

# The Development of a new Transformational Leadership Questionnaire

## Abstract

The study of leadership underwent a paradigm shift in the 1980s with the development of the concept of transformational leadership. The most widely used instrument adopted in subsequent research is the *Multifactor Leadership Questionnaire*, developed by two major US leadership scholars, Bass and Avolio. Recent studies have, however, questioned the cross-cultural generalisability of models of leadership derived from the US; furthermore, some writers have argued that the new leadership paradigm has developed from observations based on top and senior managers, or 'distant' leaders. These individuals have been found to possess different characteristics from those attributed to 'nearby' leaders, that is, those who are in regular contact with the staff whom they manage. In addition, leadership research has derived most data from studies of, predominantly, male managers. This study sought to investigate the characteristics of 'nearby' leaders by eliciting the constructs of male and female top, senior, and middle level managers and professionals working in organisations in two large UK public sectors (local government and National Health Service).

An instrument, the *Transformational Leadership Questionnaire (TLQ-LGV)*, was piloted on a national sample of 1464 managers working for local government organisations. Analysis of the data, presented here, revealed the existence of nine highly robust scales with high reliabilities ( $\alpha \geq .85$ ) and with convergent validity (range  $r = .46$  to  $.85$ ). These findings are discussed, together with suggestions for subsequent research.

## Brief Comment on Findings

This paper reports what has proved to be pioneering research, which has led to the development of a wholly new approach to our understanding of leadership processes. These processes involve 'Stage 5' thinking, which is based on 'nearby' transformational or 'engaging' leadership, and which corresponds to what Jim Collins (2001) referred to as 'Level 5' leadership.

## References:

This paper was published in a refereed journal: Alimo-Metcalfe, B. & Alban-Metcalfe, R. J., (2001). The Development of a new Transformational Leadership Questionnaire. *Journal of Occupational & Organizational Psychology*, 79, 1-29.

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