

# **Transformational Leadership questionnaire**

Ukiyo Heddon

## **Report**

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## Introduction

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The TLQ measures aspects of your leadership style by asking you questions about how your behaviors, attitudes and reactions in various management and leadership situations. Groups of questions relate to different aspects of leadership style called competencies. It is the particular combination of competencies possessed by a person that contributes to their uniqueness.

Competencies are not the only influence on your leadership ability, however, as your personality, your particular talents, your interests, your values, your pattern of intellectual abilities, your life experience and your current life situation also contribute to making you the person you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment:

- your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of what you are like;
- the results can also be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself;
- the TLQ presents your results in one of three categories for each competency area by comparing your responses against the responses of thousands of other people who have completed the questionnaires;
- remember that this assessment is intended to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers and direct reports.

The framework below provides a way of analyzing how your leadership style along with your personality, abilities and motivations may be influencing your current job performance. Taking each competency area in turn, think about the tasks that you find come easily to you and those that you find harder to perform consistently to a high standard. Use the report alongside your organization's competency framework to identify your strengths and areas where further development would improve your performance.

In deciding where to put your development efforts, focus on one or two areas that are likely to have the biggest impact on your work performance. Set yourself specific learning goals for these development areas.

## **Your Transformational Leadership Profile**

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Transformational leaders communicate a clear collective vision to all employees. They inspire employees to put the good of the whole organization above themselves. They motivate employees to be creative and they take personal risks and use unconventional methods in order to achieve the collective vision.

The TLQ provides a single score of your transformational leadership competence in order to give you a very approximate indication of your current overall leadership performance. This result is based on your total score across eight dimensions measured by the questionnaire. It is based on a ten point scale linked to percentile scores.

You have scored 1. Roughly speaking, this means you have scored better than 10 percent of the managers and leaders who have completed this questionnaire. This is a pretty strong indication that you are not yet operating as a transformational leader and you have more to do and learn about transformational leadership (see development advice at end of this report).

## **Transformational Leadership Competencies**

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Compared with the responses of other managers, your responses to the questionnaire indicate that your leadership competencies at work can be summarized in the following terms.

- **Empathy**  
Transformational leaders generate higher commitment to the organization from their employees by treating people as individuals, treating them fairly and consistently, and demonstrating that they value their views and opinions. You have scored better than 60 percent of managers and leaders who have completed this questionnaire. This indicates that your skills in this area are as well developed as the average manager or leader. You come across some of the time as a manager who values their people and treats them as individuals but on other occasions you are seen as being driven more by self-interest.
- **Feedback**  
Transformational leaders are compassionate, appreciative and responsive to their people and recognize and celebrate individual and team achievements. They instill pride through drawing attention to the achievement of milestones and targets. You have scored better than 40 percent of managers and leaders who have completed this questionnaire. You present yourself as a person who is as good at providing positive feedback as most other people. In other words, you do this reasonably often but there are occasions when it slips out of your mind.
- **Achievement**  
Transformational leaders communicate passion, energize people and encourage their direct reports to challenge old assumptions and think about problems in new ways. You have scored better than 30 percent of managers and leaders who have completed this questionnaire. You don't seem to have yet developed the art of energizing people. This is a potential area to work on.
- **Commitment**  
Transformational leaders consider the moral and ethical consequences of decisions, build trust through being reliable and genuine and act with determination and integrity. They are not afraid to tackle poor performance, give bad news nor admit to personal mistakes. You have scored better than 30 percent of managers and leaders who have completed this questionnaire. It looks as if you need to acquire these qualities and competencies.

## **Transformational Leadership Competencies(Cont...)**

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- **Communication**

Transformational leaders convey an attention-grabbing vision of the future, use stories and symbols to communicate and explain the importance of having a strong sense of purpose and a collective mission. You have scored better than 10 percent of managers and leaders who have completed this questionnaire. You don't appear to display these skills as often or as well as the majority of your colleagues. In other words, you need to work on developing your communication skills to stir and inspire people.

- **Motivation**

Transformational leaders motivate people to feel part of something important that will make a difference to people's lives. They communicate messages people can understand and help people identify with the organization's mission and values. You have scored better than 10 percent of managers and leaders who have completed this questionnaire. It looks as if you don't possess the skills to convince people that they are part of something bigger than themselves. Your ability to address this aspect of peoples' motivation seems to be rather less well developed than the average manager's ability.

- **Performance**

Transformational leaders involve people in setting goals, ensure that everyone has challenging objectives and regularly review the performance of individuals and the team. They talk optimistically and enthusiastically and express confidence that goals will be achieved. You have scored better than 10 percent of managers and leaders who have completed this questionnaire. You don't seem to be as effective in this area as most other managers. It looks as if you don't devote sufficient attention to shaping the team's objectives and managing the team's performance.

- **Empowerment**

Transformational leaders encourage people to lead and empower people to take the initiative within an agreed framework of delegated authority. They engender the trust and respect of their followers by doing the right thing. They consider each individual employee's different needs, abilities and aspirations. You have scored better than 10 percent of managers and leaders who have completed this questionnaire. You give the impression that you have not yet developed a participative leadership style. You need to spend more time with your team, think about how to delegate effectively and create space in your diary to coach people, especially any that are new to do the job or need to develop new skills.

## Development Advice

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Most managers don't need to completely change their style to behave in a more transformational manner. The following kinds of modest changes have been suggested by experts in the field of leadership.

- Consistent use of the same criteria in decision making builds respect and trust as people know what to expect from their bosses. Try to make your decisions transparent and try to be reliable and genuine when you discuss your reasons for decisions. If you are inconsistent in your thinking and/or behavior, people will distrust you.
- Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and stir them to work harder.
- Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals - "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions. People like to be involved in discussions and decisions.
- Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favorites. Personally thank subordinates for their efforts - face-to-face communication is best but written notes and emails will also do.

# TLQ

## Ukiyo Heddon

| Low        |    |    | Average    |    |    | High       |    |    | Primary Dimension   |
|------------|----|----|------------|----|----|------------|----|----|---|
| 10         | 20 | 30 | 40         | 50 | 60 | 70         | 80 | 90 |   |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Empathy : Treats people as individuals, asks for their views and ideas, values their contributions.                   |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Feedback : Celebrates and rewards individual and team accomplishments.  |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Achievement : Initiates change, pursues goals beyond expectations, challenges status quo, persists despite obstacles. |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Commitment : Displays a high drive, acts ethically, tackles poor performance, admits mistakes.                        |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Communication : Gives purpose and direction, conveys a collective sense of mission, emphasizes task importance.       |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Motivation : Recognizes that people want to make a difference, builds team identity and morale.                       |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Performance : Involves the team in goal setting, sets and reviews each individual's objectives and performance.       |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Empowerment : Encourages people to lead, models behavior expected, offers challenging assignments.                    |
| ██████████ |    |    | ██████████ |    |    | ██████████ |    |    | Leadership Potential : Displays leadership style and behaviors of a transformational leader.                          |