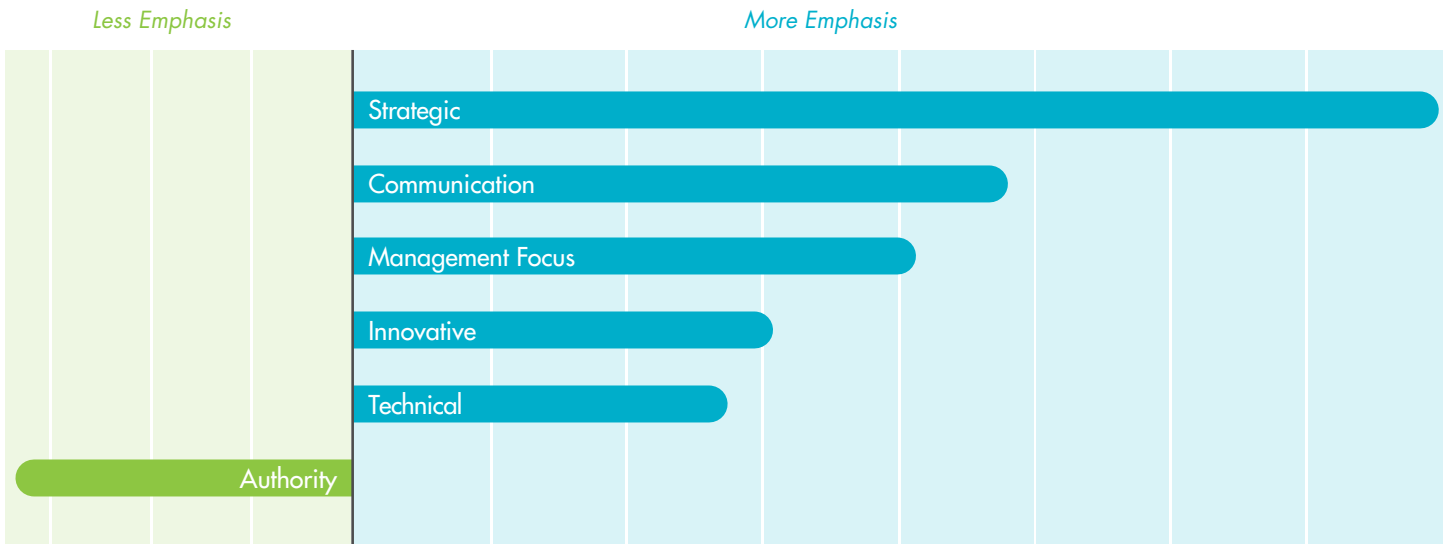


Relative Importance of Leadership Behaviors for Future Potential



Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 43%.

Behaviors that Drive Future Potential

High potential leaders:

- **Think before acting** and **analyze the impact of their decisions** on the future of the organization (*Strategic*)
- **Express ideas and expectations clearly**, and keep others informed (*Communication*)
- **Are comfortable being in charge**, and seek out opportunities to be influential and accomplish results through others (*Management Focus*)
- **Are willing to explore new and different approaches**, deal well with change and take risks (*Innovative*)
- **Identify with their field of expertise** and maintain in-depth, specialized knowledge in their areas (*Technical*)
- **Less likely to defer to people in positions of authority** or automatically follow organizational norms (*Authority*)

The Study

- Observer data for 15,091 participants
- Collected 2014-2018
- 50+ countries
- 30+ industries
- Management level: all
- Job function: all
- Gender: 54% male, 31% female (15% not reported)

Analyses

A leadership effectiveness score incorporating all 30 LEA 360™ competencies 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 future potential in this group of leaders.

Summary of Findings

Organizations are constantly on the lookout for their next generation of leaders. As operational landscapes shift more quickly than ever before, it is imperative that organizations have strong talent pipelines to ensure their future success. This is a primary reason many organizations place an emphasis on developing the employees they believe have the skill to be future leaders of the organization. Our research suggests high potential leaders exhibit the following behaviors:

- ✓ **They are optimistic** and look at issues from a fresh viewpoint; they demonstrate a willingness to **take risks** and **test the unknown**
- ✓ **They are compelled by leadership and assume responsibility**; they are comfortable with authority, effectively handle conflict, withstand scrutiny, and are willing to challenge others
- ✓ **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 **results-oriented** and are **strong communicators**; they keep others informed and set clear expectations

Coaching and developing high potential leaders to continue cultivating the strengths they already demonstrate, while focusing on developing the behaviors necessary to become an effective leaders at the next level, will help them continue down a successful path. This will ensure an organization's succession pipeline has the talent it needs to continue its success.

Using the LEA 360™ to Develop Leadership Behaviors for Future Potential

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).

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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.