
Leadership Moneyball:

Identifying and Building Leadership Attributes that Deliver Results



Leadership
Attributes

Business
Results

Create a direct link between leadership attributes and business results

Every year, companies around the world spend billions of dollars trying to develop stronger leadership capability. Despite these massive investments, leadership capability remains a significant concern for most organizations.

This gap can be significantly narrowed when clients start with a data-based understanding of what good leadership looks like from the perspective of both internal and external stakeholders.

When defining leadership attributes, include both foundational *and* differentiating competencies.



60-70% of effective leadership is **common to any leader** in any business or geography; don't put your resources into identifying these.

30-40% of effective leadership is **unique to your business**; make sure your leadership model includes the behaviors that make your brand real to customers.

An Effective Leadership Model

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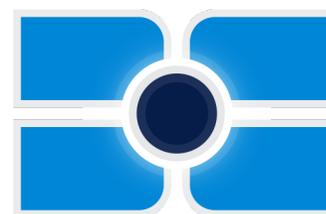
Attributes

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Results



Fundamentals



Differentiators



Stakeholder Expectations

Employees

Organization

Customers

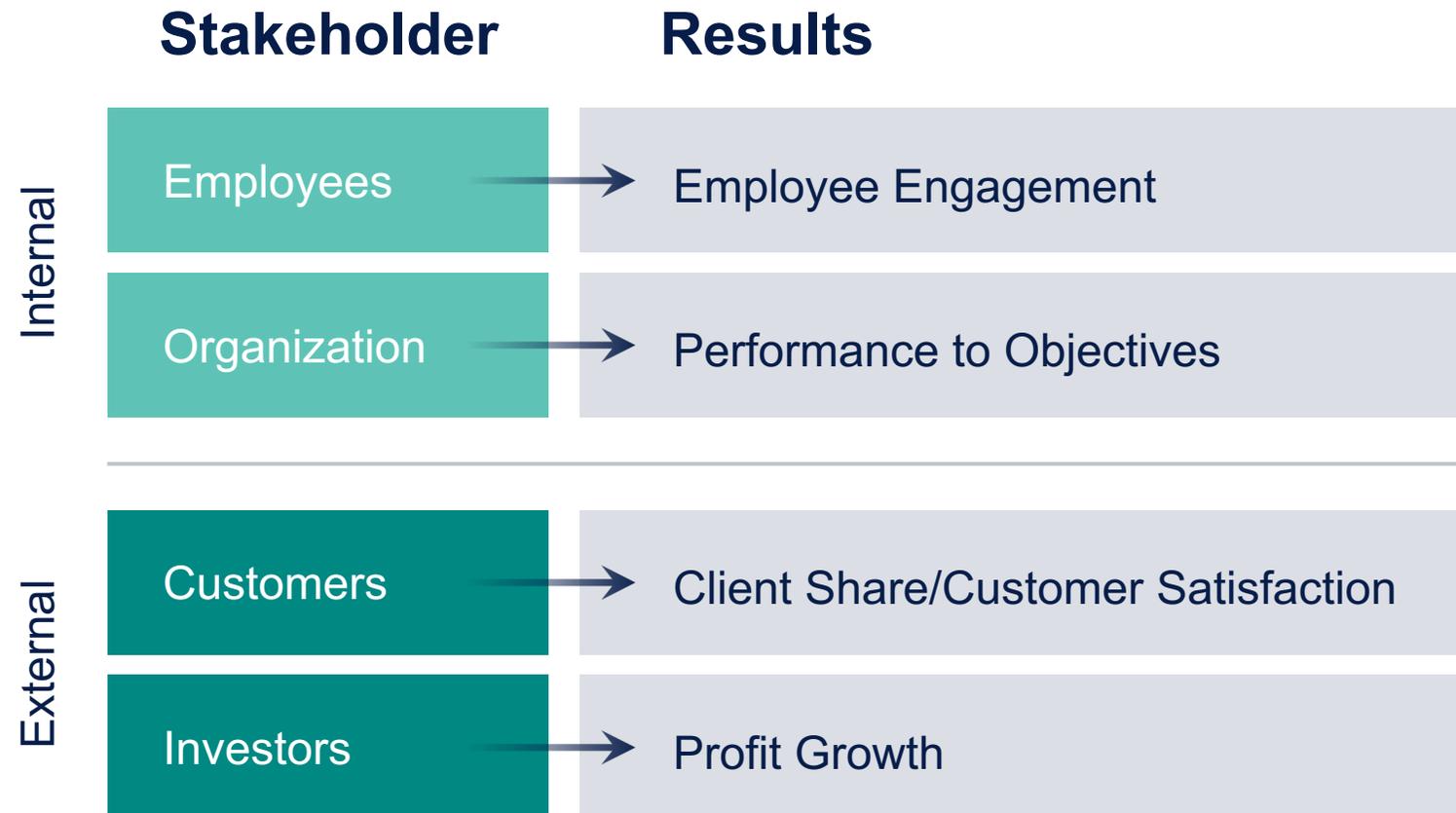
Investors

Including differentiating attributes and external stakeholder expectations in defining what good looks like makes sure that you are building leaders who will deliver results that matter to customers and investors.

In considering how well leaders deliver results, include internal stakeholders and external stakeholders.

Too often companies neglect to consider the degree to which attributes enable results stakeholders care about. When they do, they tend to focus on internal data like engagement scores or performance rankings.

External stakeholder results are equally, if not more, important measures of leadership effectiveness.



A “Leadership Moneyball” approach can help you create a direct link between leadership and business outcomes



Attributes

- Identify the specific leadership behaviors that matter to your stakeholders.
- Provide an outcome-driven leadership profile that can be used for hiring and development.



Results

- Provide an in-depth analysis of the impact of current leadership on your organization.
- Determine the economic impact of good leadership for the business.

A “Leadership Moneyball” approach can help you narrow the gap between the leadership investments you make and the results you need from your leaders

Phase I: Set-up

Ensure leadership profile includes differentiators

Identify representative group of leaders and target metrics

Phase II: Gather & Analyze Data

Gather data on leader attributes and results

Perform statistical analyses to determine attributes that enable results

Quantify impact of improvements in leadership

Phase III: Institutionalize

- Refine model and create behavioral descriptors for all levels
- Communicate model and impact of improvements in leadership
- Align people processes with new leadership model

Learn how you can drive results for your organization.

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