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Boston -

Culture, age, gender and industry must be put into context to

determine leadership traits needed for a company to strategically move ahead

Portland, Maine - April 10, 2006 - In today's hectic business world, companies need to think strategically about their next steps and the leader that will take them there. But what traits are needed in a leader who can strategically move the company ahead in its industry?

Management Research Group (MRG), a global supplier of assessment-based human resource development systems, conducted 25 studies on leadership behaviors during the past seven years using the company's Leadership 360 tool. What they found was that leadership is complex and it has to be looked at differently in each culture and industry.

"We cannot accurately study what makes an effective leader without putting culture, age, leadership level, function, gender and industry in context," says Tricia Naddaff, president of MRG. "There is not one answer for all companies, but when given the proper tools of assessment, you can make the right decisions for developing, hiring and promoting leaders."

MRG's data includes 6,000 companies, 800,000 individuals and 100 countries. The studies looked at 22 leadership behaviors including **strategic** (long range planning), **consensual** (values ideas and opinions of others), **control** (monitoring progress to keep goals in mind), **feedback** (communicating with employees in a straightforward matter), **production** (achieving results) and **empathy** (demonstrating concern).

"There can be no question when looking at these research studies that successful leadership can only be clearly defined once you understand the context within which the leadership is taking place", explained Naddaff. "For example, highly effective senior leaders place more emphasis on **strategic**; highly effective leaders in the finance industry place more emphasis on **persuasive**; and highly effective leaders in Denmark place more emphasis on **building enthusiasm**."

For companies that are in the process of merging or aligning with others, MRG's report is a signal that they need the proper tools to see how all employees can work to their strengths, no matter what age, gender or background they come from.

"There are instances now where we may see three generations in one workforce. They need to know how to lead in this multi-generational and multi-age environment," says Naddaff.

Participants in MRG's research covered 24 business sectors, were 68 percent male and had an average age of 41.1. The average length in management of those surveyed was 11 years. Each of the managers completed the MRG LEA 360™ survey themselves and were also rated by their bosses, peers and direct reports.

For more information on this topic or other MRG reports, please visit www.mrg.com.

About MRG:

Founded in 1983, Management Research Group is focused on the assessment based tools and research for development and selection on the areas of leadership and management, career development and sales force effectiveness.

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