



# Leadership Best 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 thirty years. 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 highly effective senior leaders.

## 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 26 dimensions of leadership effectiveness (how effectively they’re perceived by their bosses, peers, and direct reports).

## THE FINDINGS

In order of importance (starting with the most important) superior HR 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 and spend less time working autonomously or going it alone.
- ➔ 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.

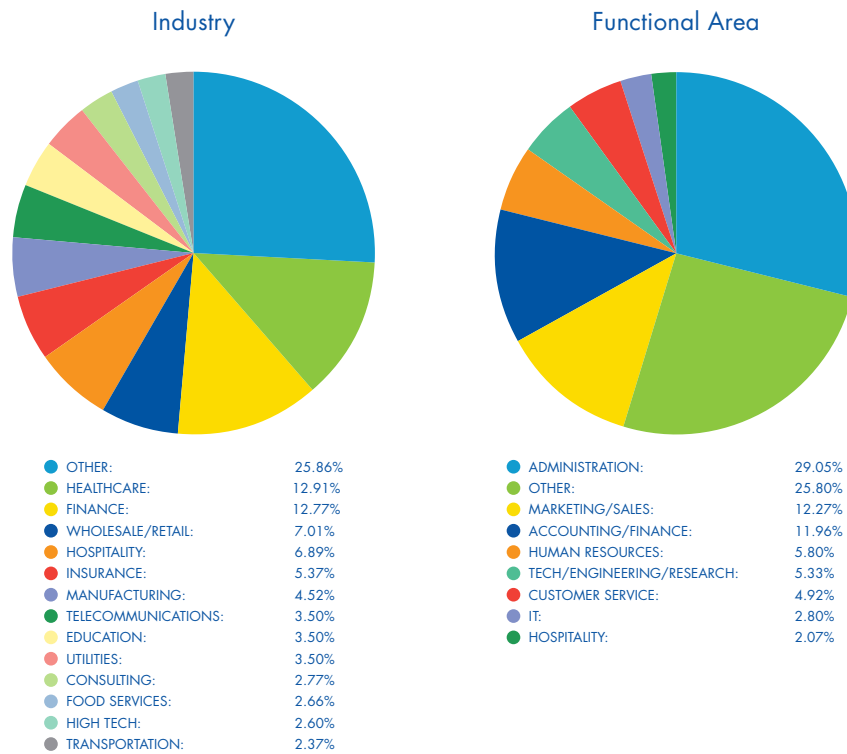
## STUDY DETAILS

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 26 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.



## STUDY DETAILS (CONTINUED)

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 on page 2.



## USING THESE RESULTS

There are four key themes that arise from this research. Senior leaders in North America who are highly effective are strong in the cognitive domain (Strategic, Technical); are effective, compelling communicators (Persuasive, Communication); are not hesitant to take the lead in an assertive manner (Management Focus); and are energetically and deeply connected to others (Empathy, Excitement, lower on Self).

Coaching and developing current senior leaders and potential future senior leaders to build skills and confidence in these areas will help them to become more effective in roles that have an especially large reach and significant impact on entire organizations.

For more information on applying this research for your clients or within your organization, please contact MRG.