



# LEADERSHIP 360 COMPOSITE REPORT

Leadership Team Sample  
ABC Company  
1/31/2020



LEADERSHIP  
EFFECTIVENESS  
ANALYSIS™



## Sections Included in This Report

Report Review Guidelines  
Unique Observer Observations  
Composite Profile  
Strategic Directions Gap Analysis  
Leader Potential Blind Spots  
LEA 360® Composite Profile Considerations  
Developmental Considerations  
Appendix (Graphical Data)

This LEA 360® Enhanced Composite Report is based upon responses to the Leadership Effectiveness Analysis (LEA) Self Questionnaire, as well as LEA Observer Questionnaires completed by the following respondents:

**Number of Respondents:** Leadership Team Sample



**Normative Groups:** North America n=111429 (Oct2017)

**Presented by:** Management Research Group

## Report Review Guidelines

Most composite profiles will have a large number of scores located in the middle of the profile (40-65). This reflects the aggregating of individual profiles of leaders who each approach their leadership roles in unique ways. Diversity in approach to leadership is often appropriate, however, it is also important for teams to have some elements of leadership that are shared and aligned. This focus on alignment will allow the team to successfully influence the overall leadership culture of the organization and will ensure that their approach to leadership is in service of the organization's overall strategic objectives. To explore the profile with this in mind, it is helpful for the leadership group to reflect on this question:

*Are there areas of the LEA Composite profile where it would be better to be aligned in our approach but we are currently more varied in our approaches to leadership?*

There are also situations where the group has a more shared approach to leadership that may have unintended negative consequences, either for the group dynamics or for wellbeing and success of the organization. To address this possibility, it is helpful for the leadership group to reflect on this question:

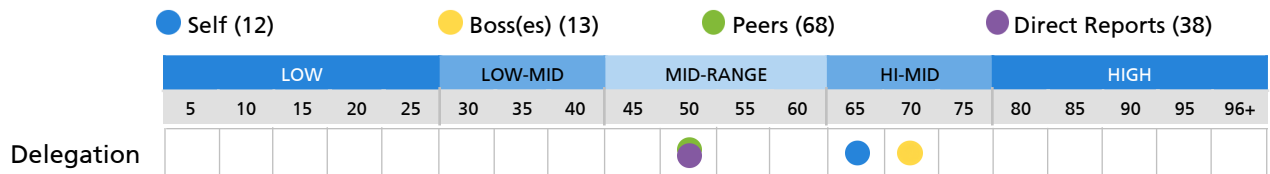
*Are there areas of the LEA composite profile where similarities in our approach may result in negative consequences for us as a group or for the organization as a whole?*

Finally, there may also be aspects of the composite profile that show a more shared approach to leadership that may be important for the success of the group as well as the success of the organization. To explore this possibility, it is helpful for the leadership group to reflect on this question:

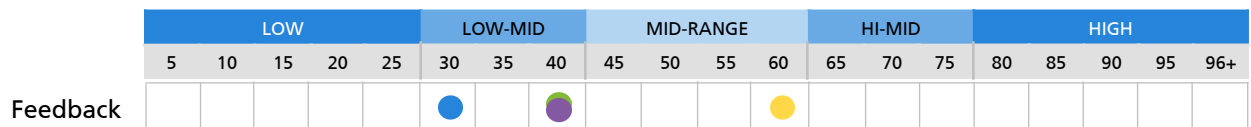
*Are there areas of the LEA composite profile where the similarities in our approach to leadership is important to acknowledge and maintain to continue to ensure success as a team, in service of the organization?*

## Unique Observer Observations

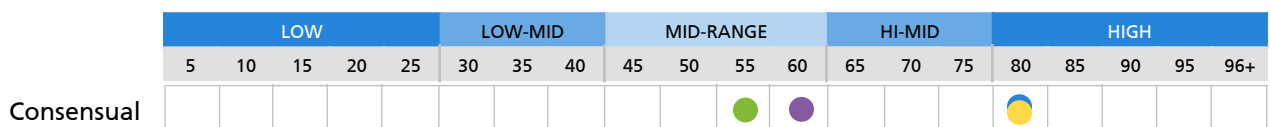
Unique observer observations highlight behavioral patterns in the Composite Profile based upon observer groups only (i.e., Boss, Peers, and Direct Reports. Self-observations are not a consideration in this analysis). The following observations are generated from the LEA360 composite profile where a specific observer group has a unique observation. That is, their perspective is unique from the other two observer groups. For an observation to be considered unique it must be at least **20 POINTS** from all other observer groups. For each observer group, behaviors are presented in order from largest discrepancy to smallest.



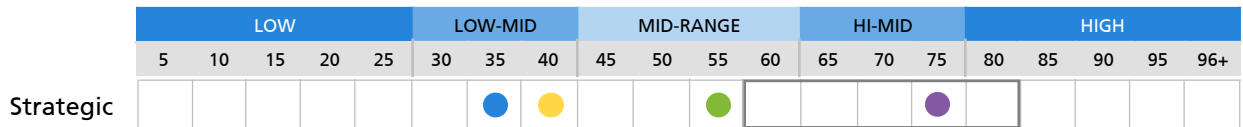
Bosses see these leaders demonstrating **MORE DELEGATION** than other observers see them demonstrating. This would indicate that bosses see them placing more emphasis on asking for and accepting help; giving others the freedom to do assignments without interference; giving others a chance to try out their own ideas; using others talents to accomplish goals; and letting people learn from mistakes than other observers are experiencing.



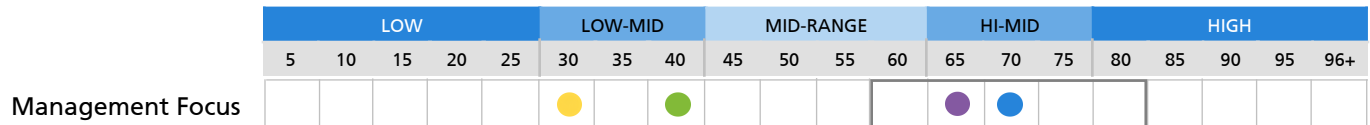
Bosses see these leaders providing **MORE FEEDBACK** than other observers see them providing. This would indicate that bosses see them placing more emphasis on being very direct; letting people know where they stand and how they are performing; and providing feedback in a straightforward way than other observers are experiencing.



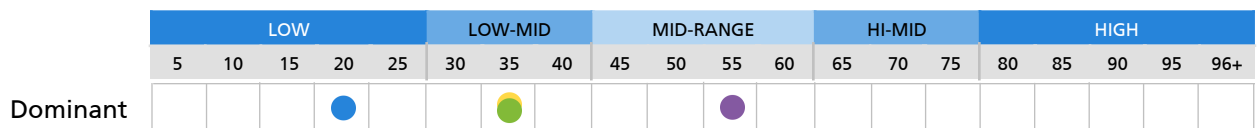
Bosses see these leaders as **MORE CONSENSUAL** than other observers see them. This would indicate that bosses see them placing more emphasis on seeking the opinions of others; valuing others' thoughts and ideas; listening to input; encouraging democracy; giving others a chance to offer their input; and adopting others' ideas than other observers are experiencing.



Direct reports see these leaders as **MORE STRATEGIC** than other observers see them. This would indicate that direct reports see them placing more emphasis on planning for the future; thinking ahead; assessing the long-term implications of actions; seeking to fully understand implications of decisions; and analyzing options and opportunities than other observers are experiencing.



Direct reports see these leaders demonstrating **MORE MANAGEMENT FOCUS** than other observers see them demonstrating. This would indicate that direct reports see them placing more emphasis on making things happen, being influential; taking command; providing guidance to others; taking over a group; and acting as a facilitator than other observers are experiencing.



Direct reports see these leaders as **MORE DOMINANT** than other observers see them. This would indicate that direct reports see them placing more emphasis on being assertive and forceful; challenging others; engaging in an authoritative manner; taking a competitive approach; and vigorously going after problems and tasks than other observers are experiencing.

● Self (12) ● Boss(es) (13) ● Peers (68) ● Direct Reports (38)

North America n=111429



### Creating a Vision

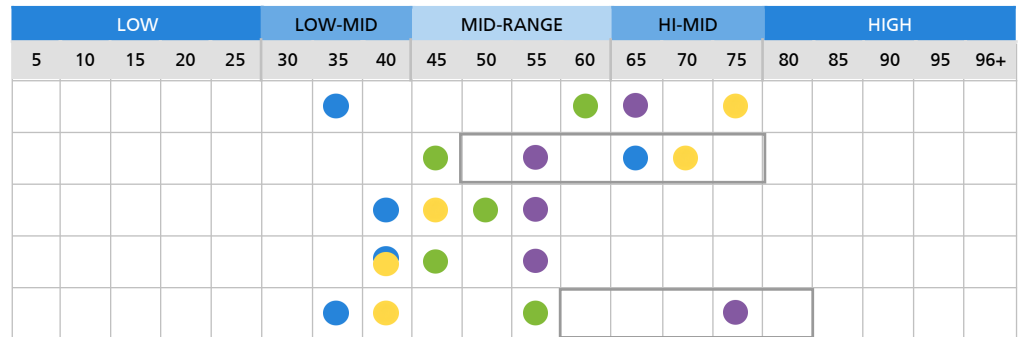
Conservative

Innovative

Technical

Self

Strategic



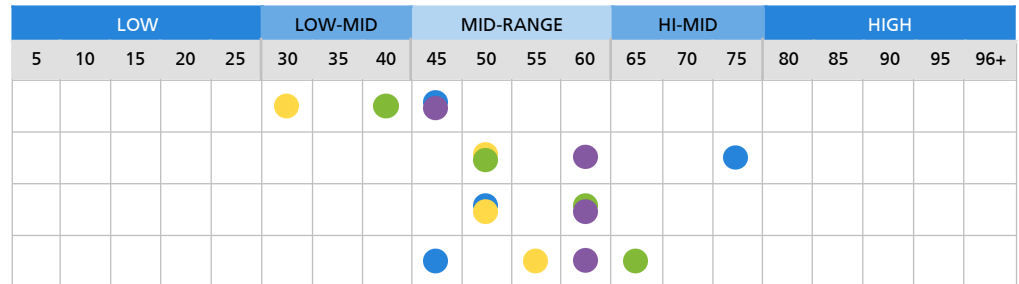
### Developing Followership

Persuasive

Outgoing

Excitement

Restraint



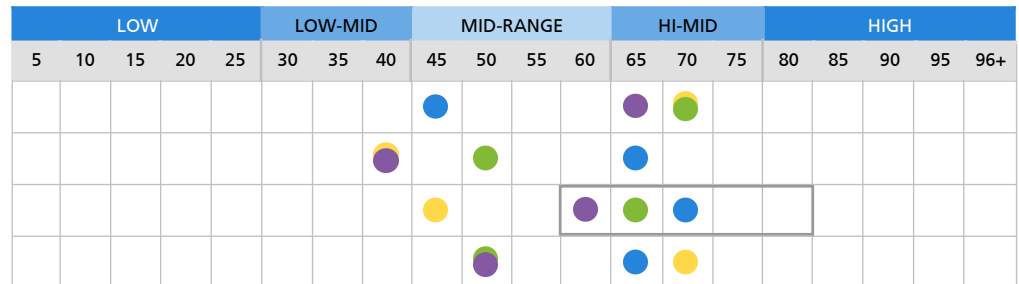
### Implementing the Vision

Structuring

Tactical

Communication

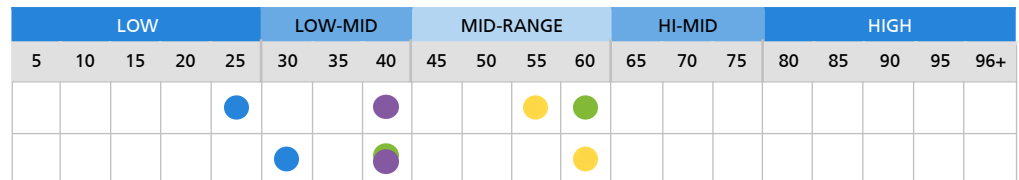
Delegation



### Following Through

Control

Feedback

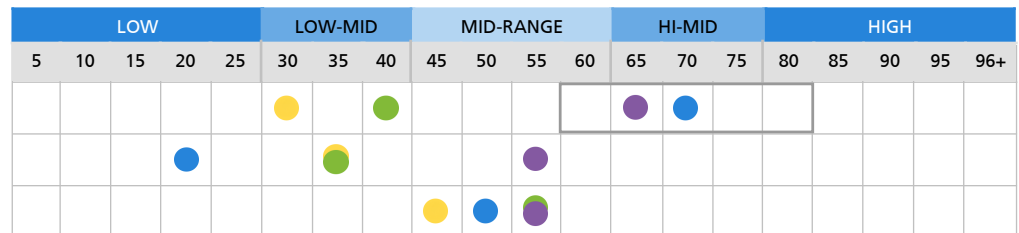


### Achieving Results

Management Focus

Dominant

Production



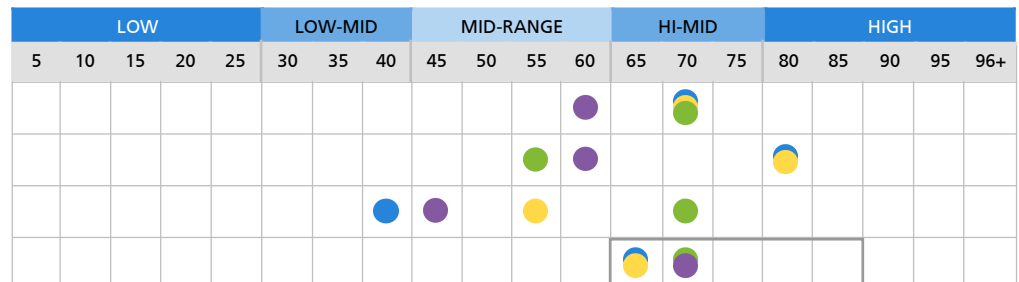
### Team Playing

Cooperation

Consensual

Authority

Empathy



### CREATING A VISION

**Conservative:** Taking a safe, cautious approach to decision making; respecting the lessons of the past; learning through experiences; developing sound, time-tested approaches; showing prudent, considered judgments.

**Innovative:** Thinking in creative ways; challenging outmoded assumptions; changing traditions; exploring new horizons; taking risks and trying new ideas; having an experimental mindset.

**Technical:** Demonstrating professional expertise; continuing to learn more in field; drawing on specific area of expertise to make decisions and evaluate issues; identifying with profession.

**Self:** Making independent decisions; following own hunches; thinking and working autonomously; working in a self-directed, self-reliant manner; valuing own perspectives and insights.

**Strategic:** Planning for the future; thinking ahead; assessing the long-term implications of actions; seeking to fully understand implications of decisions; analyzing options and opportunities.

### DEVELOPING FOLLOWERSHIP

**Persuasive:** Convincing people of the merits of a position; changing people's minds; winning people over through influencing; communicating compelling arguments for a point of view.

**Outgoing:** Being friendly and sociable; interacting with people in an easy and informal manner; meeting new people; creating a friendly environment; using humor to engage others.

**Excitement:** Getting others enthusiastic and involved; engaging in a high energy manner; generating excitement; being lively and dynamic; creating a high activity environment.

**Restraint:** Being reserved and restrained; avoiding emotional displays; staying cool under stress; being calm; coming across as serious, business-like and unassuming.

### IMPLEMENTING THE VISION

**Structuring:** Ensuring that things are well organized; setting careful and specific guidelines for others; working in a precise, methodical manner; creating procedures and systematic approaches to work; attending to details and doing things right the first time.

**Tactical:** Doing things quickly; seizing opportunities; taking the least complicated paths; sticking to the basics; making plans along the way; adapting quickly to circumstances.

**Communication:** Explaining things clearly and thoroughly; expressing thoughts and ideas readily; keeping others well informed; clearly setting forth viewpoints; being explicit about what is needed or wanted.

**Delegation:** Asking for and accepting help; giving others the freedom to do assignments without interference; giving others a chance to try out their own ideas; using others talents to accomplish goals; letting people learn from mistakes.

### FOLLOWING THROUGH

**Control:** Making sure things get done on time; reminding people about their commitments; being persistent and tenacious in accomplishing goals; delivering on promises; following up to ensure things stay on track.

**Feedback:** Being very direct; letting people know where they stand and how they are performing; providing feedback in a straightforward way.

### ACHIEVING RESULTS

**Management Focus:** Making things happen, being influential; willing to take command; providing guidance to others; taking over a group; acting as a facilitator.

**Dominant:** Being assertive and forceful; challenging others; engaging in an authoritative manner; taking a competitive approach; vigorously going after problems and tasks.

**Production:** Setting ambitious goals; expecting a great deal from self and others; testing ability limits of self and others; pushing to achieve; having demanding expectations for success.

### TEAM PLAYING

**Cooperation:** Helping others; accommodating; putting the team's interests first; going along for the sake of harmony; willing to compromise; looking for common ground.

**Consensual:** Seeking the opinions of others; valuing others' thoughts and ideas; listening to input; encouraging democracy; giving others a chance to offer their input; adopting others' ideas.

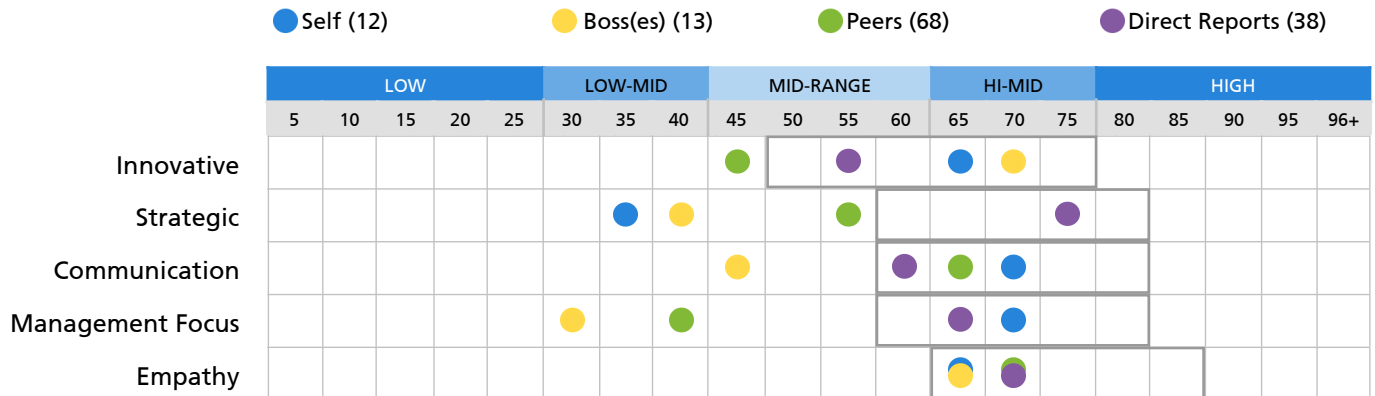
**Authority:** Valuing the opinions of manager and more senior members of the organization; demonstrating loyalty to the organization; finding out what the manager expects and wants; following the rules; attending to the mandate of the group.

**Empathy:** Building strong personal bonds; being sympathetic to others' needs and concerns; being generous and kind; attending to the wellbeing of others; showing a genuine interest in people.



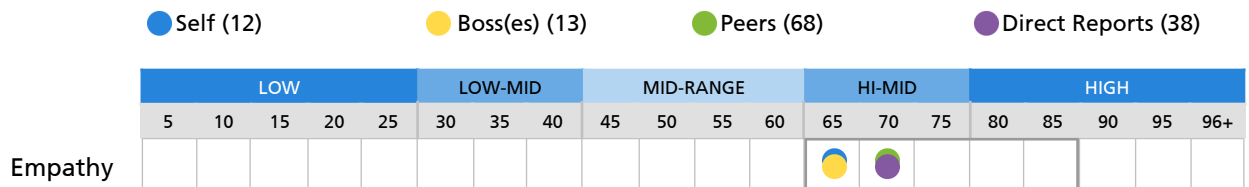
## Strategic Directions Gap Analysis

The Strategic Direction Gap Analysis highlights the discrepancies between the target ranges established by ABC Company and the current LEA360 Composite Profile. This analysis offers the opportunity to explore potential developmental opportunities relative to ABC Company's Strategic Direction Profile.



## Fully Aligned Behaviors

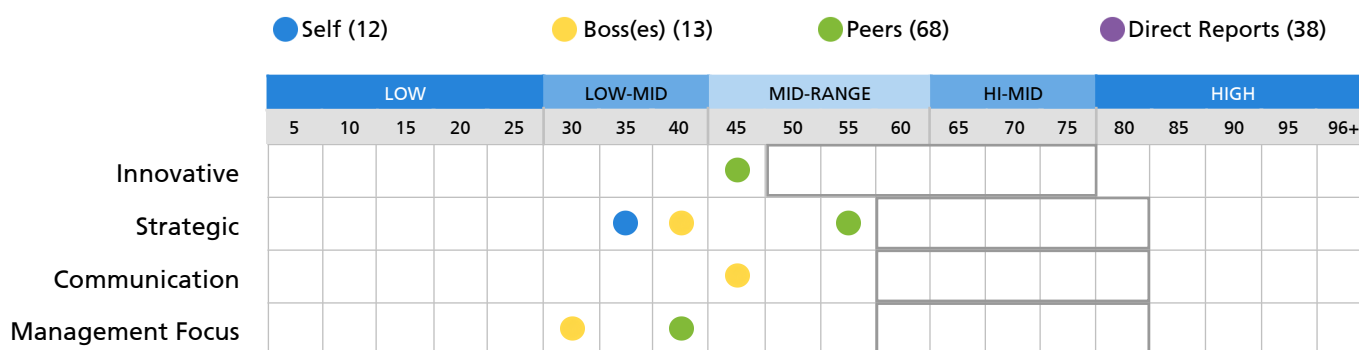
*Behaviors listed here are seen to be within the target range by all observers. The goal for leaders with these behaviors is to maintain their current level of emphasis and practice with all observers.*



**Empathy:** Building strong personal bonds; being sympathetic to others' needs and concerns; being generous and kind; attending to the wellbeing of others; showing a genuine interest in people.

## Behaviors Potentially Underutilized

Behaviors listed here are seen to be below the target range by one or more observer groups. The goal for leaders with these behaviors is to increase usage with the observer groups whose scores fall below the target range. **Coaching suggestions to support expanded use of identified behaviors can be found on the corresponding pages in the LEA Resource Guide.**



**Innovative:** Thinking in creative ways; challenging outmoded assumptions; changing traditions; exploring new horizons; taking risks and trying new ideas; having an experimental mindset. *Refer to the LEA Resource Guide, page 9*

**Strategic:** Planning for the future; thinking ahead; assessing the long-term implications of actions; seeking to fully understand implications of decisions; analyzing options and opportunities. *Refer to the LEA Resource Guide, page 15*

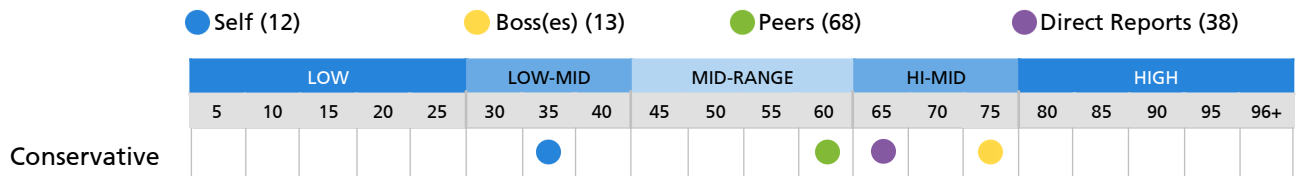
**Communication:** Explaining things clearly and thoroughly; expressing thoughts and ideas readily; keeping others well informed; clearly setting forth viewpoints; being explicit about what is needed or wanted. *Refer to the LEA Resource Guide, page 33*

**Management Focus:** Making things happen, being influential; willing to take command; providing guidance to others; taking over a group; acting as a facilitator. *Refer to the LEA Resource Guide, page 45*

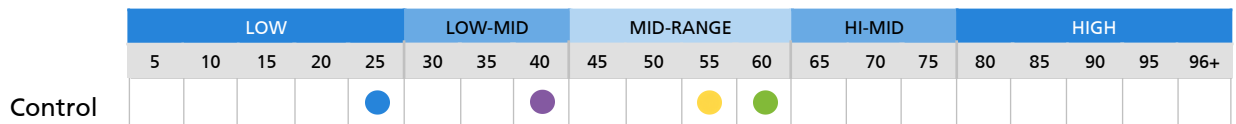
## Leader Potential Blind Spots

Leader Potential Blind Spots highlight behavioral patterns in the composite profile based upon self-observations in comparison to all observer groups (i.e., Boss, Peers, and Direct Reports). The following potential blind spots are generated from the LEA360 composite profile where the leaders' own perspective (i.e., Self-Observation) is at least **15 POINTS from all observer groups observations. Behaviors are presented in order from largest discrepancy to smallest.**

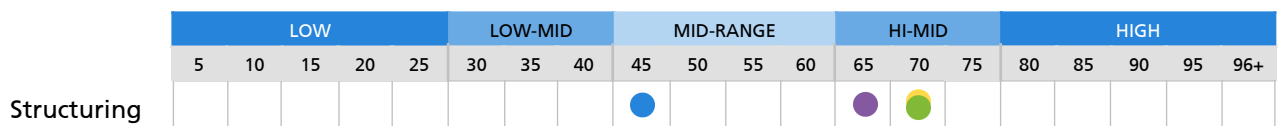
These potential blind spots indicate where leaders may be less accurate observers of their own behavior. Each blind spot does not necessarily represent a behavior that requires development but may be where leaders may benefit from becoming more self-aware of their behavior patterns and how these patterns are perceived by others.



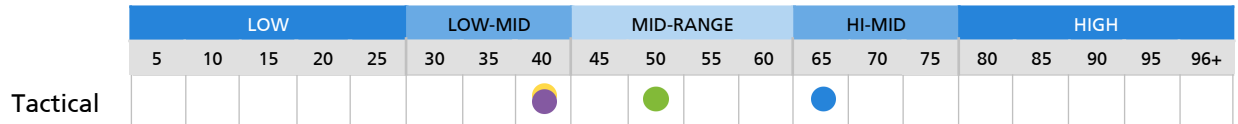
Leaders see themselves as **LESS CONSERVATIVE** than their observers see them. This would indicate that the leaders are less aware of the amount of emphasis they are placing on taking a safe, cautious approach to decision making; respecting the lessons of the past; learning through experiences; developing sound, time-tested approaches; and showing prudent, considered judgments.



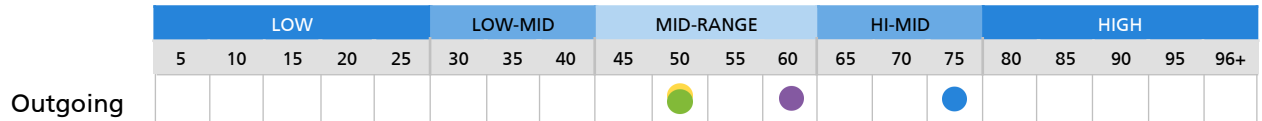
Leaders see themselves demonstrating **LESS CONTROL** than their observers see them demonstrating. This would indicate that the leaders are less aware of the amount of emphasis they are placing on making sure things get done on time; reminding people about their commitments; being persistent and tenacious in accomplishing goals; delivering on promises; and following up to ensure things stay on track.



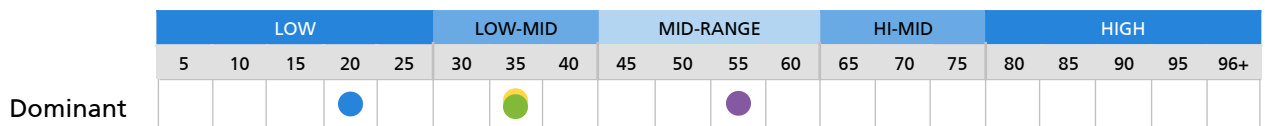
Leaders see themselves demonstrating **LESS STRUCTURING** than their observers see them demonstrating. This would indicate that the leaders are less aware of the amount of emphasis they are placing on ensuring that things are well organized; setting careful and specific guidelines for others; working in a precise, methodical manner; creating procedures and systematic approaches to work; and attending to details and doing things right the first time.



Leaders see themselves as **MORE TACTICAL** than their observers see them. This would indicate that the leaders believe they are placing more emphasis on doing things quickly; seizing opportunities; taking the least complicated paths; sticking to the basics; making plans along the way; and adapting quickly to circumstances than others observe.



Leaders see themselves as **MORE OUTGOING** than their observers see them. This would indicate that the leaders believe they are placing more emphasis on being friendly and sociable; interacting with people in an easy and informal manner; meeting new people; creating a friendly environment; and using humor to engage others than others observe.



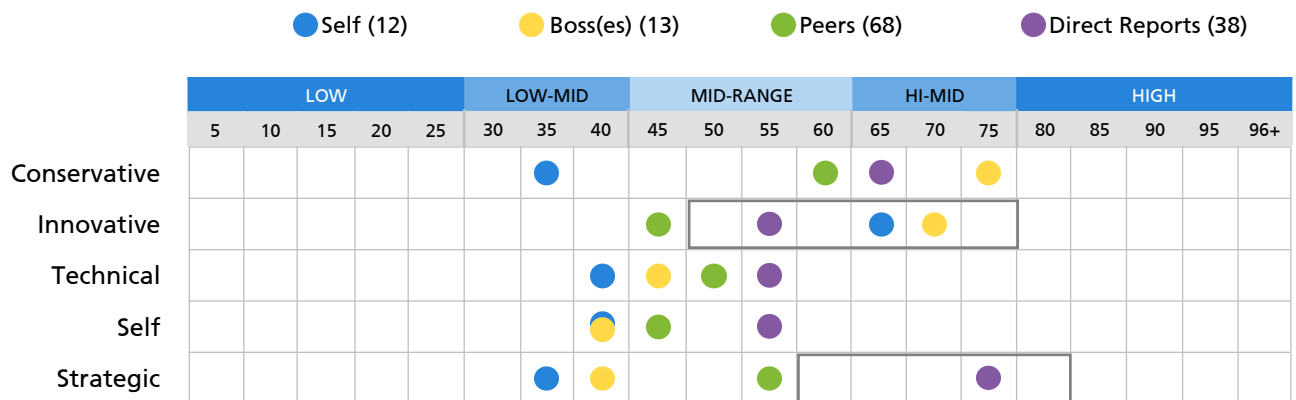
Leaders see themselves as **LESS DOMINANT** than their observers see them. This would indicate that the leaders are less aware of the amount of emphasis they are placing on being assertive and forceful; challenging others; engaging in an authoritative manner; taking a competitive approach; and vigorously going after problems and tasks.

## LEA 360® Composite Profile Considerations

Narrative considerations present the composite profile by function and outlines the value of emphasizing or deemphasizing each behavior. This is meant to give further understanding to how each behavior impacts an organization's leadership and potentially, where attention should be focused to implement change.



**Creating a Vision** – Behaviors related to thinking through and evaluating problems, opportunities and situations encountered every day that are unique to each individual and the resulting power to create new visions and realities for the organization.

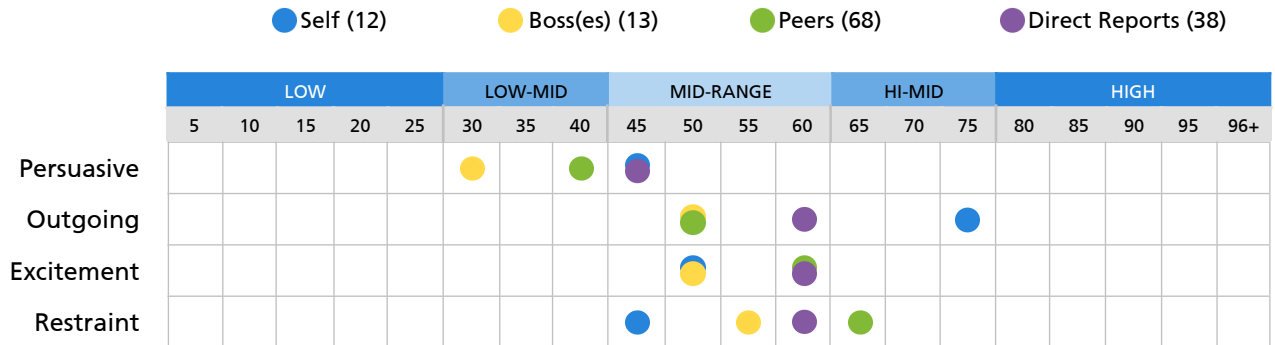


What is important to this group, team, department, or organization's success?

Behavior	Less Emphasis is desirable when...	More Emphasis is desirable when...
<b>Conservative</b>	Openness to new ideas, and comfort with ambiguity in fast-changing environments	Ensuring predictability, reinforcing the status quo, and minimizing risk
<b>Innovative</b>	Predictability, caution, and relying on time-tested approaches	Comfort in fast-changing environments and a willingness to find innovative solutions and ways forward
<b>Technical</b>	Broader, more diverse understanding of the business with less reliance on specific expertise is important to success	Expert knowledge is an important aspect of the decision-making and problem-solving process
<b>Self</b>	Decisions and resolutions should include input from others, teamwork is required, and decisions are made democratically	Making decisions independently, self-reliance, and more independent work approaches
<b>Strategic</b>	Focus on shorter-term, quicker decisions, not over-thinking every decision	Focus on longer-term, planning ahead, and taking time to analyze and more completely understand implications of decisions



**Developing Followership** – Behaviors related to building interdependent relationships by having others respond positively to their ideas and efforts, and influence through logic, insight, imagination, and communication skills more than by way of authority or position.

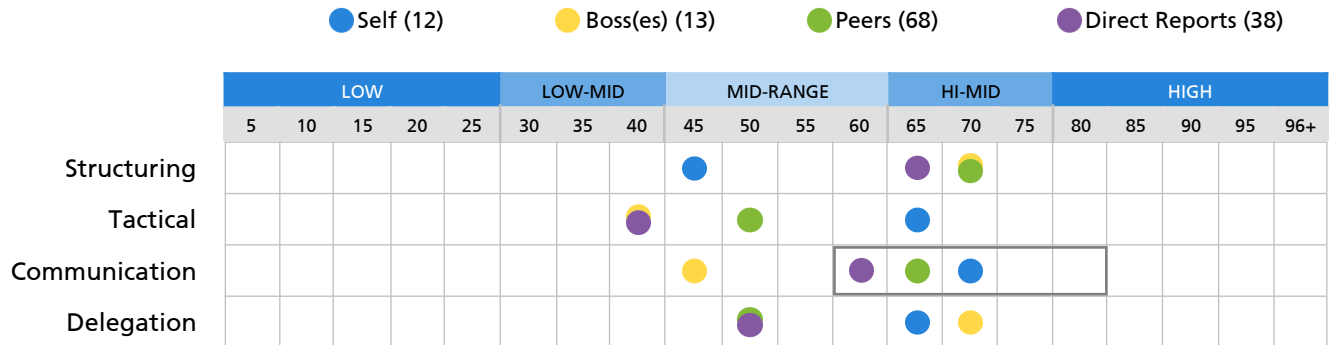


**What is important to this group, team, department, or organization's success?**

Behavior	Less Emphasis is desirable when...	More Emphasis is desirable when...
<b>Persuasive</b>	Making less complex decisions, solely based upon technical facts, or people are mainly convinced through data than compelling arguments	Selling and building commitment by convincing people to endorse a course of action or winning people over through influence
<b>Outgoing</b>	A more professional, serious and reserved approach to developing relationships	Being at ease in creating interpersonal relationships, creating friendly environments, and engaging in social settings
<b>Excitement</b>	A quieter, more subtle, and calm approach to engaging with others	A more energetic, enthusiastic, and motivating approach to engaging with others
<b>Restraint</b>	Openness, expressiveness, and transparency when engaging with others	More reserved, professional, serious, and subtle when engaging with others



**Implementing the Vision** – Behaviors related to setting things in motion by communicating the part others will play, getting them to take accountability, set standards for judging success, and developing systems and procedures to support the total effort.

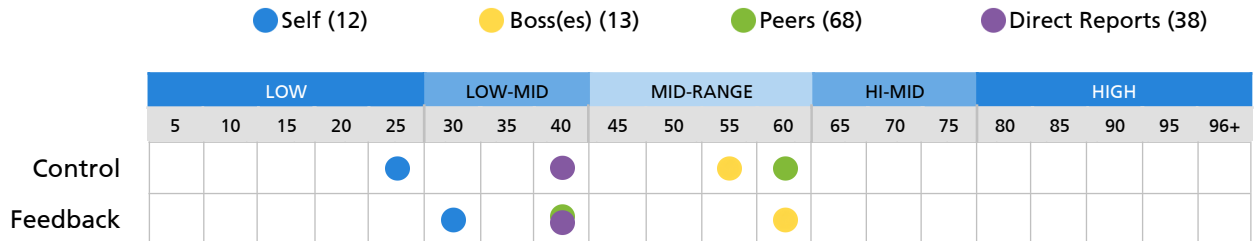


**What is important to this group, team, department, or organization's success?**

Behavior	Less Emphasis is desirable when...	More Emphasis is desirable when...
<b>Structuring</b>	More flexibility, comfort with ambiguity, or the work of organizing is taken care of by other roles	Strong need to bring order out of chaos, and have precise procedures and systems to approaching work
<b>Tactical</b>	Longer-term, well planned, broader perspective, and more carefully considered approaches	Practical approaches to work, making plans along the way, and producing immediate results through short-term, hands-on action
<b>Communication</b>	Expectations and instructions are straightforward, work is less complicated, and change occurs less frequently	Clearly articulated expectations and explanations are crucial due to fast-changing and/or complexity of the environment
<b>Delegation</b>	Independent work with less requirements for helping others grow	Necessary to help create a climate of growth and shared effort



**Following Through** – Behaviors related to ensuring work happens according to plan and when it doesn't, ask tough questions, problem-solve, face disagreements, and resolve each constructively to move the work forward.



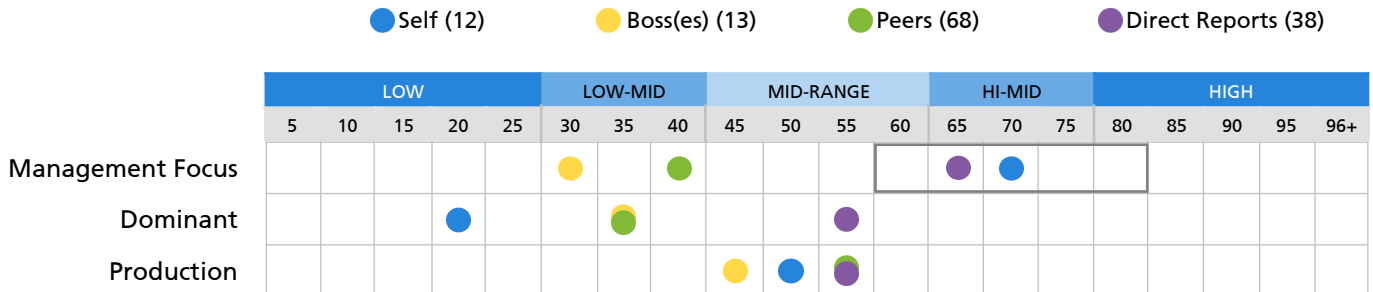
**What is important to this group, team, department, or organization's success?**

Behavior	Less Emphasis is desirable when...	More Emphasis is desirable when...
<b>Control</b>	Individuals are able to keep track of their own deadlines and/or tracking and monitoring responsibilities falls to others	Ensuring work is completed through persistent monitoring and following up, to make sure work stays on track and is completed on time
<b>Feedback</b>	Little oversight of others is required and less teamwork is involved in accomplishing goals	When developing and/or working closely with others, success requires being candid, direct, and letting people know how they are performing





**Achieving Results** – Behaviors related to taking charge and delivering high levels of performance by setting challenging goals, staying focused on results, and building an achieving climate where everyone is encouraged to make their maximum contribution.

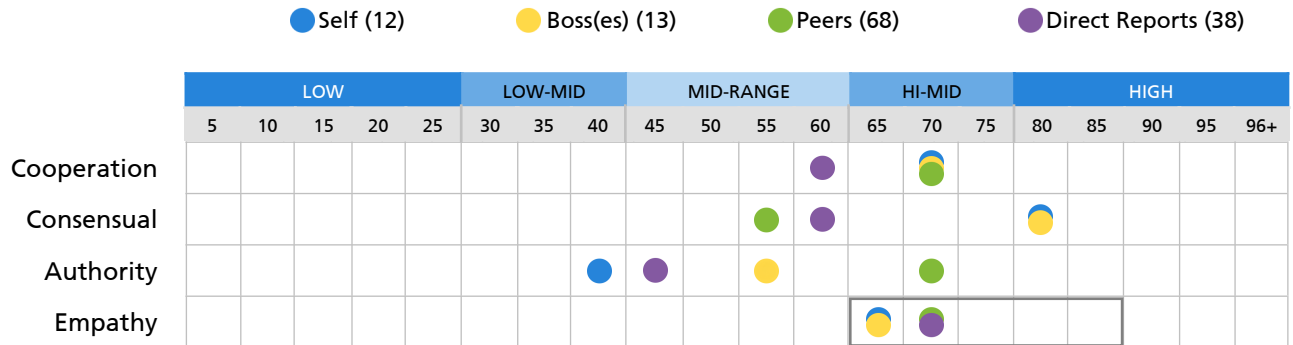


**What is important to this group, team, department, or organization's success?**

Behavior	Less Emphasis is desirable when...	More Emphasis is desirable when...
<b>Management Focus</b>	Decisions and issues can be made and resolved without leadership direction, or team experience and stability of work requires less leadership	Taking initiative, providing guidance, and making decisions or resolving issues when work is complex and fast-moving
<b>Dominant</b>	More collaboration and less assertiveness is less important toward credibility	Competitive, more assertive, and authoritarian behavior patterns
<b>Production</b>	Achievement or measures of quality / performance are at an ideal level or based upon technical expertise	Setting and achieving ambitious goals as well as increased or significant effort



**Team Playing** – Behaviors related to developing positive and trusting relationships throughout the organization (both supporting and following) by being an effective group member, developing an ability to influence senior management, and working effectively across unit boundaries.



**What is important to this group, team, department, or organization's success?**

Behavior	Less Emphasis is desirable when...	More Emphasis is desirable when...
<b>Cooperation</b>	Work approach requires healthy debate, individuality, and focus on individual needs	Work approach requires compromise and a willingness to put aside individual needs to support and accommodate the goals of others
<b>Consensual</b>	Work approach requires that people work and think in more self-reliant and independent ways	Work approach requires input from others and a more inclusive approach to problem-solving
<b>Authority</b>	Open communication, willingness to challenge, debate, and a more egalitarian culture is desired	Following instructions and expectations of those in senior positions without challenge or debate
<b>Empathy</b>	Less concern on people-related issues, making tough decisions with less regard for personal implications	Building trust, and establishing close, caring bonds with others

## Developmental Considerations

Developmental considerations are based upon MRG research and behavioral patterns in the composite profile. The behaviors within each competency were derived from MRG research and are associated with effectiveness within the considered competency.

For all observer groups a comparison is drawn between the considered observation (i.e., score) and LEA behavior. This is meant as a starting point for exploring developmental opportunities and does not necessarily indicate development is required for any particular behavior.

The following rules are applied to generate suggestions for maintaining, increasing, or decreasing behavior.

MRG research indicating *more emphasis* is associated with effectiveness:

- Score at 50 or below → "Explore Increase in Behavior"
- Score at 55 or above → "Maintain Behavior"

MRG research indicating *less emphasis* is associated with effectiveness:

- Score at 60 or above → "Explore Decrease in Behavior"
- Score at 55 or below → "Maintain Behavior"

## People Management

MRG research indicates the following set of behaviors is important toward leaders' ability to develop people management abilities (e.g., coaching, developing others, building employee engagement):

(In order of relative importance)

- |                  |                   |                     |
|------------------|-------------------|---------------------|
| 1. Empathy       | 4. Self (inverse) | 7. Management Focus |
| 2. Communication | 5. Excitement     |                     |
| 3. Strategic     | 6. Consensual     |                     |

### People Management

LEA Behavior	Source			
	Self	Boss	Peer	Direct Report
Empathy	✓	✓	✓	✓
Communication	✓	↑	✓	✓
Strategic	↑	↑	✓	✓
Self (inverse)	✓	✓	✓	✓
Excitement	↑	↑	✓	✓
Consensual	✓	✓	✓	✓
Management Focus	✓	↑	↑	✓

✓ Maintain Behavior

↑ Explore Increase in Behavior

↓ Explore Decrease Behavior

## Performance / Results

MRG research indicates the following set of behaviors is important toward leaders' ability to develop a results first approach (e.g., meet or exceed performance expectation, consistently deliver quality results):

(In order of relative importance)

- |                     |                  |                        |
|---------------------|------------------|------------------------|
| 1. Strategic        | 4. Persuasive    | 7. Authority (inverse) |
| 2. Management Focus | 5. Communication | 8. Control             |
| 3. Production       | 6. Technical     | 9. Excitement          |

Performance / Results				
LEA Behavior	Source			
	Self	Boss	Peer	Direct Report
Strategic	↑	↑	✓	✓
Management Focus	✓	↑	↑	✓
Production	↑	↑	✓	✓
Persuasive	↑	↑	↑	↑
Communication	✓	↑	✓	✓
Technical	↑	↑	↑	✓
Authority (inverse)	✓	✓	↓	✓
Control	↑	✓	✓	↑
Excitement	↑	↑	✓	✓

✓ Maintain Behavior	↑ Explore Increase in Behavior	↓ Explore Decrease Behavior
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## Cognitive Effectiveness

MRG research indicates the following set of behaviors is important toward leaders' ability to develop cognitive effectiveness (e.g., effectively evaluate issues, make good decisions, anticipate challenges and roadblocks):

(In order of relative importance)

- |                  |                        |
|------------------|------------------------|
| 1. Strategic     | 4. Technical           |
| 2. Communication | 5. Management Focus    |
| 3. Innovative    | 6. Authority (inverse) |

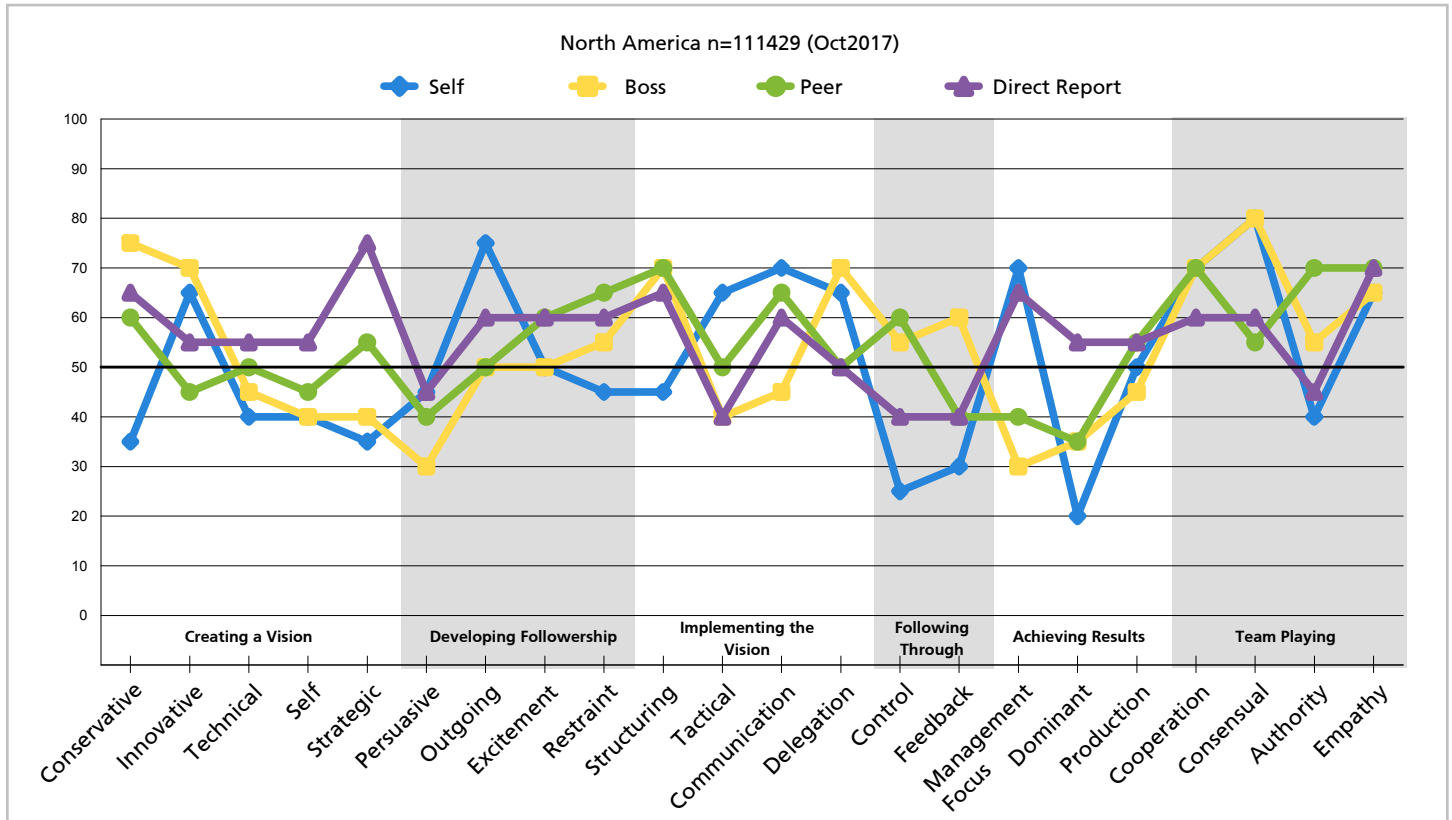
### Cognitive Effectiveness

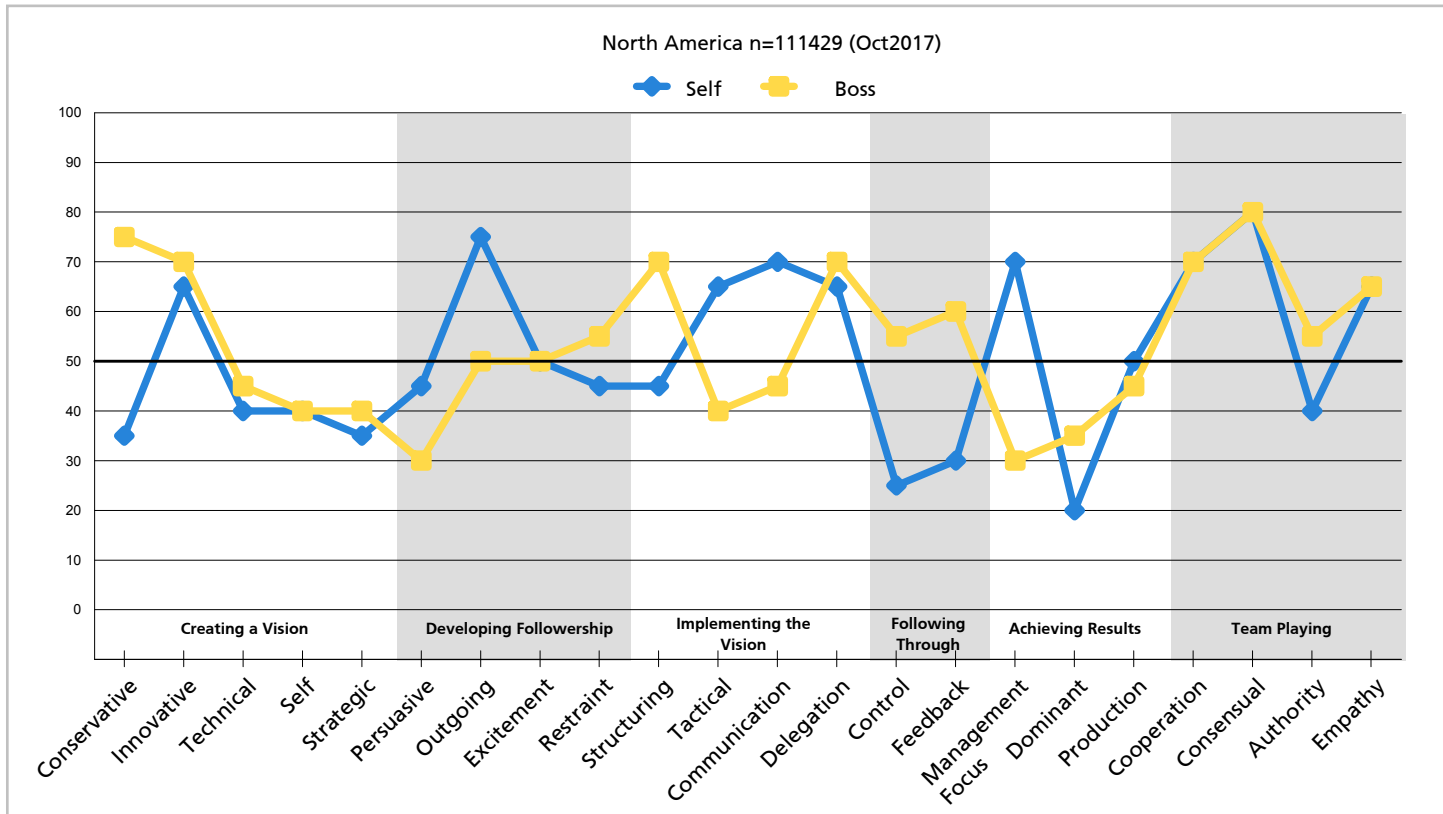
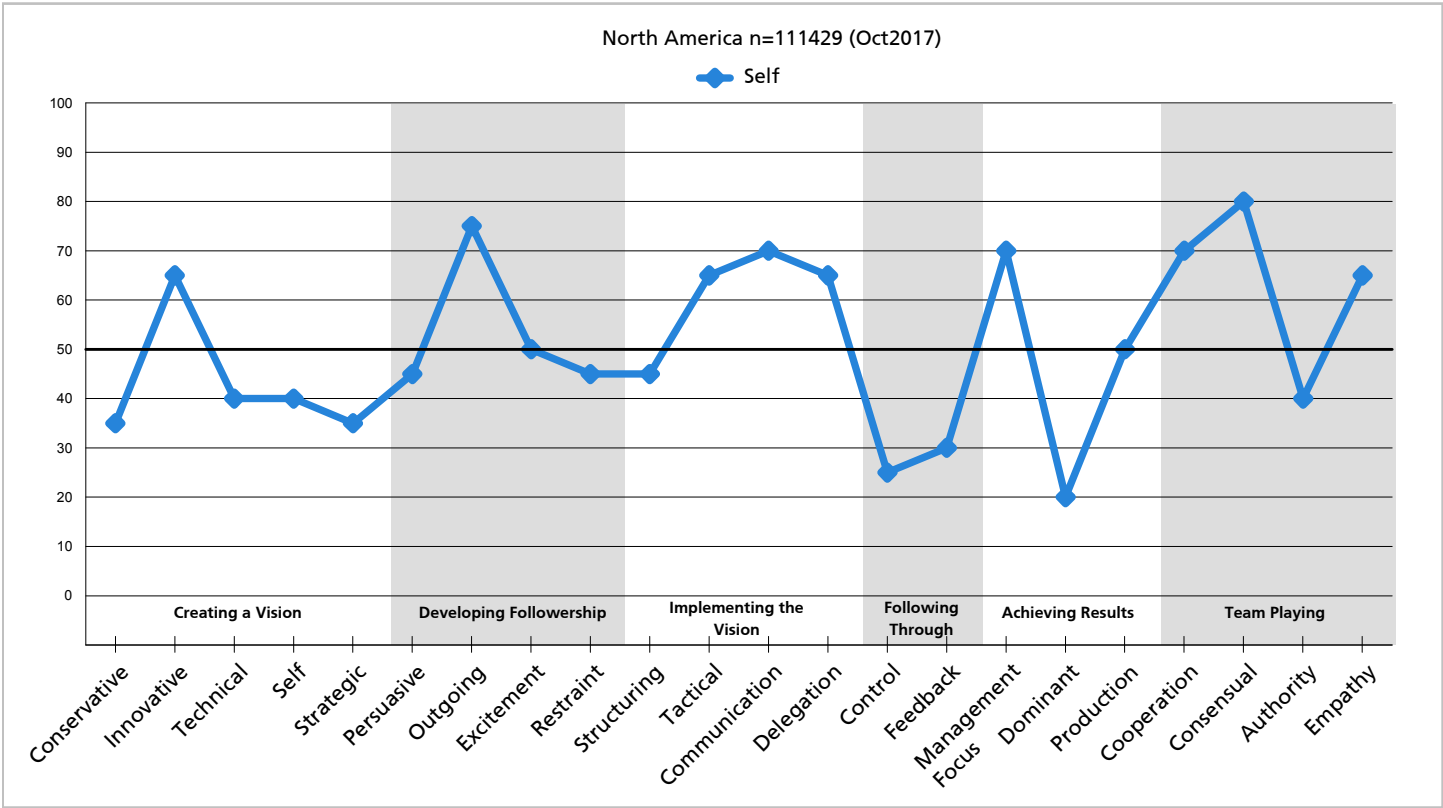
LEA Behavior	Source			
	Self	Boss	Peer	Direct Report
Strategic	↑	↑	✓	✓
Communication	✓	↑	✓	✓
Innovative	✓	✓	↑	✓
Technical	↑	↑	↑	✓
Management Focus	✓	↑	↑	✓
Authority (inverse)	✓	✓	↓	✓

✓ Maintain Behavior

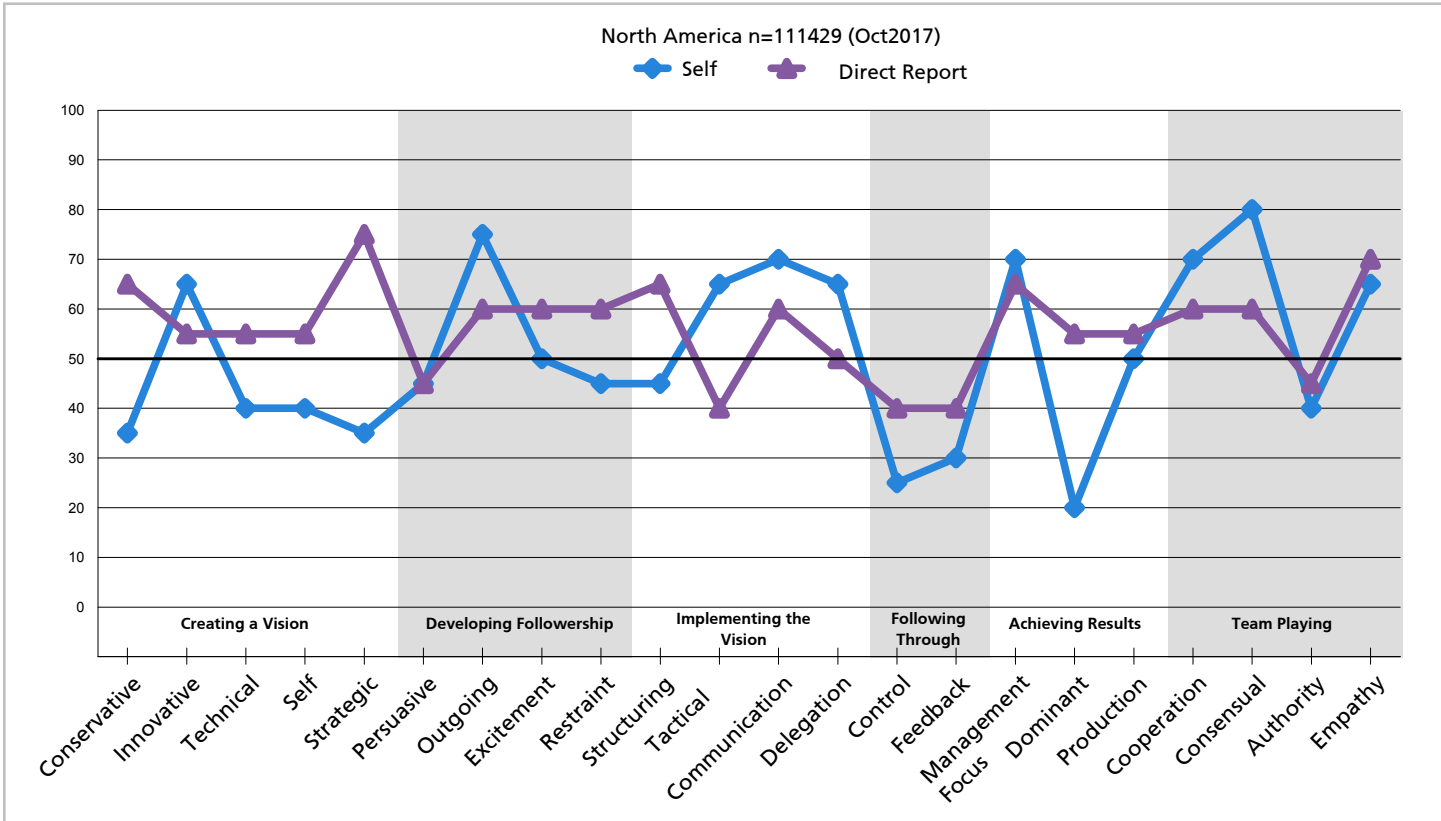
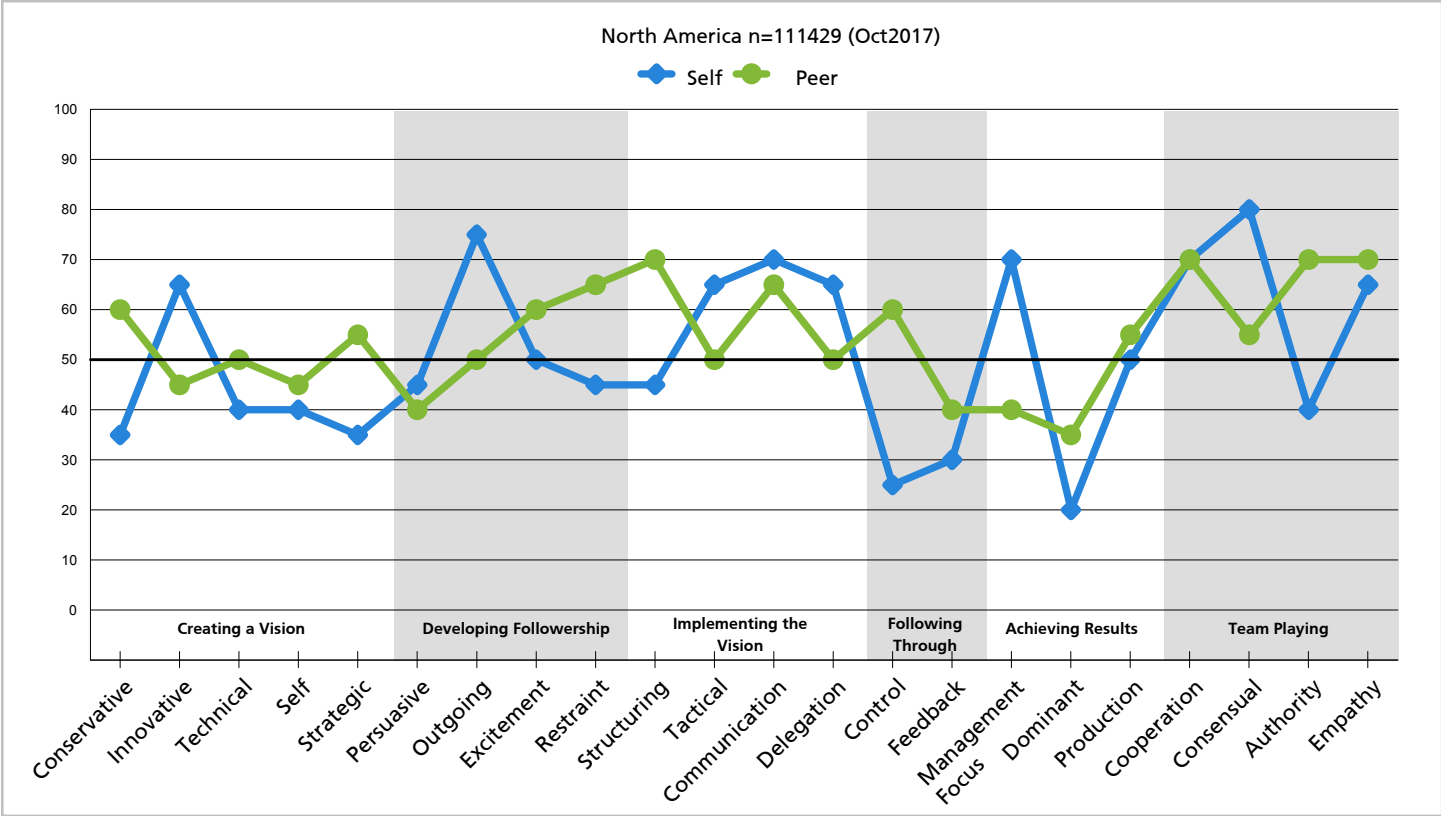
↑ Explore Increase in Behavior

↓ Explore Decrease Behavior









# LEA360® Composite Median/Frequency - Self Data

● Self (12) ● Boss(es) (13) ● Peers (68) ● Direct Reports (38)

North America n=111429

## Creating a Vision

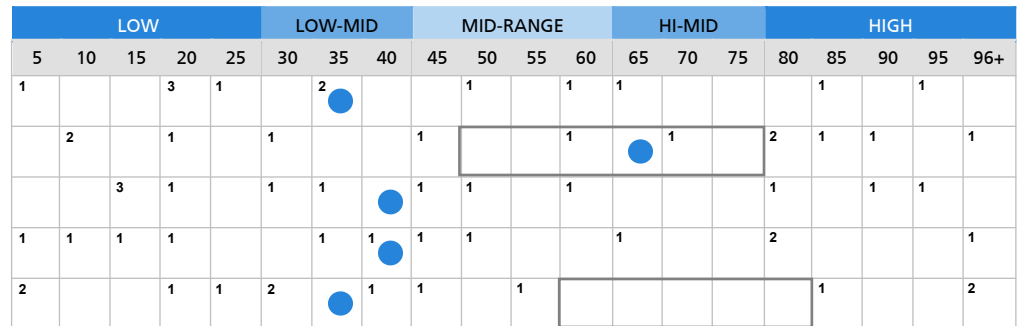
Conservative

Innovative

Technical

Self

Strategic



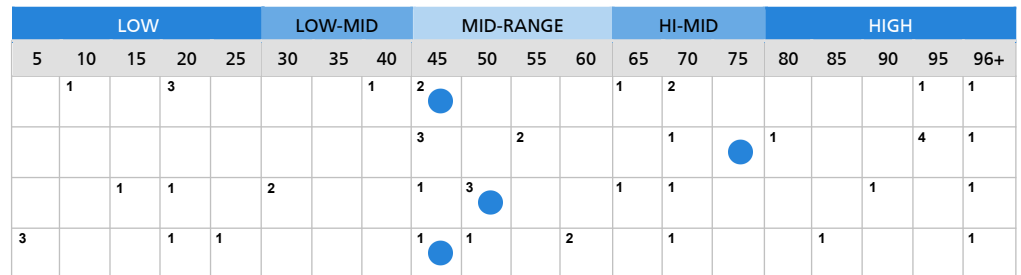
## Developing Followership

Persuasive

Outgoing

Excitement

Restraint



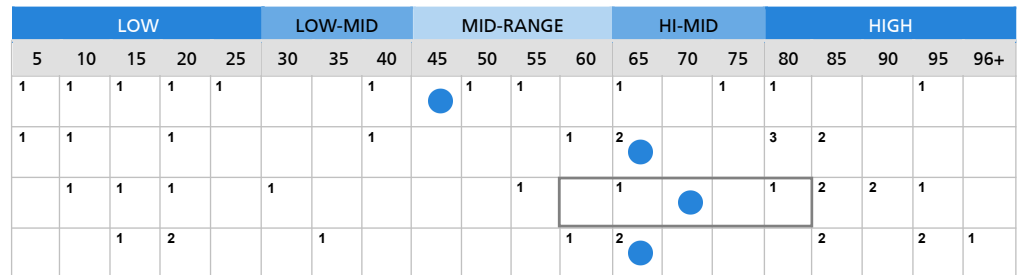
## Implementing the Vision

Structuring

Tactical

Communication

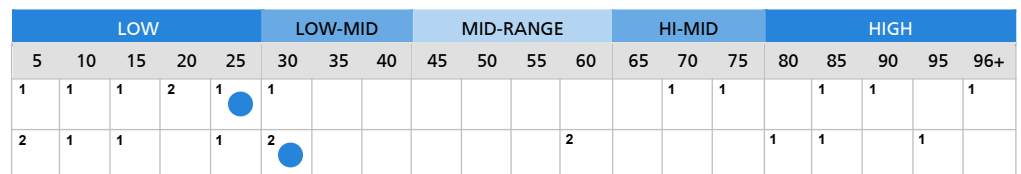
Delegation



## Following Through

Control

Feedback

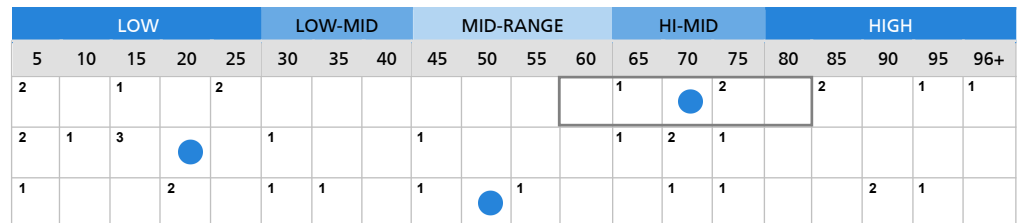


## Achieving Results

Management Focus

Dominant

Production



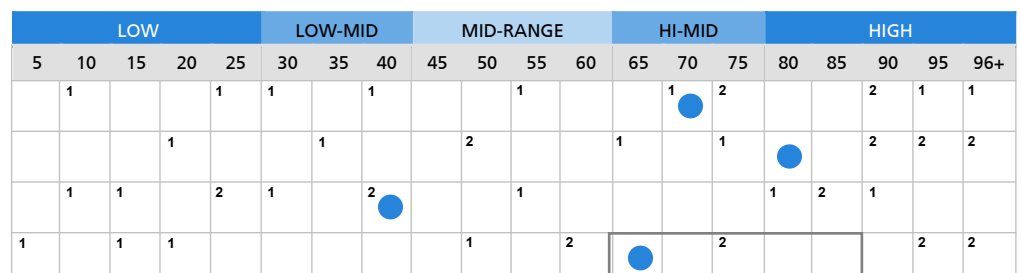
## Team Playing

Cooperation

Consensual

Authority

Empathy



● Self (12)

● Boss(es) (13)

● Peers (68)

● Direct Reports (38)

North America n=111429

### Creating a Vision

Conservative

Innovative

Technical

Self

Strategic

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
	1	1	1		1							1		2	3	1	1	1	
		1	1		1		1		2				1	3	2			1	
	1			2		2	1	1			1					1	1	2	1
1	1		2			2	1		1			2			1			1	1
	2			2		1	2	1		1		1		1	2				

### Developing Followership

Persuasive

Outgoing

Excitement

Restraint

LOW					LOW-MID				MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+	
	3	1		2	3		1			1			1		1					
			1		2	2			2			1	1	1	1		1	1		
		2			1		3		1	1			1	1		2			1	
		1				1		1	1	4		2	1		1	1				

### Implementing the Vision

Structuring

Tactical

Communication

Delegation

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
1		1				1			1	1			2	2	2				2
1		2	2	1			2				3	2							
				2	1	1	2	1					1	2		1	1	1	
		2								2		2	1		5	1			

### Following Through

Control

Feedback

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
		1	1		1		1		1	2	1		2				1		2
2	1				1			1		1	3	1	1		1		1		

### Achieving Results

Management Focus

Dominant

Production

LOW					LOW-MID				MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+	
1	1	1		2	2			1	1			1		1			1			1
1	2	1		1	1	1	3				1					1				1
	1				2	2	1	2	1					1			2			1

### Team Playing

Cooperation

Consensual

Authority

Empathy

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
	1		1	1						1	1		2			4		1	1
1								2		2			1		1	3	2	1	
			3			1		2		1				2	1	2	1		
					3						2	2					3		3

# LEA360® Composite Median/Frequency - Peer Data

● Self (12)

● Boss(es) (13)

● Peers (68)

● Direct Reports (38)

North America n=111429

## Creating a Vision

Conservative

Innovative

Technical

Self

Strategic

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
3		2			1	3	6	8	5	4	4	3	8	2	6	5	3	4	1
4	1	5	2	5	5	3	6	8		3	1	2	3	2	6	3	2	2	3
2	1	8	1	2	4	6	3	6		3	3	6	1	6	1	3	2	4	6
5	4	2	4	4	3	5	6	2		2	6	1	3	1	6	3	3		5
1		3	3	1	8	2	3	9	3	1		1	4	3	2	2	8	6	5

## Developing Followership

Persuasive

Outgoing

Excitement

Restraint

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
4	3	9	5	3	4	3	3	4	2	3	2	6	3	1	3	4	1	5	
3		4	1	7	4	7	1	2	5	2	2	6	4	3	2	3	2	4	6
1	5	3	3	2	2	5	5	2	1	5		3	6	5	2	5	5	5	3
1	1		3	3	5	5	3	4	1	1	6	1	3	2	7	8	5	7	2

## Implementing the Vision

Structuring

Tactical

Communication

Delegation

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
1	1	3	2	1	6		2	2	5	2	2	6	2	4	7	4	5	7	6
4	3	1	4	5	2	5		4	7		4	3		5	6	6	3	3	3
2	1	2	1	2	3	3	2	5	4	3	5	7		4	1	11	4	3	5
4	4	5	2	3	4	5	1	1	6	2	4	6	6	2	2	5	1	4	1

## Following Through

Control

Feedback

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
2	2	4		4	5	5	3	3	3		4	5	6	6		7	3	2	4
6	7	4	2	5	3	3	4	5	4	3	1	4	2	4		2	4		5

## Achieving Results

Management Focus

Dominant

Production

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
2	7	3	4	8	1	6	4	5	2	5	3	2	1	2	3	2	1	2	5
2	6	6	3	12	2	7	2	3	3	1	2	4	2	4	1	1	2	1	4
5	2	4	2	2	6	4	3		3	3	2	8	3	4	8	2	4	2	1

## Team Playing

Cooperation

Consensual

Authority

Empathy

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
1	2	3	2	2	1	8		5	2	4	1	2	2		9	5	4	7	8
6			5	1	2		4	3	6	7	2	3	5	2	3	3	7	4	5
1	2	1	2	2	2	2	6	1	1	8	1	2	5	4	1	6	8	10	3
1	4	1	3	6	1	1	2	2		1		5	7	2	6	5	4	4	13

# LEA360® Composite Median/Frequency - Direct Report Data

● Self (12)

● Boss(es) (13)

● Peers (68)

● Direct Reports (38)

North America n=111429

## Creating a Vision

Conservative

Innovative

Technical

Self

Strategic

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
1	3	3	2	1	1		2	1	2	1		5	3	6	1			4	2
2	1	2		3	1		2	1	4	4	5		7			2	1	1	2
2		2	1	3	1	2			4	5		2	1	3	1	2	2	5	2
1	3	2	2	1	2	3		1	2	3	1	1	4	2	5	3		1	1
2	1	1	1	3	1		2	3	1		1	1	1	1	4	1	3	4	7

## Developing Followership

Persuasive

Outgoing

Excitement

Restraint

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
2	1	2	1	4	2	6		5	3	4	1	2	1	2					2
3		2		4			3	2	3	1	3	5	1			1	1	4	5
1	4		4		2	2	1	1		2	5	2	1	3	3	1	2	3	1
1	4	1	1	3		2	2	1		2	2	1	1	2	2		6	5	2

## Implementing the Vision

Structuring

Tactical

Communication

Delegation

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
4	2	2	1	1	3		1	2		2		4	3	2	2	2	3	1	3
	4	2	2	5	2		4	4		3		1			2	5	2	2	
	1	2		2	2				5	2	8	4	2	1	1	1	3	2	2
	3	4	1	1	1		4	3	2	2	3	1	1	4	1	1			6

## Following Through

Control

Feedback

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
4			3	3	4		5	2	1		2	2	3	3	4			1	1
1	2	4	1	3	2	4	3	1		2	4	2	1	1	2		1	1	3

## Achieving Results

Management Focus

Dominant

Production

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
	1	4	4		1	1	1	1			4	2	2	1	3	3	2	6	2
3		5	1	1	1		3	2		3	1	3	4	2	3		4	1	1
2	2	4	1	3		1	2			8	2	2	1	1	4	2	1	2	

## Team Playing

Cooperation

Consensual

Authority

Empathy

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH				
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+
2	1	5	1		2	2		3	1	1	2	1	2	5	2	3	2	2	1
1		3	4	1	1	1		3	2	2	2	1	1	2	3	2	5	1	3
1	5	1	2	3		2	1	4	2	2	1	4		2	2	1	2	2	1
1	3	2	3	1			2		2	1	3		2	5	2	1	5	2	3





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