

RESEARCH ABSTRACT

Best Leadership Practices for Senior Executives in North America

The success of organizations depends to a great degree on the leadership of senior executives. But what do we really know about effective leadership among senior executives?

EFFECTIVE PRACTICES FOR SENIOR EXECUTIVES

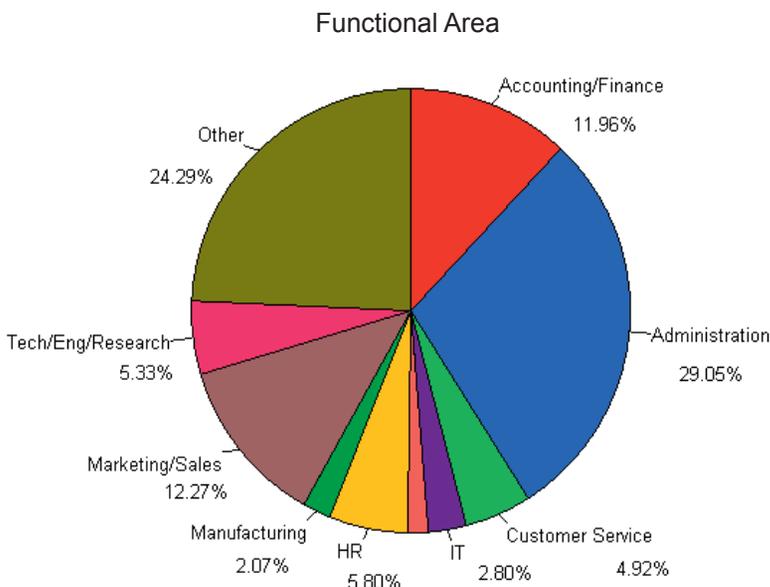
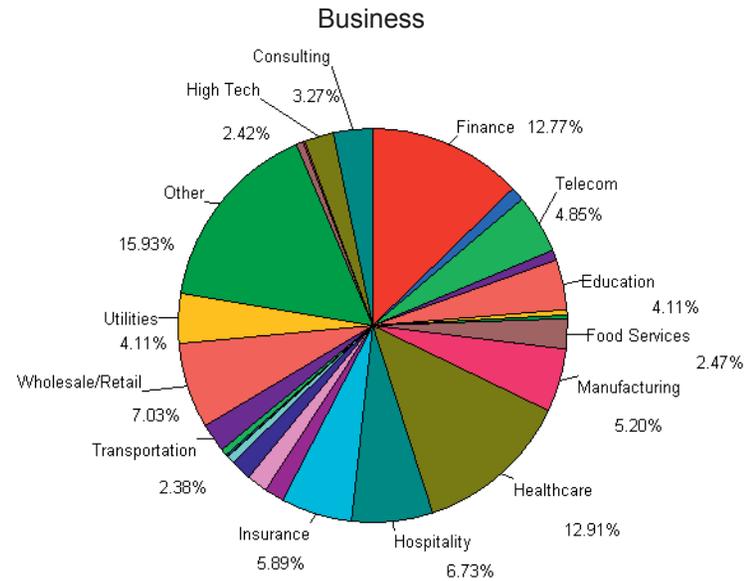
The success of organizations depends to a great degree on the leadership of senior executives. But what do we really know about effective leadership among senior executives?

Management Research Group®, a global leader in assessment-based individual and organizational development, has been studying leadership empirically for over four decades. In a recent large scale study of leadership effectiveness among senior executives in North America, we found that a number of leadership behaviors reliably distinguish superior leaders (the superstars) from less effective ones.

THE STUDY

239 CEOs and 1,782 Senior Executive VPs from over 500 organizations were included in the current study. Each leader completed MRG's LEA 360™ leadership assessment and development tool that measures 22 dimensions of leadership practice (what leaders actually do) and 22 dimensions of leadership effectiveness (how effectively they're perceived by their bosses, peers, and direct reports).

A number of key practices were identified that significantly predicted higher leadership effectiveness ratings.



STUDY DETAILS

Participants were selected from MRG's extensive global databases of leadership information. Each was evaluated during ongoing developmental programs by their bosses, peers, and direct reports. Sixteen percent were from Canada, and 32% were female. Participant breakdown by industry and functional area are presented here.

A weighted mean procedure was employed to combine the rating of bosses, peers, and direct reports for each participant. An overall measure of leadership effectiveness (based on the summation of 22 effectiveness scales) was regressed on ratings of 22 common leadership practices. As a set, the 22 practices accounted for 66% of the individual variation in overall effectiveness.

Relative importance measures were calculated for each predictor and are displayed in the figure on the page 2 of this report. Bars indicate the percent of the variation accounted for by each predictor. Light bars indicate an inverse relationship (i.e., higher levels of the practice were associated with poorer effectiveness ratings).

THE FINDINGS

In order of importance (starting with the most important) superior senior leaders:

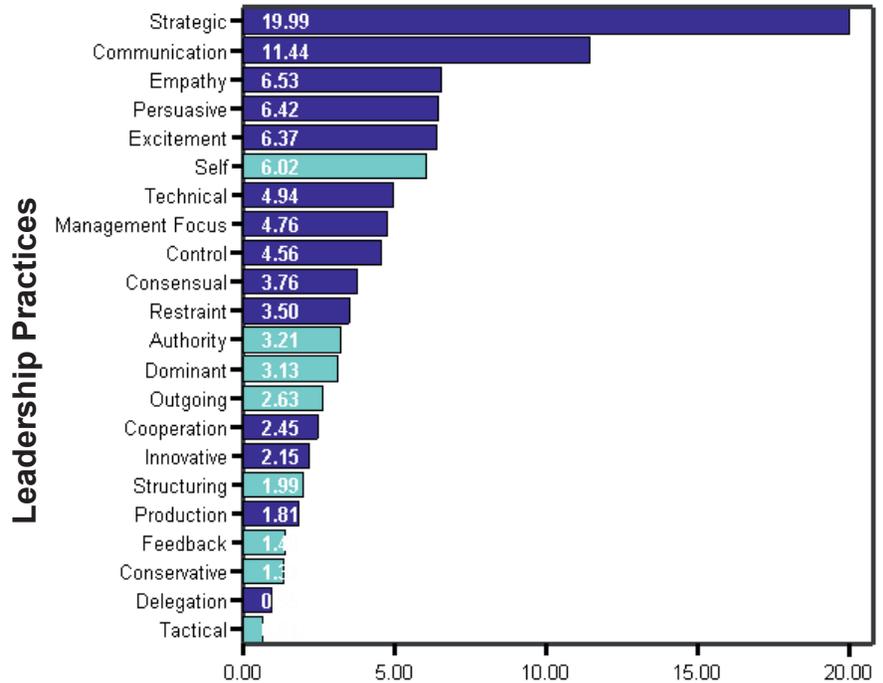
- Analyze the future impact of their decisions and understand the impact of these decisions throughout the organization.
- Clearly express their thoughts and ideas, keeping others informed of their expectations.
- Demonstrate an active concern for others and form supportive relationships.
- Use effective persuasion to build commitment to their ideas and initiatives.
- Energize others, getting them enthusiastic and involved.
- Are willing to seek input from others, rather than believing that they are the only one with answers to questions.
- Maintain in-depth knowledge and expertise in their area.
- Are comfortable being the one in charge and seek out opportunities to be influential.
- Know and accept the fact that they will be under constant scrutiny.

USING THESE RESULTS

Understanding the relative importance of leadership practices for achieving success in senior executive roles is a vital first step in planning developmental programs. For information on applying this research to executive coaching, succession planning and selection, please contact MRG.

Leadership Best Practices

Relative Importance of Behaviors for Effectiveness



% of Relationship Explained

Total Percent of Effectiveness Explained = 66%

Lighter bars represent inverse relationships

To learn more about MRG's Research, please visit our website: www.mrg.com/research



Management Research Group®

Founded in 1983, Management Research Group is an international assessment firm specializing in Leadership Development, Personal Development and Motivation, and Sales Force Effectiveness. We honor the uniqueness of each individual. All of our assessments and services are designed and delivered to offer meaningful insight, inspire reflection, and make people feel valued, respected, and encouraged. We believe in the interrelated power of **Business, Science, and the Human Spirit.**

The MRG Difference:

- Our unique semi-ipsative questionnaire design significantly reduces rater biases, producing more accurate, valid and actionable feedback.
- We have one of the largest research databases in the world.
- We boast a network of 1500 consultants active in over 100 countries.
- MRG's assessments are available in 15 languages and are normed in 15 countries and 8 global regions.
- Our assessments are based on 40 years of research.

