

The Multifactor Leadership Questionnaire (MLQ) is one of the most extensively validated and commonly used testing instruments in the leadership literature. The assignment uses the Form 6S variant. I am somewhat concerned about the validity of using only self-ratings without feedback ratings from others in my organization to balance the perspective. However, the circumstances of my organization as a private medical practice are somewhat uncommon, and I really don't have any immediate subordinates or "direct reports" to whom I can be inspiring. My scores were as follows:

Idealized influence (items 1, 8, and 15)	<u>9</u>	Factor 1
Inspirational motivation (items 2, 9, and 16)	<u>9</u>	Factor 2
Intellectual stimulation (items 3, 10, and 17)	<u>9</u>	Factor 3
Individual consideration (items 4, 11, and 18)	<u>9</u>	Factor 4
Contingent reward (items 5, 12, and 19)	<u>11</u>	Factor 5
Management-by-exception (items 6, 13, and 20)	<u>10</u>	Factor 6
Laissez-faire leadership (items 7, 14, and 21)	<u>4</u>	Factor 7

Score range: HIGH = 9-12, MODERATE = 5-8, LOW = 0-4

I certainly aspire to be a transformational leader, and my scores on Factor 1-4 reflect the aspects of transformational leadership I would hope to display. A medical practice requires strong policies and procedures and safeguards to ensure the highest quality of patient care. Our clinical employees are highly trained and know what they need to do to deliver good care and get good evaluations. They know what the standards are, and we're always happy to call attention to people who are doing a good job. Even though I would like to be a transformational leader, I make heavy use of the transactional leadership style with high scores on Factor 5 and 6. Once again reflecting the priorities of a medical practice, we are not laissez-faire at all, and this shows up in the low score on Factor 7. I actually had to look up the way the factors were designated and calculated on the Internet, and I think it would have been useful to include this information in the worksheet.

There was an interesting paper by Menaker and Bahn in the September, 2008 issue of *Mayo Clinic Proceedings* (83(9): 983-988 available at [Physician Leadership Behavior](#)) titled How Perceived Physician Leadership Behavior Affects Physician Satisfaction. In the study, 314 physicians in the Department of Medicine at Mayo Clinic were asked to complete an MLQ regarding their primary physician leader (division or department chair), and the MLQ included two extra questions regarding satisfaction with that leader. The idealized influence category was subdivided into idealized attributes and idealized behavior which along with inspirational motivation, intellectual stimulation, an individual consideration were considered transformational attributes. Scores for the five leadership attributes varied among the nine leaders assessed in the studies. Associations between physician satisfaction with leaders and frequency of exhibiting each leadership behavior were analyzed using Spearman correlation coefficients. Scores on all five leadership attributes were highly correlated with satisfaction scores ($P < 0.001$). Interestingly, the attributes correlating most strongly with the satisfaction scores were idealized attributes and individual consideration, but the attribute displayed most frequently by leaders was inspirational motivation. The results suggested that leadership education directed toward improving satisfaction with the leader in this setting might focus

especially on individual consideration by encouraging physician leaders to spend more one-on-one time with their faculty, determining individual needs, aspirations, and strengths and facilitating individual career development.

MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ) FORM 6S							
Instructions: This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.							
Key	0=Not at all	1=Once in a while	2=Sometimes	3=Fairly often	4=Frequently, if not always		
						Score	
1)	I make others feel good to be around me.						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>		3	
2)	I express with a few simple words what we could and should do.						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>		3	
3)	I enable others to think about old problems in new ways.						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>		3	
4)	I help others develop themselves.						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>		4	
5)	I tell others what to do if they want to be rewarded for their work.						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>		4	
6)	I am satisfied when others meet agreed-upon standards.						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>		4	
7)	I am content to let others continue working in the same way as always.						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>		2	

8)	Others have complete faith in me.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			3	
9)	I provide appealing images about what we can do.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			3	
10)	I provide others with new ways of looking at puzzling things.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			3	
11)	I let others know how I think they are doing.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			3	
12)	I provide recognition/rewards when others reach their goals.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			4	
13)	As long as things are working, I do not try to change anything.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			2	
14)	Whatever others want to do is OK with me.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			1	
15)	Others are proud to be associated with me.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			3	
16)	I help others find meaning in their work..							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			3	
17)	I get others to rethink ideas that they had never questioned before.							
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>			3	

