



 | The **RBL** Group

Human Capability Exchange 2025

April 23 – 24, 2025



Building High-Impact Leaders: Evidence-Based Practices that Drive Business Value

with Erin Wilson Burns and Leslie Kawai
Principal Consultants, The RBL Group

Session Speakers



Erin Wilson Burns

Principal Consultant
& Senior Researcher, LCRI
The RBL Group



Leslie Kawai

Principal Consultant
& Senior Researcher, LCRI
The RBL Group

Agenda

- 1 **Human Capability** and Leadership Capability
- 2 A model for building **differentiated Leadership Capability**
- 3 An **Evidence-Based Approach** to identifying leadership behaviors that matter most
- 4 **Practical ideas** to build differentiated, evidence-based leadership capability
- 5 **Q&A** with Erin and Leslie



Human capability is leadership capability.

Overview of Human Capability

*Human capability provides an integrated framework for a myriad of initiatives about **talent, organization, leadership**, and **human resources (HR)**.*



Four Areas of *Human Capability* Research

Competence | Workforce | People

Talent accelerator research

13 dimensions of talent and impact on outcomes in 450+ global companies

Best selling books on talent

100's of interventions on talent upgrade and impact



Individual Leaders | Leadership Pipeline

Top companies for leadership
(Fortune; 3 rounds 500 companies)

Leadership Code (30,000 sample)

Leadership Brand (100 orgs)

Leadership Capital Index

10 books defining leadership impact



Capability | Workplace | Process

Defining and assessing organization capabilities and impact on stakeholders

1,200 global organizations; deep interventions in 100+ companies

10 books redefining organization logic



HR Effectiveness

30 years/8 rounds of HR Competency Study

Over 120,000 respondents; HR's impact on stakeholder value; 100's of HR transformations

A dozen books defining HR role, effectiveness and impact





In your organization, how much do leaders
impact stakeholder value?



A model for building differentiated
leadership capability.

Leadership capability is the result of a long-term, integrated, outside-in point of view about effective leadership

For **leadership investments** to support building capabilities that create value for external stakeholders, organizations need to invest in and align these six elements of a **Leadership Brand**.



Business Case for Leadership

Element 1: Articulate

An outside-in business case for leadership ensures that investments in leadership deliver the right results.



Agreement on What Our Leaders Must Do

Element 2: Leadership Expectations

Consensus and clarity about what leaders must do is the foundation on which to build leadership capability. A good leadership model covers the basics as well as what is different about leadership at your organization.



Assess Leaders and Leadership

Element 3: Assess

Assessing leaders provides important information on existing strengths and gaps at an enterprise level. This informs and focuses leadership improvement initiatives. Assessing *leadership* involves identifying gaps in the organization's capability to build leaders.



Invest in Leaders and Leadership

Element 4: Invest

Developing leaders requires investments in both individual leaders and in leadership systems and processes that can build a reliable pipeline of leadership talent.



Measure Leaders and Leadership

Element 5: Measure

Progress in building leadership capability is measured against the business case for leadership and the outcomes that matter to internal and external stakeholders.



Ensure Reputation

Element 6: Awareness

Ensuring reputation involves two critical activities: sharing the results of investments with relevant stakeholder groups and monitoring and building reputation.



Where does your organization currently spend the most time and resources?

Element 6: Awareness

Sharing the results of investments with relevant stakeholder groups and monitoring and building reputation.

Element 5: Measure

Progress in building leadership capability is measured against the business case for leadership and the outcomes that matter to internal and external stakeholders.

Element 4: Invest

Developing leaders requires investments in both individual leaders and in leadership processes that can build a reliable pipeline of leadership talent.



Element 1: Articulate

An outside-in business case for leadership ensures that investments in leadership deliver the right results.

Element 2: Leadership Expectations

Consensus and clarity about what leaders must do at your organization.

Element 3: Assess

Assessing leaders to provide information on existing strengths and gaps at an enterprise level. Assessing leadership involves identifying gaps in the organization's capability to build leaders.

Building an outside-in, leadership capability

Integrating these six elements into how we build leaders will help solve the right problems and facilitate long-term, sustained growth and business success.



For more information on how RBL can support you in this work, click [here](#).



An evidence-based approach for identifying
leadership behaviors that matter most.

An Effective Leadership Model

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Attributes

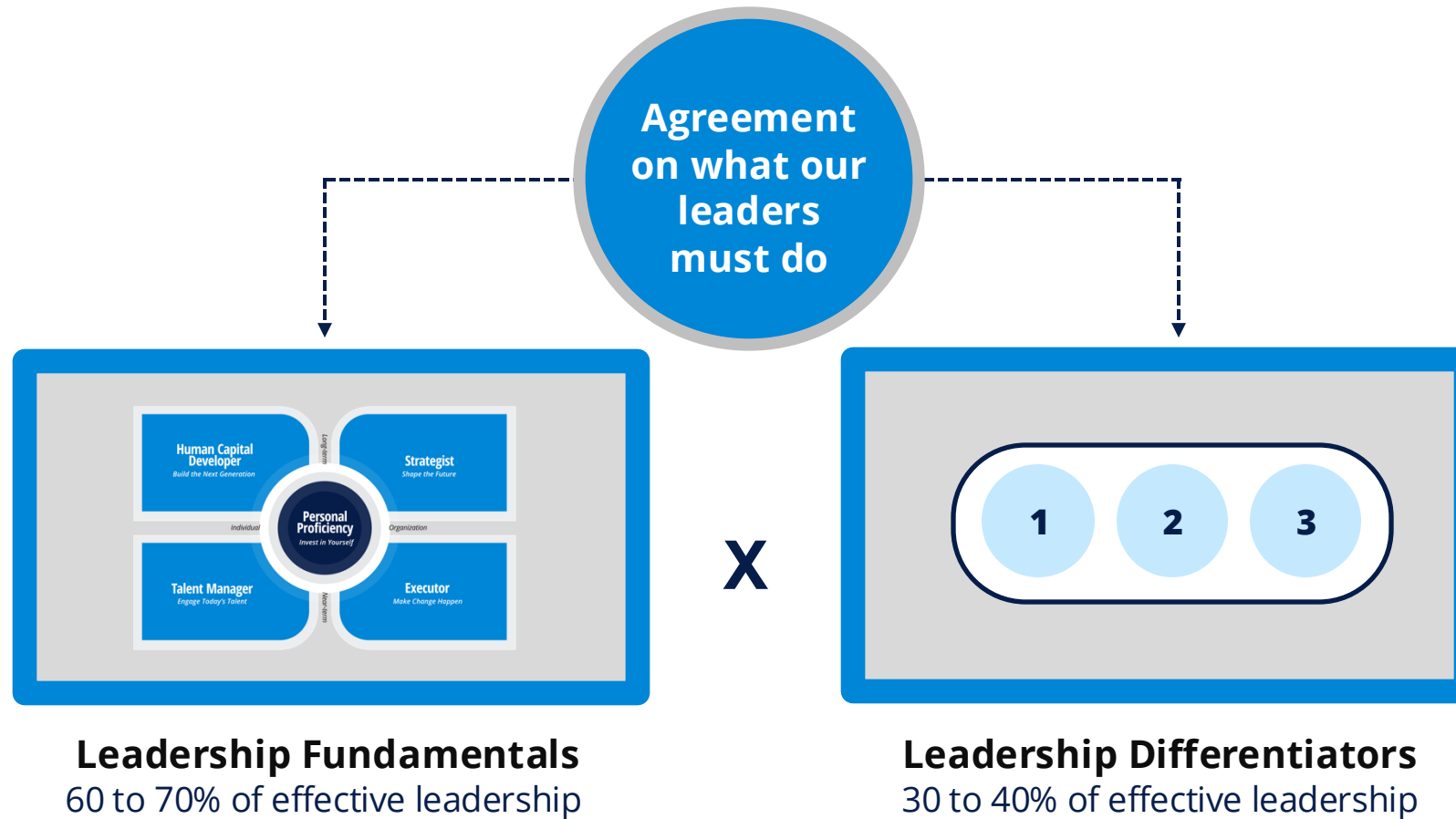
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Results

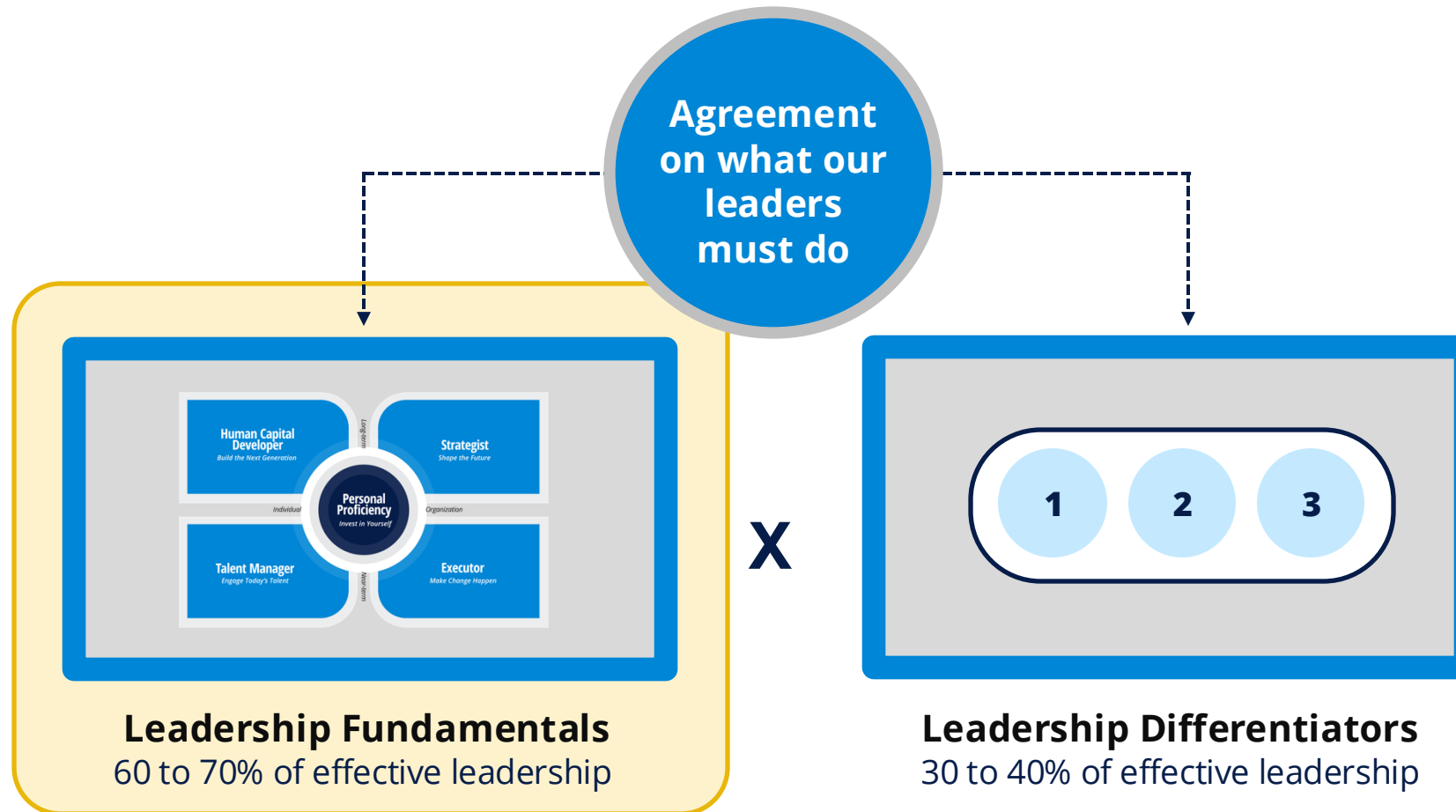


Including differentiating attributes and external stakeholder expectations in defining what good looks like makes sure that you are building leaders who will deliver results that matter to customers and investors.

Leaders must nail the fundamentals and what makes our leaders unique

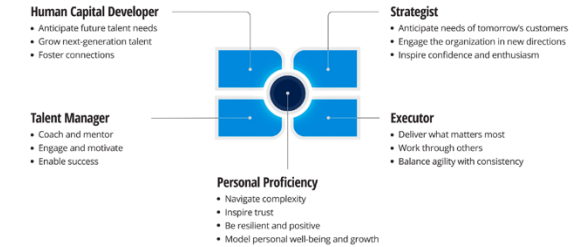


Evidence-based leadership fundamentals can be sourced from macro leadership research



Leadership Code Research Initiative (LCRI)

15 years of evidence-based leadership point of view



LCRI provides evidence-based perspective about how today's leaders create organizational value

Overall database

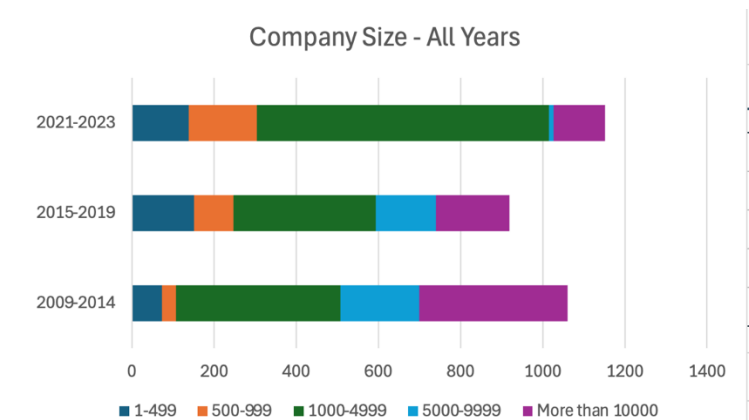
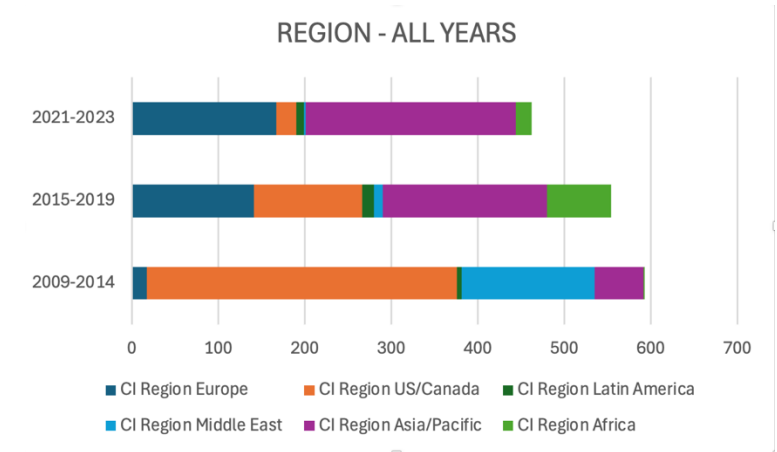
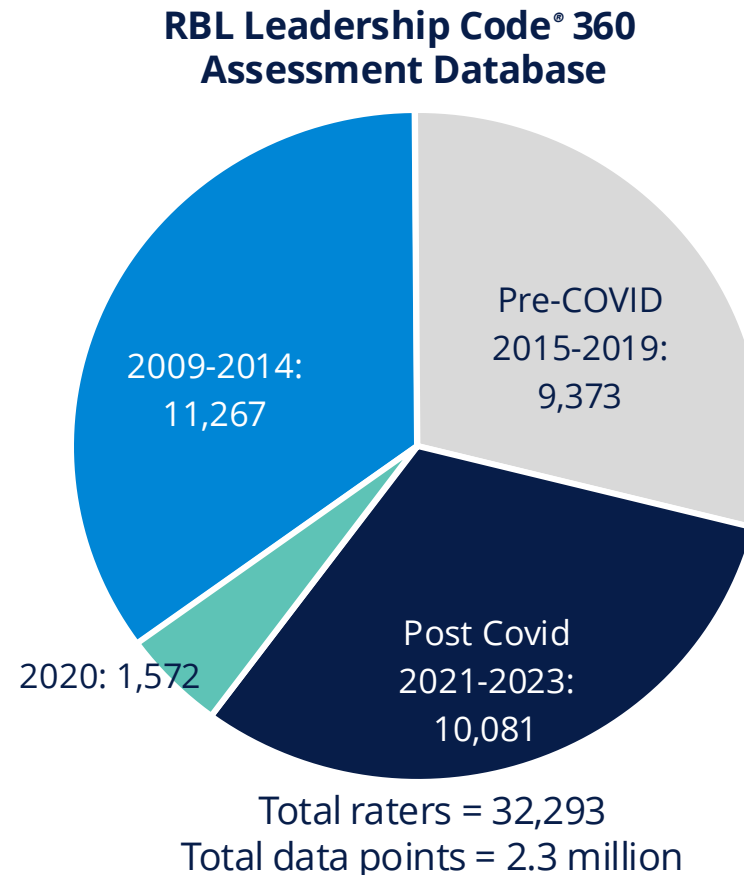
Standardized Leadership Code survey

Years: 2009-2023

Total subjects: 3,278

Total raters: 32,293

Total datapoints: 2,292,803

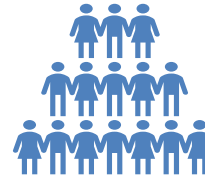


Key Findings (and why it matters)



1. The Leadership Code model holds up over time.

Our research study confirms the validity and reliability of the **four core behavioral domains** identified in 2008: Strategist, Executor, Talent Manager, and Human Capital Developer.



2. How leaders add value to the organization varies by leadership levels.

Business, HR, and Talent leaders do not need to (and should not) guess where and when to invest in leadership development.

The research outcomes are clear and validate a sound model as well as a **methodology for understanding when and where to invest** to drive key stakeholder value specific to your organization.



3. Personal proficiency is a critical multiplier.

In the complexity of today's global and business environment, senior leaders must have a clear plan to help leaders at all levels of the organization build capability to think clearly and critically, navigate complexity, and maintain personal well being.

Being trusted as a capable decision maker is paramount.

Leadership Code 4.0: The Leadership Fundamentals

A post-COVID perspective

Human Capital Developer

- Anticipate future talent needs
- Grow next-generation talent
- Foster connections

Talent Manager

- Coach and mentor
- Engage and motivate
- Ensure resources to enable success

Strategist

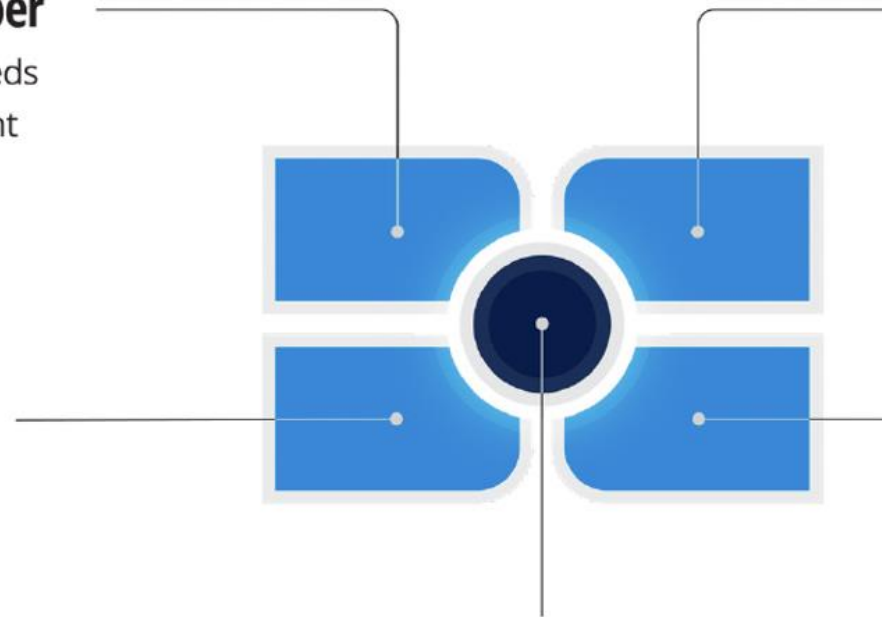
- Anticipate needs of tomorrow's customers
- Engage the organization in new directions
- Inspire confidence and enthusiasm

Executor

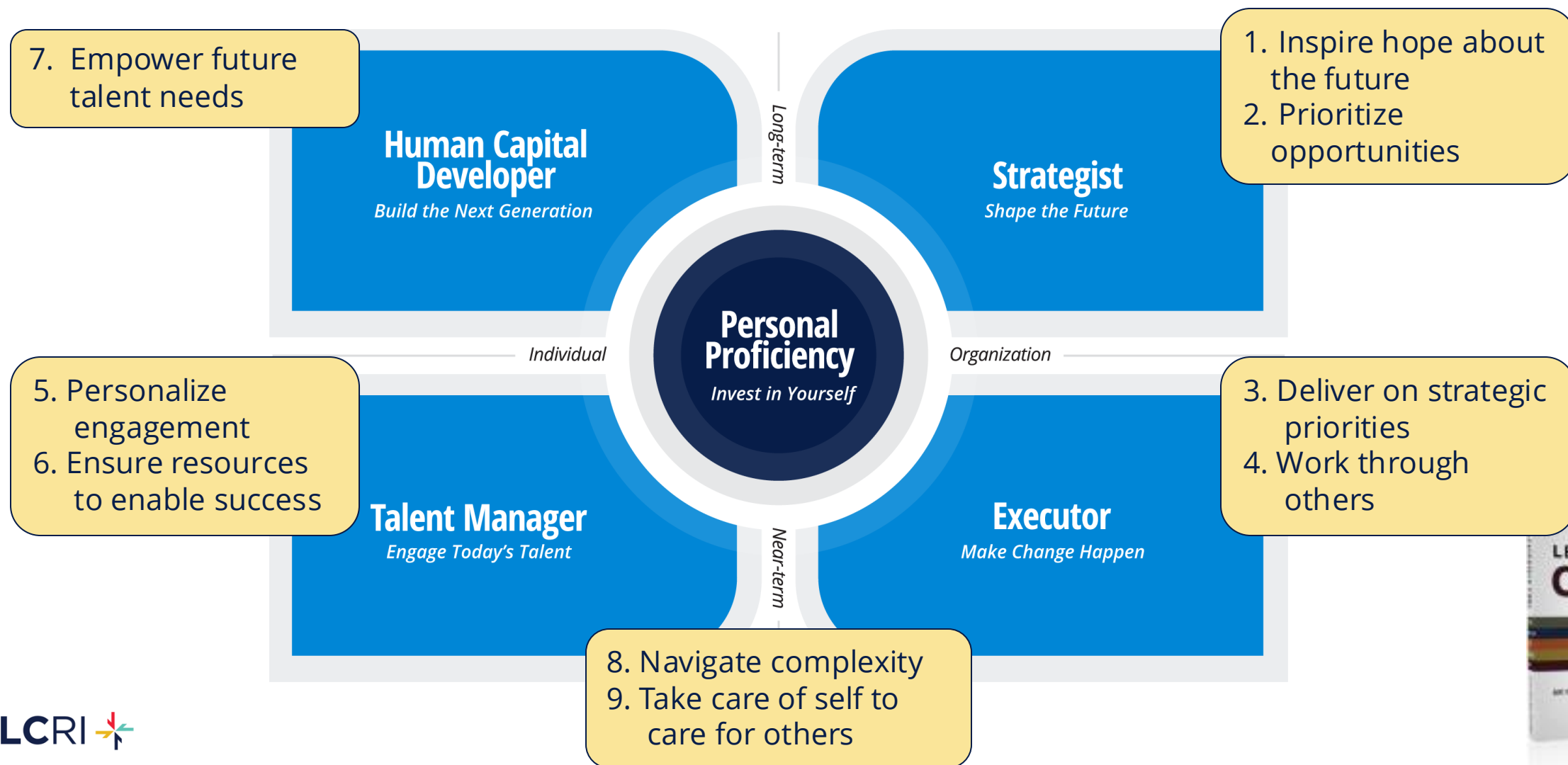
- Deliver on strategic priorities
- Work through others
- Balance agility with consistency

Personal Proficiency

- Navigate complexity
- Inspire trust
- Be resilient and positive
- Model personal well-being and growth



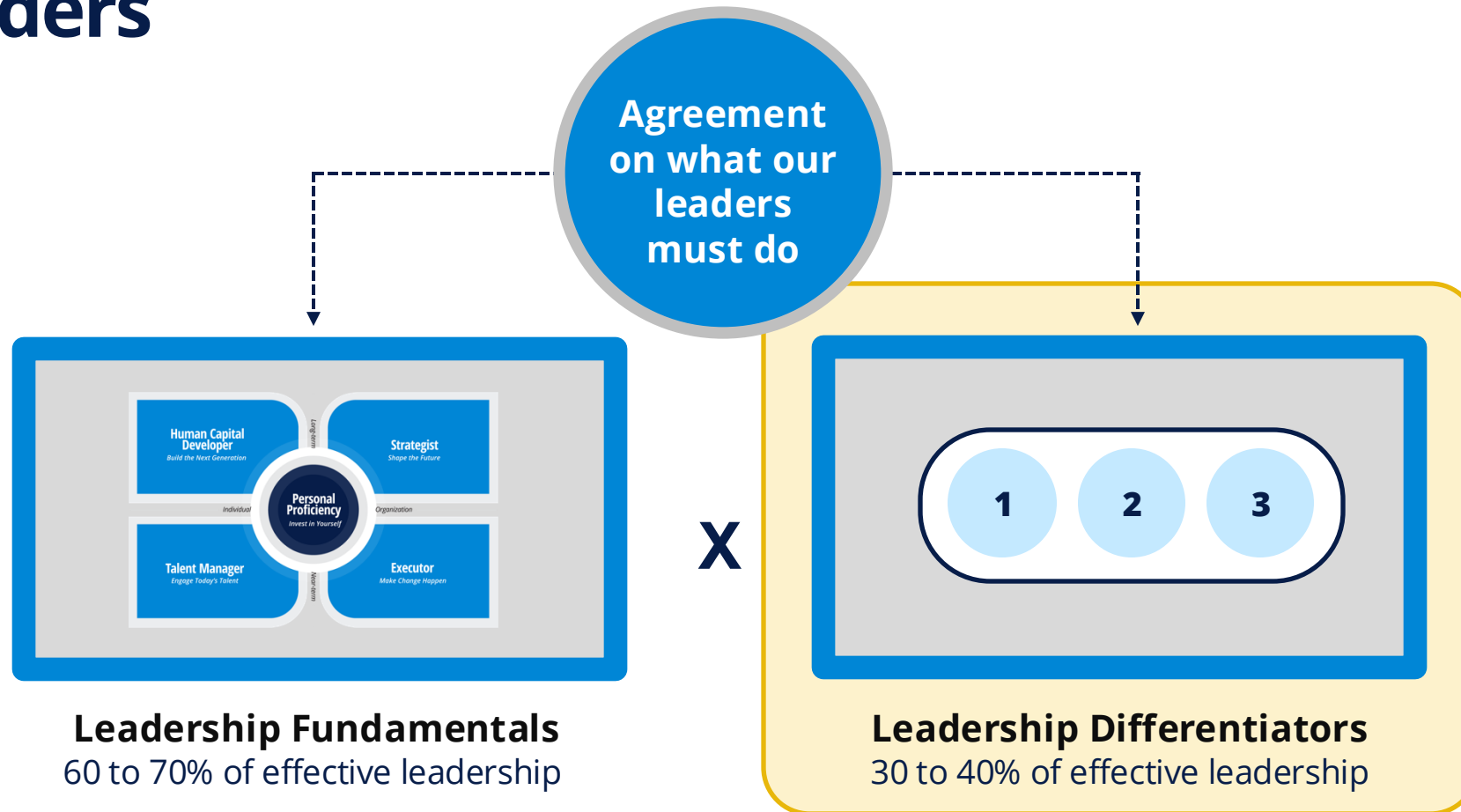
Leadership Code 4.0: The Timely Actions of Effective Leadership



How well do we do the leadership fundamentals?

RBL Leadership Code® Domain	How well do we:	Score 1 = <i>Need to improve</i> 2 = <i>Doing ok</i> 3 = <i>Doing great</i>	What could we do to improve?
Strategist	1. Anticipate the needs of tomorrow's customers? 2. Engage the organization in new directions? 3. Inspire confidence and enthusiasm?	<div>1</div> <div>2</div> <div>3</div>	
Executor	4. Deliver on strategic priorities? 5. Work through others? 6. Balance agility with consistency?	<div>1</div> <div>2</div> <div>3</div>	
Talent Manager	7. Coach and mentor? 8. Engage and motivate? 9. Ensure resources to enable success?	<div>1</div> <div>2</div> <div>3</div>	
Human Capital Developer	10. Anticipate future talent needs? 11. Grow next-generation talent? 12. Foster connections?	<div>1</div> <div>2</div> <div>3</div>	
Personal Proficiency	13. Navigate complexity? 14. Inspire trust? 15. Be resilient and positive? 16. Model personal well-being and growth?	<div>1</div> <div>2</div> <div>3</div>	

Evidence-based leadership differentiators reinforce brand promises and deliver results valued by stakeholders



Customer value proposition and firm brand identity drive leadership differentiators

Southwest 

CHEAP

FUN

ON-TIME

1

2

3

The firm brand identity is the foundation for a differentiated leadership model

**Firm
Brand**

What are the top 3 things we want to be known for by our target customers?

**Leadership
Differentiators**

What are the leadership behaviors that would make that real to customers and employees?

CHEAP

Drive efficiency

- Recognizes and rewards teams that find ways to do things faster and cheaper.
- Uses available resources effectively to deliver results in a cost-effective way.
- Decisions demonstrate understanding of the costs and benefits customers care about most.

An evidence-based approach to leadership differentiators creates a direct link between leadership & business outcomes



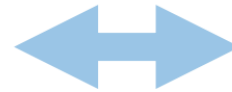
Attributes

- 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

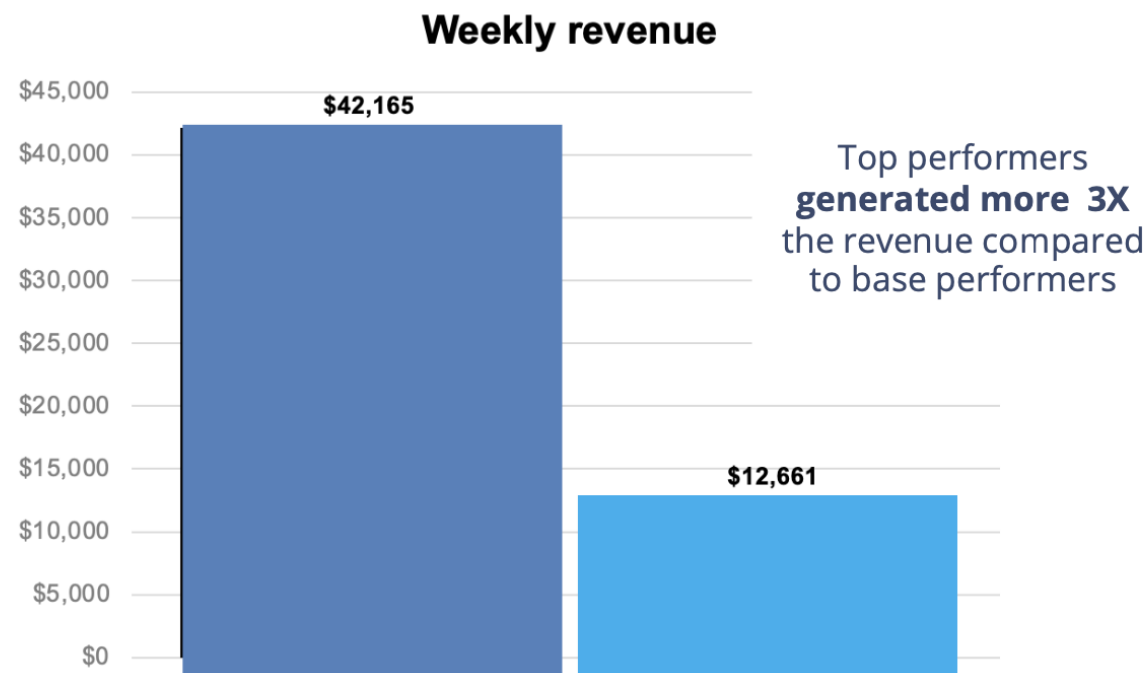
- Provide an in-depth analysis of the impact of current leadership on your organization.
- Determine the economic impact of good leadership for the business.



Leadership
Attributes

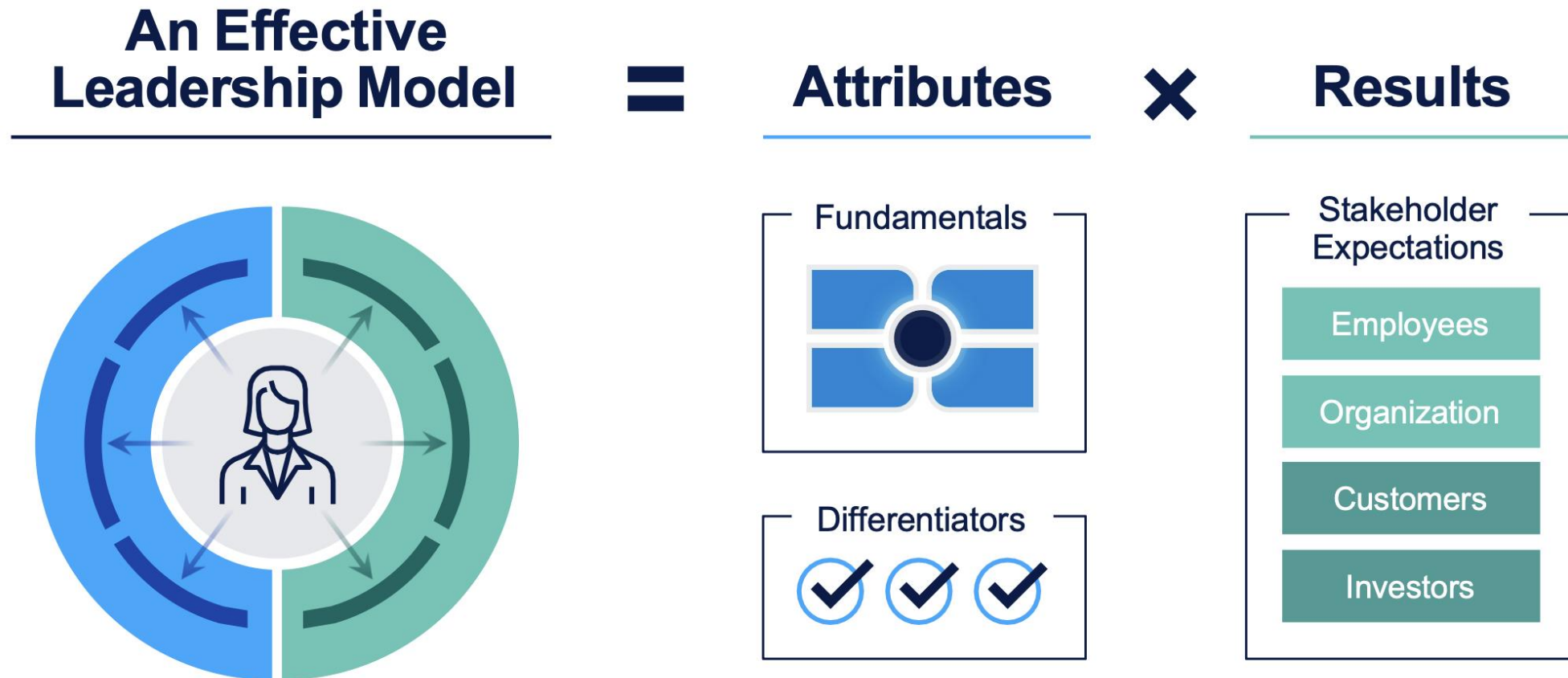
Business
Results

Linking leadership attributes and business results helps build human capability that builds confidence and value



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

Building an evidence-based Leadership Model that drives organizational value



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.

A blue-tinted background image showing a group of people in a meeting. A man in the foreground is pointing at a whiteboard with a pen. A woman is visible behind him, looking towards the same direction. The overall tone is professional and collaborative.

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Practical ideas to build differentiated
leaders that will drive business results.

Building Leadership Capability

Establish and evaluate leadership expectations by level

- Leaders at all levels are accountable for creating and adding unique value to their groups or organizations, but how they add value depends on their level within the organization and the kinds of problems they can and must solve.

Leverage evidence-based key predictors of success

- Building a leadership strategy that employs an evidence-based approach (by levels of leadership) helps organizations make wise investments for building future talent.

Invest in building leadership that drives business results

- Dedicating resources to give the leaders opportunities to build and refine the skills they need to succeed will help your organization deliver on the expectations of customers, investors, and other external stakeholders.



What is one thing I will do to build better
leadership capability?

LCRI Leadership Code Research Initiative

For updates and to receive a research report, please visit:
www.rbl.net/leadership-code-research-initiative

- Comprehensive research report
- In-depth results and recommendations for each leadership level
- Distributable scorecards
- Additional resources



How well are you doing?
A scorecard for today's first-line leaders

RBL Leadership Code® Domain	How well do I:	Score 1=Need to improve 2=Doing ok 3=Doing great	What could I do to improve?
Strategist	<ul style="list-style-type: none"> Translate the organization's strategy into a compelling story for my team? Inspire my team for commitment to future direction and growth? 	1 2 3 1 2 3	
Executor	<ul style="list-style-type: none"> Consistently make the right and needed changes happen? Provide my team with the right information, clear purpose, clear roles, and accountabilities to achieve our strategic goals? 	1 2 3 1 2 3	
Talent Manager	<ul style="list-style-type: none"> Find ways to attract and retain the talent needed to succeed? Help my team stay engaged and aligned? 	1 2 3 1 2 3	
Human Capital Developer	<ul style="list-style-type: none"> Hold career conversations with my team members to understand their career and leadership goals and development needs and align those with our organization brand? Help provide support at each stage of their development? 	1 2 3 1 2 3	
Personal Proficiency	<ul style="list-style-type: none"> Model well-being (able to balance resources to fulfill personal interests and job responsibilities)? Make good decisions, even in stressful, complex circumstances? 	1 2 3 1 2 3	



LCRI Become an Evidence-Based Leadership Organization

CULTURE & LEADERSHIP STRATEGY	LEARNING & DEVELOPMENT	TALENT ACQUISITION & SELECTION	ASSESSMENT STRATEGY & COACHING
<ul style="list-style-type: none"> • Strategic Leadership Brand architecture: consulting to assess and deliver high-performance culture and organizational leadership capability • Building an evidence-based business case for leadership • Custom leadership models: evidence-based outside-in models • Leadership Pipeline Audit®: a simple, powerful process to evaluate the strength of existing leadership pipeline • Leadership process alignment and design: Succession, performance management, hiring, workforce planning, etc. • Measurement and communication strategy to ensure impact and build reputation 	<ul style="list-style-type: none"> • Macro leadership development strategy: outside-in and inside-out needs assessment, macro design for development strategies and content, etc. • Executive leadership experiences: reinventing the organization, creating a strong pipeline, driving results, strategic communication and storytelling, creating measurable impact, and more. • Mid-level leadership skills enhancement: modules and tools on coaching skills, career conversations, managing change, influencing stakeholders, and more. (virtual or onsite; synchronous and asynchronous) • First-line leadership fundamentals: modules and tools on delegation and accountability, feedback and coaching, VOI²C²E® employee engagement assessment, communication, navigating complexity, and more. (virtual or onsite; synchronous, asynchronous) • Train-the-trainer programs 	<ul style="list-style-type: none"> • World-class cognitive/psychometric leadership assessments for senior leader selection, succession, and Board of Director reporting • Custom behavior-based hiring guides: interactive turn-key hiring guides to support hiring managers and TA teams • High-Potential Assessment: portfolio of world-class leadership assessments to evaluate potential at various levels in the organization (cognitive, behavioral, psychometric, career experience and readiness, etc.) 	<ul style="list-style-type: none"> • Executive Coaching, Leadership Coaching, Group/Peer Coaching • MENTOR® Leadership Battery: world-class psychometric assessment that turbo-charges development; internal certification available. • Custom or standard leadership 360/180/self assessments for Executive, Mid-Level, First-Line, Senior Technical, and Individual Contributors; internal certification available. • 360 Feedback workshop: group support for leaders in understanding 360/180 results and moving to IDP; includes development guides, development suggestions, IDP templates, etc. Train-the-trainer options available. (virtual or onsite; synchronous and asynchronous) • Cognitive and Career assessments: research-based evaluations of cognitive capability, career development stage, career experience/readiness to support individual development or talent planning.

We help companies worldwide
turn ideas into impact and win
in the marketplace.





Get in Touch

Erin Wilson Burns

Senior Researcher, Leadership Code Research Initiative
+1.801.822.8466 | eburns@rbl.net

Leslie Kawai

Senior Researcher, Leadership Code Research Initiative
+1.801.405.9378 | lkawai@rbl.net

