# Mercer

# Leadership Derailers Index®

Navigate Leadership Challenges:
Identify and Overcome Derailers

**The Leadership Derailers Index® is a comprehensive assessment tool designed to identify potential derailers in leadership behavior. It helps organizations recognize and mitigate behaviors that can impede leadership effectiveness and organizational success.**

**Duration**
10-15 minutes

**Time Limit**
Untimed

**Format**
Remote delivery

**Supervision**
Unsupervised

**Language Available**
English, Arabic, French, Chinese, Spanish, Italian, Dutch, Portuguese, German, Korean, Japanese

**Report Language**
English and Arabic

**Question Format**
6-point Likert Scale

**Number of Questions**
30

**Completion Requirements**
Must be completed in one session

**Prerequisites**
None

**Target Audience**
Suitable for leaders and executive levels

**Complementary Solutions**
Leadership development programs

**Technical Requirements**
Internet connection, Web browser

**Report Generation**
Immediate upon completion

**Types of Reports**
Leadership Derailer Index ®, Leadership Paradox Report (when combined with The Thriving Index®)

**Data Security**
Compliant with international data protection standards

## Research Insights

- Leadership derailers can significantly impact team dynamics and organizational performance. Identifying and addressing these behaviors is crucial for maintaining effective leadership.

- The Leadership Derailers Index® is validated through rigorous research, ensuring its effectiveness in identifying critical leadership behaviors.

## Key Features

### Identification of Critical Derailers

- Assesses 10 key derailers that can impact leadership performance, including Anxious, Controlling, Conventional, Egotistical, Ingratiating, Political, Reckless, Skeptical, Disruptive, Perfectionist.

- Provides insights into behaviors that may hinder leadership effectiveness.

### Research-Based Framework

- Developed through extensive research and factor analysis to ensure reliability and validity.

- Utilizes Principal Component Analysis (PCA) to extract factors and ensure robust assessment.

### Actionable Insights

- Offers detailed reports that highlight potential derailers and provide recommendations for development.

- Supports leadership development and succession planning initiatives.

# Sample Report

## Leadership Derailers Index®

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Derailers

The Leadership Derailer Index explores 10 critical leadership derailers which may be impacting your effectiveness as a leader. Each of us have limitations on how we lead and manage others. Understanding your potential derailers will also help you to identify and develop a more positive and high impact leadership style. The results below outline your top 3 significant derailers, as well as a descriptor of how this could manifest in a work environment, and suggestions for development.

### Disruptive

'Disruptive' leaders are characterised by their tendency to question established practices, often straying outside conventional boundaries and embracing unconventional strategies. They may be perceived as being hands-on, creating noise and distraction. Additionally, they could be prone to taking uncalculated risks.

| Leaders with similar scores | Development suggestions |
|---|---|
| • Are likely to challenge established practices frequently | • Practice clear and transparent communication by articulating your goals, strategies, and the reasons behind disruptive changes. Provide regular updates and opportunities for team members to ask questions and provide feedback. |
| • Embrace unconventional strategies | |
| • Take uncalculated risks | • While disruption can drive innovation and growth, it's important to balance it with stability. Strive to find a balance between disruptive changes and maintaining stability in core processes and structures. Identify areas where stability is crucial for productivity and employee well-being, and ensure that disruptive changes are implemented thoughtfully and with clear objectives in mind. |
| • Create unnecessary noise and distraction | |
| • May come across as confrontational or controversial | |
| • Will likely struggle to follow through after ideation | |
| | • Be mindful of the impact of your behaviour on others. Reflect on past situations and separate the behaviours that helped instead of hindered the situation. Take time before interactions to think through communication tactics and how common objectives can be achieved effortlessly. |

### Political

'Political' leaders tend to be aware of the organisational dynamics at play, understanding and aligning with those in positions of power or influence. They typically navigate crucial social networks and relationships to their advantage and much of their leadership style and behaviour may be driven by who is watching.

| Leaders with similar scores | Development suggestions |
|---|---|
| • Are highly attuned to power dynamics | • Shift your focus towards the greater good and the longterm success of the organization. Make decisions based on what is best for the team, stakeholders, and the organization as a whole, rather than solely on personal or political agendas. |
| • Align themselves with influential individuals | |
| • Manage their behaviour based on who is watching | |
| • May be regarded by others as inauthentic | • Prioritize building trust and promoting transparency within your team and across the organization. Communicate openly and honestly with your team members, share information, and involve them in decision-making processes whenever possible. |
| • Gatekeep important information in order to gain influence | |
| • Will likely be the instigator of a political work environment | • Actively seek out and encourage diverse perspectives within your team and organization. Create opportunities for open dialogue, invite input from individuals with different backgrounds and experiences, and consider multiple viewpoints before making decisions. |

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### Conventional

'Conventional' leaders prefer an overly conservative and cautious approach to planning actions and are likely to not trust other people's intentions. They often seem reluctant to act and have greater comfort in indulging in further analysis, preparation or procrastination.

| Leaders with similar scores | Development suggestions |
|---|---|
| • Are likely to be overly cautious and conservative | • Cultivate a mindset that values change and innovation. Encourage your team members to think creatively and challenge the status quo. Foster an environment where new ideas are welcomed and experimentation is encouraged. |
| • Will prefer established ways of working | |
| • May be reluctant to act or embrace change | |
| • Delay decisions due to 'decision paralysis' | • Actively seek out diverse perspectives by encouraging collaboration and inviting input from individuals with different backgrounds, experiences, and expertise. Create opportunities for open dialogue and ensure that all voices are heard and valued. |
| • Often choose low-risk options | |
| • Are hesitant to adopt or champion new technologies | |
| | • Foster a learning culture within your team by encouraging continuous learning and professional development. Provide opportunities for training, mentorship, and knowledge sharing. Encourage your team members to take on new challenges and expand their skill sets. |

Connect with us today to explore how we can elevate your talent solutions. Email us at mte.marketing@mercer.com for more information.