

What Makes an Effective Leader?

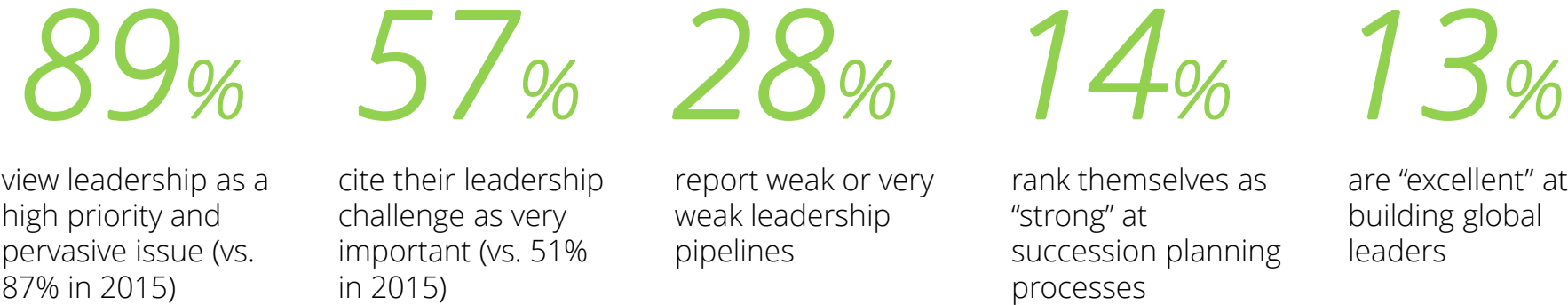
April 2019



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...



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"Positional leadership" no longer valid and coaching in higher demand

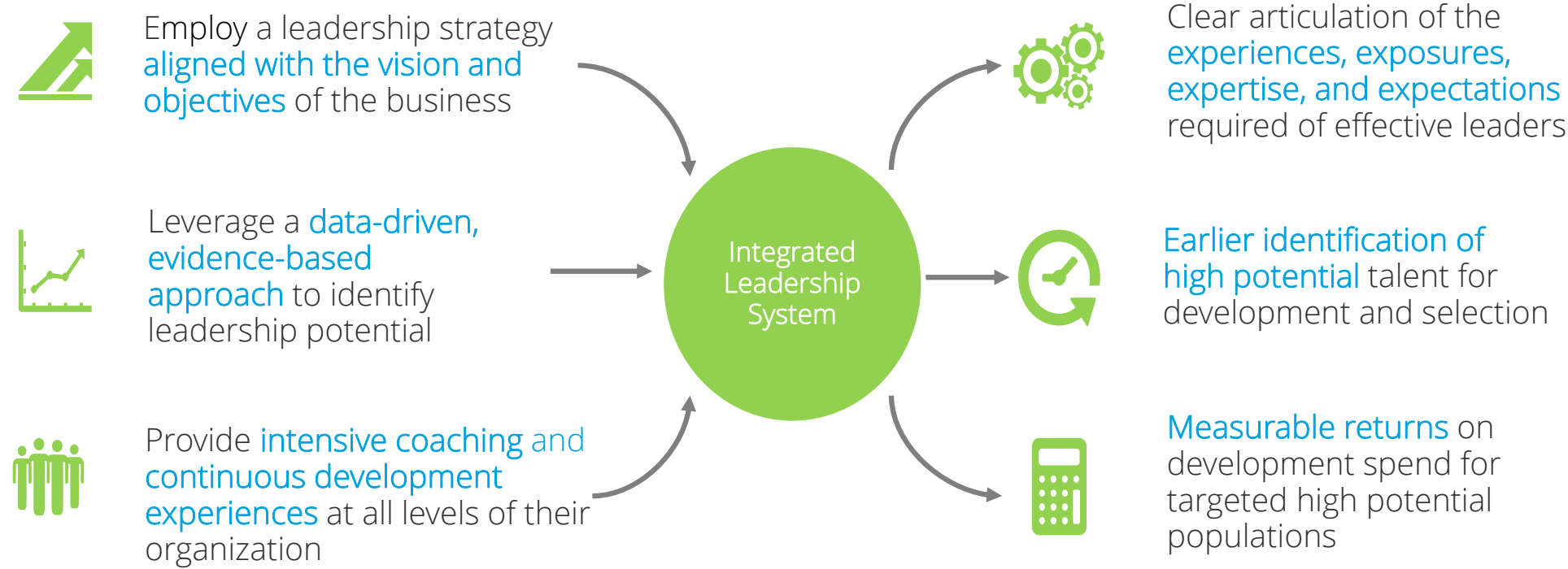
Network of teams requiring MORE leaders

"Leadership cliff" meeting "leadership jumps"

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

Leading-practice organizations...

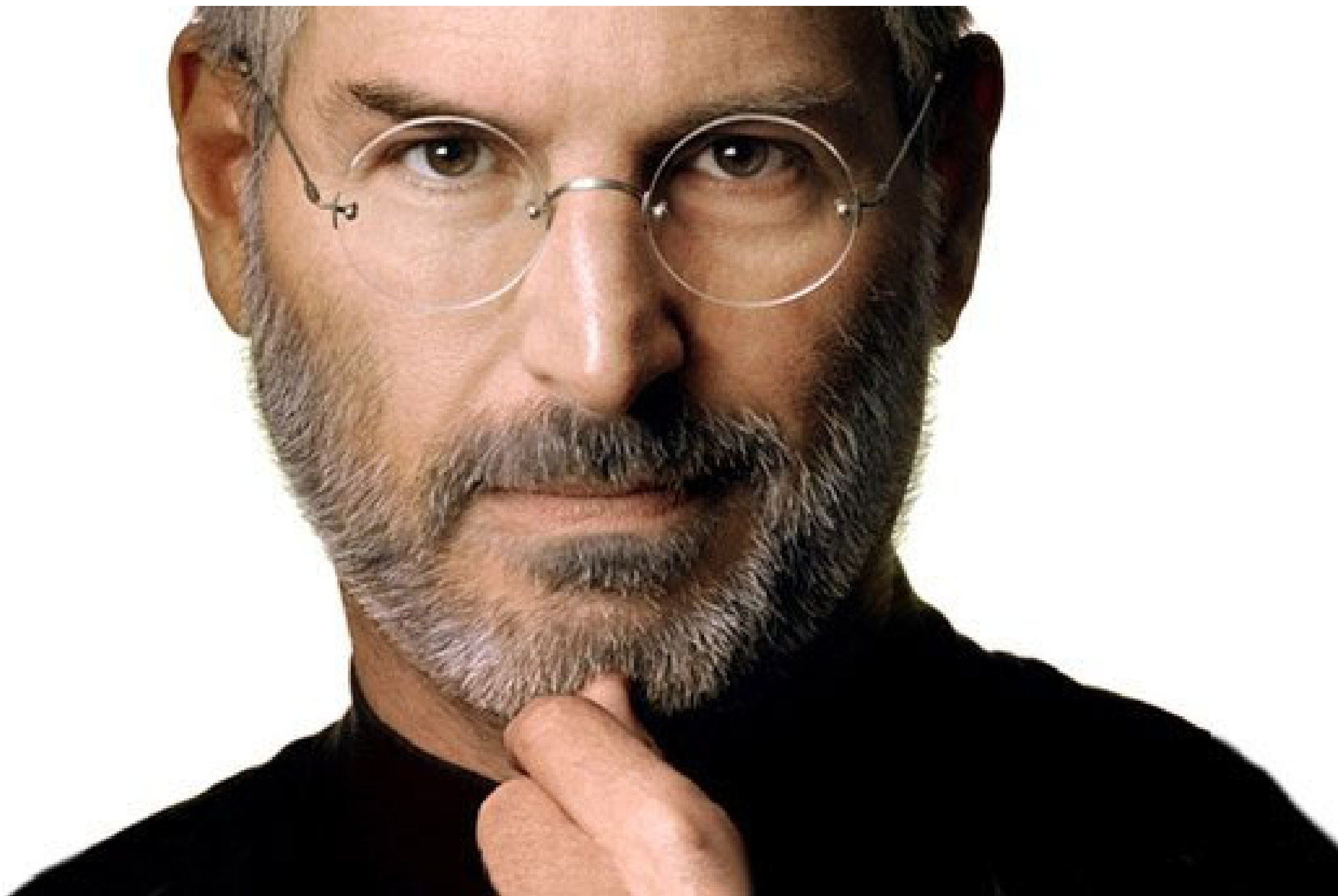
...are able to reap significant benefits

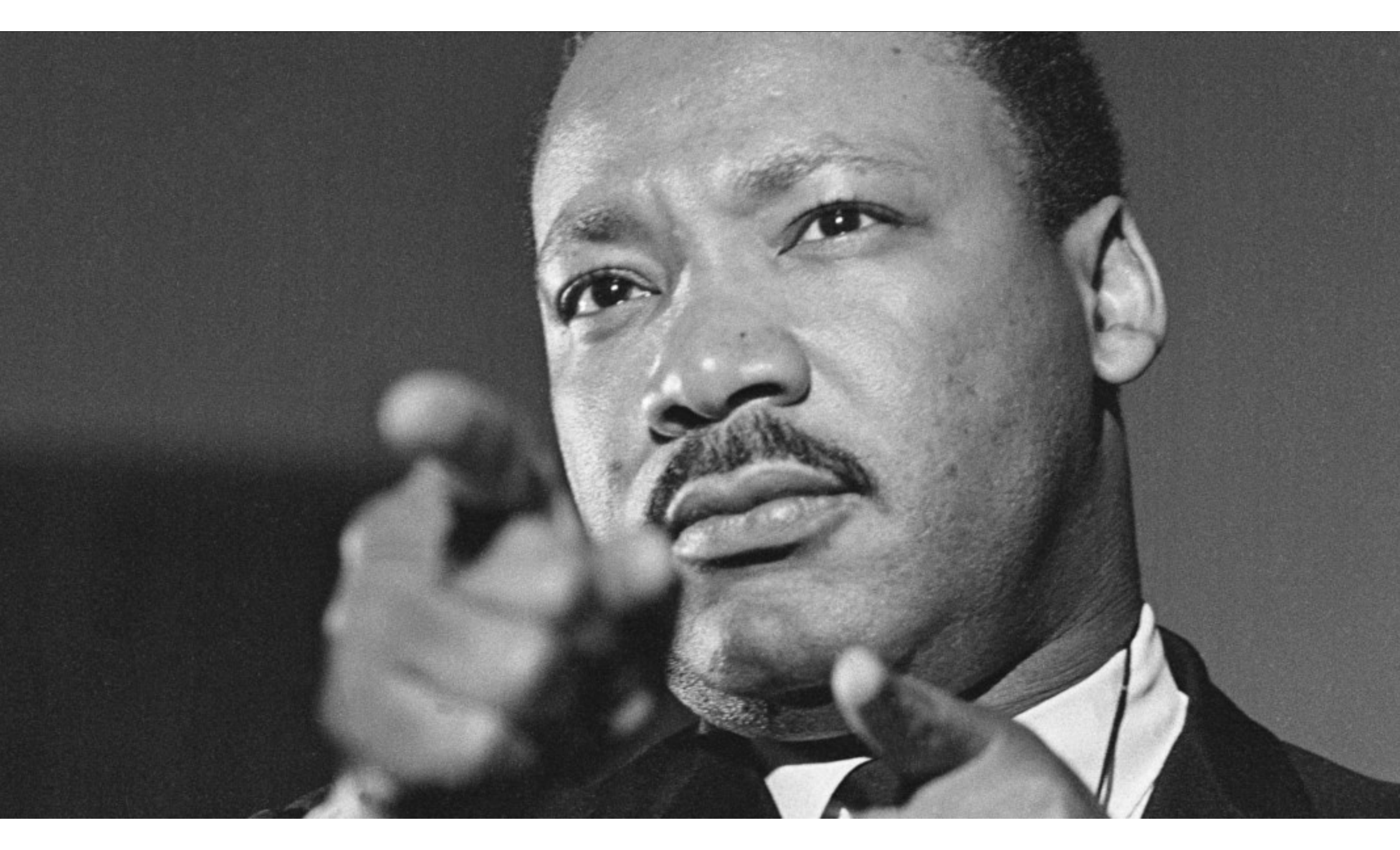


Integrated leadership systems can be hardwired into an organization by answering three key questions



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

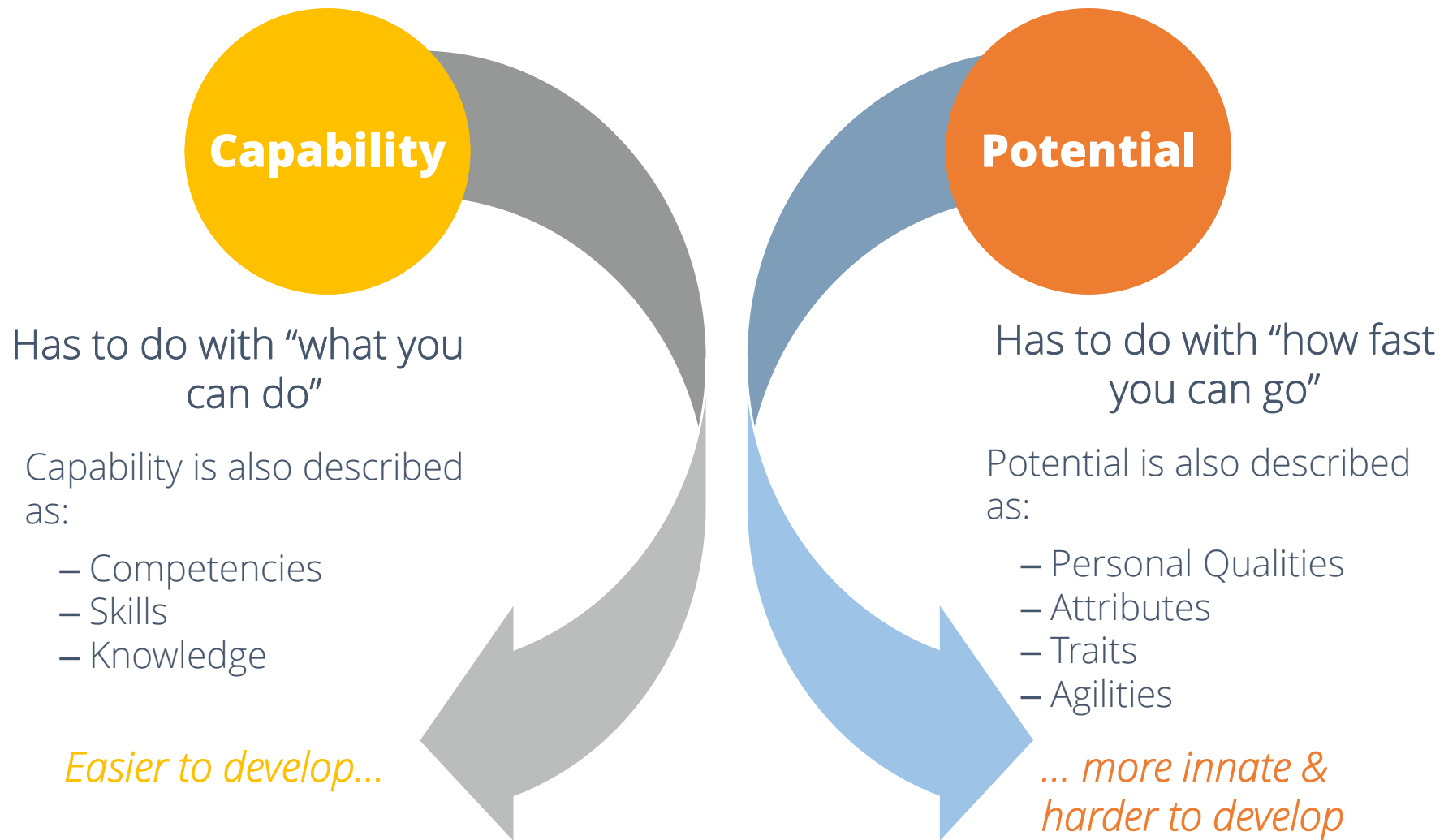


Wide applicability

Our assessment
methodology can be
delivered anywhere in person
or remotely

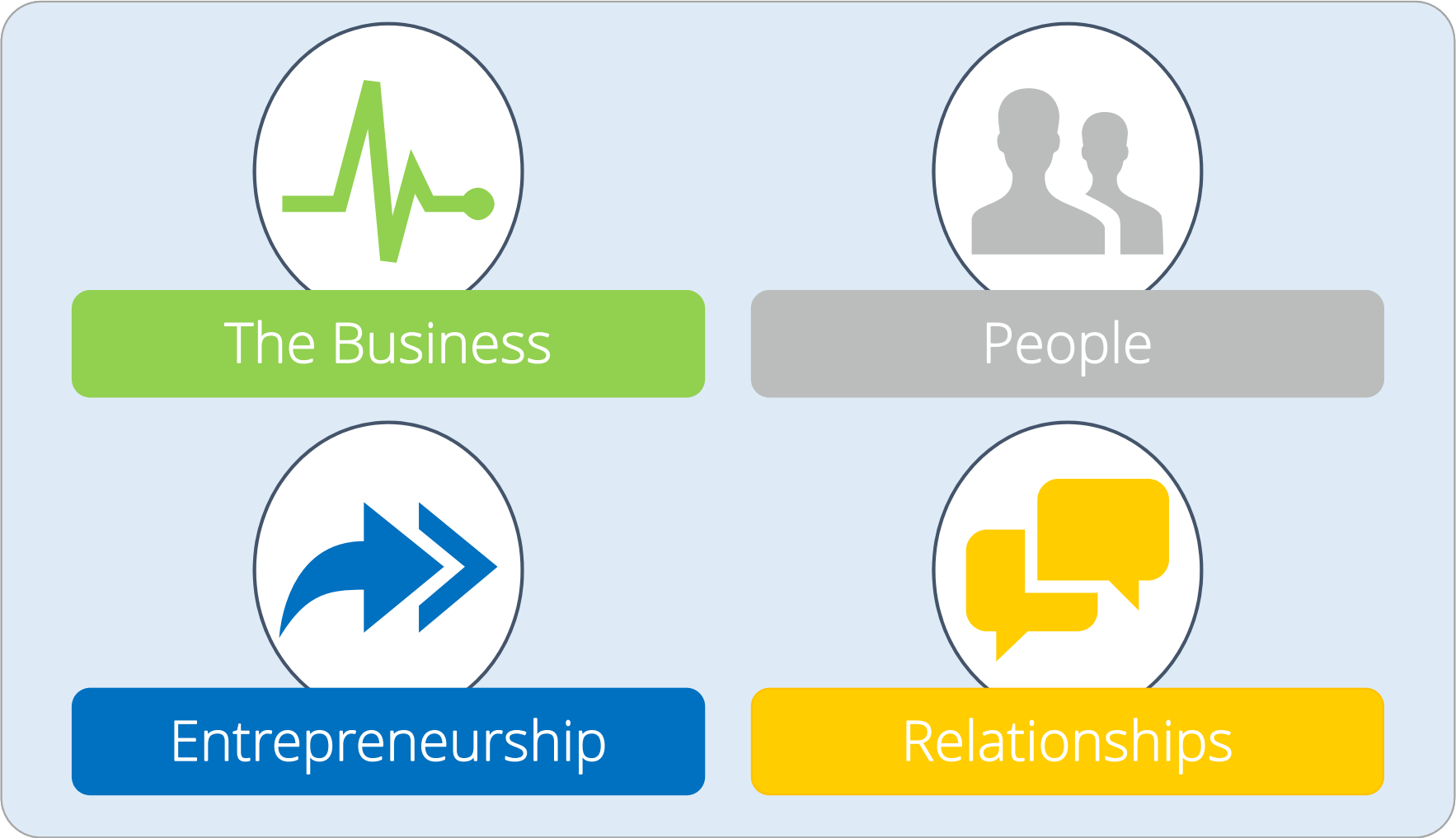
Defining Leadership

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



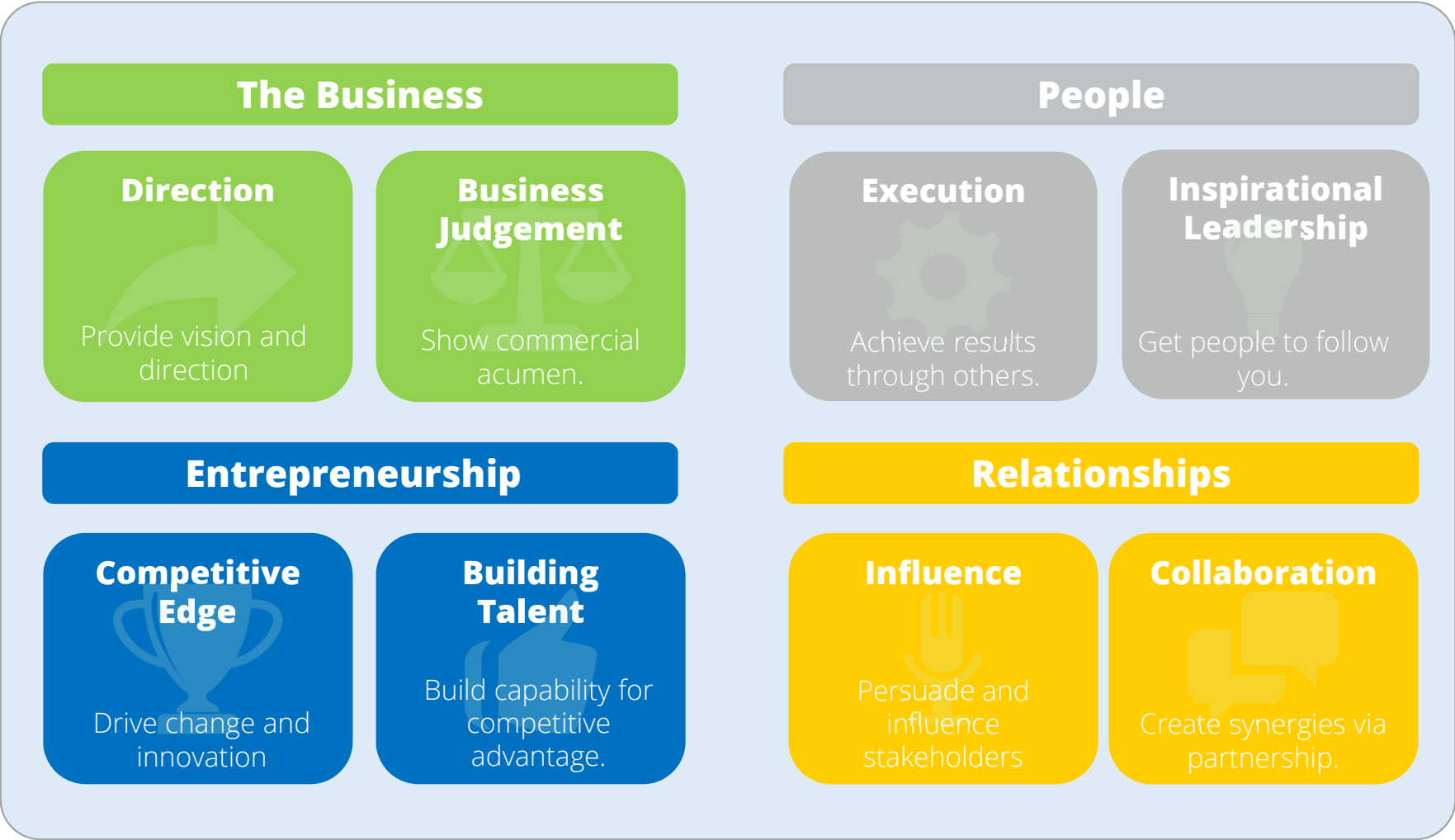
Our Research

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

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

What ACTIONS can
you take to
increase your
leadership
effectiveness?





Michelle Malloy
Deloitte Leadership
mimalloy@deloitte.com