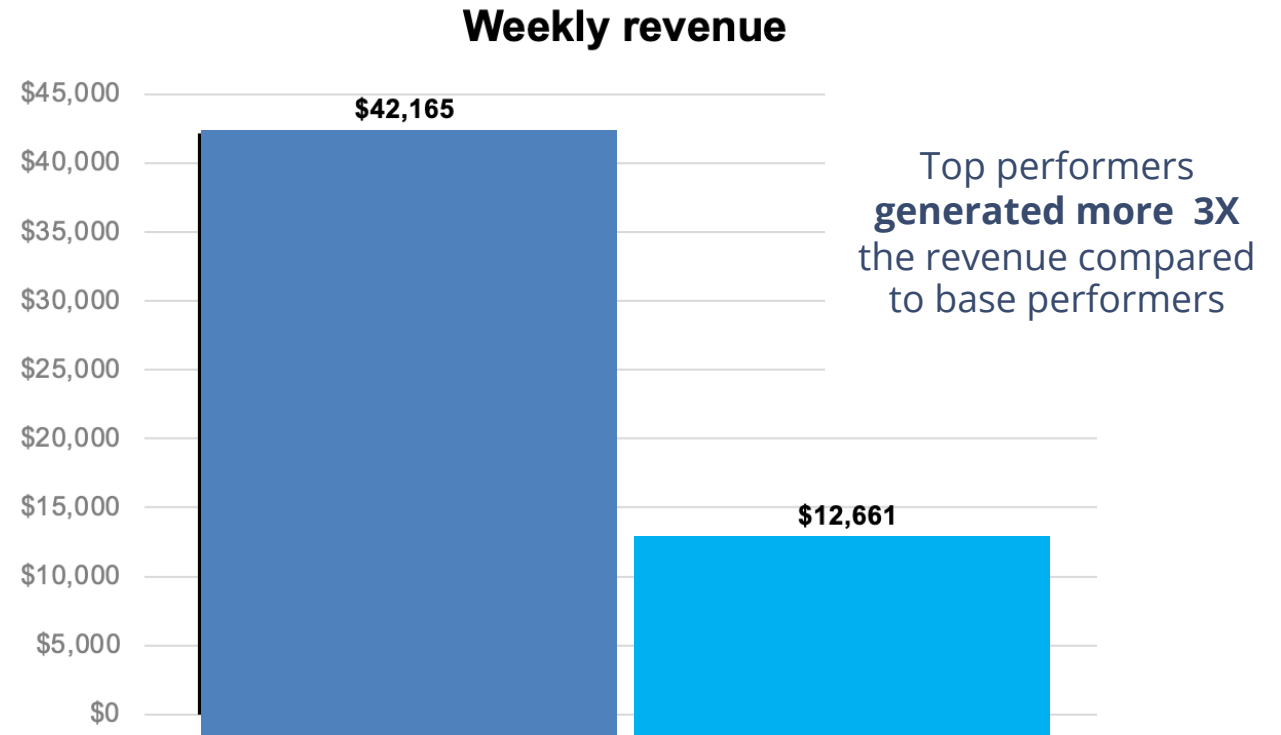# Evidence-based Leadership

Identifying and Building Leadership Attributes that Deliver Business Results

The **RBL** Group

What is the value of leadership at your company?

Can you quantify the impact of leadership capability in your company?

What if you could identify the attributes and behaviors that predict customer satisfaction, revenue, employee engagement, and other important organizational outcomes and then hire and develop to those key behaviors?

Weekly revenue

$45,000

$40,000

$35,000

$30,000

$25,000

$20,000

$15,000

$10,000

$5,000

$0

$42,165

$12,661

Top performers **generated more 3X** the revenue compared to base performers

*Study conducted on ~400 senior leaders in a global organization of 180,000+ employees.

Leadership **Attributes**

Business **Results**

Our data-driven leadership model helps organizations 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.

An Effective Leadership Model = Attributes × 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.
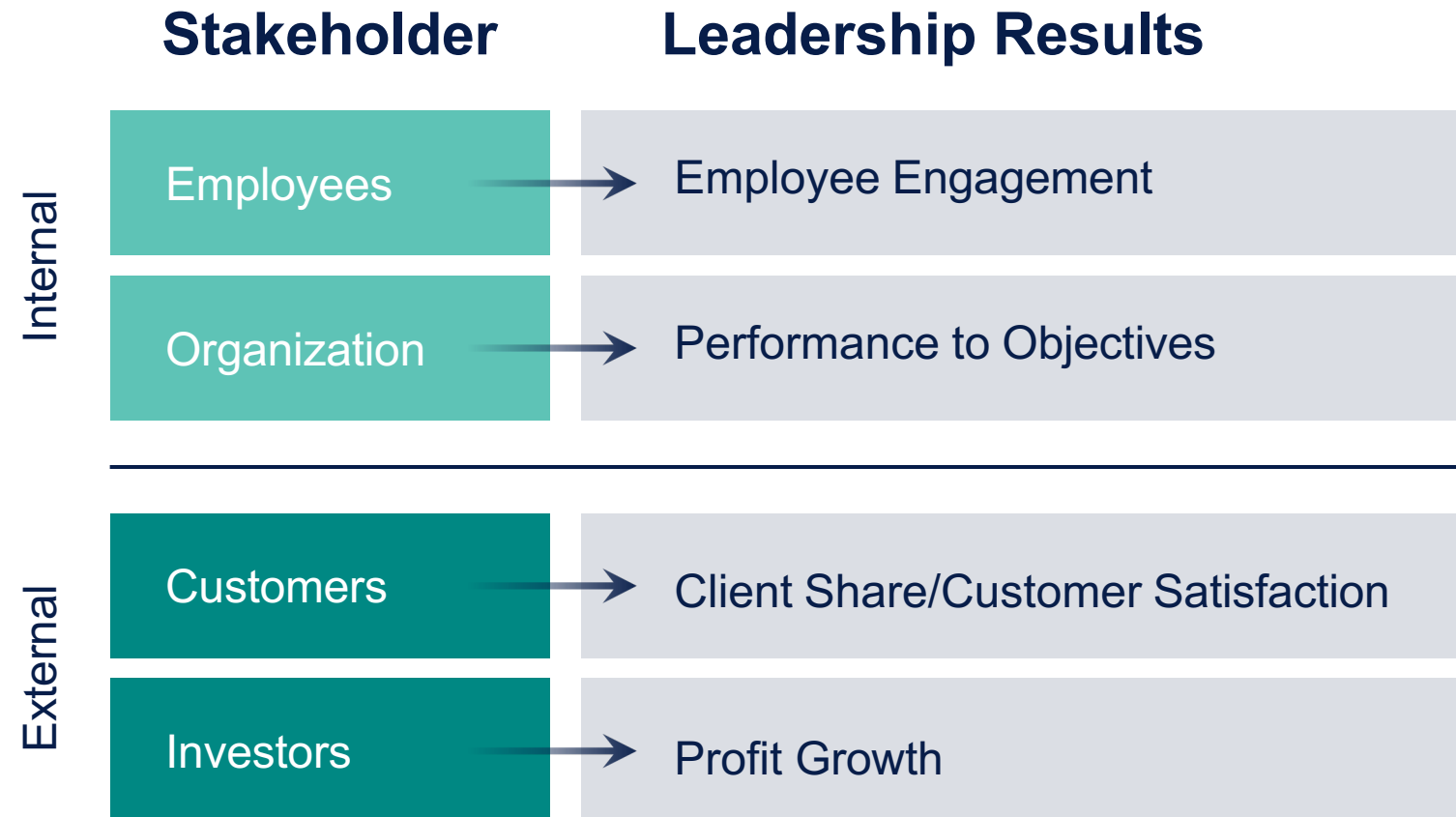
When defining leadership attributes, include both foundational *and* differentiating competencies that drive business value.

Leadership Attributes

Leadership **Fundamentals**	**+**	Leadership **Differentiators**
	correlate with outcome measures	

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 and that **generate business returns.**

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.

	Stakeholder	Leadership Results
Internal	Employees	→ Employee Engagement
	Organization	→ Performance to Objectives
External	Customers	→ Client Share/Customer Satisfaction
	Investors	→ Profit Growth

An evidence-based leadership approach creates a direct link between leadership and business outcomes

Attributes

<--->

Results

- Identify the specific leadership behaviors that matter to your stakeholders.

- Provide an outcome-driven leadership profile that can be used for hiring and development.
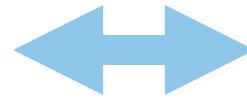
- Provide an in-depth analysis of the impact of current leadership on your organization.

- Determine the economic impact of good leadership for the business.

RBL's evidence-based leadership approach makes sure your leadership investments will drive the business results your customers and investors expect

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

- Communicate model and impact of improvements in leadership
- Invest in leadership development that will drive business results
- Align people processes with new leadership model

The **RBL** Group

Learn how you can build leaders who drive results.

Contact us at leadership@rbl.net