

# **Transformational Leadership Questionnaire (TLQ)**

**Feedback to Test Takers**

## Feedback to Test Takers

### Introduction (page 2 of the report)

#### Key points to make

- The Transformational Leadership Questionnaire (TLQ) assesses aspects of your leadership behaviour and style by asking you questions about your behaviours, attitudes and reactions in various management and leadership situations.
- Groups of questions relate to different aspects of management and leadership skills called competencies. It is the particular combination of competencies possessed by a person that shapes their leadership style and contributes to their performance.
- Competencies are not the only influence on your performance, however, as your personality, your particular talents, your interests, your values, your pattern of intellectual abilities, your life experience, and your current 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.
- 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 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 is designed 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 TLQ profile and narrative report, check what other people think by taking views from bosses, peers, and direct reports.

### Your transformational leadership profile (page 3 of the report)

#### Key points to make

- The TLQ is a short leadership assessment instrument. It has 8 scales measuring different aspects of leadership style. These scales are shown on the profile chart on page 7 of your report along with a short explanation of what each scale reflects.
- The scores on the profile chart are based on an international comparison group of over 10,000 people who have taken the test. The majority of respondents come from the USA, Canada, UK, Australia, New Zealand, and Singapore.
- The mean age of the group was [check figures 37]. Fifty two percent were men and 48 percent were women. Just over 50 percent of respondents were from the USA. Just over sixty percent described themselves as white.
- There are statistically significant correlations between scores on the questionnaire scales and ratings of job

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performance. The correlations between the eight scales and job performance ranged from 0.20 to 0.35 with a median correlation of 0.33.

- Analysis indicates that about 15% of the variability in job performance ratings is explained by competencies assessed by the questionnaire. This compares favourably with general intelligence which is considered to account for between 10 and 20 percent of academic and job success.
- 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.
- The scores reported in the report and profile sheet are percentiles. A percentile is the value of a variable below which a certain percent of observations fall. So the 50th percentile on a scale is the score below which 50 percent of test takers lie. Percentiles are often used in the reporting of scores from norm-referenced tests like the TLQ.

### Your transformational leadership competencies (pages 4-5 of the report)

#### Key points to make

- This section of the report provides a short description of where you lie on each of the eight scales. These are reported in order of their strength with

your strongest competencies appearing first.

### Development advice (page 6 of the report)

#### Key points to make

- Most people don't need to completely change their style to improve their effectiveness as a manager and leader. The following kinds of modest changes have been suggested by experts in the field of emotional intelligence and leadership.
- Try to understand what you do well, what motivates and satisfies you, and what people and situations push your buttons. Assess how your mood affects your behaviour and performance. Seek feedback to check whether how you see yourself is the same as how other people see you
- Observe people and listen to their conversations. Get to know people on a personal level, and try to understand their perspectives and work well with them. Walk around your work environment and notice what is happening. Put yourself in other people's situations, and ask yourself what you would do.
- When things get difficult, give yourself time to digest difficult situations and sleep on things. Put your immediate needs on hold in favour of achieving larger goals. Give things an opportunity to work out before reacting but don't allow things to fester. Use performance enhancement techniques such as breathing techniques, visualisation, and smiling and laughing to help manage pressure and lift your mood.

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- Try to use your feelings as a signal to understand what is going on, and balance emotional considerations and facts when making decisions. Try to make your decisions transparent, and try to be reliable and genuine when you discuss your reasons for decisions.
- 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 encourage them to work harder.
- Encourage people to think about new ways of doing things and come to you their 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.
- 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 as they will quickly be perceived as your favourites. Personally thank subordinates for their efforts. Face-to-face communication is best but written notes and emails will also do.