

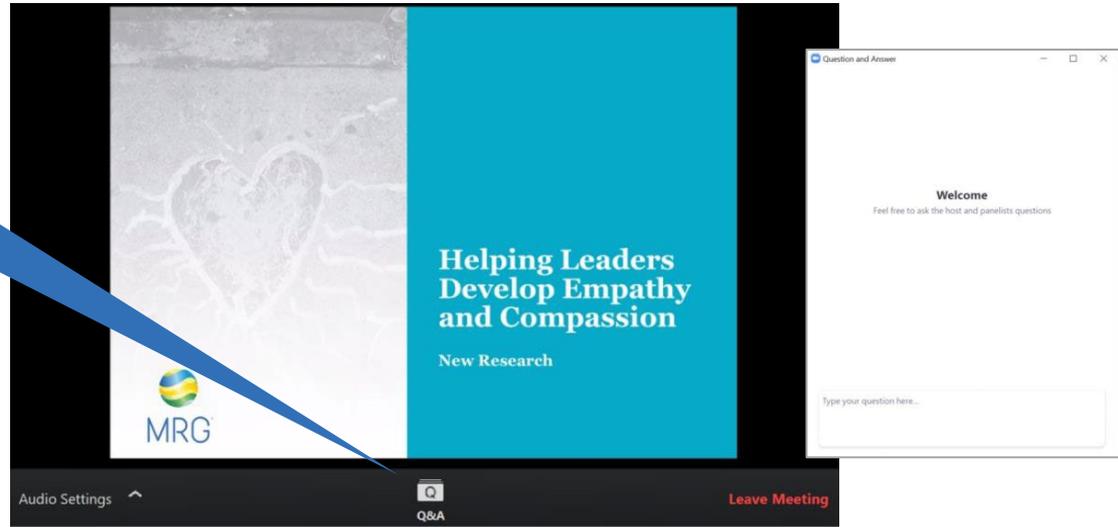


INSIGHT. EVIDENCE. INSPIRATION.

Research Rundown: New Findings on Timely Topics in Leadership, Coaching and Development

Maria Brown, Ph.D. | Head of Research and Education | MRG

For questions:
Hover over the bottom of your screen to get the tool bar.
Then click Q&A.



The screenshot shows a webinar interface. On the left, a slide features the MRG logo and the text "Helping Leaders Develop Empathy and Compassion" and "New Research". On the right, a "Question and Answer" window is open, displaying a "Welcome" message and a text input field for questions. At the bottom, a toolbar includes "Audio Settings", a "Q&A" icon, and a "Leave Meeting" button.

Delivered to your inbox after the webinar:

- » Slides
- » Recording
- » Q&A



Host
Lucy Sullivan
Head of Marketing, MRG



Management Research Group is a global leader in designing assessments that foster a deep self-awareness and impact people in profound and meaningful ways with solutions for Leadership, Personal Development, Sales and Service.

MRG conducts extensive research on effective leadership behaviour, leveraging a database of more than 1.2 million assessment participants.



Maria Brown
Head of Research & Education
MRG

Agenda: The Research Rundown

1. Behaviors that Convey Leadership Effectiveness

- Building Strong Teams
- Psychological Safety

2. Self-Reflection

- Authenticity
- Growth Mindset

3. Diversity, Equity, and Inclusion

- Business Case for DEI
- Blind Spots

4. What else did we discover in 2021: More Research from MRG

5. MRG Research in 2022 and beyond





This is only a sample.
Research *is* our middle name.



Behaviors that Convey Leadership Effectiveness

New LEA Leadership Impact Items

Where do the data come from?

LEA 360™: Leadership Effectiveness Analysis

A multi-rater leadership assessment used in more than 40 countries, with more than 1 million total participants from around the world.

LEA 360™

Self &
Observer

22 specific, observable LEADERSHIP BEHAVIORS.
Semi-ipsative questions.
Normed scores 0-100.

LEA Impact
Report

Observer

32 subjective LEADERSHIP COMPETENCIES.
Anchored rating questions.
Raw scores 1-7.

Research
Questions

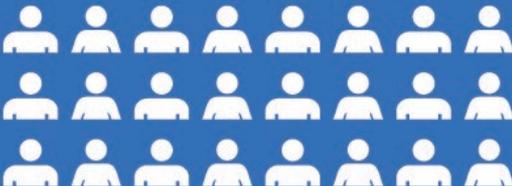
Self

4 specific REFLECTIONS and attitudes on leadership.
Anchored rating questions.
Raw scores 1-7.



About the Study

**1,573
Leaders**



*who completed the LEA questionnaire
between 2021 and 2022*

**25+
Countries**



**79%
Department Manager
Level or Higher**



**57%
Male**



**40%
Female**



*<1% Non-binary or Third gender
3% Not Reported*

**40+
Industries**





Building Strong Teams



Building Strong Teams: About the Study

THE MEASURE



Observer ratings on the LEA Impact Report item:

Builds strong teams (i.e., fosters team cohesion, inspires team to work toward common goals, ensures individuals in their teams work well together)

THE ANALYSIS



All 22 Behaviors from the LEA 360™ were entered as predictors in a relative weights analysis to determine which behaviors are better predictors of effectiveness

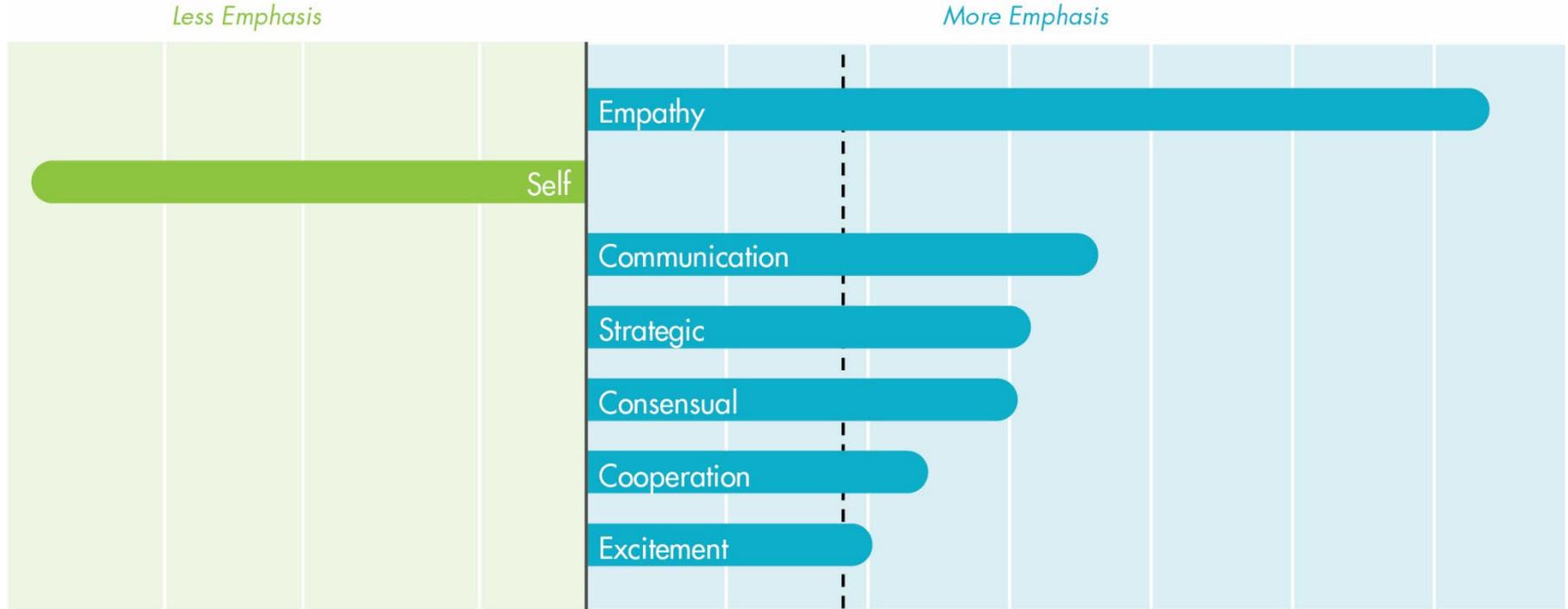
THE APPLICATION



What behavioral shifts should leaders consider to become more effective at Building Strong Teams?

Building Strong Teams: Across all Levels

Relative Importance of Behaviors

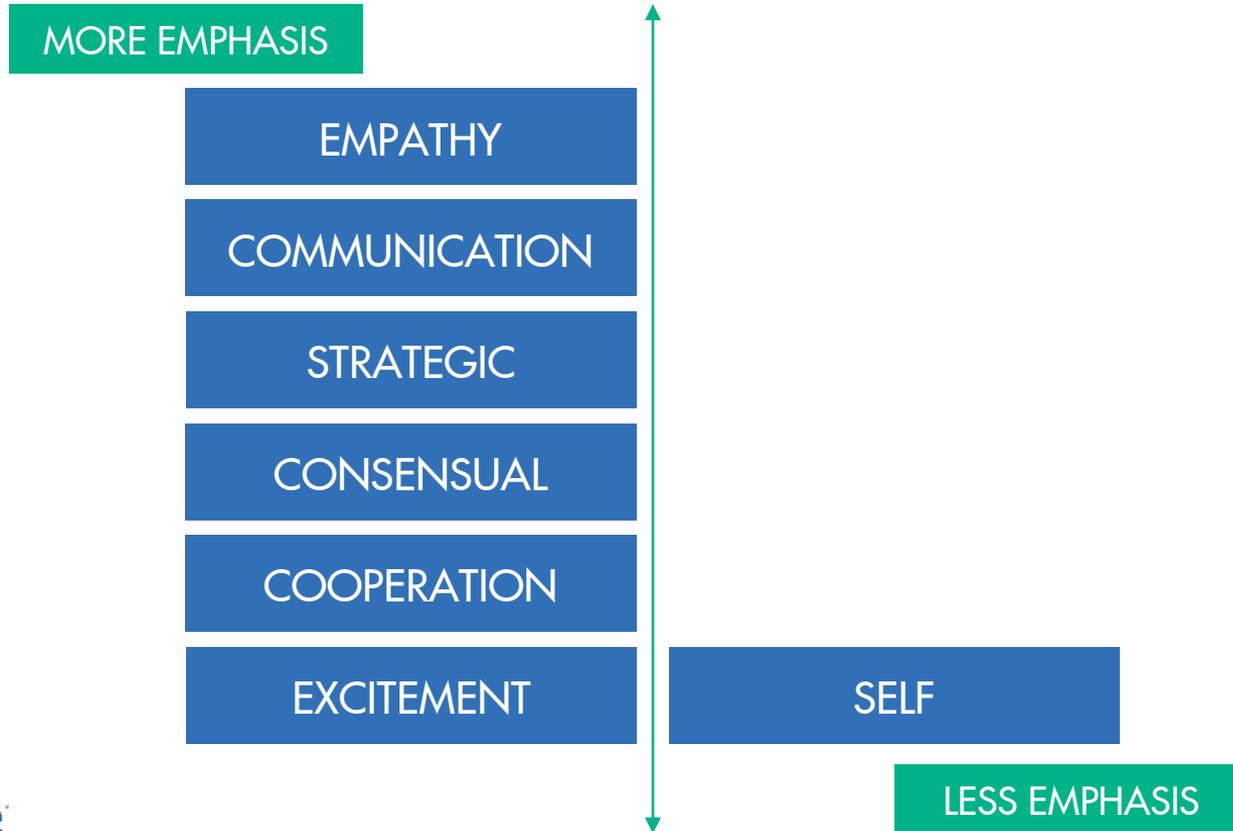


Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 43%.

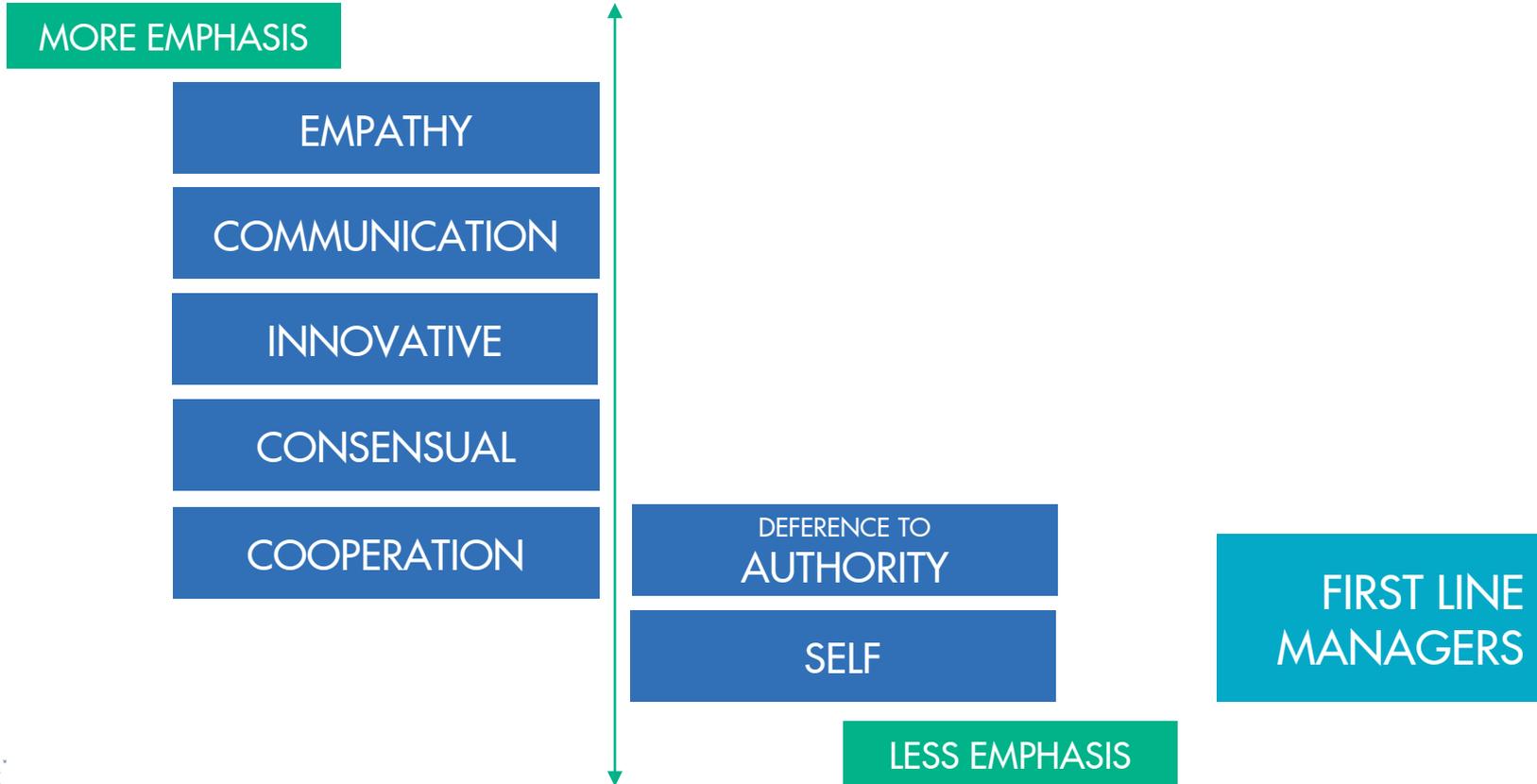


Does management level matter?

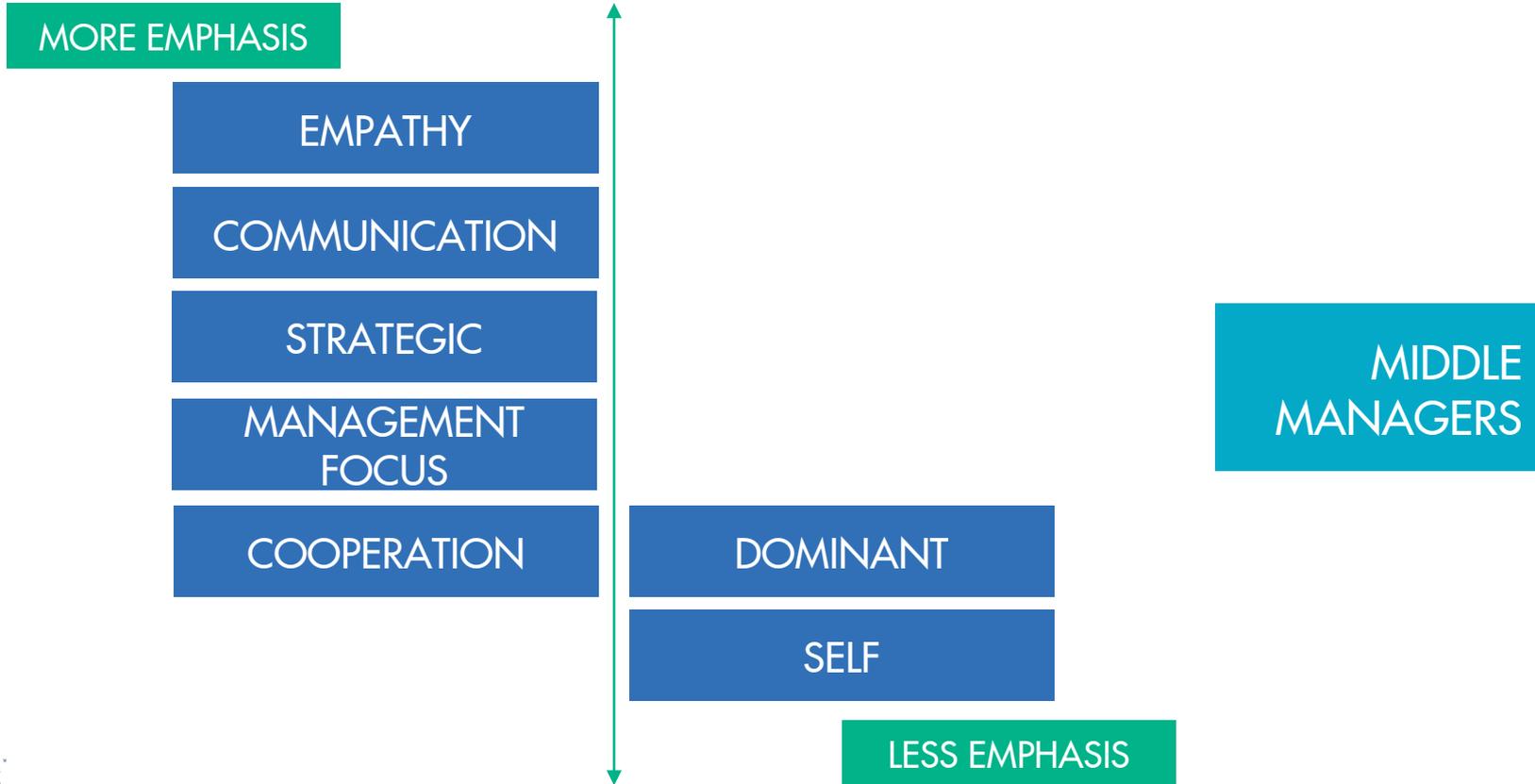
Behaviors that Build Strong Teams: All Levels



Behaviors that Build Strong Teams



Behaviors that Build Strong Teams



Behaviors that Build Strong Teams

MORE EMPHASIS

CONTROL

EMPATHY

TECHNICAL

COMMUNICATION

STRATEGIC

CONSENSUAL

COOPERATION

EXCITEMENT

SELF

LESS EMPHASIS

SENIOR
LEADERS



Building Strong Teams at every level: what does it take?



Bring others into the decision-making process



Be clear and maintain flow of information



Help others achieve their objectives



Show higher levels of energy



Consider the broad implications of decisions

Building Strong Teams at every level: what *else* does it take?

SENIOR LEADERS

Check in on team progress; use your own expertise when needed.

MIDDLE MANAGERS

Take advantage of opportunities to be in charge; don't take a forceful approach to achieving results.

FIRST LINE MANAGERS

Be comfortable trying new things; don't be overly dependent on senior leaders for direction.



Creating Psychological Safety



Creating Psychological Safety: About the Study

THE MEASURE



Observer ratings on the LEA Impact Report item:

Creates an environment where others can participate safely without fear of negative repercussions (i.e., people can speak up and challenge others without risk of retribution, allows people to take risks and make mistakes without punishment, expects others to show mutual respect)

THE ANALYSIS



All 22 Behaviors from the LEA 360™ were entered as predictors in a relative weights analysis to determine which behaviors are better predictors of effectiveness

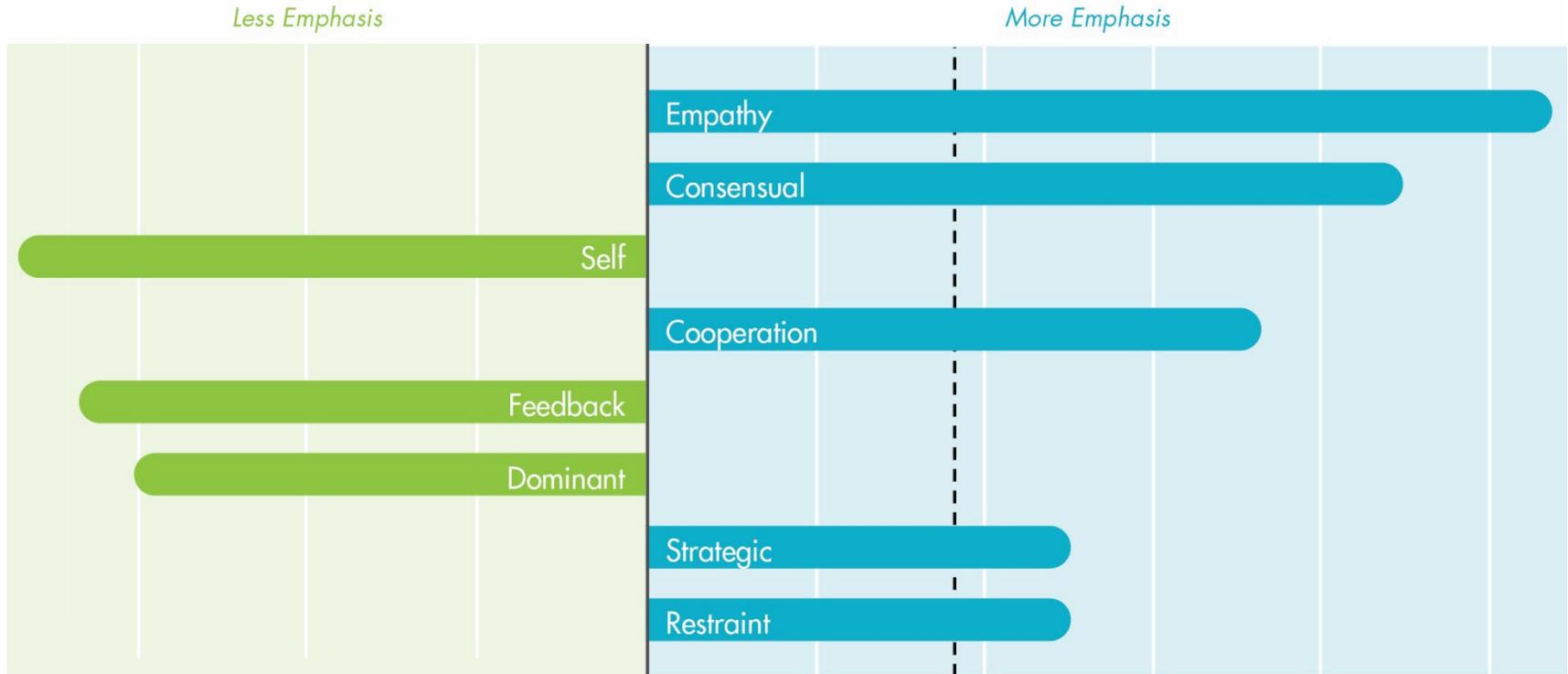
THE APPLICATION



What behavioral shifts should leaders consider to become more effective at creating Psychological Safety?

Creating Psychological Safety: Across all Levels

Relative Importance of Behaviors

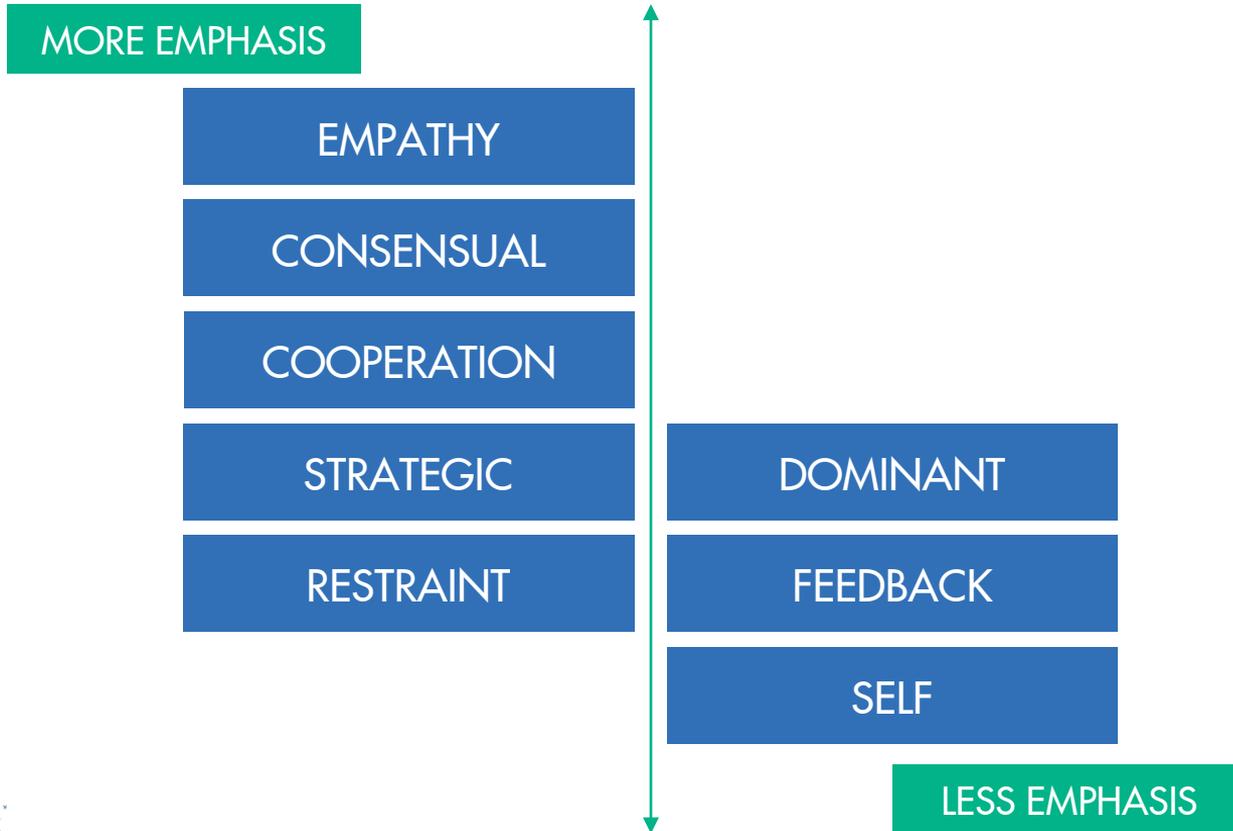


Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 56%.



Does management level matter?

Behaviors that Create Psychological Safety: All Levels



Behaviors that Create Psychological Safety

MORE EMPHASIS

COMMUNICATION

EMPATHY

CONSENSUAL

COOPERATION

STRATEGIC

RESTRAINT

INNOVATIVE

MANAGEMENT
FOCUS

DOMINANT

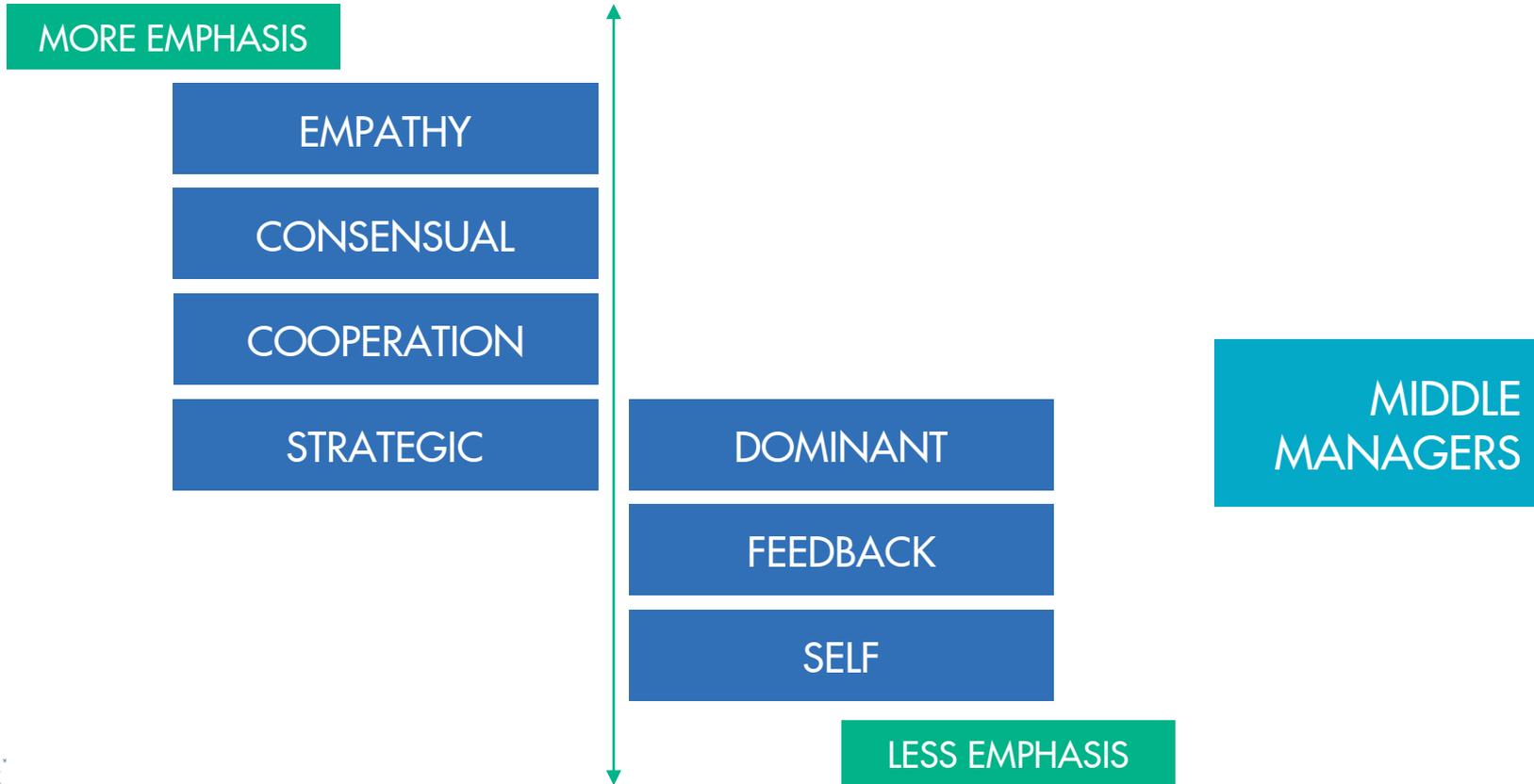
FEEDBACK

SELF

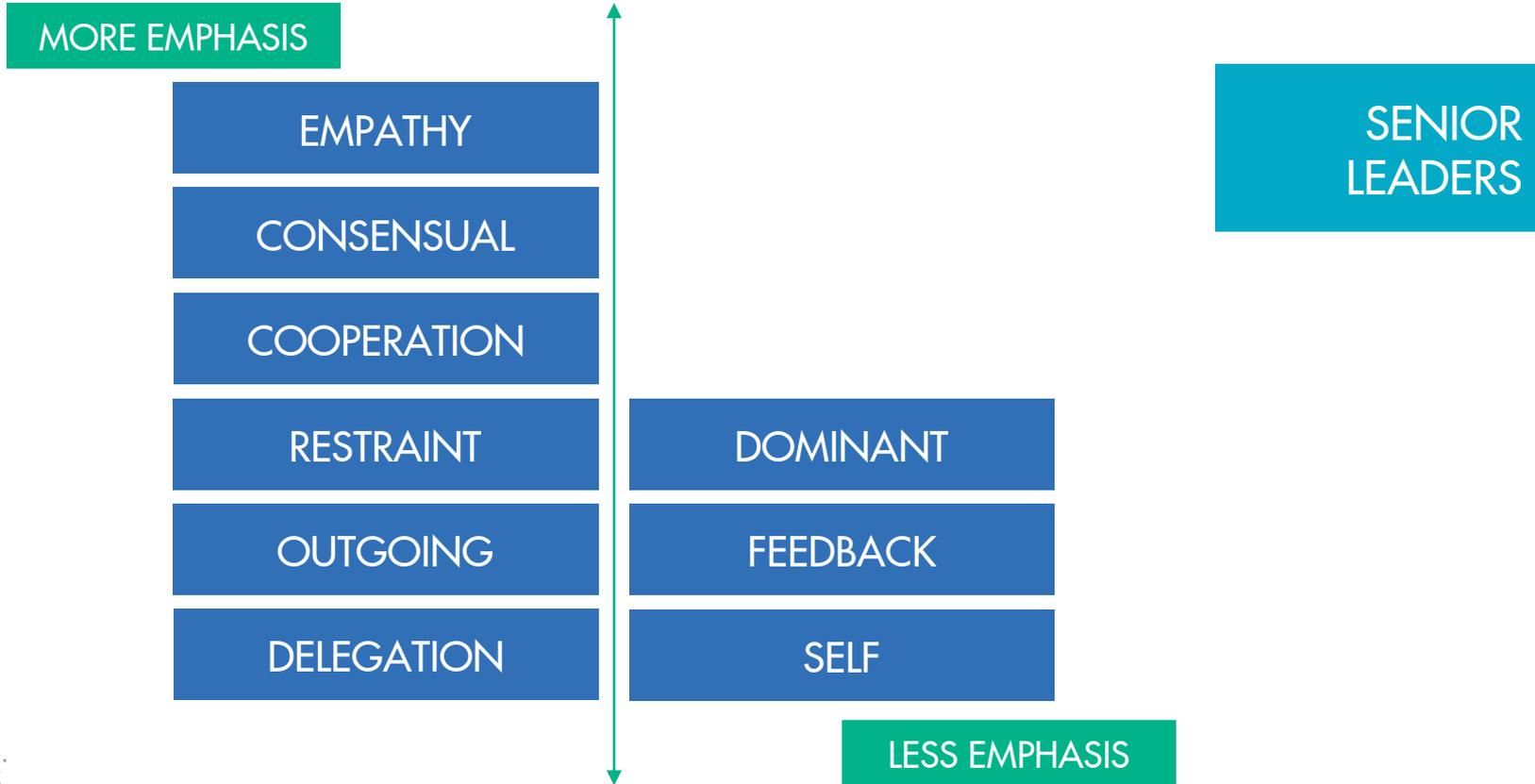
LESS EMPHASIS

FIRST LINE
MANAGERS

Behaviors that Create Psychological Safety



Behaviors that Create Psychological Safety



Creating Psychological Safety at every level: what does it take?



Consider the broad implications of decisions



Seek and use the opinions of others



Help others achieve their objectives



Consider what they convey in their feedback and reactions



Motivate team to achieve results without being too forceful

Creating Psychological Safety at every level: what *else* does it take?

SENIOR LEADERS

Consider using a more informal manner in daily interactions; delegate some of the objectives and allow autonomy.

MIDDLE MANAGERS

Controlling one's emotional restraint is less important.

FIRST LINE MANAGERS

Be comfortable taking risks; be clear and keep everyone in the loop; leave some room for others to lead.

Questions & Comments





Self-Reflections on Authenticity and Growth Mindset

LEA Self Research Items

Where do the data come from?

LEA 360™: Leadership Effectiveness Analysis

A multi-rater leadership assessment used in more than 40 countries, with more than 1 million total participants from around the world.

LEA 360™

Self &
Observer

22 specific, observable LEADERSHIP BEHAVIORS.
Semi-ipsative questions.
Normed scores 0-100.

LEA Impact
Report

Observer

32 subjective LEADERSHIP COMPETENCIES.
Anchored rating questions.
Raw scores 1-7.

Research
Questions

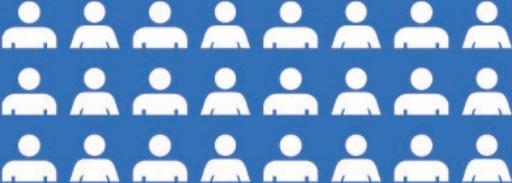
Self

4 specific REFLECTIONS and attitudes on leadership.
Anchored rating questions.
Raw scores 1-7.



About the Study

**10,212
Leaders**



*who completed the LEA 360
between 2018 and 2022*

**75+
Countries**



**78%
Department Manager
Level or Higher**



**56%
Male**



**36%
Female**



*<1% Non-binary or Third gender,
<1% Other gender, 8% Not Reported*

**40+
Industries**

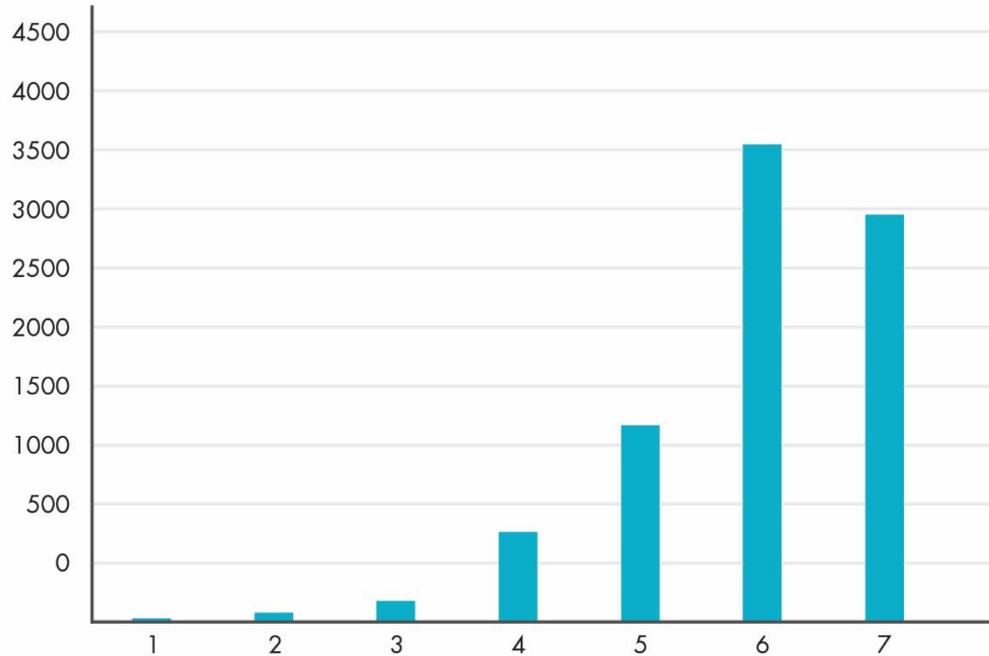




**Do leaders feel Authentic in
their Roles?**



Do leaders feel authentic in their roles?



I am authentic in my role (i.e., the degree to which I feel I can be myself in my role)

Are there advantages to feeling authentic in one's role?



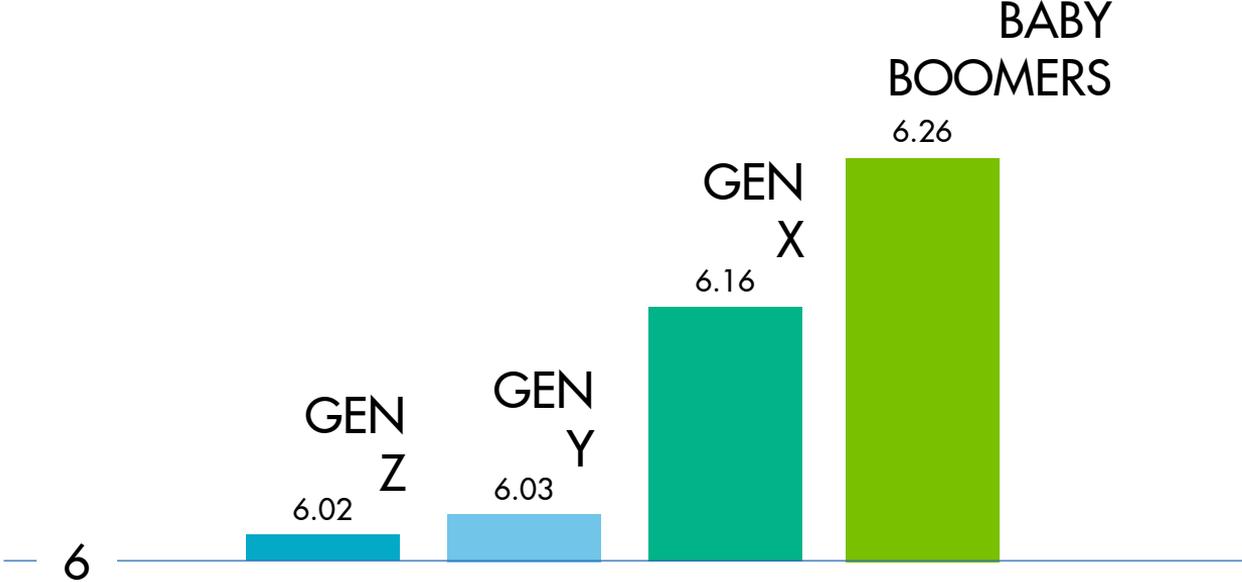
Are there advantages to feeling authentic in one's role?

When compared to leaders who rated themselves low on authenticity, those who rated themselves high were seen to be more effective in several areas of leadership impact:

- Capacity to get people enthusiastic and involved
- Overall effectiveness as leader/manager
- Promotes and enhances employee engagement
- Demonstrates self-confidence
- Straightforward, open communicator
- Ability to get things done through people
- Business aptitude

There were no differences between high and average, or low and average.

Do certain groups of leaders feel more authentic in their roles than others?



Do leaders feel authentic in their roles?



Feeling authentic in one's role is associated with important measures of effective leadership



Most leaders feel authentic in their role



When working with leaders, start to ask questions when Authenticity score are at 5 or lower

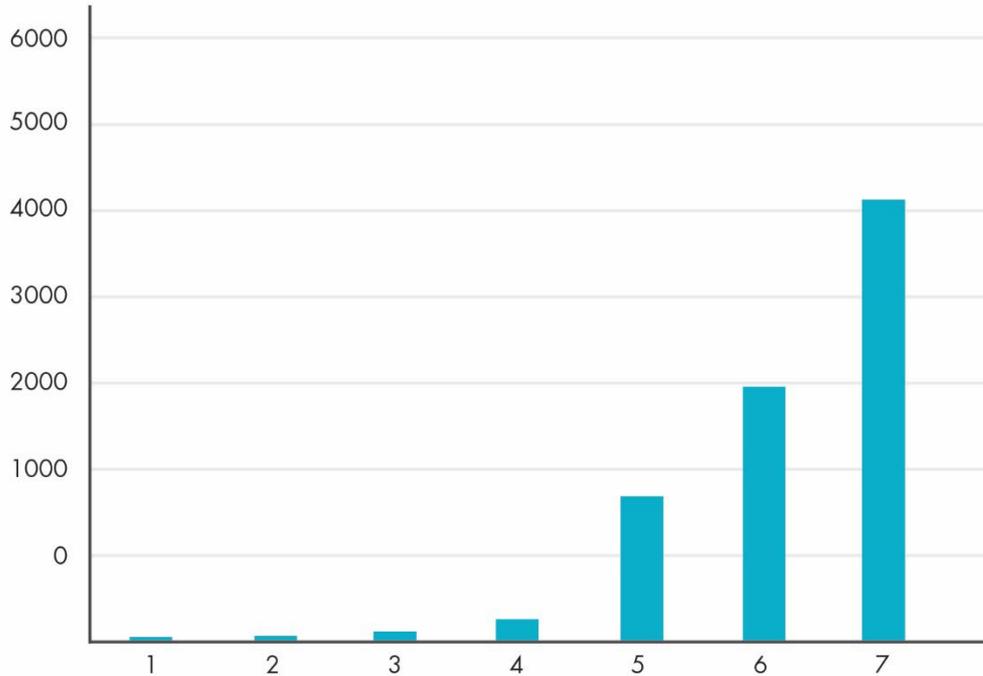


Life stage factors may have a positive influence on authenticity



Do leaders believe in Growth?

Do leaders believe in growth?



I believe that almost anyone can acquire and develop skills

Are there advantages to feeling authentic in one's role?

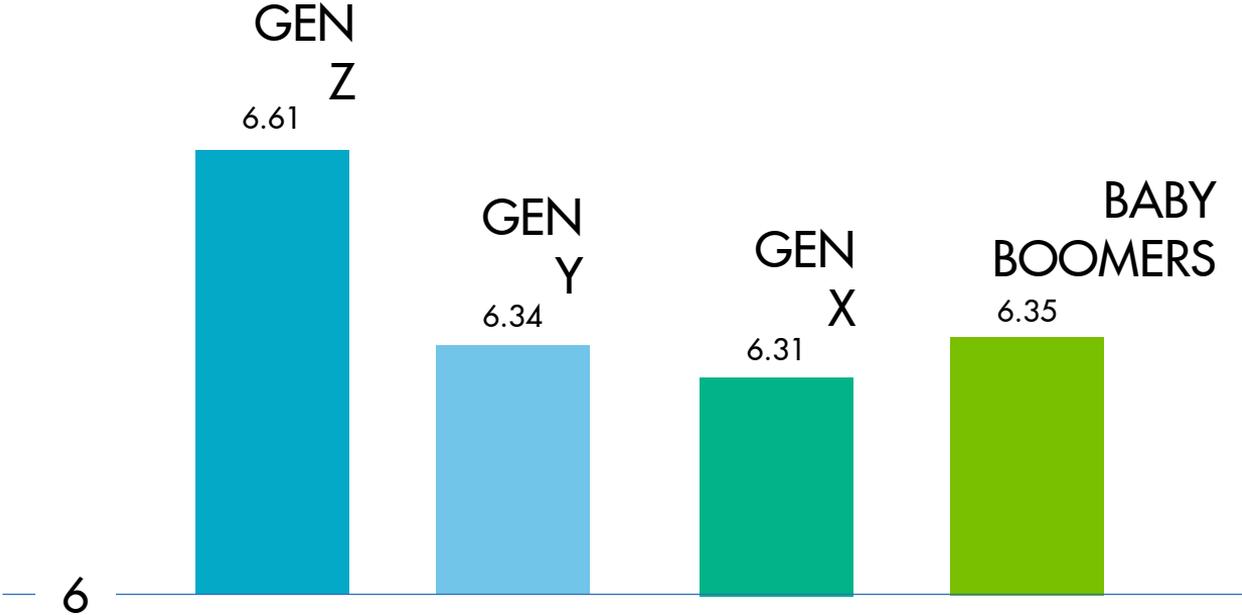


The finding: The two groups did not differ in observer effectiveness ratings.

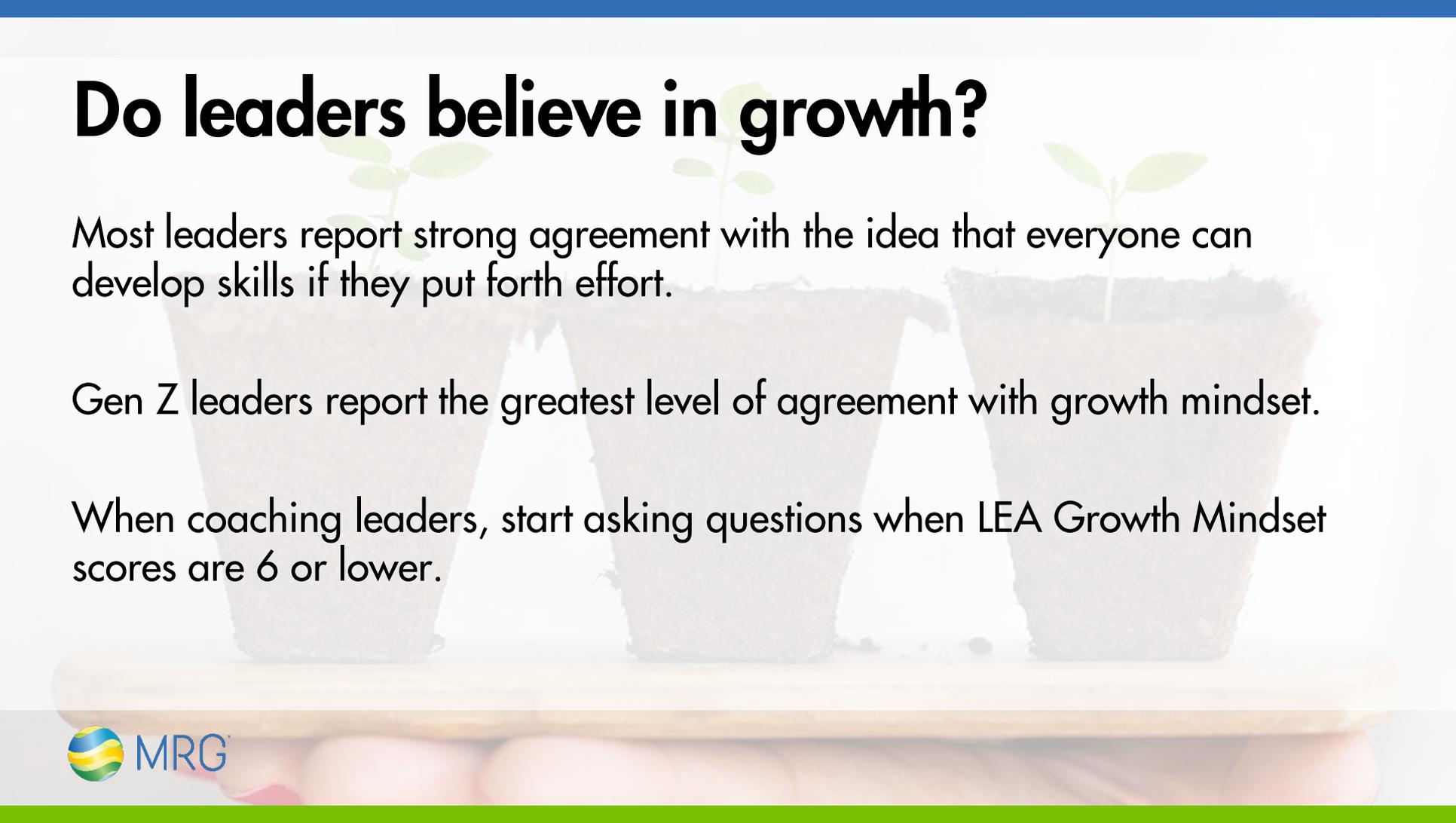
What might this mean?

- The message about growth is getting across, skewing people's beliefs in the right direction, but reducing variability in the data (i.e., it's no longer a differentiator).
- There could be a disconnect between a conceptual belief and the practice of that belief.
- Leaders may be over-reporting their agreement with the concept of growth.
- We need to explore further.

Do certain groups of leaders report greater belief in growth?



Do leaders believe in growth?

The background of the slide features a close-up photograph of three small, identical brown paper pots containing dark soil and a small green seedling with two leaves. The pots are arranged in a row on a light-colored wooden tray. A person's hand is visible at the bottom, holding the tray. The entire scene is softly blurred, creating a clean, professional aesthetic.

Most leaders report strong agreement with the idea that everyone can develop skills if they put forth effort.

Gen Z leaders report the greatest level of agreement with growth mindset.

When coaching leaders, start asking questions when LEA Growth Mindset scores are 6 or lower.

Diversity, Equity & Inclusion

What we've learned from MRG's new questionnaire so far



Creating the Questionnaire

Defining constructs:

- Diversity: Addressing discrimination, learning about people as individuals, mitigating effects of unconscious bias
- Equity: Being fair and consistent
- Inclusion: Ensuring everyone feels they belong and can contribute



The Questionnaire Items

This leader takes quick and appropriate action to address any form of disrespect or discrimination	Diversity
This leader asks appropriate questions to learn more about people as individuals	Diversity
This leader supports efforts to educate about and mitigate the effects of unconscious bias	Diversity
This leader treats people fairly regardless of who they are	Equity
This leader ensures that everyone is rewarded fairly	Equity
This leader implements policies consistently for everyone	Equity
This leader makes people feel that they belong	Inclusion
This leader ensures that people feel valued and respected	Inclusion
This leader ensures everyone has an equal voice in meetings	Inclusion



Still available for free as we collect data for final analysis!

DEI and Leadership Impact

The business case for developing effectiveness in DEI



About the Study



Are there advantages to feeling authentic in one's role?

THE STUDY

Based on the current 9 items

Compared effectiveness scores of the two groups



Two groups of leaders:

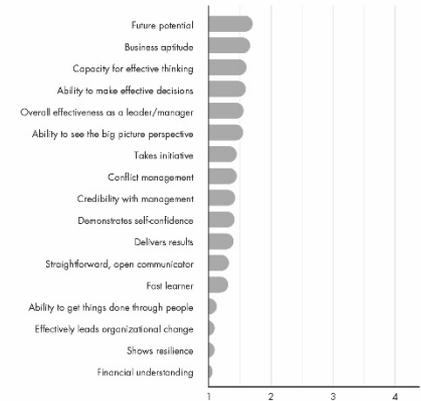
Top 35% and Bottom 65%

Calculated based on combined observer scores of DEI effectiveness measures

These are preliminary findings from a small initial sample.

More to come in 2022!

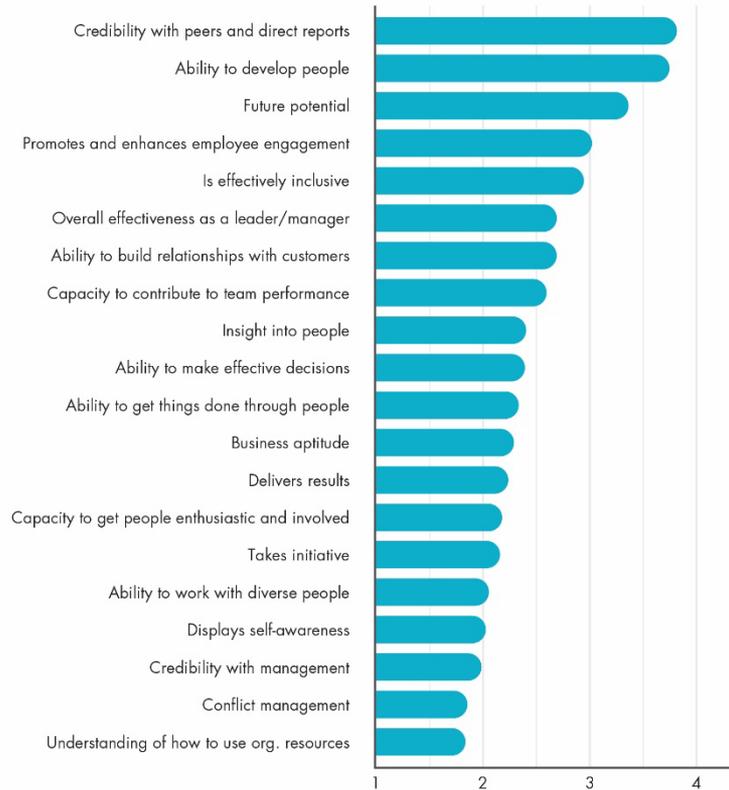
Are there advantages to being effective in the area of Diversity?



Odds a member of one group scores higher than a member of the other group

Odds a member of one group scores higher than a member of the other group

Are there advantages to being effective in the area of Equity?

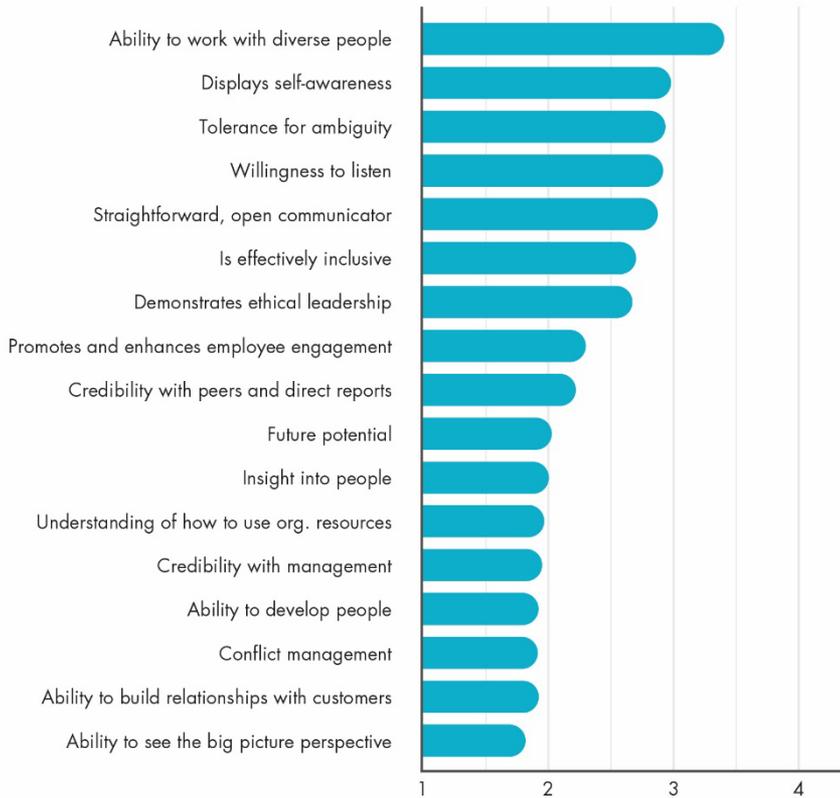


Odds a member of one group scores higher than a member of the other group

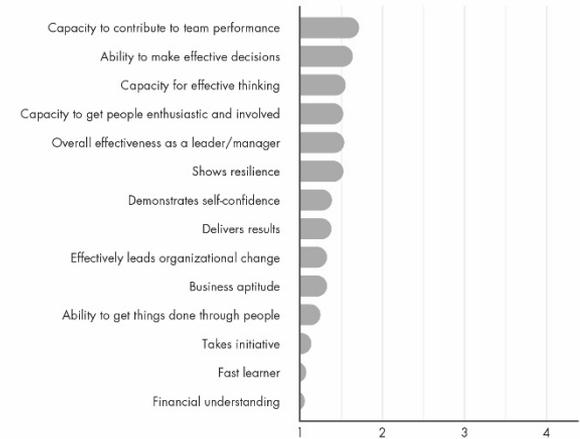


Odds a member of one group scores higher than a member of the other group

Are there advantages to being effective in the area of Inclusion?



Odds a member of one group scores higher than a member of the other group



Odds a member of one group scores higher than a member of the other group

Should leaders be coached to be more effective in the areas of DEI? Yes!

Leaders who score high on Diversity, Equity and Inclusion also convey effectiveness in a variety relational competencies.

Additionally, each area is associated with its own set of business and cognitive competencies.

Bottom line: DEI Effectiveness has the potential to increase effectiveness across a variety of leadership competencies, but development in all areas of DEI will have the greatest impact.

DEI Blind Spots

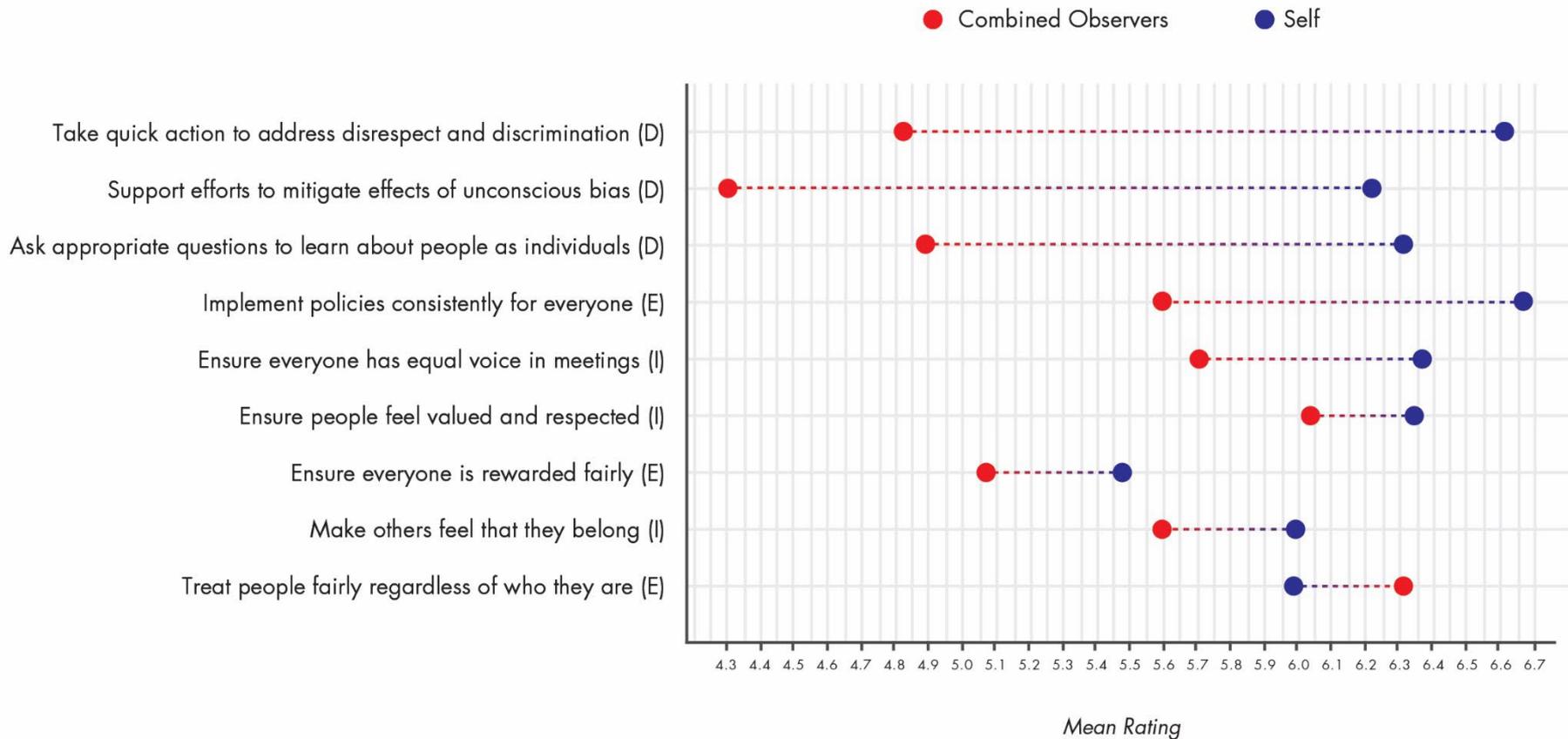
How well do leaders know their effectiveness?



THE STUDY

Self & observer ratings
on all 9 DEI items

- Are leaders good at identifying their strengths and weaknesses?
- How large are the gaps between self and observer perceptions?



Although this is a small sample, there is evidence that leaders may not be accurate at assessing their effectiveness in the DEI space.

Some areas, especially those in diversity, are more prone to inaccurate self-perceptions.

When possible, look at both self and observer ratings to find the best developmental opportunities.

Questions & Comments





What else did we discover in 2021?

More research to explore



More Research from MRG

WEBINARS

Breaking Down the
Barriers to Shared
Leadership

Stepping Up: Coaching
Leaders to Succeed at
the Next Level

ARTICLES

What Drives Effective
Leaders?

Avert Leadership
Derailment
Talent Development Magazine

Shared Leadership:
Creating the Conditions
to Make it Work
Coaching Perspectives Magazine

BEST PRACTICES

Consumer Packaged
Goods Industry

Ability to Work with
Diverse People

Watch your inbox – links
in your follow-up email!



What research topics would you like to see next?

Choose all that apply.

- Resilience
- Agility
- Self-awareness
- Influence and Political Clout
- Leading Through and Beyond the Pandemic
- Leading Remote Teams
- Work/Life Balance
- Sustainable Leadership
- Intercultural Competence
- Creativity

Questions & Comments



Looking ahead...

More research on new topics
Impostor Syndrome

Updates on previous topics
More DEI Research
Updated Best Practices

And more



On the Way....

- ✓ Slides
- ✓ Recording
- ✓ Blog: Webinar Wrap-Up plus Q&A
- ✓ Links to deeper dives into our 2021 research topics

Upcoming Events with MRG

Certifications

LEA 360™

Classes starting

March 29

April 26

May 24

IDI™

Classes starting

March 1

April 26

June 21

Personal Directions®

Classes starting

March 15

May 10

July 12



Visit the **CALENDAR** tab on
MRG.com to register now



**Thank you.
Stay in touch.**

research@mrg.com

