



Harvard College Women's Center
Transformational Leadership Rubric

CHARACTERISTICS	IN PRACTICE	MLQ COMPONENT	HC LEADER TENET
MENTOR	Helps others develop their strengths with high levels of empathy	Individualized Consideration	Community
COLLABORATE	Goes beyond self-interest for the good of the group; models teamwork and shares power	Idealized Influence (behaviors)	Collaboration
CHALLENGE	Takes risks to challenge the status quo in pursuit of social change (transformation); reexamines critical assumptions to question whether they are appropriate	Intellectual Stimulation	
MOTIVATE	Considers the moral and ethical consequences of decisions; instills pride and is considered trustworthy	Idealized Influence (attributes)	Character
INSPIRE	Communicates a clear and optimistic vision for the future that gives the group a strong sense of purpose	Inspirational Motivation	

Key: 0 = Not at all; 1 = Once in a while; 2 = Sometimes; 3 = Fairly often; 4 = Frequently, if not always



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Multifactor Leadership Questionnaire© Components Descriptions

1. Individualized Consideration – the degree to which the leader attends to each community member's needs, acts as a mentor or coach to the follower and listens to the community member's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the community members. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The community members have a will and aspirations for self-development and have intrinsic motivation for their tasks.
2. Intellectual Stimulation – the degree to which the leader challenges assumptions, takes risks and solicits community members' ideas. Leaders with this style stimulate and encourage creativity in their community members. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.
3. Inspirational Motivation – the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful, and engaging. The followers are willing to invest more effort in their tasks, they are encouraged and optimistic about the future and believe in their abilities.
4. Idealized Influence – Provides a role model for high ethical behavior, instills pride, gains respect and trust.



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Three Tenets of the Harvard College Leadership Framework

Community

Understands the role of perspective, social capital and power in groups when building coalitions; familiar with legal, political, and social processes for social change

Character

To be able to think critically and effectively communicate one's values and beliefs, understand how positionality operationalizes your values and beliefs and how to be accountable for maintaining these values within a growth mindset

Collaboration

To develop the ability to share leadership and build trust with others

SOURCES:

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Harvard College Leadership Framework (website TBD)