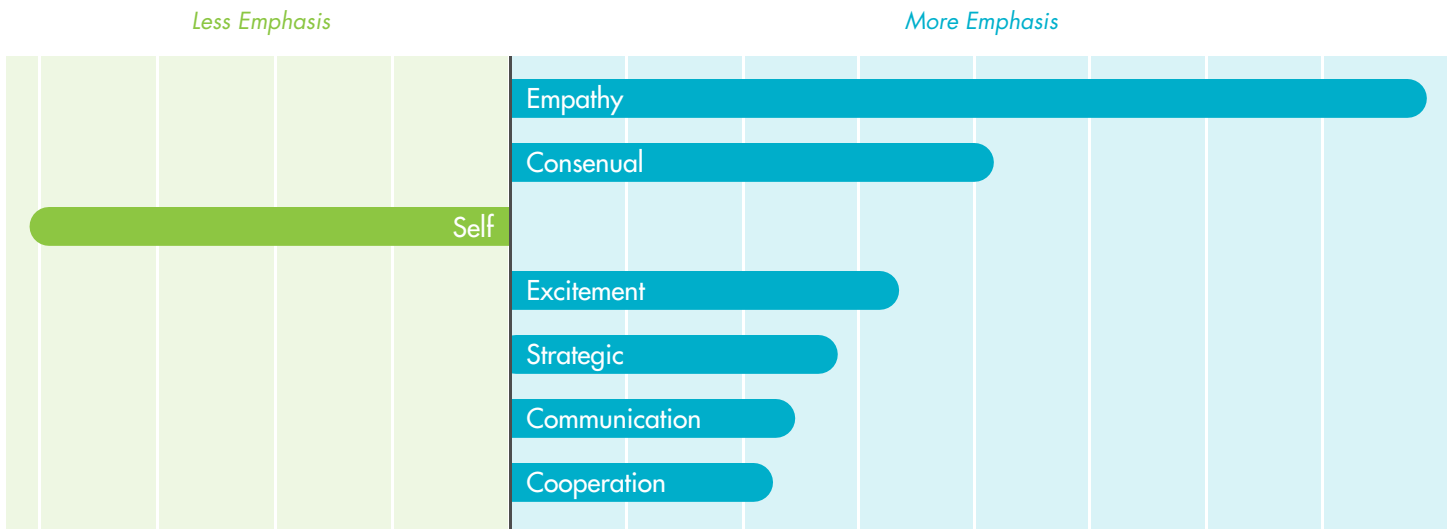


Relative Importance of Leadership Behaviors for Inclusive Leadership



Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 47%.

Behaviors that drive inclusive leadership

Leaders who are effectively inclusive:

- **Demonstrate an active concern for others** and form supportive relationships (*Empathy*)
- **Value others' opinions and insights**, and actively seek input from others (*Consensual*)
- **Are less likely to be autonomous** in the way they think and act (*Self*)
- Are energetic and dynamic, and **use their enthusiasm to get others involved** (*Excitement*)
- **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*)
- **Accommodate others**, are willing to compromise and to be helpful (*Cooperation*)

The Study

- Observer data for 1,091 participants
- Collected 2018-2019
- 20+ countries
- 30+ industries
- Management level: all
- Job function: all
- Gender: 49% male, 30% female (21% not reported)

Analyses

An inclusive leadership 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 effectiveness at inclusive leadership.

Summary of Findings

Our work into inclusive leadership strikes a somewhat different tone than previous research in that it is not directly focused on performance. As such, some of the behaviors that arise for an effectively inclusive leader are different from what we have seen in other areas of effectiveness. Fundamentally, we found that inclusive leaders utilize behaviors that show a degree of sympathy and generosity. They show a genuine interest in others, respect their opinions, and promote strong relationships. Further, they seem to understand the importance of putting their own needs and priorities in the backseat to accommodate others. The full set of results suggests that inclusive leaders exhibit the following:

- ✓ They expend a good deal of energy **getting to know people** and display a sincere interest in the **well-being of others**. Through their high levels of energy and enthusiasm, they are able to **keep others engaged and invested in their work**.
- ✓ They don't see themselves as the **singular vehicle for making decisions**, instead choosing to seek the input of others, listen to their ideas, and value their opinion by including them in the decision-making process.
- ✓ They think long term, evaluate issues, and **consider the broad implications of their decisions** while ensuring they don't overly prioritize their own needs and are willing to accommodate based upon organizational priorities.
- ✓ They put a high priority on **clearly defining their expectations**, keeping others **informed**, and articulating their ideas and views.

Using the LEA 360™ to Develop Leaders Who Are Effectively Inclusive

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.