

# What Makes an Effective Leader?

April 2019



# Why does leadership matter?

## Leadership is a top business issue

Leadership continues to be the most pervasive human capital concern among surveyed business leaders and HR...

89%

view leadership as a high priority and pervasive issue (vs. 87% in 2015)

57%

cite their leadership challenge as very important (vs. 51% in 2015)

28%

report weak or very weak leadership pipelines

14%

rank themselves as "strong" at succession planning processes

13%

are "excellent" at building global leaders

...and leadership investments are not delivering results, due to:

Heroes, myths and fad spending with "smile sheet" evaluation

"Positional leadership" no longer valid and coaching in higher demand

Network of teams requiring MORE leaders

"Leadership cliff" meeting "leadership jumps"

# Leading-practice organizations invest significantly in integrated leadership systems to accelerate development

Leading-practice organizations...



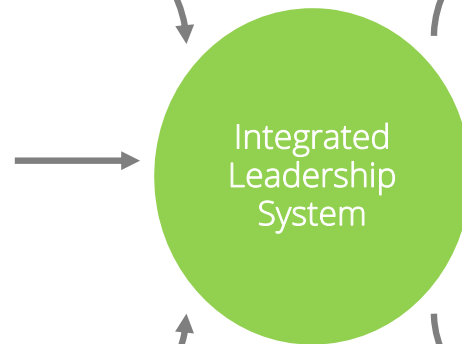
Employ a leadership strategy aligned with the vision and objectives of the business



Leverage a data-driven, evidence-based approach to identify leadership potential



Provide intensive coaching and continuous development experiences at all levels of their organization



...are able to reap significant benefits



Clear articulation of the experiences, exposures, expertise, and expectations required of effective leaders



Earlier identification of high potential talent for development and selection



Measurable returns on development spend for targeted high potential populations

## Integrated leadership systems can be hardwired into an organization by answering three key questions

1

What type of leadership do we need, now and in the future?

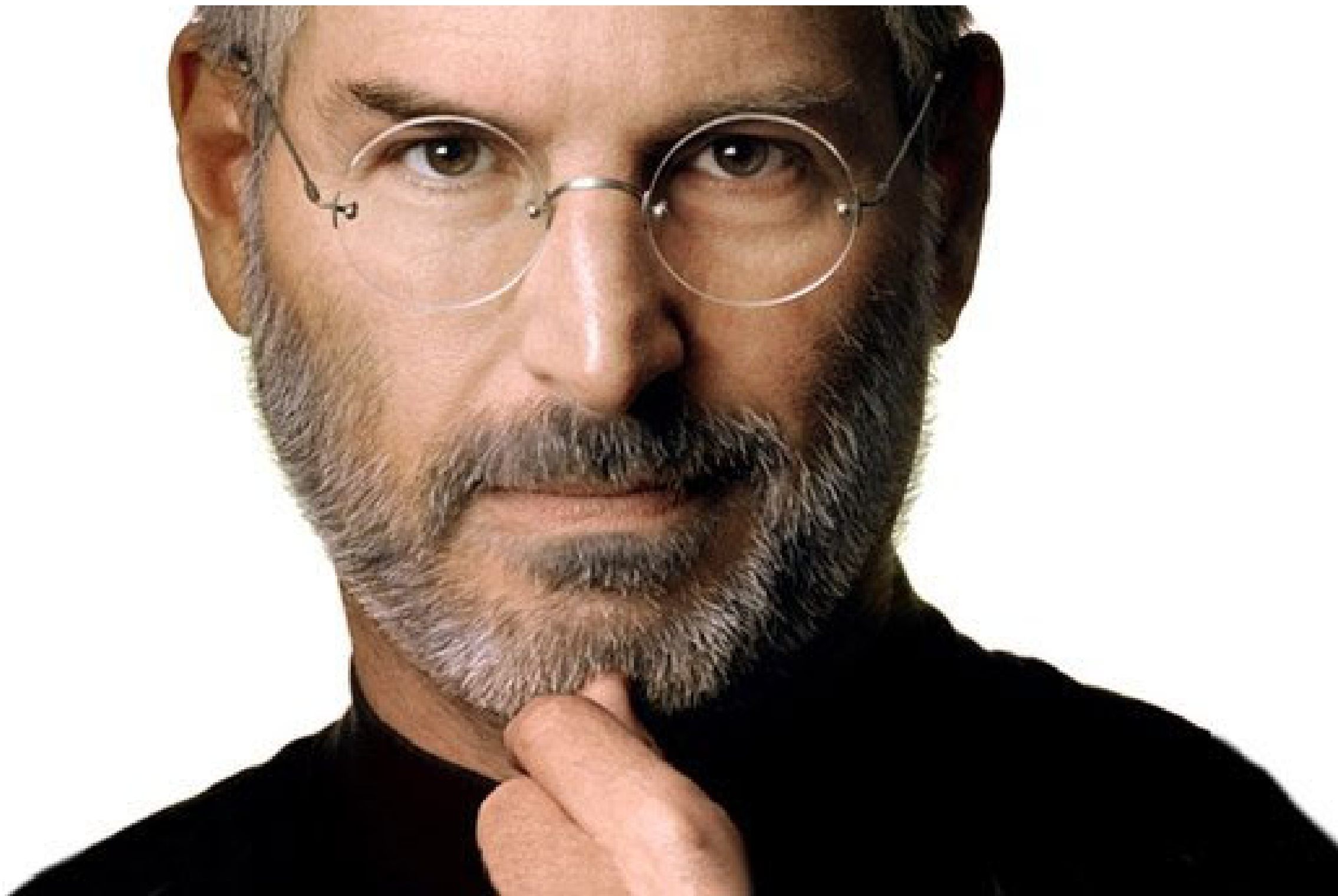
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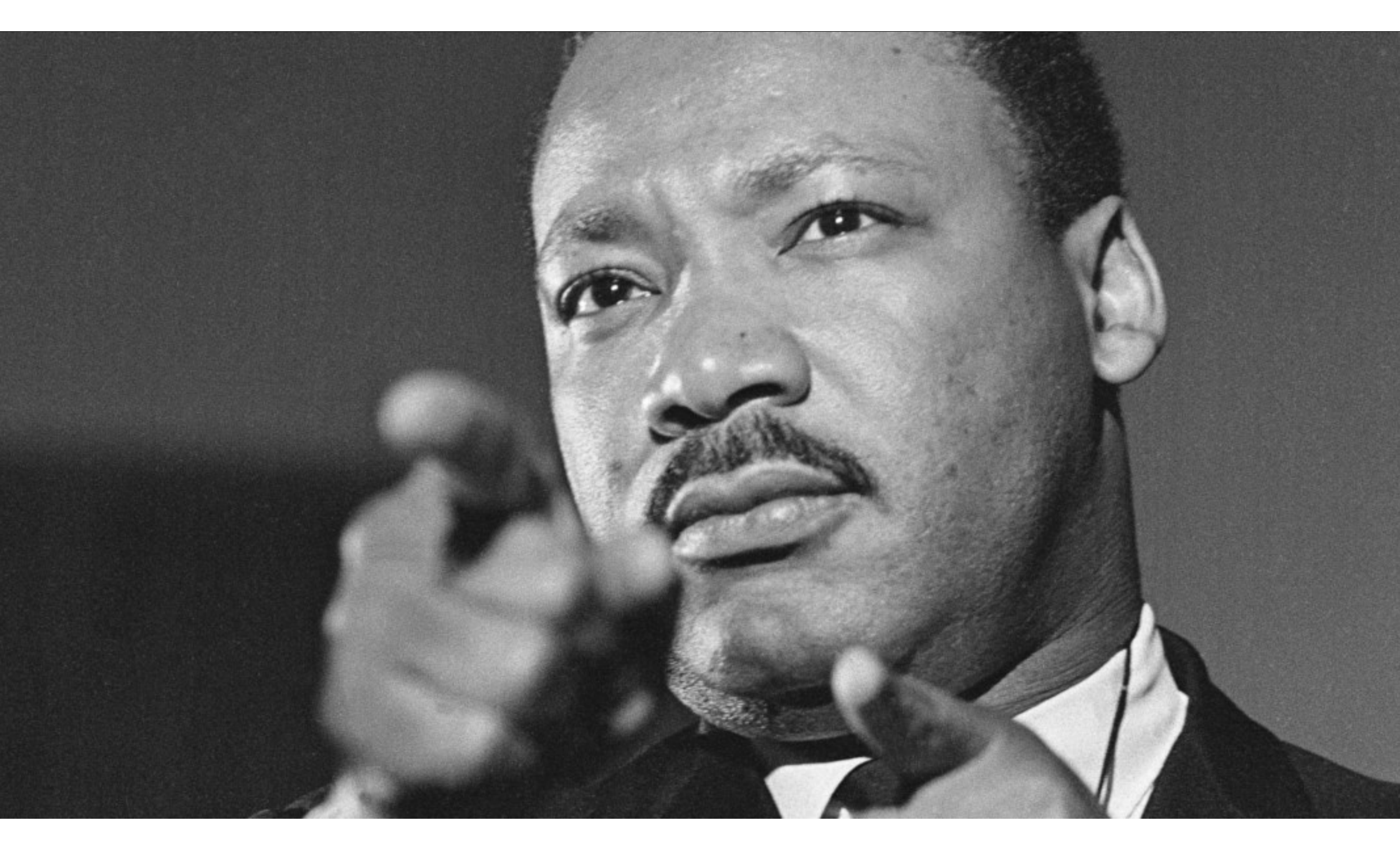
Where do we invest?

3

How do we accelerate development?

# What is effective leadership?











Our research based leadership framework fosters one unified language of leadership, aligned to your organization's business strategy

# Scientific and Data-Driven Approach

Deloitte Leadership supports companies to define, identify and build the leadership that drives success.

23,000  
valid in-depth  
leadership assessments

100,000+  
hours of interviews with senior  
leaders and high potentials

Diverse  
variety of industries, cultures,  
functions, both men & women

500,000+  
benchmarked leadership  
cognitions

Global  
60+ nationalities across EMEA,  
Americas, Asia, LATAM, Australia

25 years of research has enabled us to...

Build a robust  
senior leaders  
norm group

Create a  
methodology based  
on science & data

Define what good  
leadership looks  
like

...So we can assess leaders and  
benchmark them against our database  
to provide quantitative evidence of  
their strengths and gaps

What makes our leadership assessments different?



#### Independent

We don't do recruitment, so we can be relied upon to be independent of any decision about appointment or promotion



#### Predictive of 'headroom'

We focus on the potential of the individual and the speed at which they are likely be able to transition to more demanding roles



#### Deep individual insight

We use holistic interviewing to understand the person before making any judgements, to ensure a high level of quality and insight



#### Global comparison

Based on core algorithms that are subject to ongoing peer review to ensure inter-assessor reliability and global consistency of standards



#### Avoids bias

Self-report measures are used with interview data to calibrate self-perception distortions and avoid adverse impact

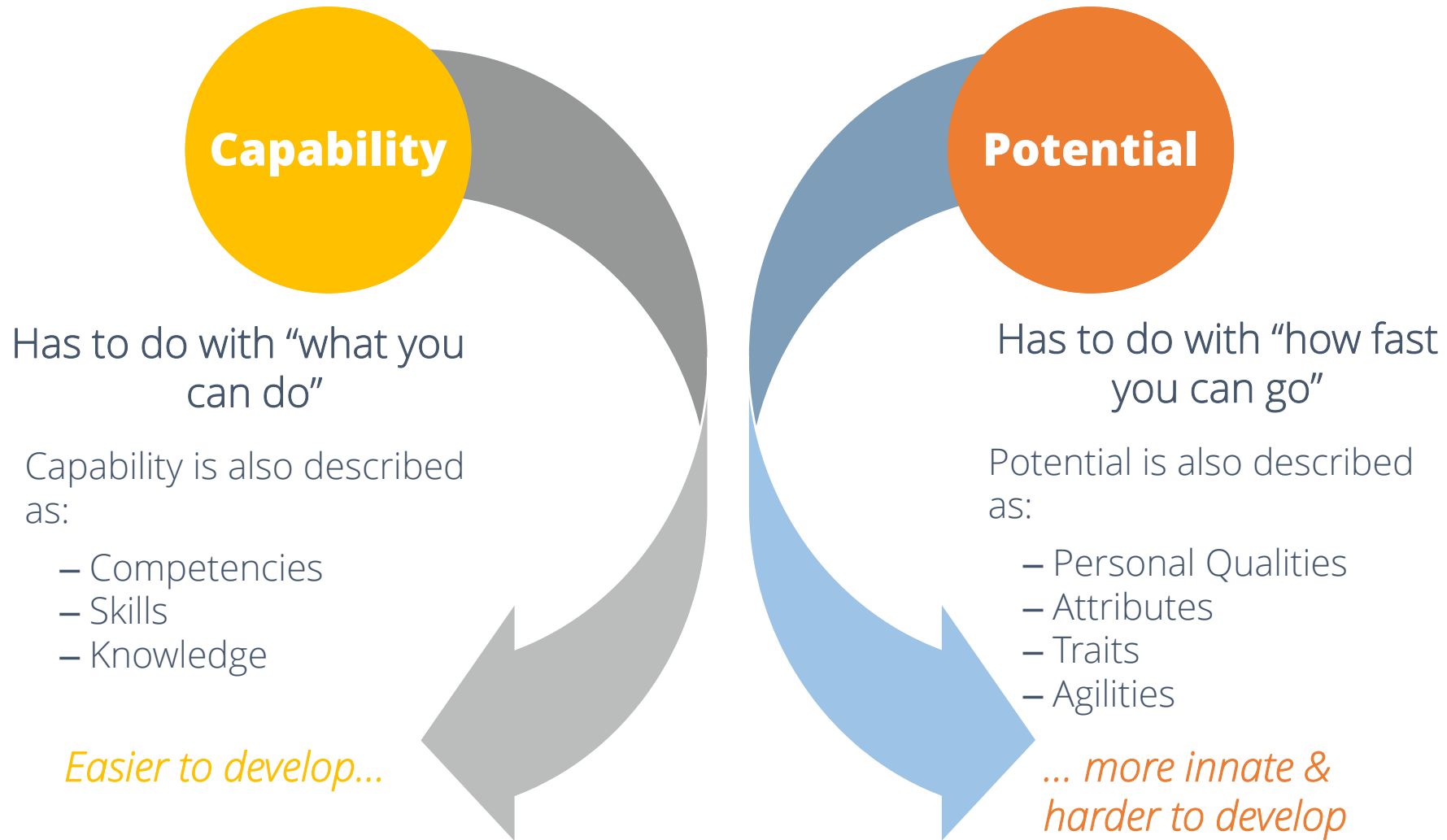


#### Wide applicability

Our assessment methodology can be delivered anywhere in person or remotely

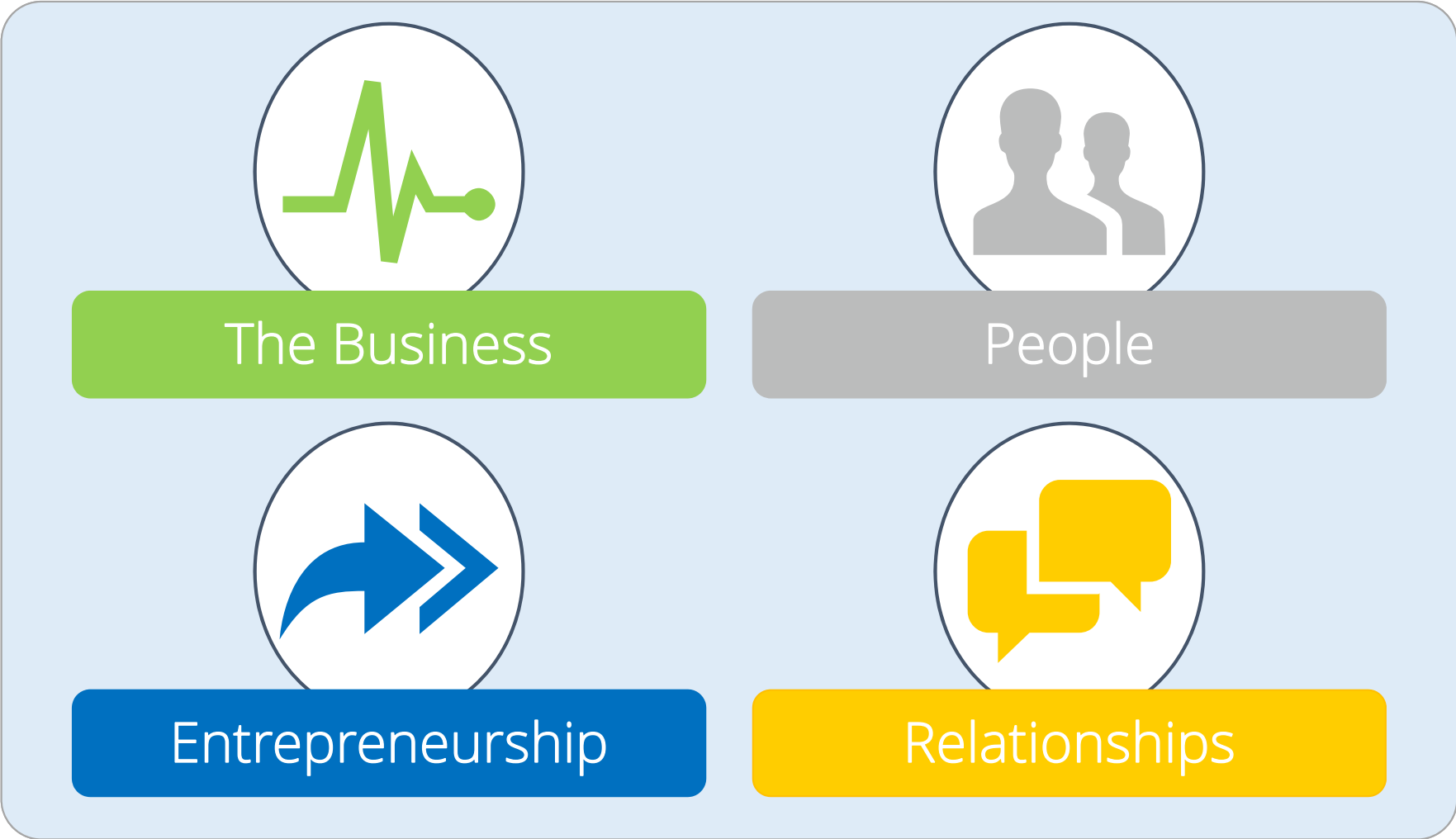
# Defining Leadership

Our research indicates that understanding the difference between capability and potential helps you focus your leaders' development.



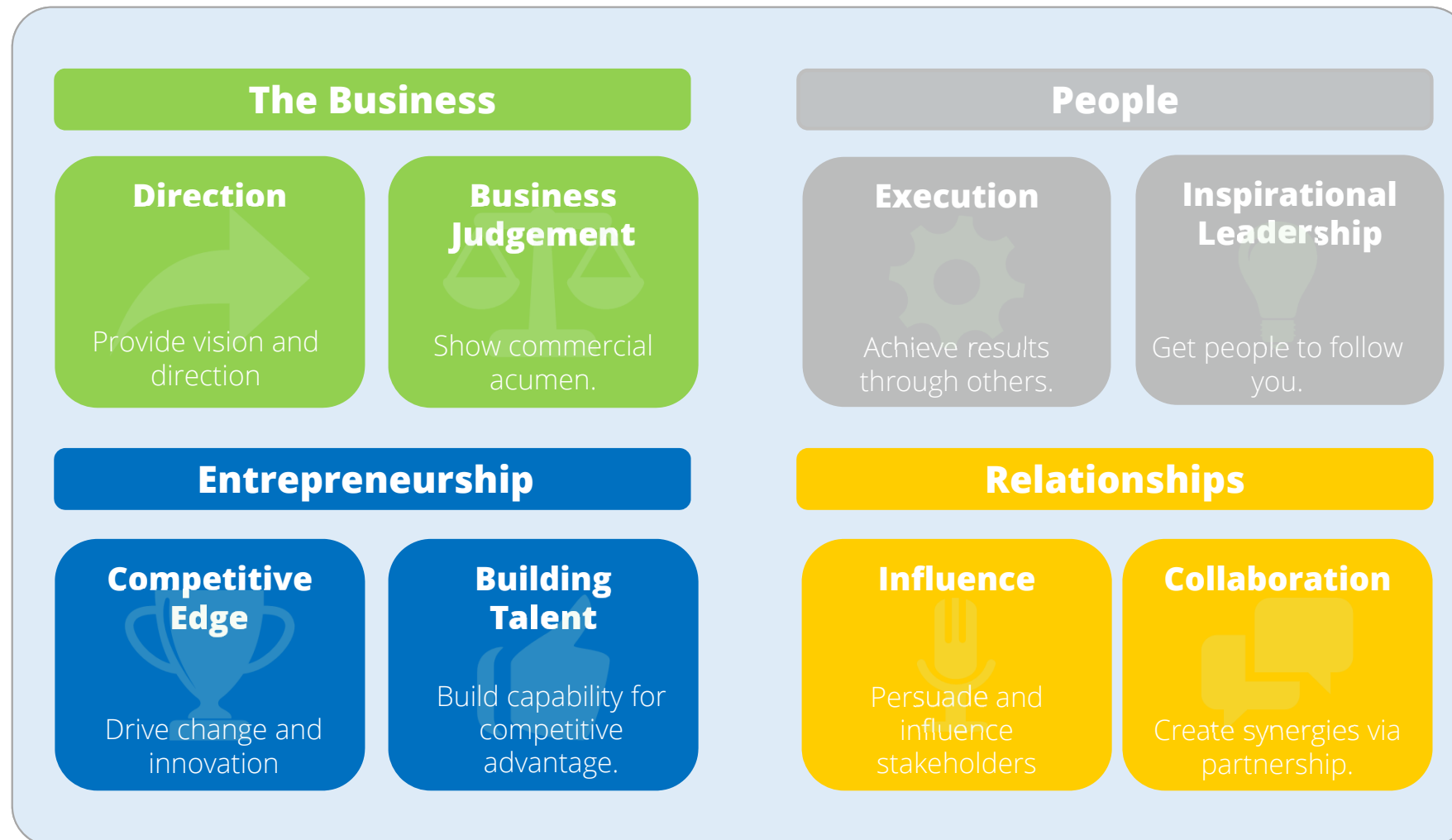
# Our Research

*Deloitte research reveals the best leaders focus on four key areas of leadership.*



# Comprehensive Framework

*Each area is comprised of two distinct capabilities, each of which can be measured and taught.*



# Leadership Capabilities



Respond at **PollEv.com/michellemall522**

Influence

Direction

Competitive Edge

Execution

Collaboration

Business Judgement

Inspirational Leadership

Building Talent

Deloitte.

<https://PollEv.com/surveys/esx1EI8kP3oOBnPXt7rpx/web>



What **ACTIONS** can  
you take to  
increase your  
leadership  
effectiveness?





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