Relative Importance of Leadership Behaviors for Overall Effectiveness: A Study of the Technology Industry
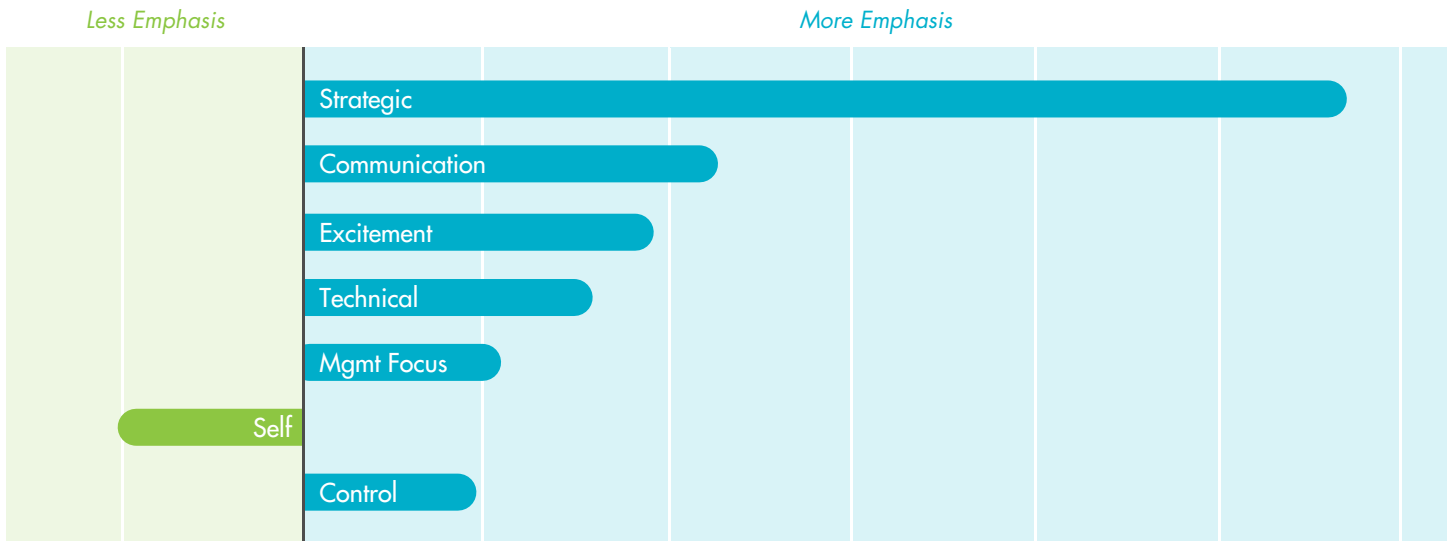

Less Emphasis   More Emphasis

- Strategic
- Communication
- Excitement
- Technical
- Mgmt Focus
- Self
- Control

Behaviors are listed in order of importance and magnitude. Total variance in overall effectiveness explained by all LEA 360™ behaviors is 58%.

The Behaviors that Drive Effectiveness

Effective technology industry 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)*
- Are energetic and dynamic, and **use their enthusiasm to get others involved** *(Excitement)*
- **Identify with their field of expertise** and maintain in-depth, specialized knowledge in their areas *(Technical)*
- **Are comfortable being in charge,** and seek out opportunities to be influential and accomplish results through others *(Management Focus)*
- **Are less likely to be autonomous** in the way they think and act *(Self)*
- Take nothing for granted, **monitor the progress of activities** and deliver on promises *(Control)*

The Study

- Observer data for 462 participants
- Collected 2014-2018
- 10+ countries
- Management level: all
- Job function: all
- Gender: 66% male, 23% female (11% 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 in the technology industry.

Summary of Findings

Our current research on leadership within the technology industry suggests that a leader's strategic behaviors overwhelmingly contribute to their overall effectiveness. It is not surprising that the industry fueling so much organizational change relies upon its leaders to take broader perspectives, take an analytical approach to planning, anticipate opportunities and challenges, and have an orientation toward the future. Further, understanding the interdependence of the industry itself, both internally and externally, is fundamental to success. Although strategic behaviors are most important, the full set of results suggests that tech leaders exhibit the following:

✓ They have a **great deal of industry knowledge and expertise,** and they utilize this to think long term, evaluate issues and **consider the broad implications of their decisions.**

✓ They put a high priority on **clearly defining their expectations** and keeping others **informed,** while also **tracking delegated work** to ensure their expectations are met.

✓ They **enjoy being in positions of authority** and directing the efforts of others and, through their high levels of energy and enthusiasm, they are able to **keep others engaged and invested in their work.**

✓ They **don't see themselves as the primary vehicle for making decisions,** instead valuing the inputs and contributions of others allowing them to work well with teams.

Using the LEA 360™ to Develop Technology Industry 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

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.

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).

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