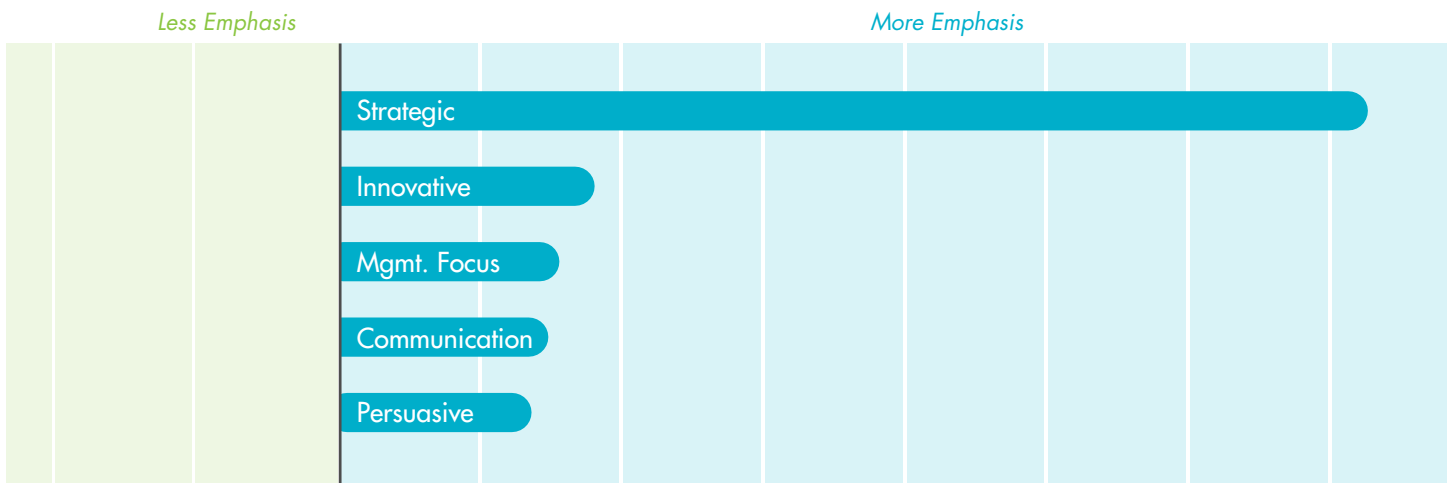


Relative Importance of Leadership Behaviors for Ability to Understand the Broader Perspective



Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 46%.

Behaviors related to Ability to Understand the Broader Perspective

To be viewed as having an ability to understand the broader perspective, leaders should consider the following:

Placing more emphasis on:

- Thinking before acting, **analyzing the impact of their decisions**, and understanding the implications of their actions (*Strategic*)
- **Exploring new and different approaches**, changing conventions, and taking risks (*Innovative*)
- **Seeking opportunities to be in charge and influential**, and providing guidance to others (*Management Focus*)
- **Expressing ideas and expectations clearly**, and keeping others informed (*Communication*)
- **Winning people over**, building commitment and selling ideas (*Persuasive*)

Placing less emphasis on:

- **Deferring to people in positions of authority**, demonstrating loyalty and following organizational norms (*Authority*)

The Study

- Observer data for 18,772 participants
- Collected 2015-2020
- 55+ countries
- Management level: all
- Job functions: all
- Gender: 58% male, 35% female (7% not reported)

Analyses

A score for *ability to see the broader perspective* based on combined observer ratings was calculated for each participant. This score was regressed on the 22 LEA behaviors. A relative weights analysis was conducted to determine which behaviors predict effectiveness for *ability to see the big picture*.

Summary of Findings

Leaders today are inundated with a near-limitless amount of information and data. So while a leader's ability to analyze data is critical to their success, their ability to determine what information to analyze (and what to disregard) can be just as critical. Keeping the big picture in mind during decision-making is essential in this era of information overload. MRG's research into the behaviors demonstrated by those who are viewed as effectively seeing the big picture can be grouped into the following themes:

- ✓ They frequently **consider the broad implications of their decisions**, while anticipating the challenges, risks, and opportunities before them.
- ✓ They recognize and prioritize the need to be **experimental in their thinking**, explore untested approaches, and **challenge assumptions**, while convincing and **changing the minds** of others by presenting **compelling and persuasive arguments**.
- ✓ They prioritize **keeping others informed**, clearly **defining their expectations** and frequently look for opportunities **to be in charge** and are **willing to take command** and **make things happen**.
- ✓ They are **less likely to be influenced or persuaded solely based upon authority**, and will be more likely to challenge those senior to them.

Using the LEA 360™ for Ability to Understand the Broader Perspective

In order to develop leaders to encourage increasing or decreasing emphasis on specific behaviors, it is critical to employ a scientifically designed 360 assessment tool to accurately measure these behaviors.

By embracing individual leadership styles and placing them within the context of the organizational environment, the LEA 360™ stimulates individual and team growth through insights that are accurate, encouraging, and actionable.

The LEA 360™ can be used to support development, including efforts to:

- Use the research to inform the identification of specific leadership practices needed to achieve your organization's strategic goals
- Understand the leadership behaviors currently in practice and the gaps with desired state
- Provide relevant, insightful feedback to leaders from a variety of observers
- Reveal blind spots in the leaders' perceptions of their approach to leadership
- Build action and accountability into the leadership development process
- Provide constructive coaching suggestions for key areas of leadership development
- Provide an opportunity for regular, just-in-time feedback

About MRG

MRG is a global leader in designing assessments that foster a deep self-awareness and impact people in profound and meaningful ways.

The MRG suite of scientifically designed instruments, backed by more than three decades of research, includes solutions for Leadership and Personal Development, Sales and Service.

MRG believes that by recognizing the whole self, in all its complexity, you can support individuals as they increase their self-awareness, channel their motivational energy, discover new opportunities for growth, and actively engage in their own development.

The Instrument: the LEA 360™

The Leadership Effectiveness Analysis 360™ (LEA 360™) is an assessment and development tool that measures 22 leadership behaviors and 31 competencies. It is a powerful instrument for developing a nuanced understanding of an individual's unique approach to leadership both from their own perspective and in the eyes of their colleagues (bosses, peers and direct reports).

*MRG assessments are administered exclusively by MRG or by MRG certified partners.
Contact MRG today to connect with, or become, a certified partner.*