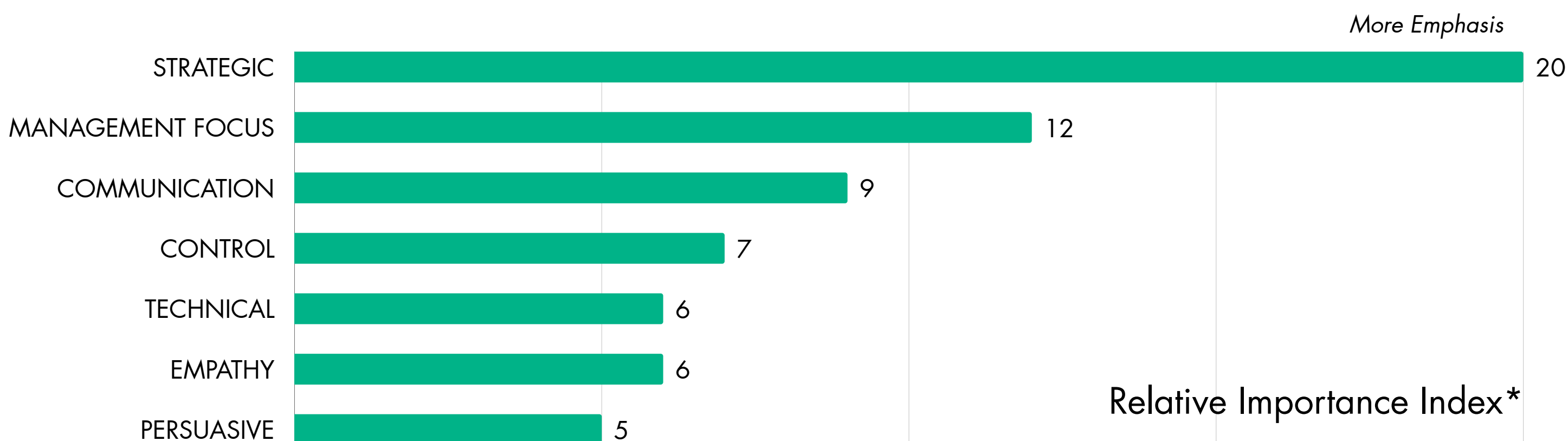




LEADERSHIP BEST PRACTICES A STUDY OF C-SUITE LEADERS

Relative Importance of Leadership Behaviors for Overall Effectiveness



Behaviors are listed in order of importance. Total variance in overall effectiveness explained by all LEA360 behaviors is 43%.

To be seen as a more effective C-SUITE LEADER consider...

Placing more emphasis on:

- **Thinking before acting**, analyzing the impact of their decisions and understanding the implications of their actions (Strategic)
- **Seeking opportunities to be in charge and influential**, and providing guidance to others (Management Focus)
- **Expressing ideas and expectations clearly**, and keeping others informed (Communication)
- **Monitoring the progress of activities**, delivering on promises, and being persistent and tenacious (Control)
- **Their field of expertise** and maintaining in-depth, specialized knowledge in those areas (Technical)
- **Demonstrating an active concern for others** and forming supportive relationships (Empathy)
- **Winning people over**, building commitment and selling ideas (Persuasive)

The Study

447 Leaders	15+ Countries	All Industries	69% Male 30% Female 1% did not report
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- For every leader, we calculated average scores on each of the 22 LEA 360™ behaviors and average overall effectiveness ratings for each of their observer groups: boss, peer, and direct report.
- We entered leaders' overall effectiveness ratings as the outcome measure in a relative importance analysis; LEA 360 behaviors were entered as predictors.
- This reveals which behaviors best predict effectiveness for this group of leaders.

*The Relative Importance Index is a statistical tool used to rank different factors based on their importance relative to one another for producing a desired outcome.

Using these Best Practices for Development? Read this before using this research:

Leverage data to choose personalized developmental priorities. This research can give direction, but an individual's LEA 360™ will reveal which behaviors they should develop and to what degree to get the biggest boost in effectiveness.

Be selective. Work with leaders to select 2-3 behaviors at most to work on at one time. No leader can effectively manage more than that – which could result in a frustrating lack of progress.

Shifting behavior is a dial – it is not a light switch. No behavior should be turned off completely, nor should it be emphasized at the expense of all else. Make a plan based on small and specific changes, and take time to observe the impact.

LEA 360™: the Power of BEHAVIOR + EFFECTIVENESS

Measuring 22 unique leadership behaviors, the LEA 360™ creates self-awareness and inspire meaningful action. With an innovative questionnaire design, the LEA 360™ elicits unbiased results, creating a profile that illuminates how a leader is perceived – and where they may not see themselves as others see them. The results are descriptive, not evaluative, creating a nonjudgmental foundation for deep developmental conversations.

Pairing the behavioral measures of the LEA 360™ with the effectiveness measures of the LEA Impact assessment points leaders and their coaches to potential areas of development.

The LEA 360™ is an ideal assessment for coaches and consultants who believe that effective leadership is authentic, and that organizations work best when embracing diverse approaches to leadership.

The LEA 360™ and other MRG assessments are administered exclusively by MRG or by certified partners. [Contact MRG today to connect with, or become, a certified partner.](#)

ABOUT MRG

Based in Portland, Maine, MRG has been a global leader and innovator in assessment design and leadership development for over 40 years. We believe that by recognizing the whole self, in all its complexity, you can support individuals as they channel their motivational energy, discover new opportunities for growth, and develop into the best version of themselves – personally and professionally.



Reports in
19 languages



Partners in
26 countries



40+ years of
insight



1.8M+
participants