

MLQ Analysis + SMART/OKR-style Development Plan

Individual Leadership Development Plan (MLQ – Full Range Leadership)

1. Context: My Role and the 360° Feedback Process

I currently work as a Product Manager in an early-stage startup building an agent-to-agent communication platform. I am the first PM in the company, working on the core product. Previously, I worked as a Product Manager at a large publicly traded company, where I owned a specific product within a broader suite. In both roles, my leadership is matrix-based - influence without formal authority - but the previous matrix was significantly larger and more structured.

The shift from a large organization to a startup has changed the nature of my work considerably: tighter scope, closer proximity to execution, and broader ownership. Different scales, same constraint: leading through influence, not authority.

Respondent selection and limitations:

I sent the MLQ questionnaire to colleagues from both my current and previous roles. Finding suitable respondents was challenging: my last manager at the corporate was my peer for most of our working relationship, and the remaining respondents are developers and stakeholders rather than fellow PMs. As a result, each respondent observes a different facet of my leadership - some see me in strategic discussions, others in day-to-day execution. This shows up in the SD graph (section 2.3): subscales like IS, IC, and MBEP have higher dispersion, likely because raters experience these behaviors in different contexts.

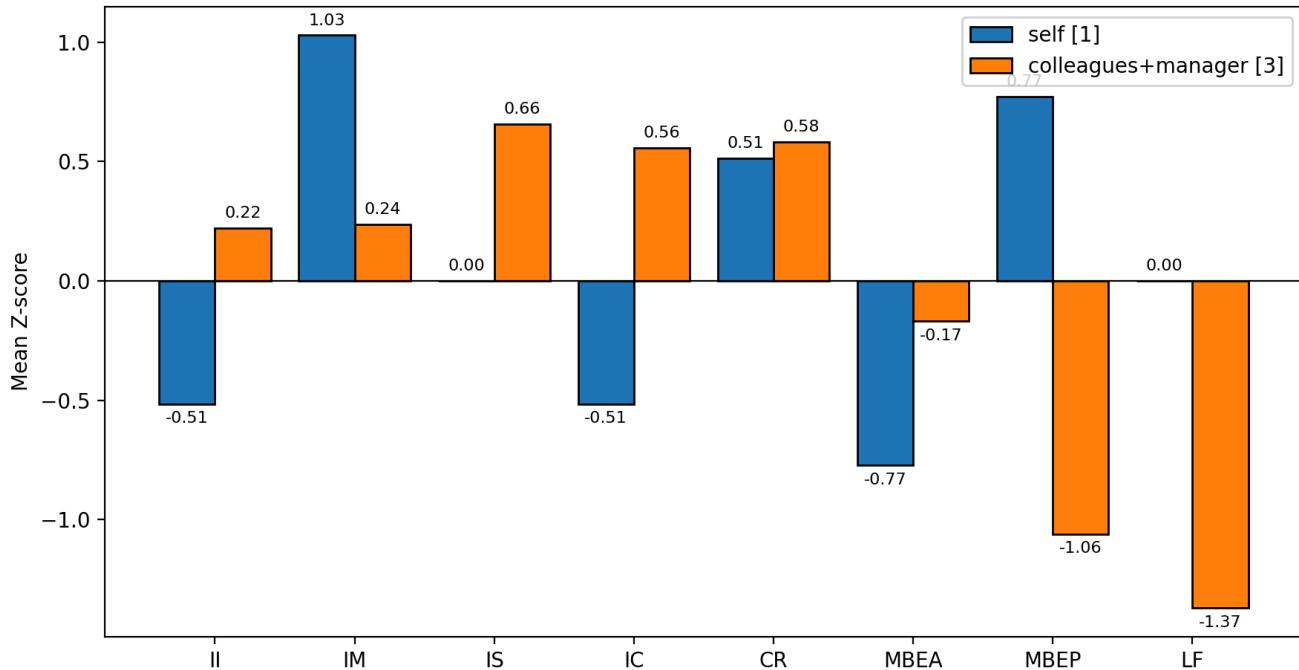
This document translates the MLQ 360° results into a focused improvement plan, using SMART goals and an OKR-like structure.

2. Results Overview and Gaps Identified

2.1 MLQ subscale means (Z-scores)

The MLQ results are presented as standardized scores (Z-scores) relative to a reference norm: positive values indicate above-average frequency, and negative values indicate below-average frequency.

Roi Shikler — MLQ Subscale Means



Self vs. Others (Colleagues + Manager):

- II: Self -0.51 | Others 0.22
- IM: Self 1.03 | Others 0.24
- IS: Self 0.00 | Others 0.66
- IC: Self -0.51 | Others 0.56
- CR: Self 0.51 | Others 0.58
- MBEA: Self -0.77 | Others -0.17
- MBEP: Self 0.77 | Others -1.06
- LF: Self 0.00 | Others -1.37

2.2 Interpretation (Full Range Leadership)

In the "ideal" Full Range Leadership profile, transformational leadership (II/IM/IS/IC) tends to be above average, contingent reward (CR) slightly positive, and passive/avoidant factors (MBEP/LF) very low. MBEA is typically low-to-moderate: used to detect and correct deviations early without becoming overly controlling.

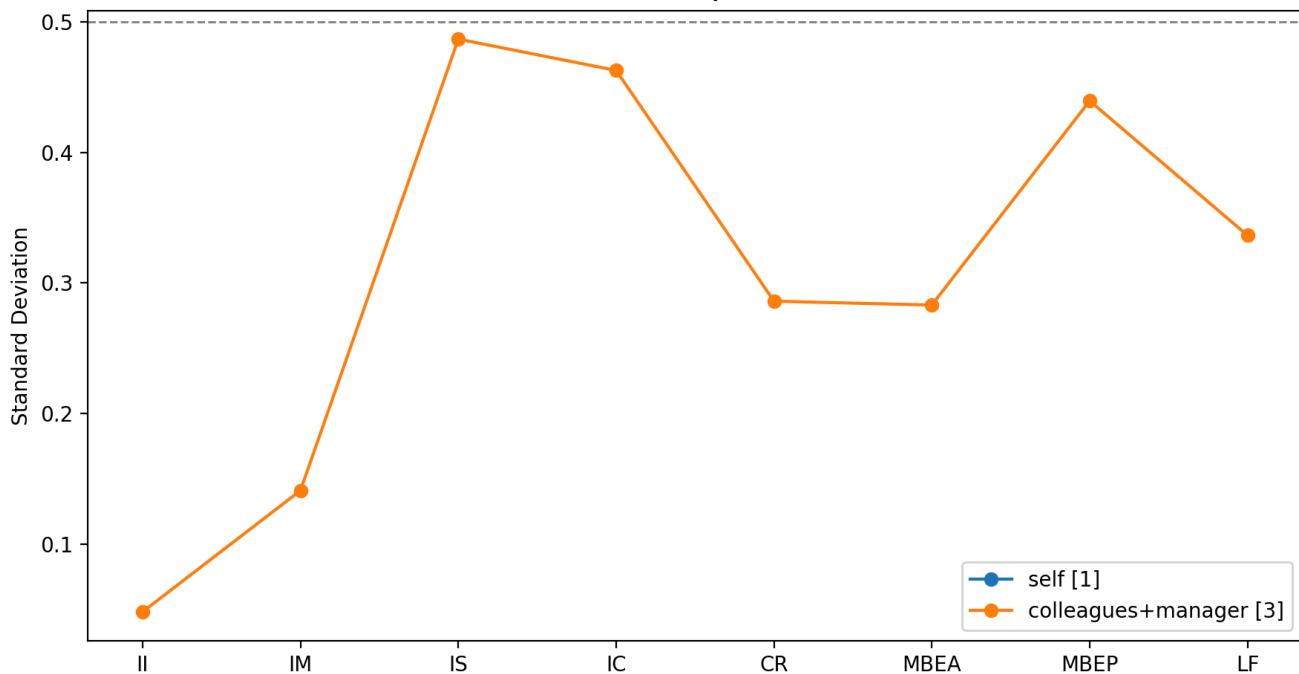
Overall picture (according to others):

- Others perceive me as relatively strong on transformational leadership, especially IS and IC.
- Others perceive very low passive/avoidant leadership (low MBEP and very low LF), indicating that they do not experience me as disengaged.

Key gaps:

- **IM perception gap:** I rate my inspirational motivation much higher than others do, implying that my internal focus on vision and meaning may not consistently translate into a shared narrative externally.
- **MBEA below target:** While MBEA is typically kept low for general managers, product management requires tighter early detection of delivery risks. Both my self-rating (-0.77) and others' rating (-0.17) fall below zero - I want to bring this above average.

2.3 Standard deviation graph (agreement among raters)



Dispersion stays below 0.5 across subscales, which is acceptable. IS, IC, and MBEP show higher spread - probably because raters see me in different contexts. With only three raters, these patterns hint rather than prove.

3. Focus Areas Selected (and Why)

I chose two areas that matter most for my work:

1. Inspirational Motivation (IM)

As a product leader, I want vision to function as a practical decision-making tool - not only a message. I want teammates and stakeholders to propose initiatives and make decisions aligned with the long-term direction without depending on me.

2. Management-by-Exception Active (MBEA)

In product execution, schedule drift is expensive. I want to strengthen early detection and risk reduction without micromanaging - intervening through scope decisions, prioritization, dependency removal, and escalation (not through solution interference).

4. Transformation Plan (SMART / OKR-like)

Objective 1 (IM): Make the vision a shared tool that increases autonomous decisions and initiatives

Time-bound window: 8–10 weeks

Key Results (measurable outcomes)

- **KR1:** At least 2 decisions or priority choices per month are made by *developers themselves* and explicitly justified using a shared "why/vision" principle (not only urgency or short-term constraints).
- **KR2:** At least 1 instance per month where a developer proactively proposes or re-prioritizes work based on the vision/long-term direction without being prompted.

Personal Actions (habits)

1. Weekly "Why + Long-Term Direction" closing ritual

Once per week, at the end of the product + dev + CTO status meeting, I will close with a 60–90 second summary:

- our purpose and the value we create for customers,
- the longer-term direction,
- and how the week's priorities connect to that direction.

2. 1–2 explicit "line-of-sight" statements per week

Each week I will choose 1–2 key topics and craft one sentence linking them to the long-term narrative: "We are doing X in order to enable Y."

3. A closing autonomy question

At the end of major discussions I will ask: "What did we decide, and what in the vision/principle guided that decision?"

This reinforces that vision is used, not only heard.

Success signal (qualitative):

- More initiatives and decisions emerge from others that are already aligned with the vision (reduced dependency on me as the approval node).
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Objective 2 (MBEA): Reduce schedule surprises through early detection and immediate risk-reduction moves

Time-bound window: 8–10 weeks

Key Results (measurable outcomes)

- KR1: Reduce the number of tasks that remain **In Progress > 4 days** by **50%** relative to baseline measured in week 1.
- KR2: Reduce the number of items in **triage > 3 weeks** by **70%** relative to baseline measured in week 1.

Guardrails (anti-micromanagement)

My red lines are:

- I will not intervene in coding or solution design.
- I will not request daily status updates.

I will intervene only through: scope decomposition, prioritization, removing dependencies, clarifying acceptance criteria, and escalation.

Personal Actions (habits)

1. Exception-only scan (3 minutes)

Each morning, I will quickly scan only for the two exceptions:

- In Progress > 4 days
- triage > 3 weeks

This is not a daily status ritual - only exception visibility.

2. Immediate decomposition + momentum

When an exception triggers, I will:

- break the work into smaller deliverables,
- tighten scope and acceptance criteria,
- remove dependencies / escalate as needed,

- and ensure immediate forward movement (including personal involvement in coordination -not in technical execution).

3. One risk-focused question

When an exception triggers, I ask only:

"What is the main blocker/risk, and what is the next step that reduces risk?"

I then act where I should - scope, priority, dependencies, escalation - not in implementation.

5. Expected impact

Done right, this makes the "why" a working decision tool - not just a slide. And catching delivery risks early should reduce surprises without turning me into a micromanager.

6. Baseline Measurements (Week 1: 2026-01-28)

| Metric | Baseline | Target (8–10 weeks) |
|----------------------------|----------|-------------------------|
| Tasks In Progress > 4 days | 75% | ≤ 37.5% (50% reduction) |
| Items in Triage > 3 weeks | 12.5% | ≤ 4% (70% reduction) |