



MLQ PLUS

Measured Leadership Qualities

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360⁺

**MULTIFACTOR
LEADERSHIP
QUESTIONNAIRE
FEEDBACK REPORT**





Multifactor Leadership Questionnaire Feedback Report

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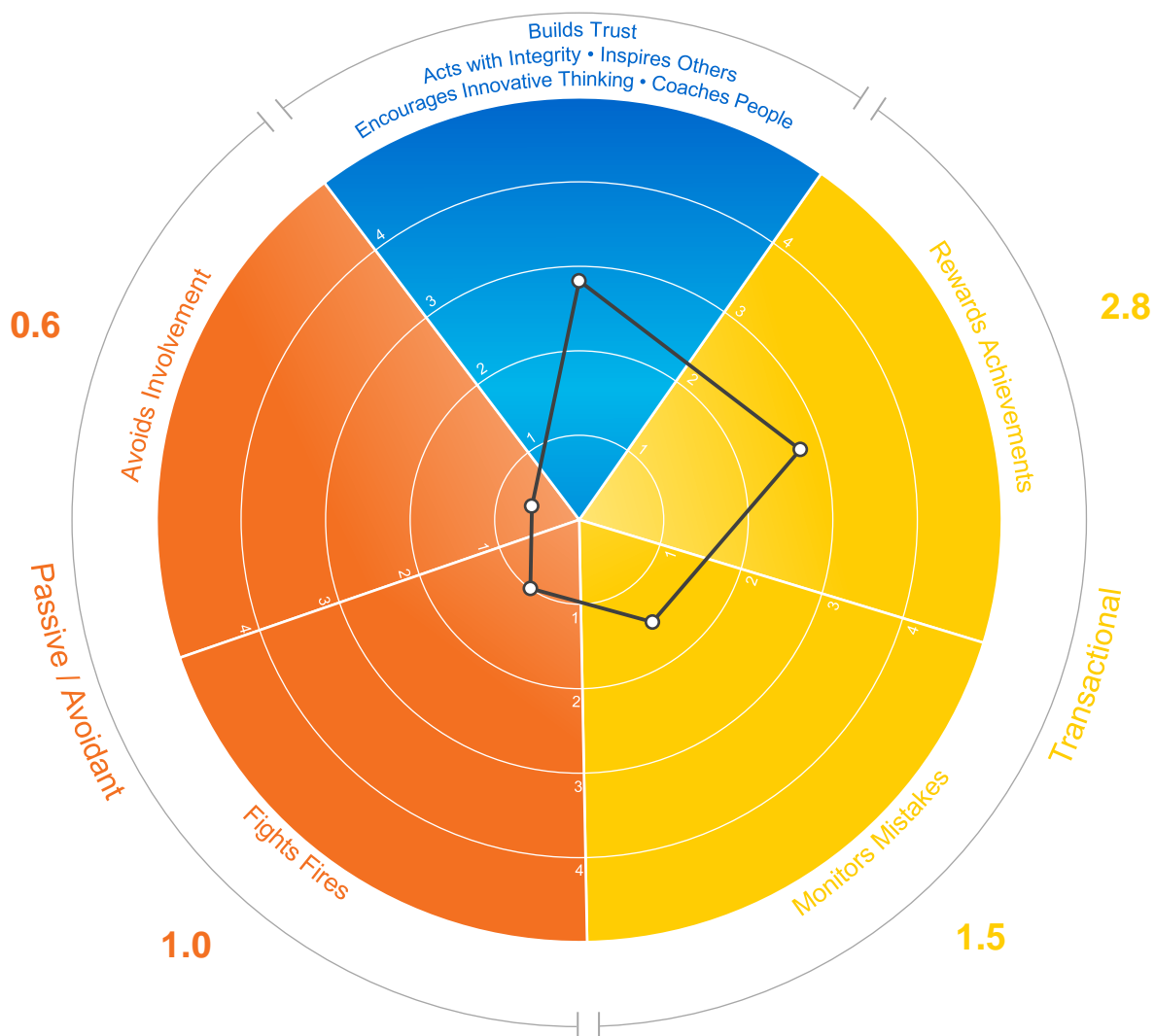
Report prepared May 2015

Prepared against a full range of leadership styles by MLQplus

Sample Report

2.9

Transformational



Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always



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Introduction

The MLQplus report will help you to develop a plan for enhancing your "full range" of leadership potential to achieve optimal outcomes with followers and associates. This report is feedback on how you and others perceive the frequency of different leadership behaviours you exhibit.

The Scope of this Feedback Report:

The MLQ measures leadership styles which may be grouped under three broad categories differentiated by their respective outcome effects and the nature of the influencing processes involved.

Full Range Leadership Model Factor Labels

Transformational Leadership

Builds Trust
Acts With Integrity
Inspires Others
Encourages Innovative Thinking
Coaches People

Transactional Leadership

Constructive: Rewards Achievements
Corrective: Monitors Mistakes

Passive/Avoidant Leadership

Passive: Fights Fires
Avoidant: Avoids Involvement

The MLQplus also measures three outcomes of a person's leadership profile:

- Extra Effort
- Individual, Unit and Organisational Effectiveness Rating
- Satisfaction

It has been shown in numerous independent scientific studies that these outcomes - and many others such as productivity, innovation and sales performance - are achieved at the highest levels when transformational leadership is optimally used. Such deeper influencing augments the usual transactional leadership often associated with 'management'. The best leaders use a full range of influencing spanning transformational and transactional styles. The MLQ360+ Report provides feedback which enables optimisation of frequencies with which this full range of leadership repertoire is used over time with followers and associates to achieve the strongest outcomes.

The feedback is first profiled against research benchmarks to optimise outcomes. Comparisons are then provided with several norms (which may not be 'optimal' in terms of research findings).

Following are items measured in each of the full range of leadership factors and items of the three outcome scales contained in the MLQplus multirater survey. Eight of the factors measure behaviours which are trainable; the ninth factor measures important attributions about transformational leaders.



The Full Range Leadership Model

Transformational Leadership

Transformational leadership is a process of influencing in which leaders change their associates' awareness of what is important, and move them to see themselves and the opportunities and challenges of their environment in a new way. Transformational leaders are proactive: they seek to optimise individual, group and organisational development and innovation, not just achieve performance "at expectations". They convince their associates to strive for higher levels of potential as well as higher levels of moral and ethical standards.

Builds Trust

Instill pride in others for being associated with me

Complete information appears in actual report

Acts with Integrity

Talk about their most important values and beliefs

Complete information appears in actual report

Inspires Others

Talk optimistically about the future

Complete information appears in actual report

Encourages Innovative Thinking

Re-examine critical assumptions to question whether they are appropriate

Complete information appears in actual report

Coaches People

Spend time teaching and coaching

Complete information appears in actual report



The Full Range Leadership Model

Transactional Leadership

Transactional leaders display behaviours associated with constructive and corrective transactions. The constructive style is labelled "Rewards Achievement" and the corrective styles is labelled "Monitors Mistakes". Transactional leadership defines expectations and promotes performance to achieve these levels. Rewards Achievement and Monitors Mistakes are two core behaviours associated with 'management' functions in organisations. Full range leaders do this and more.

Rewards Achievements

Provide others with assistance in exchange for their efforts

Complete information appears in actual report

Monitors Mistakes

Focus attention on irregularities, mistakes, exceptions, and deviations from standards

Complete information appears in actual report

Passive / Avoidant Leadership

Another form of leadership is more passive and "reactive": it does not respond to situations and problems systematically. This style has a negative effect on desired outcomes - opposite to what is intended by the leader-manager. In this regard it is similar to laissez-faire styles - or "no leadership". Both types of behaviour have negative impacts on followers and associates. Accordingly, both styles can be grouped together as Passive / Avoidant Leadership.

Fights Fires

Fail to interfere until problems become serious

Complete information appears in actual report

Avoids Involvement

Avoid getting involved when important issues arise

Complete information appears in actual report



Outcomes of Leadership

Transformational and Transactional leadership are both related to the success of the group. Success is measured with the MLQ360+ by how often the raters perceive the leader to be motivating, how effective raters perceive the leader to be at different levels of the organisation, and how satisfied raters are with the leader's methods of working with others.

Extra Effort

Get others to do more than they expected to do

Complete information appears in actual report

Effectiveness

Are effective in meeting others' job-related needs

Complete information appears in actual report

Satisfaction

Uses methods of leadership that are satisfying

Complete information appears in actual report

Some Research Findings

- Transformational leaders created greater alignment around strategic visions and missions
- Transformational leadership behaviour factors are associated with organisational sales increases, market share, earnings and ROI
- Scores on transformational leadership predict individual and group performance
- Transformational leadership has been found to explain between 45% and 60% of organisational performance
- Transformational leaders created greater unit cohesion, commitment, and lower turnover
- Transformational leadership predicted higher levels of product innovation in R&D teams
- Transformational leaders created safer work environments
- Transformational leadership training has been shown to improve leadership and associated performance over time
- The nine factor Full Range Leadership Model has been shown to best represent the data collected by the MLQ360+ when sample characteristics and situation factors are statistically controlled



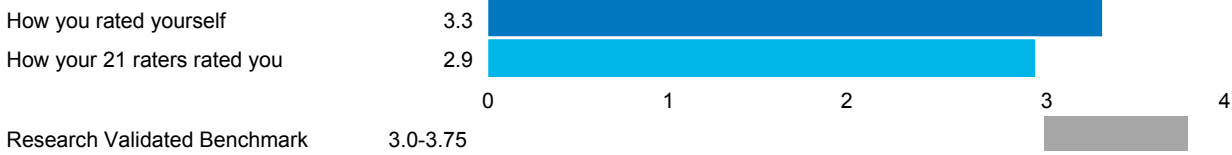
Your Full Range Leadership Profile

The graphs below show your aggregate ratings, including your self-rating. The average frequencies for this full-range of leadership styles can be interpreted with the scale at the base of the page

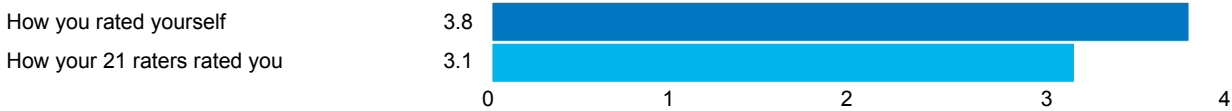
Transformational Leadership

Transformational Leadership

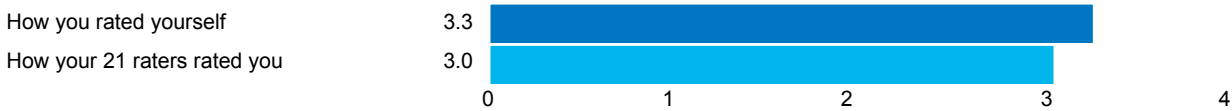
Overall



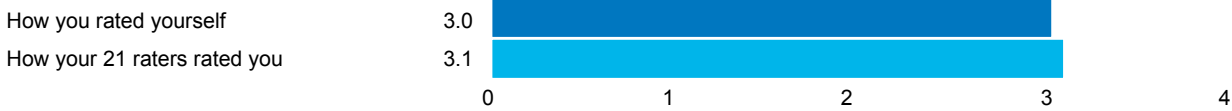
Builds Trust



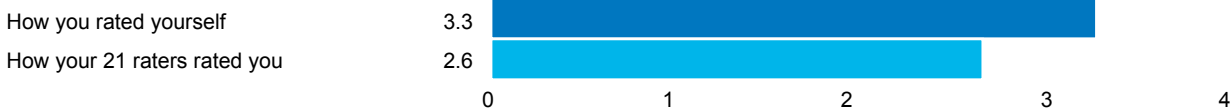
Acts With Integrity



Inspires Others



Encourages Innovative Thinking



Coaches People



Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always

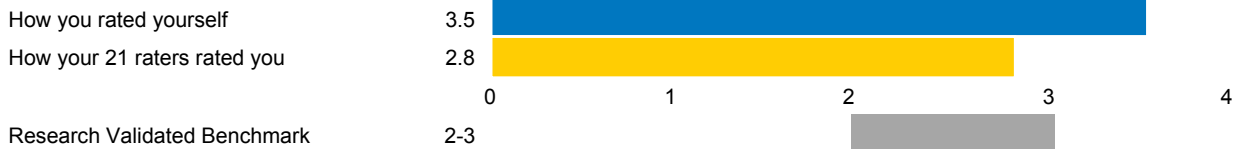


Your Full Range Leadership Profile

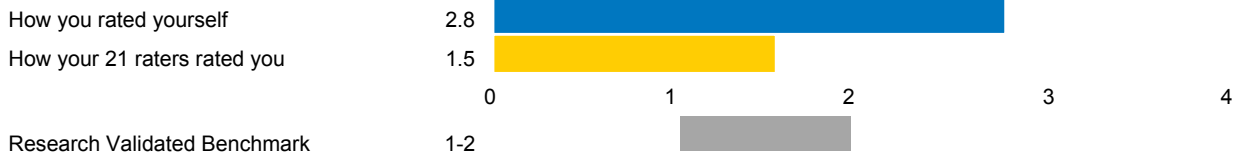
The graphs below show your aggregate ratings, including your self-rating. The average frequencies for this full-range of leadership styles can be interpreted with the scale at the base of the page

Transactional Leadership

Rewards Achievements



Monitors Mistakes



Passive / Avoidant Leadership

Fights Fires



Avoids Involvement



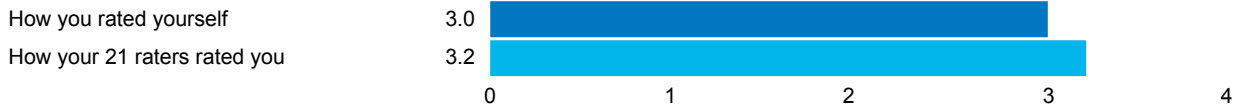
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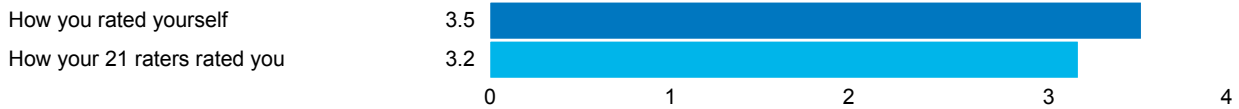
Extra Effort



Effectiveness



Satisfaction



Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always

The most effective leaders achieve all rater averages outcomes in excess of 3.5



Self & Rater Group Feedback: Transformational Leadership

This section presents the average ratings given by each source for each leadership style.

Standard deviation refers to the amount of variation of your raters' responses for the leadership style. 0 indicates complete agreement; higher numbers indicate less agreement (higher variation) in your rater's evaluation of your leadership behaviours.

The average frequencies for this full-range of leadership styles can be interpreted with the scale below:

Your report was developed from the following number of raters providing you with feedback using the MLQplus Questionnaire (MLQ360+).

Yourself

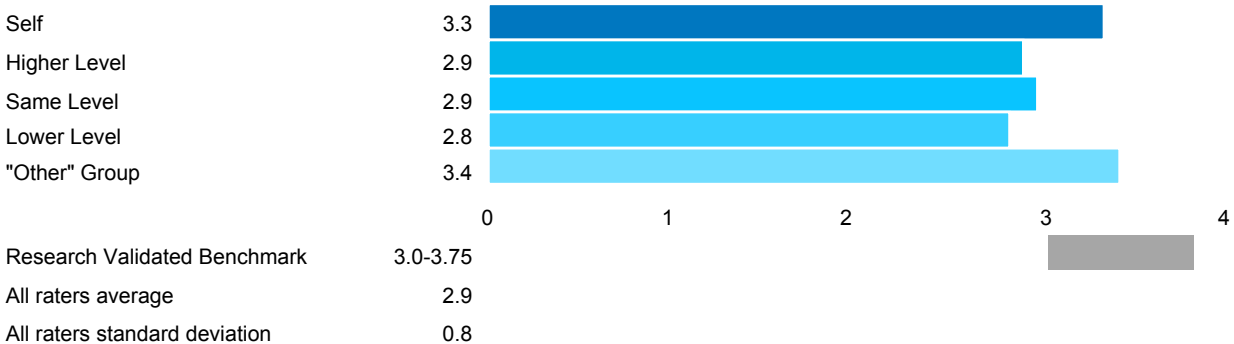
One Rater(s) at a Higher Organisational Level

Nine Rater(s) at the Same Organisational Level

Eight Rater(s) at a Lower Organisational Level

Three Rater(s) at "Other" Group

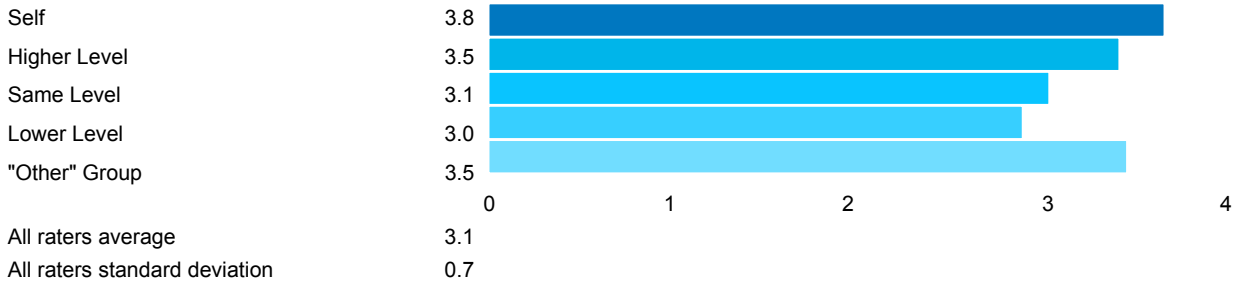
**Transformational Leadership
Overall**



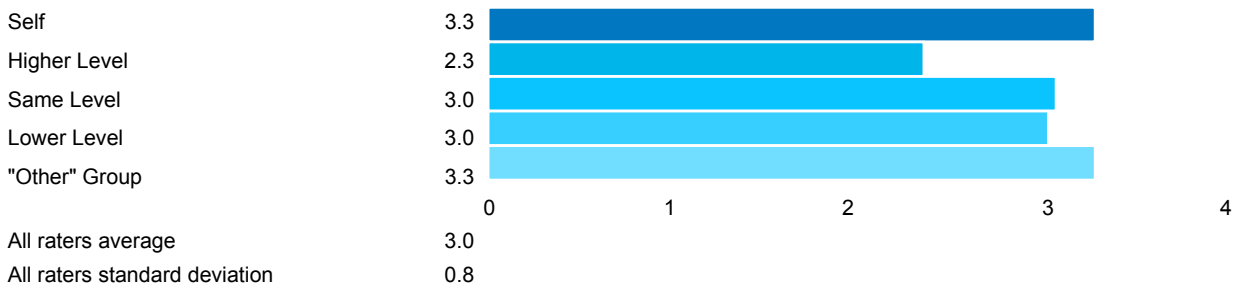
Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always



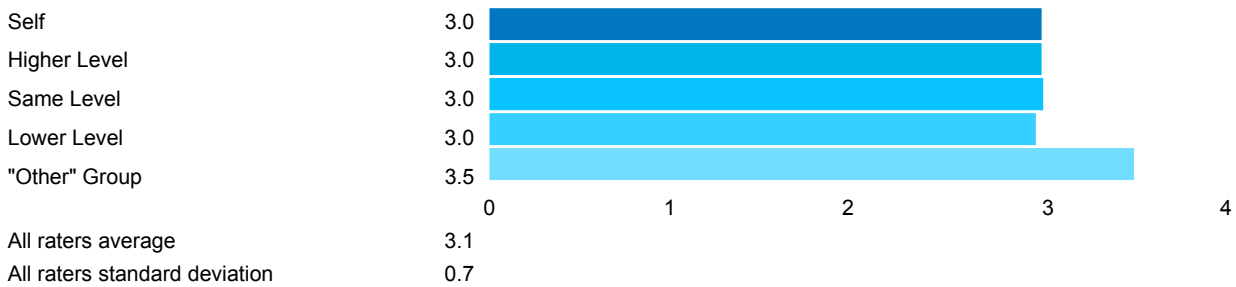
Builds Trust



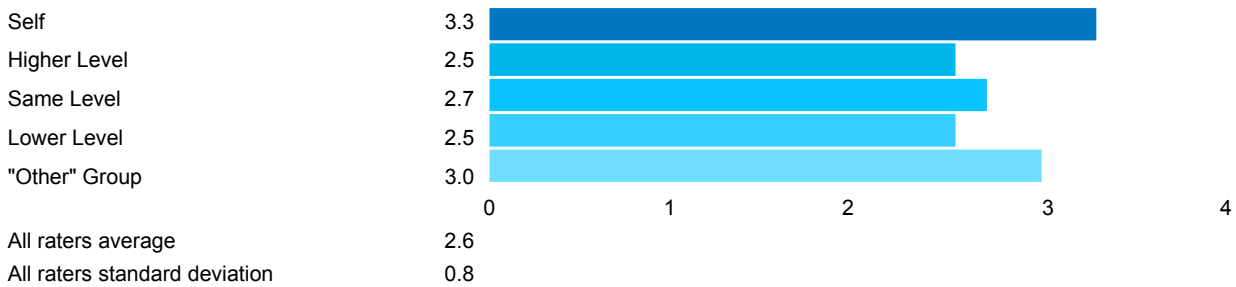
Acts With Integrity



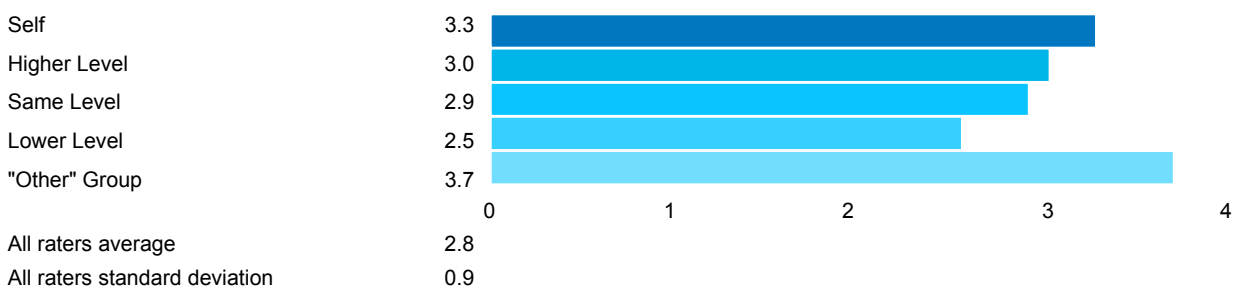
Inspires Others



Encourages Innovative Thinking



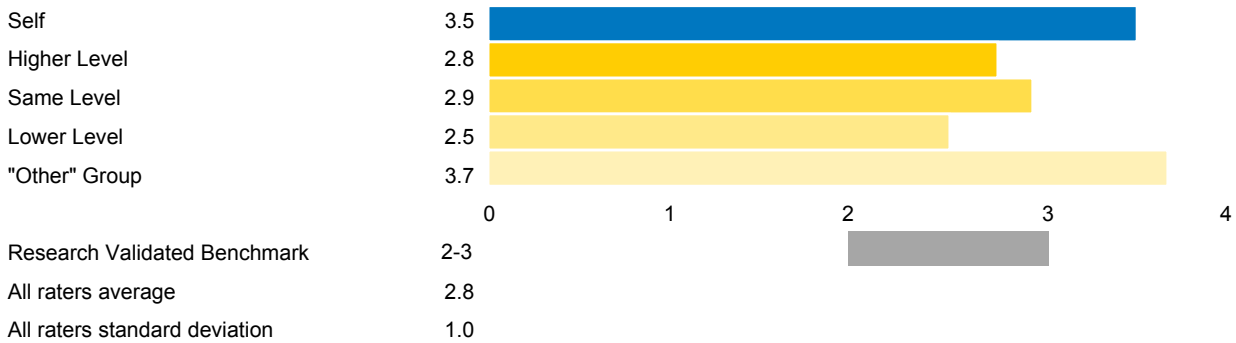
Coaches People



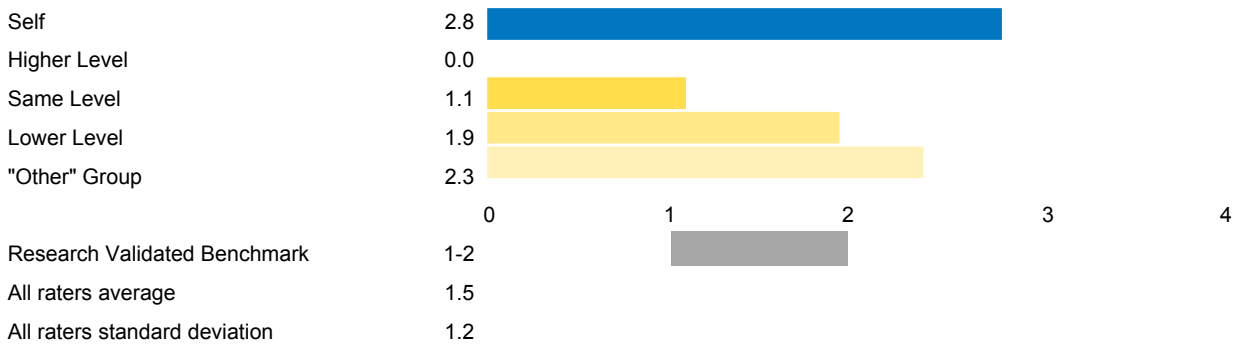


Self & Rater Group Feedback: Transactional Leadership

Rewards Achievements



Monitors Mistakes

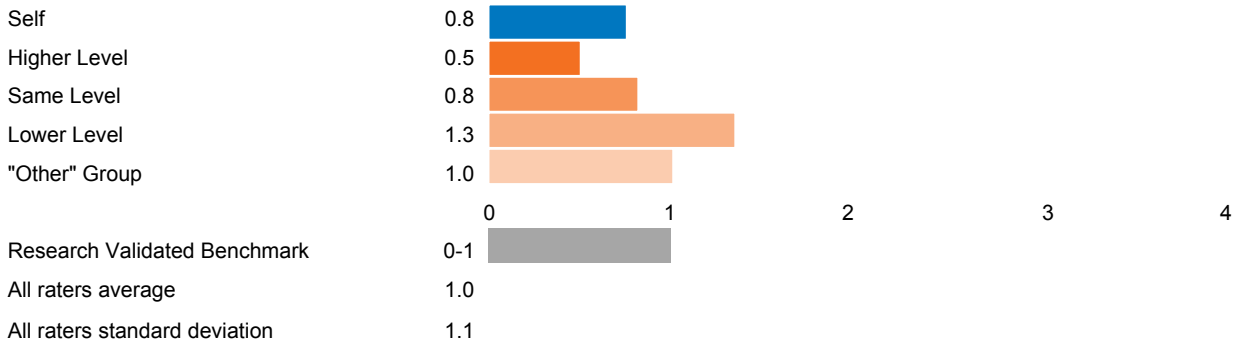


Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always

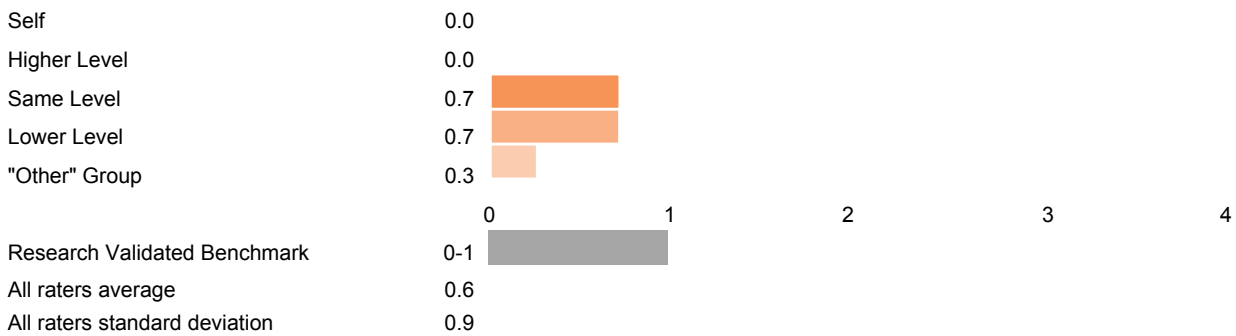


Self & Rater Group Feedback: Passive / Avoidant Leadership

Fights Fires



Avoids Involvement

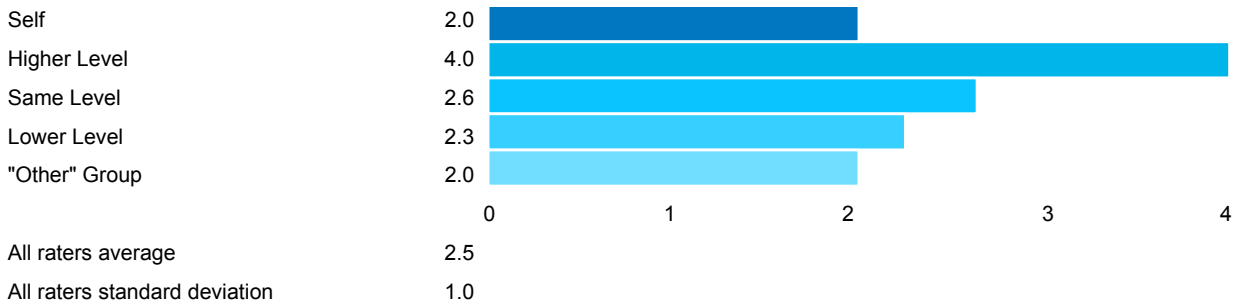


Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always

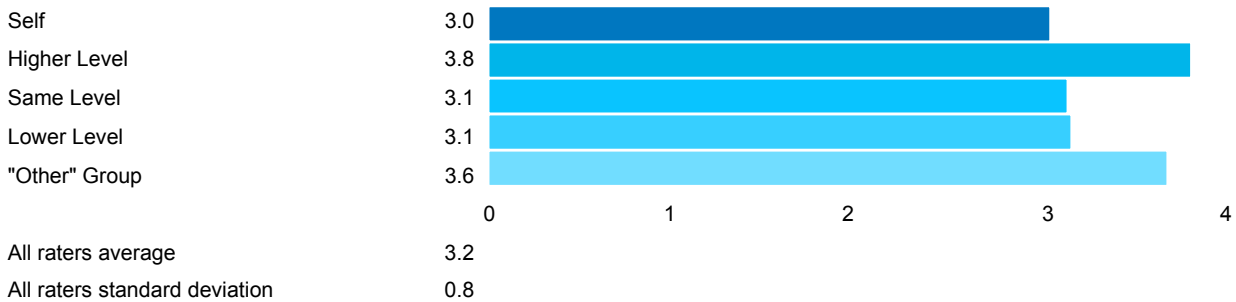


Self & Rater Group Feedback: Outcomes of Your Leadership

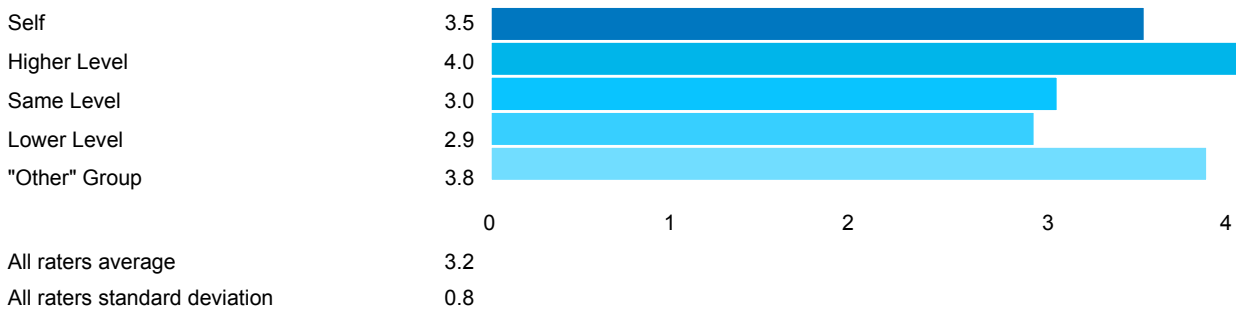
Extra Effort



Effectiveness



Satisfaction



The most effective leaders achieve all rater averages outcomes in excess of 3.5

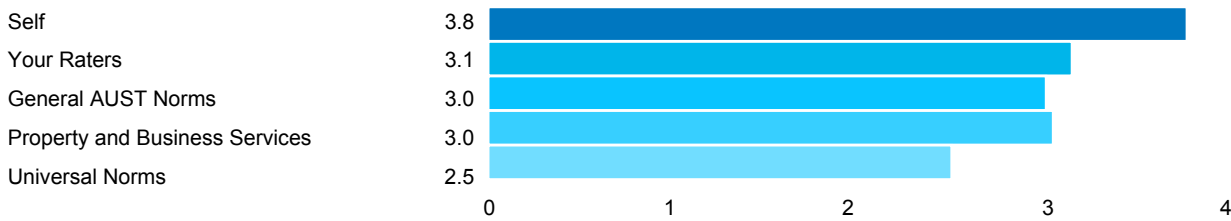
Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always



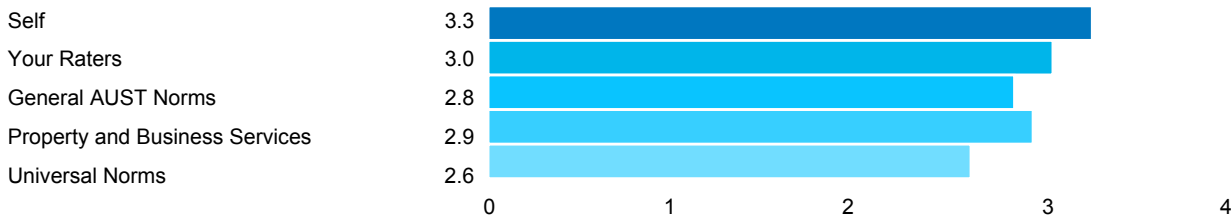
Comparison with Norms: Transformational Leadership

The three charts below show how you and your raters perceived the frequency of behaviours you exhibit for each leadership style and organisational outcomes compared to various norms for the MLQplus. Two norms are always provided - 'Universal' and 'National'. A third norm 'Market Segment', 'Local Organisation' or 'Previous MLQplus Report' is provided where this is available.

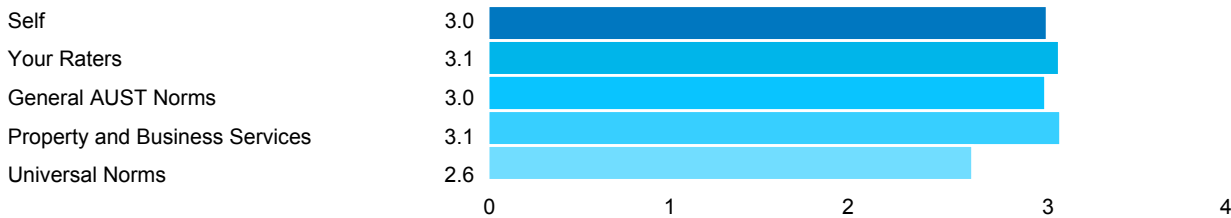
Builds Trust



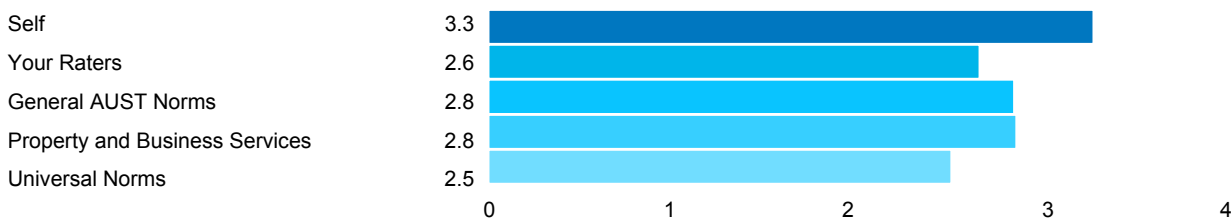
Acts With Integrity



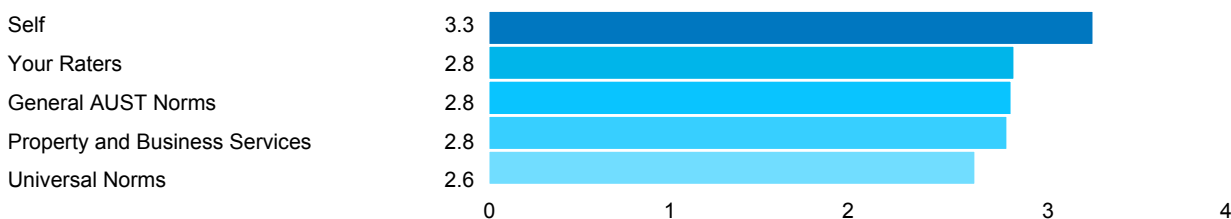
Inspires Others



Encourages Innovative Thinking



Coaches People



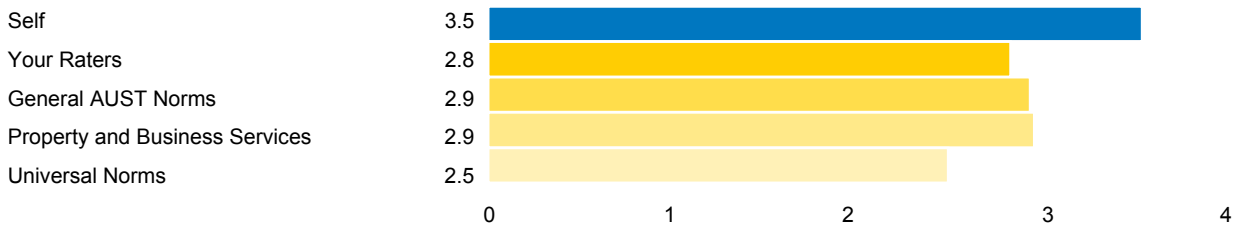
Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always



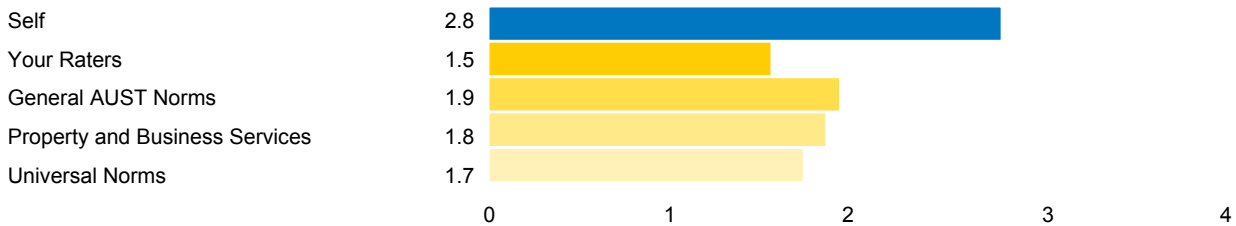
Comparison with Norms: Transactional and Passive / Avoidant

Transactional Leadership

Rewards Achievements

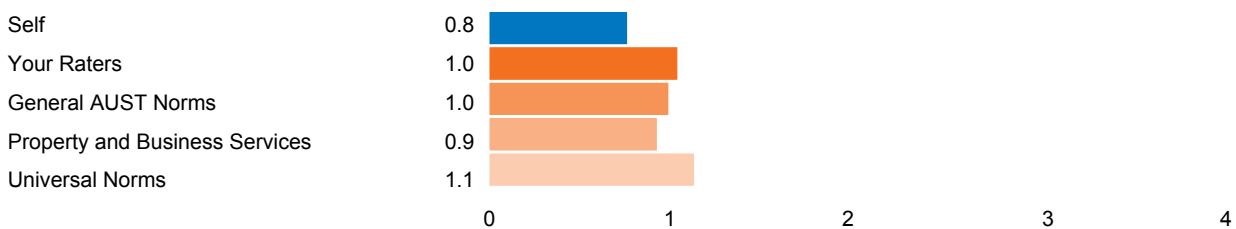


Monitors Mistakes

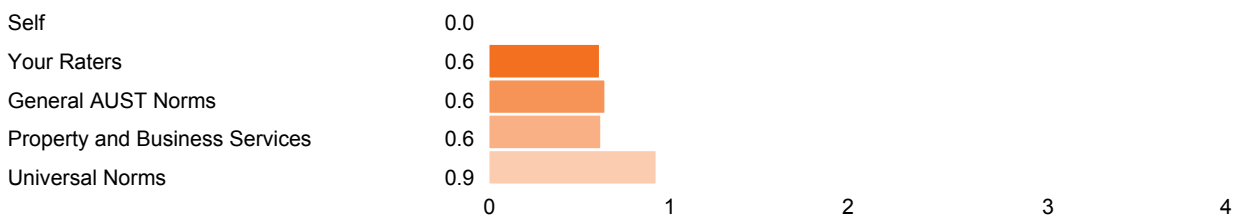


Passive / Avoidant Leadership

Fights Fires



Avoids Involvement



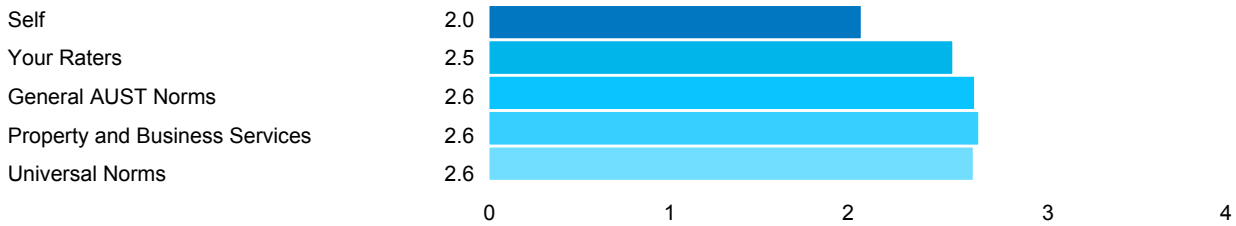
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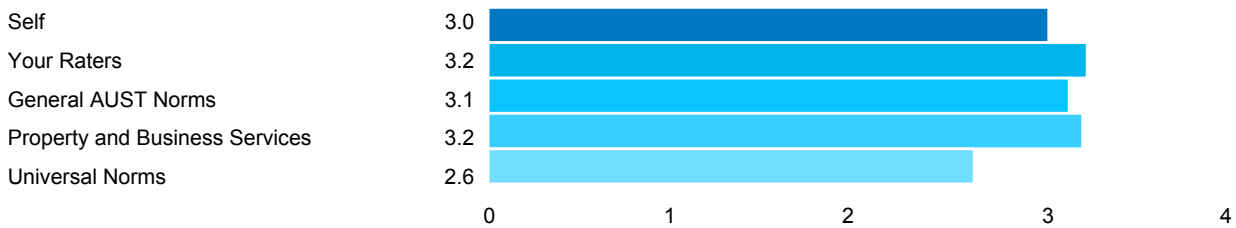
Comparison with Norms: Outcomes of Leadership

The effects of your leadership profile compared with other benchmarks.

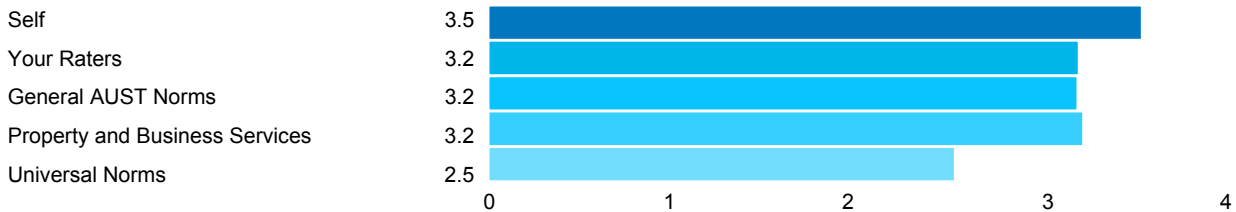
Extra Effort



Effectiveness



Satisfaction



Frequency 0 = Not at all 1 = Once in a while 2 = Sometimes 3 = Fairly Often 4 = Frequently, if not always



Your Transformational Leadership: Style Strengths

This section lists your Transformational Leadership strengths. The items listed below are those for which you received your six highest average ratings, all rater sources having been taken into account. All 20 Transformational items are ranked from top to bottom by average of all raters. The top six are listed below, but grouped by leadership style. The diamonds ♦ then indicate where a specific source gave you a "Fairly often" rating on the Transformational leadership style. "Fairly often" is defined as greater than or equal to 3.0. To optimise leadership, aim for a frequency of "Fairly often" or "Frequently, if not always" rating.

This is only an approximate first step to establishing a leadership development plan.

High Performance Behaviours	Self	Higher Level	Same Level	Lower Level	"Other" Group	Leadership Style
I act in ways that build others' respect for me	♦	♦	♦		♦	Builds Trust
Complete information appears in actual report	♦	♦	♦	♦	♦	Builds Trust
	♦	♦	♦		♦	Builds Trust
	♦	♦	♦	♦	♦	Acts With Integrity
	♦		♦	♦	♦	Acts With Integrity
	♦	♦	♦	♦	♦	Coaches People



Your Transformational Leadership: Areas for Development

This section lists Transformational Leadership areas you could develop. The items listed below are those for which you received your six least frequent average ratings on the Transformational leadership styles, all rater sources having been taken into account. All 20 Transformational items are ranked top to bottom by average of all raters. The bottom six are displayed below, but grouped by leadership style. The triangles ▲ then indicate where a specific source gave you a "Sometimes", "Once in a while", or "Not at all" rating.

Low Frequency Behaviours	Self	Higher Level	Same Level	Lower Level	"Other" Group	Leadership Style
I display a sense of power and confidence		▲				Builds Trust
Complete information appears in actual report		▲				Acts With Integrity
		▲		▲	▲	Encourages Innovative Thinking
		▲		▲		Encourages Innovative Thinking
						Encourages Innovative Thinking
		▲		▲		Coaches People



Complete Reporting of All Rater Responses: Transformational Leadership Detail

The tables below highlight the spread of leadership ratings provided by you and your raters. The numbers are the frequency of each rating; the dot shows the rating you gave yourself.

If there is no indication of a rating, the item was left blank by the rater(s) of that level.

	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
	0	1	2	3	4	
Builds Trust						
I instil pride in others for being associated with me						
Self					●	
All Rater Average				3.2		
Rater(s) at a Higher Organisational Level					1	4.0
Rater(s) at the Same Organisational Level			1	6	2	3.1
Rater(s) at a Lower Organisational Level			2	3	3	3.1
Rater(s) at "Other" Group				1	2	3.7
Complete information appears in actual report						
					●	
				3.2		
					1	4.0
		1	5	3	3	3.2
	1	2	1	3	3	2.9
				1	1	3.5
					●	
				3.3		
					1	4.0
				5	4	3.4
		3	3	3	2	2.9
				1	2	3.7
					●	
				2.9		
			1			2.0
		3	6			2.7
		3	2	3	3	3.0
				2	1	3.3



Sample Report

	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
Acts With Integrity	0	1	2	3	4	
I talk about my most important values and beliefs						
Self				●		
All Rater Average			2.5			
Rater(s) at a Higher Organisational Level	1					0.0
Rater(s) at the Same Organisational Level		1	3	3	2	2.7
Rater(s) at a Lower Organisational Level	1		2	4	1	2.5
Rater(s) at "Other" Group			1	2		2.7
Complete information appears in actual report						
				●		
			3.1			
			1			3.0
			6	2		3.3
	1	2	2	3		2.9
			2	1		3.3
					●	
			3.4			
		1	4	3		3.3
			3	5		3.6
			2	1		3.3
					●	
			3.2			
				1		4.0
		1	5	1		3.0
	1	1	3	3		3.0
			1	2		3.7



Sample Report

	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
Inspires Others	0	1	2	3	4	
I talk optimistically about the future						
Self				●		
All Rater Average				3.0		
Rater(s) at a Higher Organisational Level				1		3.0
Rater(s) at the Same Organisational Level			2	5	2	3.0
Rater(s) at a Lower Organisational Level		1	1	5	1	2.8
Rater(s) at "Other" Group				1	2	3.7
Complete information appears in actual report						
				●		
				3.2		
				1		3.0
				6	1	3.1
		2	2	2	4	3.3
				2	1	3.3
				●		
				3.0		
				1		3.0
		1	6	2	2	3.1
	1	1	4	2	2	2.9
				3		3.0
				●		
				3.0		
				1		3.0
		3	5	1	1	2.8
		1	6	1	1	3.0
					3	4.0



Sample Report

	<i>Not at all</i>	<i>Once in a While</i>	<i>Sometimes</i>	<i>Fairly Often</i>	<i>Frequently, if not always</i>	Average
Encourages Innovative Thinking	0	1	2	3	4	
I re-examine critical assumptions to question whether they are appropriate						
Self				●		
All Rater Average				2.8		
Rater(s) at a Higher Organisational Level				1		3.0
Rater(s) at the Same Organisational Level			2	5		2.7
Rater(s) at a Lower Organisational Level		2		5	1	2.6
Rater(s) at "Other" Group				2	1	3.3
<i>Complete information appears in actual report</i>						
					●	
			2.4			
		1				2.0
		4	4	1		2.7
	3	1	4			2.1
1			1	1		2.3
				●		
			2.4			
		1				2.0
		4	2	1		2.6
	2	3	2	1		2.3
	1			1		2.5
				●		
				3.0		
			1			3.0
		2	5			2.7
		2	3	2		3.0
			1	2		3.7



Sample Report

	<i>Not at all</i>	<i>Once in a While</i>	<i>Sometimes</i>	<i>Fairly Often</i>	<i>Frequently, if not always</i>	
Coaches People	0	1	2	3	4	Average
I spend time teaching and coaching						
Self				●		
All Rater Average			2.5			
Rater(s) at a Higher Organisational Level			1			2.0
Rater(s) at the Same Organisational Level				7		3.0
Rater(s) at a Lower Organisational Level	1	3	1	2	1	1.9
Rater(s) at "Other" Group			1	1	1	3.0
<i>Complete information appears in actual report</i>						
					●	
				3.3		
					1	4.0
		1	3	5		3.4
	2		2	4		3.0
			1	2		3.7
				●		
				2.8		
			1			3.0
		2	5			2.7
	1	2	4	1		2.6
					2	4.0
				●		
				2.7		
			1			3.0
		3	2			2.4
	2	1	3	2		2.6
					1	4.0



Complete Reporting of All Rater Responses: Transactional Leadership Detail

	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
	0	1	2	3	4	
Rewards Achievements						
I provide others with assistance in exchange for their efforts						
Self					●	
All Rater Average				3.0		
Rater(s) at a Higher Organisational Level				1		3.0
Rater(s) at the Same Organisational Level			2	6	1	2.9
Rater(s) at a Lower Organisational Level			3	4	1	2.8
Rater(s) at "Other" Group				1	2	3.7
Complete information appears in actual report						
				●		
				2.8		
			1			2.0
			2	3	1	2.8
1		1	3	3	2	2.7
				1	1	3.5
				●		
			2.1			
				1		3.0
			2	3		2.6
4	1	1	1	1	1	1.3
				1	1	3.5
					●	
				3.4		
				1		3.0
			1	2	4	3.4
	1	1	1	1	5	3.3
					1	4.0



Sample Report

	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
Monitors Mistakes	0	1	2	3	4	
I focus attention on irregularities, mistakes, exceptions, and deviations from standards						
Self					●	
All Rater Average			1.8			
Rater(s) at a Higher Organisational Level	1					0.0
Rater(s) at the Same Organisational Level	1	3	1	2		1.6
Rater(s) at a Lower Organisational Level	1	2	3		2	2.0
Rater(s) at "Other" Group		1		2		2.3
Complete information appears in actual report						
					●	
			2.0			
	1					0.0
	3	2	2		1	1.3
		2	2	2	2	2.5
			1	1	1	3.0
				●		
		1.1				
	1					0.0
	3	4	1			0.8
	2	2	2		1	1.4
		1		1		2.0
	●					
		1.2				
	1					0.0
	4	1	2			0.7
	2	2	2	1	1	1.6
		1		1		2.0



Complete Reporting of All Rater Responses: Passive / Avoidant Leadership Detail

	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
Fights Fires	0	1	2	3	4	
I fail to interfere until problems become serious						
Self	●					
All Rater Average		1.3				
Rater(s) at a Higher Organisational Level	1					0.0
Rater(s) at the Same Organisational Level	3	3	1	1		1.0
Rater(s) at a Lower Organisational Level	4		2	2		1.3
Rater(s) at "Other" Group	1			1	1	2.3
Complete information appears in actual report						
	●					
		0.6				
	1					0.0
	5	2	1			0.5
	4	2	1	1		0.9
	3					0.0
				●		
		1.3				
			1			2.0
	3	2	1	2		1.3
	1	1	4			1.5
	1	2				0.7
	●					
		1.0				
	1					0.0
	5	2	1			0.5
	2	1	1	3		1.7
	2			1		1.0



Sample Report

	<i>Not at all</i>	<i>Once in a While</i>	<i>Sometimes</i>	<i>Fairly Often</i>	<i>Frequently, if not always</i>	
Avoids Involvement	0	1	2	3	4	Average
I avoid getting involved when important issues arise						
Self	●					
All Rater Average		0.7				
Rater(s) at a Higher Organisational Level	1					0.0
Rater(s) at the Same Organisational Level	5	1	1			0.4
Rater(s) at a Lower Organisational Level	5		2	1		0.9
Rater(s) at "Other" Group	2			1		1.0
<i>Complete information appears in actual report</i>						
	●					
		0.4				
	1					0.0
	6	1	2			0.6
	6	1	1			0.4
	3					0.0
	●					
		0.7				
	1					0.0
	4	3	2			0.8
	5		2	1		0.9
	3					0.0
	●					
		0.7				
	1					0.0
	4	1	4			1.0
	5	1	2			0.6
	3					0.0



Complete Reporting of All Rater Responses: Outcomes of Leadership

	<i>Not at all</i>	<i>Once in a While</i>	<i>Sometimes</i>	<i>Fairly Often</i>	<i>Frequently, if not always</i>	Average
Extra Effort	0	1	2	3	4	
I get others to do more than they expected to do						
Self	●					
All Rater Average			1.6			
Rater(s) at a Higher Organisational Level					1	4.0
Rater(s) at the Same Organisational Level		2	4	1		1.9
Rater(s) at a Lower Organisational Level	5			2	1	1.3
Rater(s) at "Other" Group	1					0.0
<i>Complete information appears in actual report</i>						
				●		
				2.9		
					1	4.0
		1	6			2.9
	1	2	3	2		2.8
			1			3.0
				●		
				3.0		
					1	4.0
			4	1		3.2
	1	2	3	2		2.8
			1			3.0



Sample Report

Effectiveness	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
	0	1	2	3	4	
I am effective in meeting others' job-related needs						
Self				●		
All Rater Average				3.0		
Rater(s) at a Higher Organisational Level					1	4.0
Rater(s) at the Same Organisational Level			2	4	2	3.0
Rater(s) at a Lower Organisational Level		2		4	2	2.8
Rater(s) at "Other" Group				1	1	3.5
Complete information appears in actual report						
				●		
				3.3		
				1		3.0
		1	4	2		3.1
			3	4		3.6
			2	1		3.3
				●		
				3.2		
					1	4.0
			7	2		3.2
		3	2	3		3.0
			1	2		3.7
				●		
				3.3		
					1	4.0
		2	4	2		3.0
	1	1	2	4		3.1
					3	4.0



Sample Report

Satisfaction	Not at all	Once in a While	Sometimes	Fairly Often	Frequently, if not always	Average
	0	1	2	3	4	
I use methods of leadership that are satisfying						
Self				●		
All Rater Average				2.9		
Rater(s) at a Higher Organisational Level					1	4.0
Rater(s) at the Same Organisational Level			4	3	1	2.6
Rater(s) at a Lower Organisational Level		2	1	2	2	2.6
Rater(s) at "Other" Group					3	4.0
Complete information appears in actual report						
					●	
				3.4		
					1	4.0
				5	4	3.4
		2	2	2	4	3.3
				1	2	3.7



Open-ended Question 1: Responses

What I admire most about Sample Report's leadership is:

The rater comments below are provided unedited and do not represent any order of relative importance.

Ability to engage with all employees and demonstrate passion for the business

Confidence under pressure. Increasing commitment to development of positive leadership skills

Work ethic

Genuine

Vision for the future

Openness and approachable



Open-ended Question 2: Responses

One thing that gets in the way of Sample Report's effectiveness is:

The rater comments below are provided unedited and do not represent any order of relative importance.

Delegation of operations to focus on building the business

Delegation of work

Availability

Not spending enough time with team

Nil

Decision making



Open-ended Question 3: Responses

What are two or three things that would help Sample Report be more effective as a leader?

The rater comments below are provided unedited and do not represent any order of relative importance.

Continue to build a strong team and delegate

Take more time leading rather than being part of the operational issues.

Delegate

More confidence and more support from others

Professional / Leadership Development

Engage more closely with projects that involve his business; availability

Nil

Self belief, confidence, flexibility



Notes



Notes



