

SHL Leadership Report

Identify and develop breakthrough leadership

Leadership is critical to business success.

Effective leadership is easily observed. Teams are inspired and motivated to win. People are focused and performing in high gear. Direction is clear, goals are exceeded, and hard decisions get made.

Yet, leadership comes in many shades of gray, and the components are challenging to isolate and measure. There are hard skills and soft skills. Some leaders instill powerful visions of desired futures. Others take a hard-nosed approach to sizing up challenges and delivering solutions. And yet others do both.

SHL has isolated the core of effective leadership and provides the tools to measure it.

Leadership is one of the most researched topics in history. SHL has analyzed this research, combined it with our unparalleled experience in human resources assessment, and mapped out the success factors.

The SHL Leadership Model



SHL has captured the distinctions of leadership in a powerful transactional - transformational model.

Transactional leaders succeed through execution. They have a plan and stick to it. They are impervious to day-to-day pressures and fad-of-the-moment temptations. They have facts and figures at their fingertips and are masters of detail. The strongest transactional leaders manage day-to-day operations with a skill and flare that borders on genius.

Transformational leaders succeed by creating a compelling vision that inspires the organization to willingly undertake the difficult journey of organizational change. The strongest transformational leaders chart a course and set a strategic

direction that motivates people and mobilizes energy to surmount powerful challenges.

Leadership is not a question of execution versus inspiration. Each has its time and place and each is critical to being a complete leader. Breakthrough leadership comes from a blending of the best of execution (transactional), and inspiration (transformational).

Are you developing effective leaders in your organization?

The SHL Leadership Report helps you assess leadership bench strength and develop breakthrough leadership. It can be used for:

- ⇒ Existing leaders
- ⇒ New leaders
- ⇒ Leadership succession
- ⇒ Self-development
- ⇒ Leadership team integration
- ⇒ Developing and nurturing the talents of future leaders

How the leadership assessment process works.

The SHL Leadership Report is based on our Occupational Personality Questionnaire (OPQ), the only behavioral instrument of its kind developed solely for work settings. OPQ results are used to generate the Leadership Report, which identifies leadership capacities in four core domains:

- ⇒ Developing the Vision
- ⇒ Sharing the Goals
- ⇒ Gaining Support
- ⇒ Delivering on Success

Individuals receive a detailed report highlighting where they fall within each of the four domains. Combined results from the four domains identify their relative mix of transactional and transformational styles.

Breakthrough leaders have the capacity to operate at big picture, strategic levels when necessary and to shift down to fine levels of granularity, as required, for executing plans.

Leadership Report Case Examples

Respondent A, a Sales Manager in a large hotel property, has been selected for promotion into a Director of Sales position. **A** is a powerful relationship builder and an up-and-comer in the travel industry. She has developed a strong reputation for inspiring people, which has brought her several speaking opportunities at industry events, which is rare for someone at her career stage.

A has completed the OPQ in preparation for an upcoming management development program. Her Leadership Report positions her in the Leader quadrant. This, combined with her experience, suggests that she has the transformational strengths that will be required in her new role. Her management development training should emphasize the importance of administrative and operational tasks to her success.

Respondent B is a machine operator who has applied for a position as supervisor in an automotive plant, where he will supervise 23 machine operators. He has always prided himself in adhering to high standards and has won several quality awards to substantiate this. **B** is an all around expert in operating and maintaining state-of-the art manufacturing equipment.

B's responses on the Occupational Personality Questionnaire (OPQ) position him as a Specialist in the Leadership Report. Though he has been a top-notch Machine Operator, **B's** comfort zone and sense of accomplishment lie in areas of individual contribution. He will encounter challenges in stepping away from this role and into one in which he manages others.

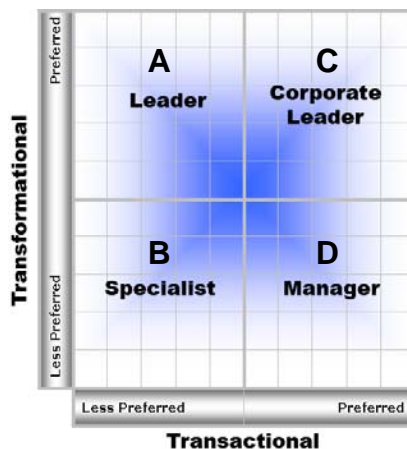
Respondent C is a prospective board member for a multi-national consumer products company in need of boosting profits. **C** has a reputation for "seeing what's on the horizon and driving organizations to get there first." She has been making headline news for the past year, having turned around a major consumer products company that had been faltering for a decade.

C's Leadership Report positions her as Corporate Leader. She will make a fine addition to the board, offering the capacity to create change at both strategic and tactical levels.

Respondent D is one of three top candidates for a software development position within a healthcare system. His project management experience, though limited, has demonstrated uncanny ability to scope work and deliver robust solutions. **D** is positioned as a Manager in the Leadership Report, which is

preferable to the other two candidates' profiles, both of which fall within the Specialist quadrant.

The IT Manager position for this division will be opening up within the next year, as the incumbent is being groomed for a corporate position. The company would like to bring in someone with the potential to fill the position. **D's** report indicates that he does have the profile to move into this management role.



About SHL

SHL is the world leader in human resources assessment, operating in 40 countries—in 30 languages. Our scope of over 250 assessment products and services is unparalleled in breadth and depth.

How effective are the leaders in your organization? Get started today and find out!

Visit our website at www.shl.com/leadership to download a sample SHL Leadership Report.

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