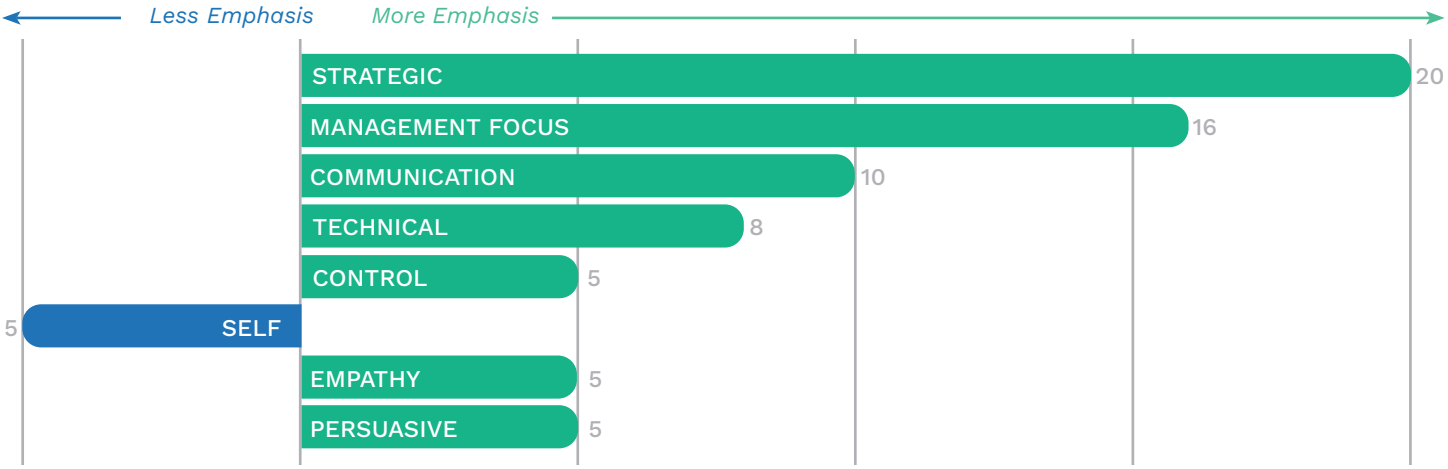
MRG Assessments

Leadership Best Practices: A STUDY OF ENGINEERING LEADERS

Leadership Behaviors that Drive Overall Effectiveness



Behaviors are listed in order of importance. Numbers at the end of each bar show the percentage of the explained variance contributed by each behavior. Up to 38% of Engineering Leader effectiveness can be explained by how they behave.*

Engineering leaders who are seen as more effective tend to...

Place *greater 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 *(Mgmt Focus)*
- **Expressing ideas and expectations clearly,** and keeping others informed *(Communication)*
- **Their field of expertise** and maintaining in-depth, specialized knowledge in those areas *(Technical)*
- **Monitoring the progress of activities,** delivering on promises, and being persistent and tenacious *(Control)*
- **Demonstrating an active concern for others** and forming supportive relationships *(Empathy)*
- **Winning people over,** building commitment and selling ideas *(Persuasive)*

Place *less emphasis* on:

- Making decisions independently, **being autonomous** in the way they think and act *(Self)*

The Study

- For every leader, we calculated average scores on each of the 22 LEA 360™ behaviors and overall effectiveness measure 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 to reveal which behaviors best predict effectiveness for this group of leaders.

1,041	30	17% Female, 82% Male	2016-2026	All
Leaders	Countries	1% did not report	Assessments completed	Mangement Level

**Total variance explained by all 22 LEA behaviors is 38%*

Why this matters

Small shifts in behavior can have a meaningful impact on how leaders are perceived and how effective they are in their roles. By focusing on the behaviors most likely to impact effectiveness, leaders can make targeted changes that drive measurable improvement.

Using these Best Practices for Development?

- **Leverage data to choose personalized developmental priorities.** This research can give direction, but an individual's LEA 360™ will reveal which behaviors leaders should develop and to what degree to get the biggest boost in effectiveness.
- **Be selective.** Leaders should select 2-3 behaviors at most to work on at a 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 specific and individualized areas of development.

About MRG Assessments

Based in Portland, Maine, MRG Assessments 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.

MRG Assessments

The LEA 360™ is administered exclusively by MRG Assessments or by certified partners. Contact MRG Assessments today to connect with, or become, a certified partner.

Reports in **19 languages**

Partners in **26 countries**

40+ years of insight

1.9M+ participants

Management Research Group® | www.mrg.com | +1.207.775.2173 | +353.1.280.4430 | clientservices@mrg.com