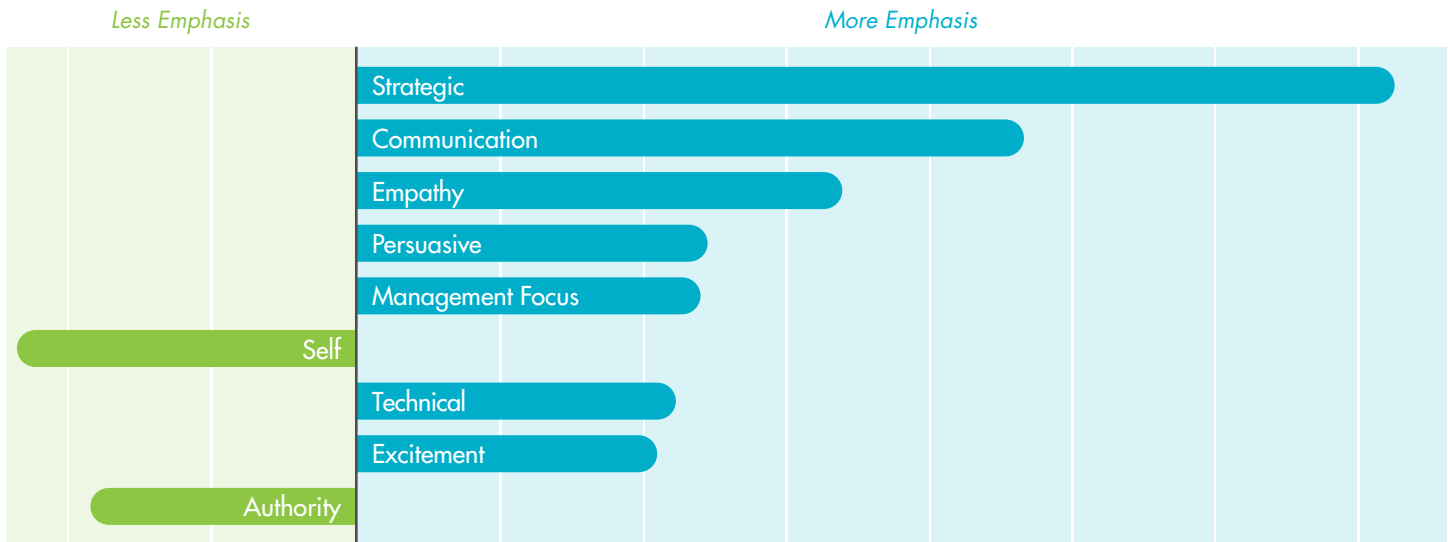


Relative Importance of Leadership Behaviors for Overall Effectiveness: A Study of Senior Leaders



Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 61%.

The Behaviors that Drive Effectiveness

Effective senior leaders:

- **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*)
- **Demonstrate an active concern for others** and form supportive relationships (*Empathy*)
- **Win people over**, build commitment and sell ideas (*Persuasive*)
- **Are comfortable being in charge**, and seek out opportunities to be influential and accomplish results through others (*Management Focus*)
- **Less likely to be autonomous** in the way they think and act (*Self*)
- **Identify with their field of expertise** and maintain in-depth, specialized knowledge in their areas (*Technical*)
- Are energetic and dynamic, and **use their enthusiasm to get others involved** (*Excitement*)
- **Less likely to defer to people in positions of authority** or automatically follow organizational norms (*Authority*)

The Study

- Observer data for 5,049 participants
- Collected 2014-2018
- 35+ countries
- 30+ industries
- Management level: VP/Divisional Head (49%), Senior VP/ Director/General Manager (41%), President/CEO (10%)
- Job functions: all
- Gender: 66% male, 33% female (1% not reported)

Analyses

A leadership effectiveness score incorporating all 30 LEA 360™ competencies 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 high effectiveness ratings at the senior leadership level.

Summary of Findings

In a world where constant change is the norm, new generations are entering the workplace, and technology is transforming how we work, successful leaders have to be multifaceted. At the top of the organizational hierarchy, senior leaders are tasked with juggling multiple stakeholders and responsibilities. Not surprisingly, successful senior leaders employ a complex set of behaviors.

- ✓ They **think long term** and understand potential consequences before taking action; they **evaluate issues and consider the broad implications** of their decisions based upon their field of expertise
- ✓ They **don't shy away from the difficulties of leadership**; they are comfortable with authority, effectively handle conflict, withstand scrutiny, and are willing to challenge others
- ✓ They **are compelling, clear communicators** who are skilled at both generating excitement and persuading others to align with their views
- ✓ They **value others' ideas** and include them in decision-making; **demonstrate compassion** and are able to get others feeling good about themselves and their work

Coaching and developing senior leaders to build skills and confidence in these areas will help them meet the challenging demands of the modern workplace.

Using the LEA 360™ to Develop Senior Leaders

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.