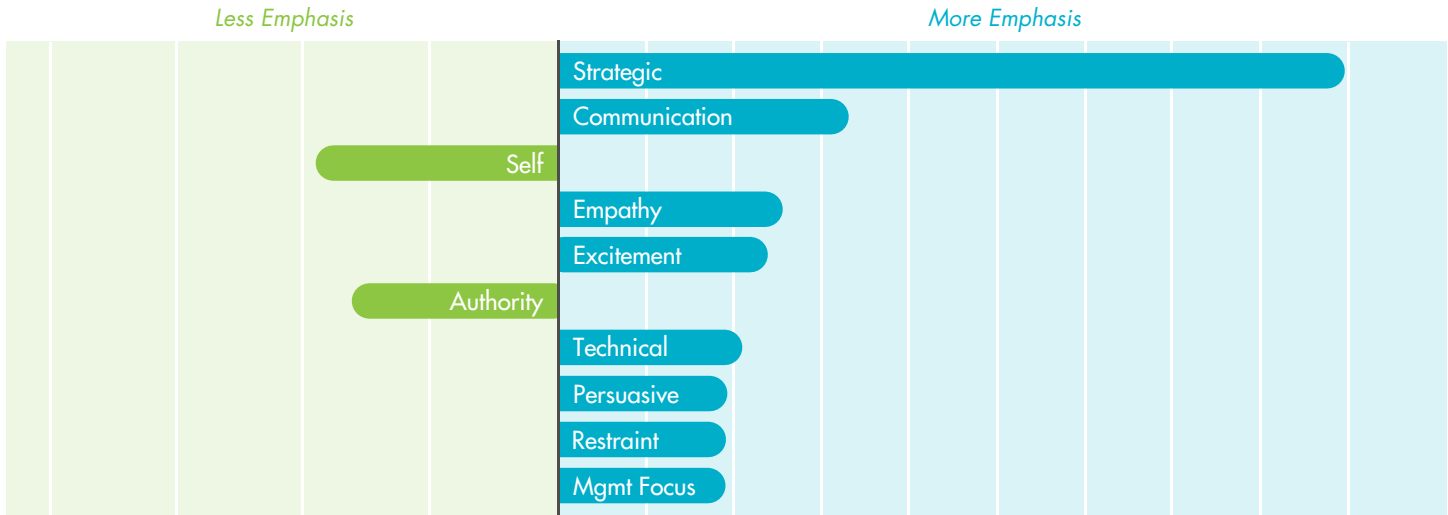


Relative Importance of Leadership Behaviors for Overall Effectiveness: A Study of the Construction Industry



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 construction 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 less likely to be autonomous** in the way they think and act (*Self*)
- **Demonstrate an active concern for others** and form supportive relationships (*Empathy*)
- 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*)
- **Identify with their field of expertise** and maintain in-depth, specialized knowledge in their areas (*Technical*)
- **Win people over**, build commitment and sell ideas (*Persuasive*)
- Maintain a calm and reserved demeanor, and **are restrained in their emotional expression** (*Restraint*)
- **Are comfortable being in charge**, and seek out opportunities to be influential and accomplish results through others (*Management Focus*)

The Study

- Observer data for 714 participants
- Collected 2014-2019
- 20+ countries
- Management level: all
- Job functions: all
- Gender: 73% male, 14% female (13% not reported)

Analyses

A leadership effectiveness score incorporating all 31 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 construction industry.

Summary of Findings

Our current research on leadership effectiveness within the construction industry looks quite similar to our previous research on the energy industry. This research suggests relative importance toward the relational side of leadership versus pushing for results. This emphasis is centered on generating excitement and displaying a level of caring while also maintaining a professional demeanor. The full set of results suggests that successful construction industry leaders exhibit the following behaviors:

- ✓ They have specialized **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**, and utilize persuasive language to get others aligned to their point of view.
- ✓ Through high levels of energy and enthusiasm, they are able to **keep others engaged and invested in their work**, while at the same time making a concerted effort to **remain calm** under pressure.
- ✓ They **enjoy being in positions of authority** and directing the efforts of others, while at the same time **displaying a sincere interest in the well-being of others** and prioritizing the development of strong personal connections
- ✓ Paradoxically, they demonstrate **less deference** to those in positions of authority, while at the same time being **less willing to think and make decisions independently**.

Using the LEA 360™ to Develop Construction 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

The Instrument: the LEA 360™

The Leadership Effectiveness Analysis 360™ (LEA 360™) is an assessment and development tool that measures 22 leadership behaviors and 31 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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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.