

Multifactor leadership questionnaire

mind garden inc

Understanding the Multifactor Leadership Questionnaire (MLQ) by Mind Garden Inc

Multifactor Leadership Questionnaire Mind Garden Inc is a comprehensive assessment tool designed to measure various styles and behaviors associated with leadership. Developed by researchers at the University of Illinois and published through Mind Garden Inc, the MLQ is widely used in organizational psychology, leadership development, and academic research. Its primary purpose is to evaluate the effectiveness of leaders by analyzing their leadership styles, behaviors, and impact on followers and organizational outcomes. The MLQ has gained popularity due to its robust theoretical foundation, versatility, and ability to provide actionable insights for leadership training and development programs.

The Origins and Development of the MLQ

Historical Background

The Multifactor Leadership Questionnaire was initially developed in the 1980s by Bernard M. Bass and Bruce J. Avolio. It was rooted in their transformational leadership theory, which emphasizes the importance of inspiring and motivating followers beyond immediate self-interest. The MLQ was designed to measure distinct leadership styles, including transformational, transactional, and laissez-faire leadership, providing a nuanced understanding of leader behaviors.

Evolution Over Time

Over the years, the MLQ has undergone several revisions to improve its reliability, validity, and applicability across diverse contexts. The current versions, such as the MLQ 5X, incorporate multiple leadership factors and subscales, allowing organizations to assess specific behaviors and traits. The tool's evolution reflects ongoing research in leadership psychology and organizational behavior, ensuring it remains relevant and scientifically grounded.

Core Components and Structure of the MLQ

Leadership Factors Measured by the MLQ

The MLQ assesses a wide array of leadership behaviors, typically categorized into the following core factors:

1. **Transformational Leadership:** Inspiring followers to exceed expectations through vision, encouragement, and fostering innovation.
2. **Transactional Leadership:** Focusing on exchanges, rewards, and punishments based on performance.
3. **Laissez-Faire Leadership:** A passive or absent leadership style characterized by avoidance or lack of decision-making.

Subscales and Behavioral Dimensions

Each main leadership factor includes specific subscales that detail particular behaviors. For example:

1. **Transformational Leadership Subscales:** Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration.
2. **Transactional Leadership Subscales:** Contingent Reward, Management-by-Exception (Active and Passive).
3. **Laissez-Faire:** Absence of leadership or avoidance behaviors.

Questionnaire Format and Response Scales

The MLQ typically consists of self-report or subordinate-report questionnaires, where respondents rate leadership behaviors on a Likert scale, often ranging from 0 ("Not at all") to 4 ("Frequently, if not always"). The questionnaire includes around 45 to 100 items, depending on the version, covering these various dimensions.

Administration and Scoring of the MLQ

Who Can Use the MLQ?

The MLQ is suitable for a variety of users, including:

1. Organizational leaders and managers seeking leadership development insights.
2. Human resources professionals conducting leadership assessments during recruitment or promotion processes.
3. Researchers studying leadership styles and their effects on organizational outcomes.
4. Educators training future leaders in academic settings.

Administration Process

The MLQ is typically administered in one of the following ways:

1. Online surveys via secure platforms, ensuring confidentiality and ease of data collection.
2. Paper-based questionnaires during workshops or training sessions.
3. 360-degree feedback processes involving multiple raters for comprehensive insights.

It is crucial to ensure anonymity and confidentiality to obtain honest and accurate responses.

Scoring and Interpretation

Scoring involves calculating average scores for each subscale and main leadership factor. High scores in transformational leadership indicate strong inspirational and visionary behaviors, whereas high transactional scores reflect a focus on performance management. Laissez-faire scores highlight areas where leadership may be passive or ineffective.

Interpretation involves comparing scores against normative data or benchmarks provided by Mind Garden Inc. The results guide organizations and individuals in identifying strengths and areas for development. Additionally, the MLQ can be used longitudinally to assess changes over time after leadership training interventions.

Applications of the MLQ in Organizational Contexts

Leadership Development and Training

The MLQ serves as a foundational tool in leadership development programs. By identifying specific leadership behaviors, organizations can tailor training initiatives to enhance transformational skills, improve transactional management, or address passive leadership tendencies.

Typical applications include:

1. Personalized coaching based on individual MLQ profiles.
2. Designing workshops focused on transformational leadership competencies.
3. Tracking progress over time to evaluate the effectiveness of leadership interventions.

Research and Academic Studies

The MLQ is extensively used in academic research to explore relationships between leadership styles and outcomes such as employee engagement, job satisfaction, organizational commitment, and performance. Its validity and reliability have made it a preferred instrument in empirical studies worldwide.

Organizational Diagnostics and Cultural Assessments

Organizations utilize the MLQ as part of broader assessments to understand their leadership culture. Results can reveal prevailing leadership styles, potential gaps, and areas needing strategic focus.

Advantages and Limitations of the MLQ

Strengths

1. **Comprehensive and Multi-Dimensional:** Measures a wide range of leadership behaviors.
2. **Scientifically Validated:** Backed by extensive research, ensuring credible results.
3. **Versatile:** Suitable for various contexts, including self-assessment, subordinate ratings, and

360-degree feedback.

4. **Actionable Insights:** Provides clear guidance for leadership development.

Limitations

1. **Subjectivity:** Self-report data may be influenced by social desirability bias.
2. **Cultural Sensitivity:** Leadership behaviors may be perceived differently across cultures, affecting results.
3. **Context-Dependence:** Leadership effectiveness can vary based on organizational culture and environment, which the MLQ alone may not fully capture.
4. **Cost and Accessibility:** Licensing fees may be required for official administration and scoring.

Implementing the MLQ Effectively

Best Practices for Organizations

1. **Ensure Confidentiality:** To obtain honest responses, reassure participants about privacy.
2. **Combine with Other Assessments:** Use alongside other tools such as personality inventories or performance metrics for comprehensive insights.
3. **Provide Feedback and Development Plans:** Use MLQ results to facilitate constructive feedback sessions and personalized leadership development plans.
4. **Train Administrators:** Ensure those administering the MLQ understand its purpose, scoring, and interpretation.

Future Trends and Innovations

As leadership research evolves, the MLQ continues to adapt. Emerging trends include integrating MLQ data with psychometric and behavioral analytics, utilizing AI-driven assessment platforms, and expanding normative datasets across diverse cultural and organizational contexts. Mind Garden Inc actively supports these innovations, ensuring the MLQ remains a cutting-edge tool for leadership assessment.

Conclusion: The Significance of the MLQ by Mind Garden Inc

The Multifactor Leadership Questionnaire, as published and supported by Mind Garden Inc, stands out as a vital tool in the landscape of leadership assessment. Its comprehensive approach to measuring transformational, transactional, and passive leadership behaviors makes it invaluable for organizations aiming to develop effective leaders, foster positive organizational cultures, and enhance overall performance. While it has some limitations, careful administration, and interpretation can maximize its benefits. As leadership continues to be a critical driver of organizational success, the MLQ remains a scientifically validated and practically applicable instrument that empowers leaders and organizations to identify strengths,

target development areas, and achieve strategic goals.

Multifactor Leadership Questionnaire (MLQ) by Mind Garden Inc.: An In-Depth Review In the dynamic world of leadership development and organizational assessment, tools that provide reliable, valid, and comprehensive insights into leadership styles are invaluable. Among these tools, the Multifactor Leadership Questionnaire (MLQ), developed by Mind Garden Inc., stands out as a widely recognized and extensively validated instrument. This article offers an in-depth exploration of the MLQ, examining its purpose, structure, application, advantages, limitations, and why it remains a cornerstone in leadership assessment.

Introduction to the Multifactor Leadership Questionnaire (MLQ)

The Multifactor Leadership Questionnaire (MLQ) is a psychometric instrument designed to assess various leadership styles and behaviors. Developed by Bernard M. Bass and Bruce J. Avolio in the 1990s, the MLQ has evolved into a pivotal tool in both academic research and practical leadership development programs. Its primary aim is to measure transformational, transactional, and laissez-faire leadership styles through self-assessment and subordinate feedback. Mind Garden Inc. is the official publisher and distributor of the MLQ, ensuring standardized administration, scoring, and interpretation protocols. The company's reputation for high-quality, research-based assessment tools makes MLQ a trusted choice among organizational psychologists, HR professionals, and leadership coaches.

Core Components and Conceptual Framework

The Full Spectrum of Leadership Styles

The MLQ is built on a multifactor model that categorizes leadership behaviors into distinct styles:

- Transformational Leadership: Leaders inspire and motivate followers to exceed expectations, fostering innovation and change. Key behaviors include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

- Transactional Leadership: Leaders focus on routine, structure, and performance management through contingent rewards and management-by-exception.
- Laissez-Faire Leadership: Characterized by avoidance of decision-making and a lack of active leadership engagement.

Leadership Factors Measured

The MLQ assesses both leadership styles and outcomes, including:

- Transformational Factors:
 - Idealized Influence (Attributed and Behavior): Leaders who are admired, respected, and trusted.
 - Inspirational Motivation: Leaders who articulate a compelling vision.
 - Intellectual Stimulation: Leaders who challenge assumptions and encourage creativity.
 - Individualized Consideration: Leaders who attend to followers' individual needs.
- Transactional Factors:
 - Contingent Reward: Clarifying expectations and rewarding followers for meeting goals.
 - Management-by-Exception (Active and Passive): Leaders who monitor performance and intervene when standards are not

met. - Laissez-Faire: The absence of active leadership behaviors. Outcome measures include follower satisfaction, extra effort, and effectiveness, providing a comprehensive picture of leadership impact.

Structure and Administration

Questionnaire Format

The MLQ is typically administered as a self-report instrument or as a subordinate (360-degree) feedback tool. It consists of a series of statements (items) where respondents rate the frequency of specific leader behaviors on a Likert scale, commonly ranging from 0 (Not at all) to 4 (Frequently, if not always). A typical MLQ comprises approximately 45 to 60 items, depending on the version, covering the various leadership dimensions outlined earlier.

Administration Process

- Preparation: Clear instructions are provided, emphasizing honest and reflective responses. - Distribution: Can be administered online or in paper format. - Response Collection: Usually anonymous in 360-degree assessments to encourage candid feedback. - Scoring: The MLQ is scored according to standardized protocols, calculating mean scores for each leadership factor.

Interpretation of Results

The results are presented as profiles indicating the strength of each leadership style, helping organizations identify areas of excellence and development opportunities. The comparison between self-assessment and subordinate feedback provides insights into perceived versus actual leadership behaviors.

Applications of the MLQ in Organizational Contexts

Leadership Development

Organizations utilize the MLQ to identify leadership strengths and weaknesses, informing personalized development plans. Leaders can leverage feedback to refine behaviors, adopt more transformational styles, or balance transactional approaches for optimal results.

Research and Academic Studies

The MLQ is extensively used in leadership research to examine correlations between leadership styles and organizational outcomes such as employee engagement, performance, and organizational change.

Selection and Succession Planning

By assessing leadership behaviors, HR professionals can make informed decisions about leadership potential, readiness for promotion, and alignment with organizational culture.

Team and Organizational Diagnostics

Aggregated MLQ data can reveal team dynamics, leadership climate, and areas needing intervention, aiding in strategic planning.

Advantages of Using the MLQ

- Comprehensive Framework: Covers multiple leadership styles, providing nuanced insights. - Validated Instrument: Extensive research supports its reliability and validity. - Versatile Application: Suitable for individual development, team analysis, and research. - 360-Degree Feedback Capability: Incorporates multiple perspectives, reducing bias. - Benchmarking: Allows comparisons across industries, organizations, and cultures.

Limitations and Considerations

While the MLQ is a powerful tool, it has certain limitations: - Self-Report Bias: Leaders may overestimate their transformational behaviors or underreport negative traits. - Cultural Sensitivity: Leadership behaviors may be interpreted differently across cultures; adaptation may be necessary. - Snapshot in Time: Responses reflect perceptions at a specific moment, which may fluctuate. - Resource Intensive: Requires careful administration, scoring, and interpretation by trained professionals. - Focus on Behaviors, Not Outcomes: While behaviors are assessed, the direct link to organizational results requires additional analysis.

Why Choose the MLQ? Expert Perspectives

Leading organizational psychologists and leadership development practitioners often endorse the MLQ for its robust theoretical foundation rooted in transformational leadership theory. Its ability to capture subtle distinctions—such as between idealized influence attributed and behavior—enhances its diagnostic precision. Experts highlight that MLQ's 360-degree feedback is particularly effective in providing a balanced view, fostering self-awareness, and aligning leadership behaviors with organizational goals. Furthermore, the tool's proven track record in academic research validates its utility in both scholarly and practical settings.

Implementing the MLQ Effectively

To maximize the benefits of the MLQ, organizations should consider the following best practices: - Training for Administrators: Ensure those administering and interpreting the results are adequately trained. - Clear Communication: Explain the purpose and confidentiality to encourage honest responses. - Follow-Up: Use results to create actionable development plans, not just as a diagnostic exercise. - Cultural Adaptation: Modify language or benchmarks as needed for diverse organizational contexts. - Regular Reassessment: Conduct periodic evaluations to track progress and reinforce development efforts.

Conclusion: The Value of the MLQ in Leadership Development

The Multifactor Leadership Questionnaire (MLQ) by Mind Garden Inc. remains a gold standard in leadership assessment due to its comprehensive scope, strong empirical backing, and practical applicability. Whether used for individual coaching, team diagnostics, or research, the MLQ provides valuable insights into leadership behaviors that drive organizational success. While it requires careful administration and context-aware interpretation, its ability to differentiate between transformational, transactional, and laissez-faire styles makes it an indispensable tool for organizations committed to cultivating effective leaders. As leadership theories continue to evolve, the MLQ's adaptability and enduring relevance ensure it remains a cornerstone in the toolkit of organizational psychologists and HR professionals alike. In summary, if your organization aims to develop transformational leaders, understand leadership dynamics thoroughly, or foster a culture of continuous improvement, the MLQ from Mind Garden Inc. offers a validated, insightful, and actionable approach to leadership assessment.

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Digital reading also supports better organization and information management. Users can categorize files by subject, create folders, and back up content using cloud storage services. This structured approach makes it easier to revisit specific topics or retrieve information when needed. Compared to physical books, digital libraries offer a level of organization that enhances productivity and learning efficiency.

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Environmental considerations also contribute to the appeal of digital books. By reducing the demand for printed materials, digital downloads help conserve paper and reduce transportation-related emissions. While digital infrastructure has its own environmental impact, the shift toward electronic resources represents a step toward more sustainable knowledge consumption.

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As technology continues to advance, digital books will remain a central component of modern education and information exchange. The ability to download *Multifactor Leadership Questionnaire Mind Garden Inc* reflects an adaptive approach to learning that aligns with current technological trends. Digital literacy is increasingly important in both academic and professional environments.

In conclusion, downloading *Multifactor Leadership Questionnaire Mind Garden Inc* exemplifies the strengths of modern digital learning. It combines accessibility, functionality, affordability, and ethical responsibility into a single, powerful resource. By leveraging reputable platforms and engaging thoughtfully with digital content, users can unlock the full potential of *Multifactor Leadership Questionnaire Mind Garden Inc* and continue their journey of personal and professional growth in the digital era.

Questions & Answers About multifactor leadership questionnaire mind garden inc

N o	Question	Answer
1	What is the Multifactor Leadership Questionnaire (MLQ) by Mind Garden Inc.?	The MLQ by Mind Garden Inc. is a widely-used assessment tool designed to measure different leadership styles, including transformational, transactional, and laissez-faire leadership, helping organizations evaluate and develop effective leadership behaviors.
2	How can organizations benefit from using the MLQ by Mind Garden Inc.?	Organizations can leverage the MLQ to identify leadership strengths and areas for development, improve leadership effectiveness, foster a positive work environment, and enhance overall organizational performance.
3	Is the Multifactor Leadership Questionnaire available for online administration?	Yes, Mind Garden Inc. offers the MLQ in digital formats, allowing for convenient online administration, scoring, and reporting to facilitate broader and more efficient leadership assessments.
4	What is the difference between transformational and transactional leadership as measured by the MLQ?	Transformational leadership involves inspiring and motivating followers to exceed expectations through vision and charisma, while transactional leadership focuses on clear structures, rewards, and penalties to manage performance, both of which are measured distinctly by the MLQ.
5	Can the MLQ be customized for specific organizational contexts?	While the core MLQ is standardized, Mind Garden Inc. offers options to adapt certain items or reports to better suit specific organizational needs or cultural contexts, ensuring relevant and meaningful results.
6	What is the role of Mind Garden Inc. in the administration of the MLQ?	Mind Garden Inc. provides the official licensing, administration tools, scoring, and interpretative reports for the MLQ, supporting researchers and organizations in implementing the assessment effectively.

multifactor leadership questionnaire, MLQ, Mind Garden Inc, transformational leadership, transactional leadership, leadership assessment, organizational behavior, leadership styles, employee motivation, leadership development

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Multifactor Leadership Questionnaire Mind Garden Inc eBooks provide structured digital knowledge.

Core Discussion

Digital books help readers maintain productivity.

Practical Use

Multifactor Leadership Questionnaire Mind Garden Inc eBooks support consistent study routines.

Conclusion

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Logical sequencing reduces cognitive overload.

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Sharing Multifactor Leadership Questionnaire Mind Garden Inc

Sharing Multifactor Leadership Questionnaire Mind Garden Inc with others can be a positive way to spread knowledge, encourage learning, and build communities around shared interests. However, responsible and legal sharing is essential to respect copyright laws and support the authors and publishers who create valuable content. Understanding what can and cannot be shared helps prevent legal issues and ensures ethical use of digital materials.

In general, only free, open-access, or public domain versions of Multifactor Leadership Questionnaire Mind Garden Inc may be shared freely. Public domain works are no longer protected by copyright and can be distributed without restrictions. Many classic texts, government publications, and educational resources fall into this category. Trusted platforms such as public libraries and reputable digital archives clearly label content that is legally shareable.

For copyrighted or paid editions of Multifactor Leadership Questionnaire Mind Garden Inc, direct file sharing is usually prohibited. Instead of sending copies, it is best to share official purchase links, publisher pages, or authorized platforms where others can obtain the book legally. Recommending a book through legitimate channels supports content creators and ensures that readers receive accurate and complete versions.

Many eBook platforms provide built-in sharing features that allow limited access, previews, or recommendations without violating copyright. Some services even support temporary lending or family sharing within defined rules. Always review the platform's terms of use before sharing any content related to Multifactor Leadership Questionnaire Mind Garden Inc.

Ethical considerations when sharing

Beyond legal requirements, ethical considerations play an important role. Sharing unauthorized copies can harm authors and publishers by reducing potential income and discouraging future content creation. Supporting legal distribution ensures that high-quality Multifactor Leadership Questionnaire Mind Garden Inc materials continue to be produced and updated. Ethical sharing builds trust and sustainability within reading and learning communities.

Finding Reviews

Reading reviews is one of the most effective ways to choose the best edition of Multifactor Leadership Questionnaire Mind Garden Inc. With many versions, formats, and publishers available, reviews help readers avoid low-quality or poorly formatted editions and focus on content that meets their expectations.

Online bookstores often feature customer reviews and ratings that provide insights into readability, formatting quality, and overall satisfaction. Paying attention to detailed reviews can reveal common issues such as missing pages, poor editing, or compatibility problems with certain devices. Reviews that mention specific strengths or weaknesses are especially useful when selecting a digital version of Multifactor Leadership Questionnaire Mind Garden Inc.

Community-driven platforms such as Goodreads, Reddit, and specialized forums offer additional perspectives. These communities allow readers to discuss content in depth, compare editions, and share personal experiences. Recommendations from experienced readers or subject-matter enthusiasts can be particularly valuable when choosing educational or technical Multifactor Leadership Questionnaire Mind Garden Inc materials.

Professional reviews from blogs, academic journals, or reputable websites can also provide objective evaluations. These reviews often focus on content accuracy, relevance, and usefulness, making them helpful for students and professionals who rely on reliable information.

Evaluating review credibility

Not all reviews carry the same level of reliability. When reading reviews, consider the reviewer's background, level of detail, and consistency with other feedback. Multiple reviews highlighting similar strengths or weaknesses usually indicate a genuine pattern. Avoid relying solely on extreme opinions and instead look for balanced assessments that discuss both pros and cons of the Multifactor Leadership Questionnaire Mind Garden Inc edition.

Using Audiobooks

Audiobooks offer an alternative way to experience Multifactor Leadership Questionnaire Mind Garden Inc content and are increasingly popular among modern readers. Instead of reading text, users listen to narrated versions, allowing them to engage with content while performing other tasks. Audiobooks are especially useful during commuting, exercising, or completing routine activities.

Platforms such as Audible, Google Audiobooks, Apple Books, and Scribd offer professionally narrated audiobooks of many Multifactor Leadership Questionnaire Mind Garden Inc titles. These versions often feature high-quality narration, clear pronunciation, and structured pacing that enhances understanding. Some audiobooks also include chapter navigation, bookmarks, and playback speed controls for added convenience.

For public domain works, platforms like LibriVox provide free audiobooks narrated by volunteers. While narration quality may vary, LibriVox remains a valuable resource for accessing classic or open-access versions of Multifactor Leadership Questionnaire Mind Garden Inc without cost. Listening to samples before committing to a full audiobook can help ensure a comfortable listening experience.

Audiobooks are particularly beneficial for auditory learners or individuals with visual impairments. They also help reduce screen time, making them a healthy alternative for

extended content consumption. However, audiobooks may not be ideal for detailed study that requires frequent referencing, highlighting, or visual analysis.

Combining audiobooks with text

Many readers find value in combining audiobooks with digital or printed text. Listening while following along in the text can improve comprehension and retention. Others use audiobooks for initial exposure and then refer to the text version of Multifactor Leadership Questionnaire Mind Garden Inc for deeper study. This multi-format approach maximizes flexibility and learning efficiency.

Tracking Progress

Tracking reading progress is a powerful way to stay motivated and organized when engaging with Multifactor Leadership Questionnaire Mind Garden Inc. Monitoring progress helps readers set goals, manage time effectively, and reflect on what they have learned. Whether reading for leisure, study, or professional development, tracking tools enhance accountability and consistency.

Apps such as Goodreads, StoryGraph, and LibraryThing allow users to log books, track reading status, write reviews, and set annual or monthly reading goals. These platforms also offer personalized recommendations based on reading history, making it easier to discover related Multifactor Leadership Questionnaire Mind Garden Inc materials.

For readers who prefer a more customized approach, spreadsheets or note-taking apps can serve as effective tracking tools. Creating a simple reading log that includes dates, chapters completed, key notes, and personal reflections helps organize learning and maintain focus. Digital notes can be linked directly to highlighted sections within Multifactor Leadership Questionnaire Mind Garden Inc for easy reference.

Using tracking for study and research

For academic or professional purposes, tracking progress goes beyond simple completion. Recording insights, questions, and references while reading Multifactor Leadership Questionnaire Mind Garden Inc creates a structured knowledge base that can be revisited later. This approach supports deeper understanding and improves long-term retention of information.

Tracking tools also help identify patterns in reading habits, such as preferred formats or optimal reading times. Understanding these patterns allows readers to adjust their routines for better productivity and enjoyment.

Community engagement and motivation

Sharing progress within reading communities can increase motivation and accountability. Many platforms allow users to join reading challenges, discussion groups, or book clubs centered around specific topics or genres. Engaging with others who are also reading Multifactor Leadership Questionnaire Mind Garden Inc fosters discussion, insight exchange, and a sense of shared purpose.

However, sharing progress should always respect privacy preferences. Users can choose what information to make public and what to keep personal. Balanced participation ensures that tracking remains a supportive tool rather than a source of pressure.

Final thoughts on sharing and managing Multifactor Leadership Questionnaire Mind Garden Inc

Responsible sharing, informed selection, and effective tracking are key aspects of enjoying Multifactor Leadership Questionnaire Mind Garden Inc in the digital age. By respecting copyright, relying on trusted reviews, exploring audiobooks, and monitoring reading progress, readers can create a well-rounded and ethical reading experience. These practices not only enhance personal understanding but also contribute to a sustainable and supportive reading ecosystem built around high-quality Multifactor Leadership Questionnaire Mind Garden Inc content.