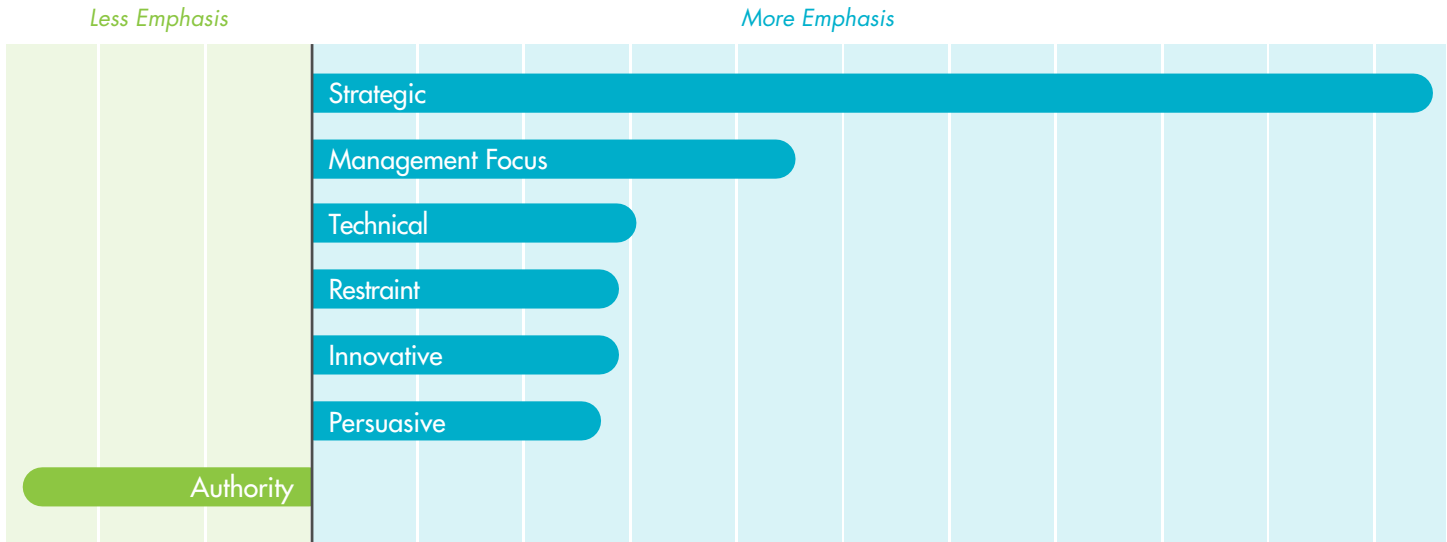


Relative Importance of Leadership Behaviors for Dealing with Complexity and Ambiguity



Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 40%.

Behaviors that Drive Tolerance for Complexity and Ambiguity

Leaders who effectively manage these challenges:

- **Think before acting** and **analyze the impact of their decisions** on the future of the organization (*Strategic*)
- **Are comfortable being in charge**, and seek out opportunities to be influential and accomplish results through others (*Management Focus*)
- **Identify with their field of expertise** and maintain in-depth, specialized knowledge in their areas (*Technical*)
- Maintain a calm and reserved demeanor, and **are restrained in their emotional expression** (*Restraint*)
- **Are willing to explore new and different approaches**, deal well with change and take risks (*Innovative*)
- **Win people over**, build commitment and sell ideas (*Persuasive*)
- **Less likely to defer to people in positions of authority** or automatically follow organizational norms (*Authority*)

The Study

- Observer data for 15,170 participants
- Collected 2014-2018
- 50+ countries
- 30+ industries
- Management level: all
- Job function: all
- Gender: 54% male, 31% female (15% not reported)

Analyses

A tolerance for complexity and ambiguity score based on combined observer ratings was calculated for each participant. This score was regressed on the 22 LEA behaviors. A relative weights analysis was then conducted to determine which leadership behaviors were most closely associated with the ability to manage complexity and ambiguity in this group of leaders.

Summary of Findings

Uncertainty seems to have become the new normal in which we live our lives. Whether stemming from volatility in the business environment, rapid changes in technology, evolving expectations for leaders, or any of a myriad of variables, most leaders are navigating an increasingly complex workplace. While they have more information at their fingertips than ever, sorting through all of that for what is important and reliable creates more doubt and uncertainty. Our research suggests that leaders who work effectively in highly complex, ambiguous, and paradoxical environments:

- ✓ They **think long term** and understand potential consequences before taking action. They **evaluate issues and consider the broad implications** of their decisions based upon their field of expertise.
- ✓ They **are compelling, clear communicators** who are skilled at clarifying expectations, looking at issues from new perspectives, and persuading others to align with their views.
- ✓ They **don't shy away from leadership and are likely to challenge others**. They are comfortable with authority, making decisions that impact others, and will stand up for what they believe is the best course of action.
- ✓ They effectively **control their emotions**; are able to remain even-keeled and consistent while working under pressure, reducing the impact their emotions have on decision-making.

Using the LEA 360™ to Develop Leadership Behaviors for Dealing with Complexity and Ambiguity

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

The Instrument: the LEA 360™

The Leadership Effectiveness Analysis 360™ (LEA 360™) is an assessment and development tool that measures 22 leadership behaviors and 30 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.*

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.