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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...

% 57% 28% 14% 13%

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

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

report weak or very weak leadership pipelines

rank themselves as "strong" at succession planning processes

are "excellent" at building global leaders

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

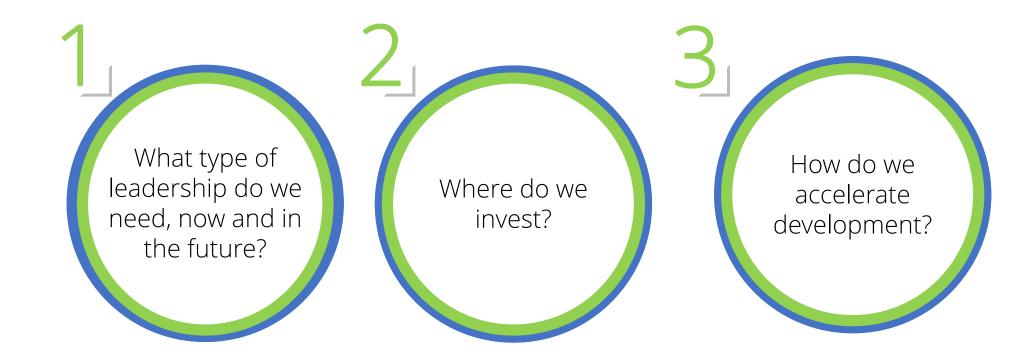
Heroes, myths and fad spending with "smile sheet" evaluation

"Leadership cliff" meeting "leadership jumps"

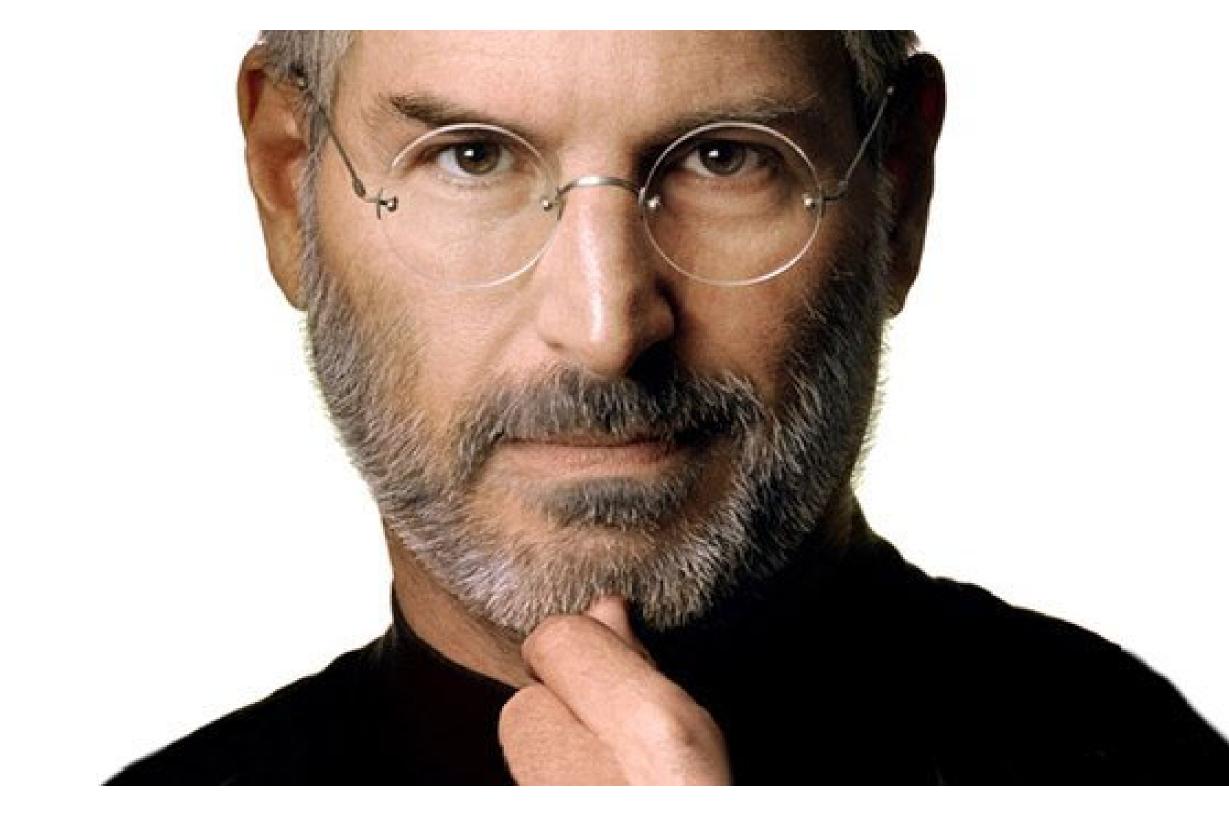
Leading-practice organizations invest significantly in integrated leadership systems to accelerate development

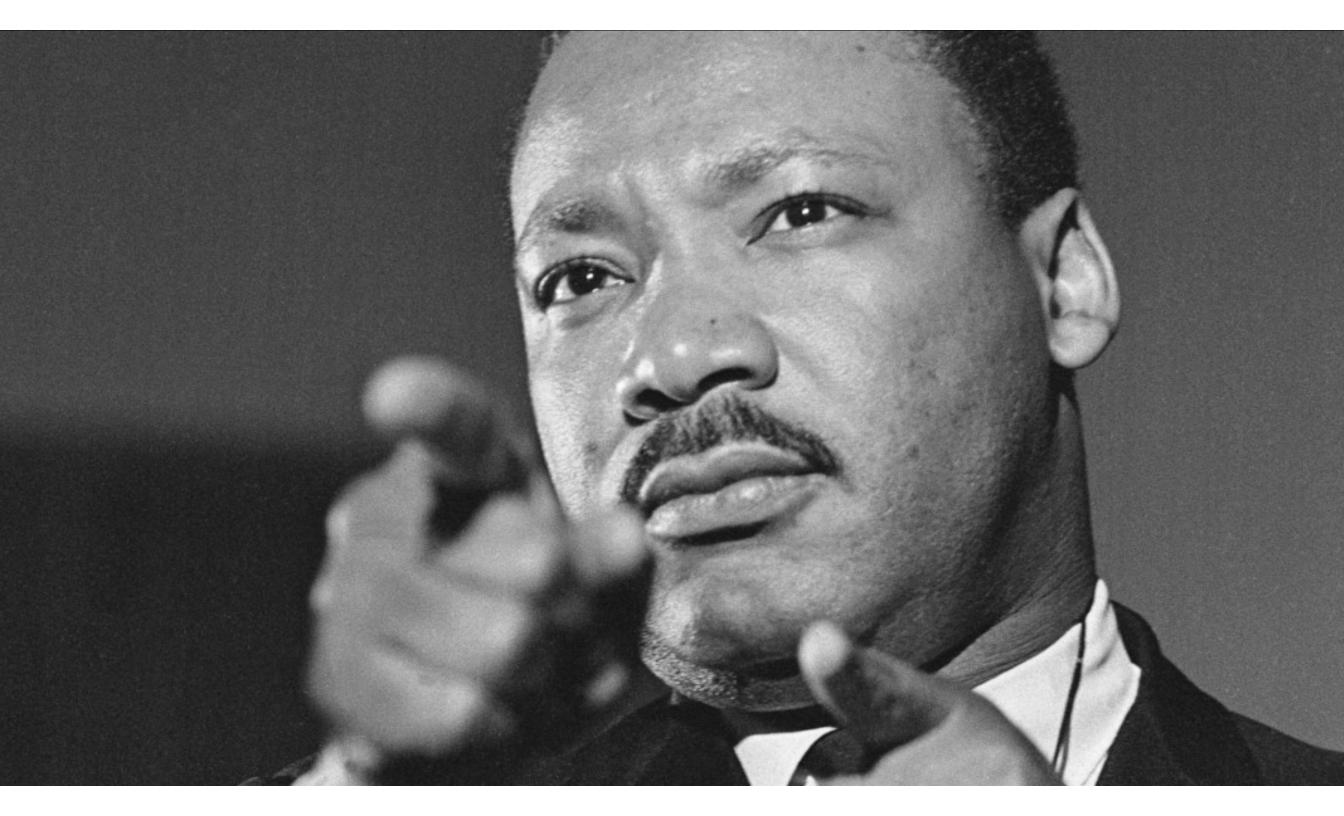
Leading-practice organizations... ...are able to reap significant benefits Clear articulation of the Employ a leadership strategy experiences, exposures, aligned with the vision and expertise, and expectations objectives of the business required of effective leaders Leverage a data-driven, Earlier identification of Integrated evidence-based high potential talent for Leadership approach to identify development and selection leadership potential Measurable returns on Provide intensive coaching and . . . development spend for continuous development targeted high potential experiences at all levels of their populations organization

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

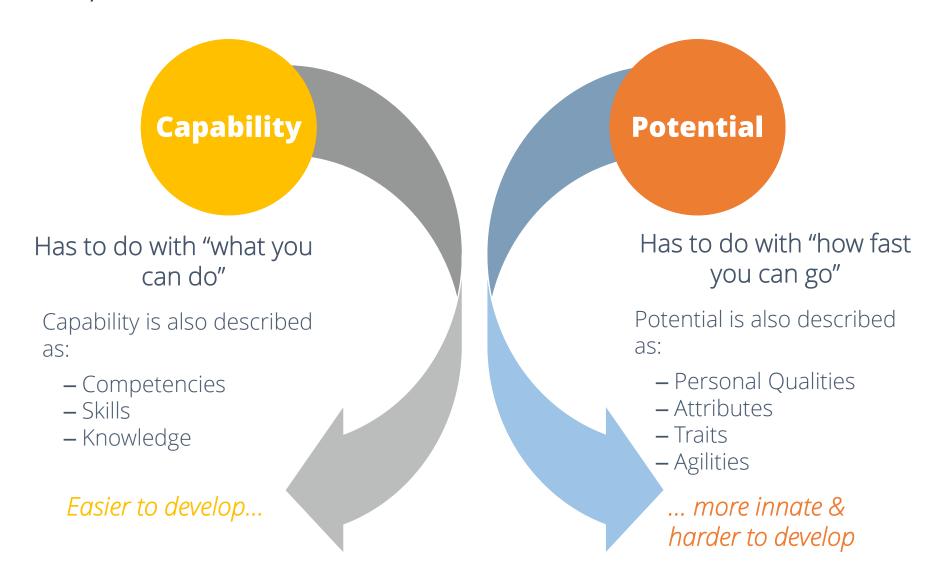


Wide applicability

Our assessment methodology can be delivered anywhere in person or remotely

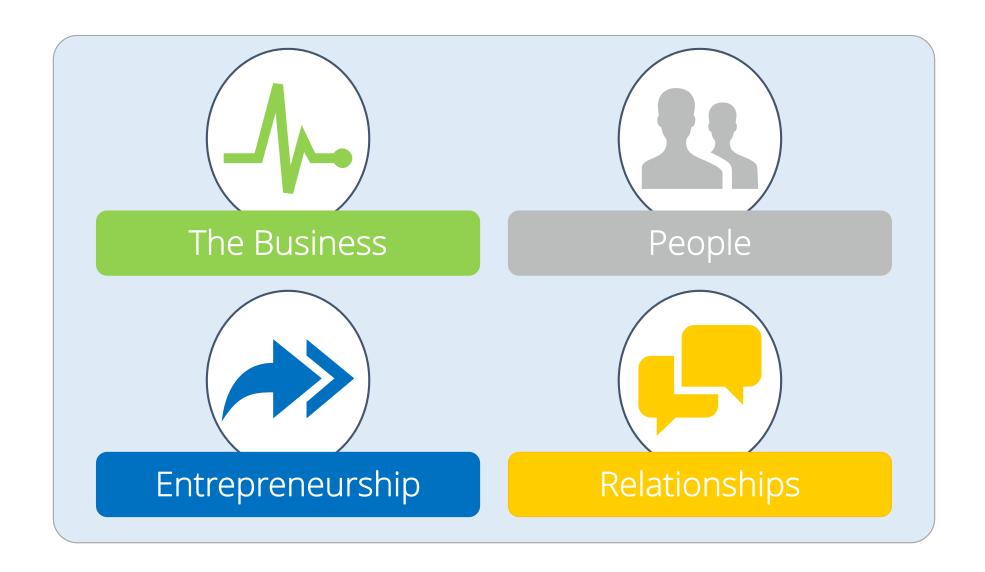
Defining Leadership

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



Our Research

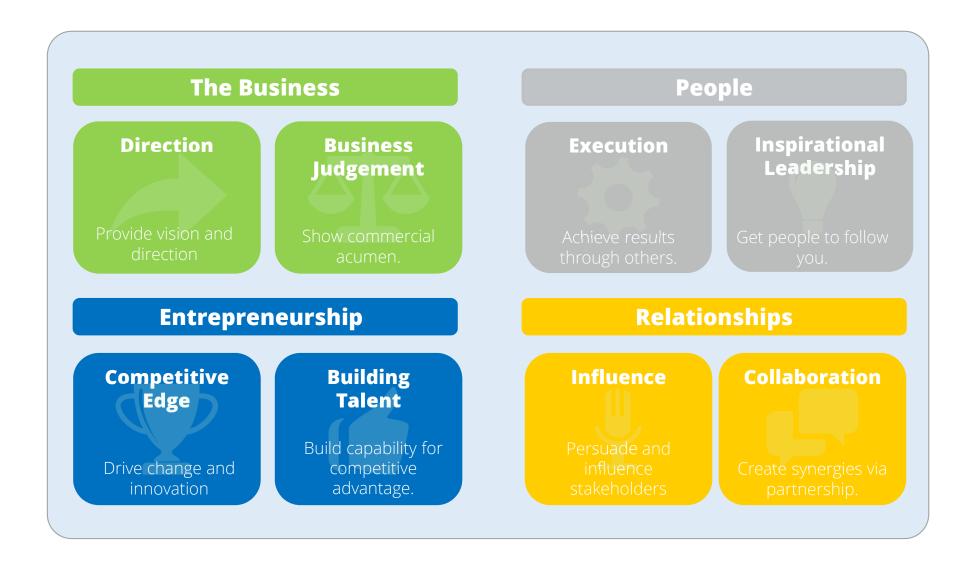
Deloitte research reveals the best leaders focus on four key areas of leadership.



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Comprehensive Framework

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



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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

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What ACTIONS can you take to increase your leadership effectiveness?





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