
Human resource management — Leadership metrics cluster

*Management des ressources humaines — Indicateurs de mesure du
leadership*

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Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Leadership trust	1
4.1 General.....	1
4.2 Purpose.....	1
4.3 Formula.....	1
4.4 Contextual factors.....	2
4.5 Predictive factors.....	2
4.6 Example.....	3
5 Span of control	3
5.1 General.....	3
5.2 Purpose.....	3
5.3 Formulae.....	3
5.3.1 Overall average method.....	3
5.3.2 Specific method.....	4
5.4 Contextual factors.....	4
5.5 Predictive factors.....	4
5.6 Example.....	5
6 Leadership development	5
6.1 General.....	5
6.2 Purpose.....	6
6.3 Formula.....	6
6.4 Contextual factors.....	6
6.5 Predictive factors.....	6
6.6 Example.....	7
Bibliography	8

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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This document was prepared by Technical Committee ISO/TC 260, *Human resource management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

ISO 30414 highlights guidelines on the following core human capital reporting areas or "clusters":

- compliance and ethics;
- costs;
- diversity;
- leadership;
- organizational culture;
- organizational health, safety and well-being;
- productivity;
- recruitment, mobility and turnover;
- skills and capabilities;
- succession planning;
- workforce availability.

ISO 30414:2018, 4.7.5, describes leadership in organizations.

The following metrics grouping or cluster is included in this document:

- a) leadership trust;
- b) span of control;
- c) leadership development.

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- Leadership development is expressed as one or both of the following:
- percentage of leaders who have participated in leadership development programmes within a defined period;
 - percentage of leaders who have participated in training.

This document describes the following components for each of the above metrics:

- description;
- purpose;
- formula;
- how to use;
- intended user(s);
- contextual factors;
- predictive factors.

The quality and sustainability of leadership has a strong impact on the results of an organization. It depends, for instance, on identifying and developing the most appropriate leaders, for example segmented by executive leaders and managers. Metrics within this area make statements about the process of identifying and developing leaders.

As leadership impacts the workforce, organizations can consider establishing and implementing strategies for consultation and participation of all workers, and their representatives as appropriate, ensuring an open and regular dialogue.

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