on my associates' good qualities rather than on their deficiencies.

Understanding that being open to the suggestions of others, rather than being rigid, builds respect, I will earn the recognition of my associates by being more flexible and receptive to their ideas.

When working with a group, I will emphasise what is the "right thing to do" in terms of the interest of the entire group.

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

Target Levels: Peer, Below

I will be willing to compromise.

I will control my thoughts and feelings until I have shown the other person I understand.

I will encourage my associates to come to me with their ideas, supporting those which show promise of success and helping to put them into action.

I will look at the other side of an issue before defending my own.

I will recognise when I have hurt or ignored my associates, being sure to apologise and admit my mistakes. I will not dwell on these experiences, but will instead learn from them and move on.

Understanding that being open to the suggestions of others, rather than being rigid, builds respect, I will earn the recognition of my associates by being more flexible and receptive to their ideas.

When I feel tempted to judge another, I will ask myself, "How would I feel if I were in that person's shoes?"

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

Target Levels: Peer

I will bring conflict into the open without fearing that my leadership will be threatened. Instead of avoiding a tough situation, I will see it as an opportunity to strengthen my leadership as I deal constructively with the issue.

I will consider each conflict an opportunity to strengthen interpersonal relationships.

I will express my desire for a resolution that is acceptable to all of us.

I will manage conflict constructively and thereby build my associates' respect for me.

I will not be drawn into a win-lose confrontation. I will keep working for the win-win solution.

I will recognise my associates on significant dates such as birthdays, promotions, years of service, or successful completion of projects, understanding that personal acknowledgment by others is a reward and a motivator.

Understanding that being open to the suggestions of others, rather than being rigid, builds respect, I will earn the recognition of my associates by being more flexible and receptive to their ideas.

When I am feeling angry, I will avoid confrontation and I will "sleep on it."

Idealised Behaviour Action Steps

Objective: I will do the following more frequently in relation to the target levels below.

I will talk about my most important values and beliefs.

Target Levels: Above, Peer, Below, Other

I will acknowledge and reward associates who have courageously demonstrated high ethical standards or beliefs.

I will ask my associates to give me feedback about how consistently I display my beliefs and values.

I will ask my associates what standards they think we should be setting for each other.

I will seek to strengthen my insights about problems and find opportunities to share what I believe and feel.

I will talk about my core values and beliefs, call attention to their importance, and keep track of how my behaviour supports them.

I will spend time building a stronger team.

I will specify the importance of having a strong sense of purpose.

Target Levels: Peer, Below

I will enthusiastically demonstrate commitment and a clear sense of purpose to my associates.

I will gladly do extra work in order to help my organisation meet its objectives.

I will think about others I know who show a strong sense of purpose and consider the ways in which they exhibit or share this.

I will consider the moral and ethical consequences of decisions.

Target Levels: Below

I will acknowledge and admit my own mistakes.

I will demonstrate consistency in my values and beliefs.

I will follow through on my commitments by being on time, returning phone calls, and meeting deadlines.

I will resist the urge to rationalise away poor practices.

I will emphasise the importance of having a collective sense of mission.

Target Levels: Peer, Below

I will ask my supervisor if there are areas where I'm off-track, and ask for suggestions on how I might improve my performance.

I will ask my supervisor to provide me with immediate feedback whenever I do something well or not so well.

I will respond immediately when I become aware of problems, taking the initiative to correct them before I am asked.

In order to improve my skills and leadership abilities, I will review feedback from my supervisor and focus on changing the behaviour(s) which he/she is most critical of.

Inspirational Motivation Action Steps

Objective: I will do the following more frequently in relation to the target levels below.

I will talk optimistically about the future.

Target Levels: Peer

I will acknowledge the goals and milestones reached by my work unit and the organisation by highlighting achievements in various ways (e.g., memos and staff meeting announcements).

I will clearly communicate with my associates, and define changes that are being planned.

I will create a positive and enthusiastic work climate which will energise my associates.

I will develop the ability to motivate associates.

I will expect resistance to change. Anticipating this normal reaction, I will develop strategies to include resistance as one step in the change process.

I will help my associates to understand what excellence means in the context of our work unit and within our organisation as a whole.

I will send a memo to my supervisor, with copies to other colleagues, to bring the recent outstanding accomplishments of my associates to their attention.

I will support my unit and show pride in its achievements by regularly and visibly communicating the accomplishments of my associates to higher level management.

I will talk enthusiastically about what needs to be accomplished.

Target Levels: Below, Other

I will act as my team's liaison to other units in our organisation.

I will ask associates for their viewpoints.

I will be aware of the aspects of my associates' jobs which they find most exciting and will provide them with opportunities to pursue these activities.

I will commend associates for jobs well done.

I will consistently expect, even demand, excellence.

I will educate others about change and the typical reactions people have to change.

I will express my appreciation to my associates with sincerity, both verbally and non-verbally. Examples of expressions of approval might include comments like "Good work!" made with enthusiasm, and a smile.

I will help my associates to understand what excellence means in the context of our work unit and within the organisation as a whole.

I will hold "feedback meetings" to allow associates to express their ideas and feelings about how a change is progressing.

I will look strategically at issues facing me.

In order to clarify how my group's objectives fit into a longer-term objective, I will explain the purpose of each task and how its success will benefit the organisation.

I will articulate a compelling vision of the future.

Target Levels: Peer, Below

I will be available to my associates and share information during times of change.

I will be sure to notice and comment favourably on the work performance of associates who have met or exceeded my standards.

I will clearly communicate and define changes that we can achieve in our organisation.

I will discuss the "overall picture" with my supervisor and other leaders in my organisation.

I will motivate employees to take on added responsibility in order to develop and utilise their skills to their fullest potential.

I will show my associates how their work contributes to the progress and success of the organisation.

I will speak positively about my job, my goals, and the goals of my unit and the organisation.

I will talk frequently and optimistically with my associates throughout the organisation, communicating a vision, mission and strategies, and explaining the rationale behind them.

When interviewing prospective associates, I will talk about my expectations for excellence.

I will express confidence that goals will be achieved.

Target Levels: Above, Peer

I will ask an associate to accompany a supervisor to an inter-organisational meeting or task force.

I will ask my associates if they see me appreciating their good work, and not just noticing what needs development.

I will assign special, high-visibility projects to associates who have shown by their good performance that they are ready for more responsibility.

I will avoid the temptation to find a "quick fix" when problems arise. Instead, I will express confidence that every problem can be resolved successfully, and utilise every resource to accomplish that goal.

I will explain to my associate why I think he or she is the best person to handle a new responsibility.

I will motivate employees to take on added responsibility in order to develop and utilise their skills to their fullest potential.

I will offer support and advice to my associates when they are faced with obstacles.

I will provide recognition at staff meetings for good performance.

I will respond to challenges with optimism and show energy to get them solved.

I will support my unit and show pride in its achievements by regularly and visibly communicating the accomplishments of my associates to higher level management.

When faced with the limitations of a problem, I will resist saying, "It can't be done." Instead, I will focus on how we can make it happen.

Intellectual Stimulation Action Steps

Objective: I will do the following more frequently in relation to the target levels below.

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

Target Levels: Above, Peer, Below

I will analyse past situations in which I took inappropriate action.

I will ask myself how the various aspects of a problem, and the steps to possible solutions, relate to my overall objectives.

I will be aware of my thought processes, and apply discipline and logic to my thinking.

I will be open to revising or changing my decisions when new and relevant information is available.

I will generate innovative approaches to work procedures, and follow up a month later to determine if innovation is serving its purpose.

I will challenge others to accept more responsibility.

I will seek differing perspectives when solving problems.

Target Levels: Above, Peer, Below

I will ask, "What are all the possibilities for solving this problem?"

I will be empathetic to viewpoints that are different than mine, and work hard to understand each person's perspective.

I will be tolerant of mistakes and failures, seeing these as a constructive part of the learning process.

I will seek input from my supervisor when I am considering an innovative solution to a problem or procedure.

I will stimulate my creative thinking and breadth by reading materials that are different from the kind I typically enjoy reading.

I will tell the other person about the things we both agree on before dealing with the points of disagreement – a positive start will build bridges between people.

Just as there are many different perspectives when solving problems, there will also be a variety of solutions. I will not limit myself to one solution.

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

Target Levels: Above, Peer, Below, Other

I will ask my associates to pick up a concept, look at it, re-think it, and elaborate on it.

I will become a mentor to new associates, realising that as I offer them guidance and encouragement, I will be learning from them as well.

I will concentrate on innovation rather than limiting the implementation of ideas and procedures.

I will tell the other person about the things we both agree on before dealing with the points of disagreement – a positive start will build bridges between people.

In seeking solutions to problems, I will ask "what are the obstacles?"

To be more effective in problem-solving and decision-making, I will ask my associates to keep me informed about any anticipated problems.

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

Target Levels: Peer

I will be less conservative and take more risks in my decision making.

I will be more willing to take risks.

I will be open to revising or changing my decisions when new and relevant information is available.

I will consider and evaluate ways that a crisis might have been prevented in the first place.

I will demonstrate innovative management by offering one idea each month for changing procedures and working creatively.

I will go to my supervisor with solutions not complaints.

I will remain open to new ideas and alternatives.

I will seek a coach to help me improve my approach to problem-solving and the effective implementation of my decisions.

I will take action on problems that have continued to be unresolved for an extended period.

I will take the initiative when problems/opportunities arise, be action-oriented, and be willing to take risks.

Individualised Consideration Action Steps

Objective: I will do the following more frequently in relation to the target levels below.

I will spend time teaching and coaching.

Target Levels: Above, Peer

I will be frank about discussing mistakes, focusing on what can be learned from them.

I will comment on performance as I observe it, and not wait until a later time.

I will encourage my associates to delegate some of their tasks so that they can accept new, and challenging, responsibilities.

I will help my associates to develop competence by assigning responsibilities incrementally, from smaller to larger.

I will meet individually with my associates to discuss their career goals and identify the skills they need to develop to achieve these goals.

I will not hesitate to confront poor performance, but I will then give constructive advice or help as needed.

In response to recently made errors, I will work with associates to determine what should be done differently next time to avoid the mistake.

Looking to the future and keeping "upward mobility" in mind, I will identify one or two associates who could move into my position in the future. I will begin to prepare them for my responsibilities.

I will consider individuals as having different needs, abilities and aspirations from others.

Target Levels: Peer, Below

I will consider my associates' personal strengths and weaknesses in relation to their skills.

I will explore with my associates individually the capabilities or skills each will need to demonstrate, or learn, the proficiencies required to achieve their stated goals.

I will identify which of my own job duties I can delegate to associates. I will then determine to whom these duties can best be delegated, based on my knowledge of my associates' strengths and weaknesses.

I will help others to develop their strengths.

Target Levels: Peer

After an associate completes a training course, I will ask for a written report. The report will include ideas on how my associate intends to apply the knowledge gained to his or her job, as well as any negative reactions to the training. One to two months later, I will ask for another report on what my associate is actually doing differently as a result of the training. I will then compare this subjective report of applied knowledge with the behaviours I observe.

I will assign tasks that contain a certain amount of challenge and that will require associates to stretch their capabilities in order to successfully complete them.

I will contribute to the self-confidence of my associates by providing them challenges which indicate my faith in their abilities. I will encourage them when needed, and I will acknowledge or praise them when it is deserved.

I will encourage my associates to come to me when difficulties are encountered. I will give advice if it is sought, but only after I've asked my associate's opinion. Preferably, I will act as a "sounding board" and help my associate to develop his/her own solution. My goal is to build their confidence in solving problems.

I will help my associates build their skills by having them work on improving or enhancing one skill at a time.

I will provide on-the-job opportunities that challenge and develop others.

When appropriate, I will allow my associates to stand in for me at meetings. This will provide them with experience in decision-making and interaction with higher levels of management, developing their growth potential.

Contingent Reward Action Steps

Objective: I will do the following more frequently in relation to the target levels below.

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

Target Levels: Peer, Below, Other

I will give specific examples of steps my associates can take to meet their goals.

I will examine the needs of a project according to categories such as time, expense, materials, labour, etc., and determine what resources are available to meet these needs.

I will establish work priorities.

I will acknowledge the successes of my unit by publishing announcements naming specific individuals and what they have accomplished.

I will express satisfaction when others meet expectations.

Target Levels: Peer

I will give positive recognition to my associates immediately.

I will publicly acknowledge and praise my associates when it is deserved.

Starting today, I will recognise the efforts of my associates by regularly speaking of their progress towards individual and group goals.

Management-by-Exception (Active)

I will do less of:

Target Levels: Peer, Below

Focusing on irregularities, mistakes, exceptions, and deviations from standard
Directing attention towards failures to meet standards

I will do more of:

Target Levels: Peer, Below

Concentrating fully on dealing with mistakes, complaints, and failures
Keeping track of all mistakes

Management-by-Exception (Passive)

I will do less of:

Target Levels: Above, Peer, Other

Waiting for things to go wrong before I take action
Showing a firm belief in "If it ain't broke, don't fix it"
Demonstrating that problems must become chronic before I take action

Laissez-faire

I will do less of:

Target Levels: Above, Peer, Below

Avoiding getting involved when important issues arise
Being absent when needed
Avoiding making decisions
Delaying responding to urgent questions