

# 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.