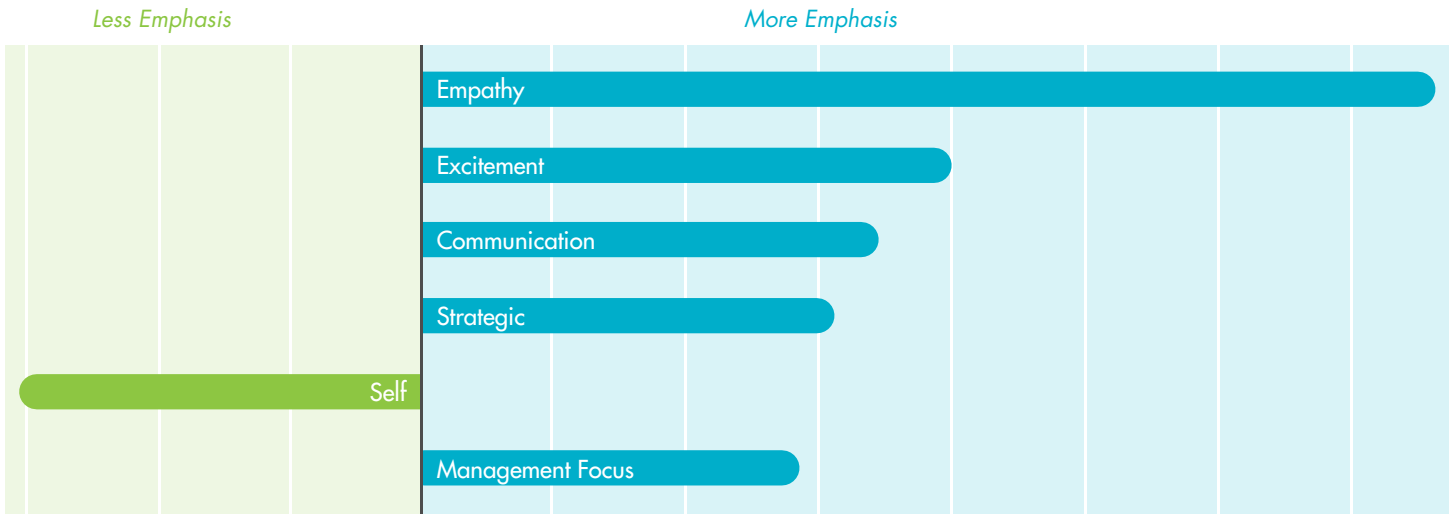


Relative Importance of Leadership Behaviors for Employee Engagement



Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 42%.

Behaviors that Drive Employee Engagement

Leaders who are effective at engaging employees:

- **Demonstrate an active concern for others** and form supportive relationships (*Empathy*)
- Are energetic and dynamic, and **use their enthusiasm to get others involved** (*Excitement*)
- **Express ideas and expectations clearly**, and keep others informed (*Communication*)
- **Think before acting** and **analyze the impact of their decisions** on the future of the organization (*Strategic*)
- **Are less likely to be autonomous** in the way they think and act (*Self*)
- **Are comfortable being in charge**, and seek out opportunities to be influential and accomplish results through others (*Management Focus*)
- **Value others' opinions and insights**, and actively seek input from others (*Consensual*)

The Study

- Observer data for 15,366 participants
- Collected 2014-2018
- 50+ countries
- 30+ industries
- Management level: all
- Job function: all
- Gender: 54% male, 31% female (15% not reported)

Analyses

A score based on the LEA 360™ measure of ability to build employee engagement 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 effectiveness at driving employee engagement.

Summary of Findings

Employee engagement has moved from a fad to what most consider an important indicator of organizational health. In fact, multiple large consulting firms conduct yearly engagement studies, looking at engagement levels for US and Global workforces. The simple tenet goes, “more engaged employees equal better performing employees.” The discussion is often centered around the employee, and his or her own engagement, but what about the leadership qualities that potentially drive employee engagement? Our research suggests that leaders who effectively engage employees demonstrate the following behaviors:

- ✓ They **enjoy being in positions of authority** and directing the efforts of others. At the same time, they **display a sincere interest in the well-being of others** and prioritize the development of strong personal connections.
- ✓ They think long term, evaluate issues, and **consider the broad implications of their decisions**. Using their **high level of enthusiasm and persuasive capabilities**, they are able to get others excited and aligned toward their point of view.
- ✓ They **don't see themselves as the primary vehicle for making decisions**. Instead, they choose to **involve others in the decision making process** and maintain an openness that allows them to adopt others' views.
- ✓ They **are compelling, clear communicators** who are skilled at clarifying expectations and ensuring others are well informed.

Using the LEA 360™ to Develop Leadership Behaviors for Employee Engagement

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.