

## **What would be the Ideal Profile on this Leadership Team?**

(see References and Resources to contact MRG to use their heavily researched instrument to more accurately assess your leadership behaviors)

A team full of leaders is likely to include a variety of leadership styles. However, the overall profile of the top Leadership Team influences the culture of an organization and sets a tone for middle and lower level leaders to emulate. The Management Research Group (MRG) developed the Leadership Effectiveness Analysis (LEA) Instrument to help assess key behaviors exhibited by top level managers. They recommend a “strategic directions process” whereby the team produces an ideal profile of what the average scores should be for this team. Read the definition of each of the 22 behaviors listed below. **Put a “T” where the average score should be in order for this leadership team to perform as an effective Lead Team. Put an “M” where you would rate yourself on that dimension.** Use the following scale to make your assessments:

Low range (0 – 25<sup>th</sup> percentile)

Low mid-range (25 – 40<sup>th</sup> percentile)

Mid-range (40 – 60<sup>th</sup> percentile)

High mid range (60 - 80<sup>th</sup> percentile)

High range (80 – 100<sup>th</sup> percentile)

### **SECTION I. Creating a Vision**

**A. Conservative:** Studying problems in light of past practices to ensure predictability, reinforce the status quo, and minimize risk

0-25      25-40      40-60      60-80      80-100

**B. Innovative:** Feeling comfortable in fast changing environments; being willing to take risks and to consider new and untested approaches

0-25      25-40      40-60      60-80      80-100

**C. Technical:** Acquiring and maintaining in-depth knowledge in your field or area of focus; using your expertise and specialized knowledge to study issues and draw conclusions

0-25      25-40      40-60      60-80      80-100

**D. Self:** Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for decision making

0-25      25-40      40-60      60-80      80-100

**E. Strategic:** Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead, and planning

0-25      25-40      40-60      60-80      80-100

## SECTION II. Developing Followership

**A. Persuasive:** Building commitment by convincing others and winning them over to your point of view

0-25      25-40      40-60      60-80      80-100

**B. Outgoing:** Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships

0-25      25-40      40-60      60-80      80-100

**C. Excitement:** Operating with a good deal of energy, intensity, and emotional expression; having a capacity for keeping others enthusiastic and involved

0-25      25-40      40-60      60-80      80-100

**D. Restraint:** Maintaining a low-key understated and quiet interpersonal demeanor by working to control your emotional expression

0-25      25-40      40-60      60-80      80-100

## SECTION III. Implementing the Vision

**A. Structuring:** Adopting a systematic and organized approach; preferring to work in a precise, methodical manner; developing and utilizing guidelines and procedures

0-25      25-40      40-60      60-80      80-100

**B. Tactical:** Emphasizing the production of immediate results by focusing on short-range, hands-on, practical strategies

0-25      25-40      40-60      60-80      80-100

**C. Communication:** Stating clearly what you want and expect from others; clearly expressing your thoughts and ideas; maintaining a precise and constant flow of information

0-25      25-40      40-60      60-80      80-100

**D. Delegation:** Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgment

0-25      25-40      40-60      60-80      80-100

## SECTION IV. Following Through

**A. Control:** Adopting an approach in which you take nothing for granted, set deadlines for certain actions and are persistent in monitoring the progress of activities to ensure that they are completed on schedule

0-25      25-40      40-60      60-80      80-100

**B. Feedback:** Letting others know in a straightforward manner what you think of them, how well they have performed and if they have met your needs and expectations

0-25      25-40      40-60      60-80      80-100

## SECTION V. Achieving Results

**A. Management Focus:** Seeking to exert influence by being in position of authority, taking charge, and leading and directing the efforts of others

0-25      25-40      40-60      60-80      80-100

**B. Dominant:** Pushing vigorously to achieve results through an approach which is forceful, assertive and competitive

0-25      25-40      40-60      60-80      80-100

**C. Production:** Adopting a strong orientation toward achievement; holding high expectations of yourself and others; pushing yourself and others to achieve at high levels

0-25      25-40      40-60      60-80      80-100

## SECTION VI. Team Playing

**A. Cooperation:** Accommodating the needs and interests of others by being willing to defer performance on your own objectives in order to assist colleagues with theirs

0-25      25-40      40-60      60-80      80-100

**B. Consensual:** Valuing the ideas and opinions of others and collecting their input as part of your decision making process

0-25      25-40      40-60      60-80      80-100

**C. Authority:** Showing loyalty to the organization; respecting the opinion of people in authority, and using them as resources for information, direction, and decisions

0-25      25-40      40-60      60-80      80-100

**D. Empathy:** Demonstrating an active concern for people and their needs by forming close and supportive relationships with others

0-25      25-40      40-60      60-80      80-100

Which of these 22 Behaviors are particularly **important** for the success of this team?

Which of these 22 Behaviors do Leaders in this organization use **frequently**?

Which Leadership Behaviors **are you “in range”**?

What could this team do to encourage the use of Leadership Behaviors that are important for the success of this team and of the organization?

What is your personal leadership development plan?

What could you do to increase or decrease your effective use of key leadership behaviors?