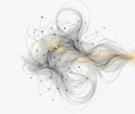


Measuring Leaders and Leadership in Complex 21st-Century Conditions



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COMPLEXITY | LEADERSHIP | TRUTH

The Current State of Play

Despite decades of effort, the measurement of leaders and leadership leaves much to be desired.

Many existing tools:

- are not grounded in the principles of metrology (i.e., the science of measurement)
- have not been thoroughly validated for different types of reliability and validity
- have not been consistently shown to predict meaningful outcomes, e.g., leadership performance
- do not clearly measure constructs relevant to leading in complex, changing, ambiguous 21st-century conditions
- focus narrowly on psychological and behavioural attributes of individual leaders at the expense of other important constructs
- assess constructs that may not develop significantly over time
- and so on...

This raises an uncomfortable question:

Are we measuring **what really matters** for leading in complex 21st-century conditions?

The Risk of Not Addressing These Issues

- Providing leaders with false or misleading feedback about their strengths and growth opportunities
- Prioritising less relevant capabilities in the context of development initiatives
- Investing in developing capabilities that do not translate into stronger leadership performance
- Inability to determine whether leaders have actually developed over time

Our Mission

To develop a new generation of psychometric tools grounded in the principles of metrology for measuring leaders and leadership in complex 21st-century conditions.

Why High-Quality Measurement Matters

Robust measurement is necessary for advancing the science and practice of leadership because it enables:

- trustworthy measurement of leaders and leadership
- accurate identification of leaders' strengths and development opportunities
- meaningful and accurate feedback provided to leaders
- informed decision-making about the design of leadership interventions
- tracking development over time, e.g., pre-, during, and post-interventions
- high-stakes decision-making such as executive selection, talent identification, and succession planning
- credible research that builds a scientifically grounded understanding of leadership

What This Workshop Involves

- 1 Book an online or face-to-face workshop
- 2 Team completes an online survey in advance so we better understand your needs
- 3 Participate in a facilitated workshop for approximately half a day to a full day
- 4 Join a growing community of practice focused on advancing the measurement of leaders and leadership

The measurement workshops are facilitated by Aiden M. A. Thornton, PhD, a leading expert in complexity leadership (aidenmathornton.com/#about).

To discuss running a measurement workshop, please get in touch at aidenmathornton.com/#contact

Illustrative Example of Workshop Design

Typically adapted to the unique needs of the cohort

Duration: Half a day to a full day

Format: Online or face-to-face

Price: Typically priced per head, with a sliding scale for NGOs, public sector, and private sector organisations

The Purpose

Our measurement workshops serve three important purposes:

- **First**, to help you gain clarity about your measurement needs, identify where you may be experiencing challenges, and explore future opportunities to strengthen your approach to measurement.
- **Second**, to help us better understand emerging measurement needs across different sectors, informing the development of our academic research and commercial offerings.
- **Third**, to create a space for deep listening, shared inquiry, and constructive dialogue about the measurement of leaders and leadership.

Who Should Attend

- Leaders across all sectors
- Leadership consultants and coaches
- Leadership facilitators
- Human resources professionals
- Recruitment consultants
- Organisational development professionals
- Learning and development professionals
- Change management professionals
- Funding partners interested in return on investment
- Leadership researchers

What We Explore

Our measurement workshops typically involve exploring:

- **Your role in measurement:** The role you play in measurement activities and how this may shape your perspectives and priorities.
- **Your measurement activities:** How frequently you engage in key measurement activities, such as identifying which constructs to measure.
- **Your confidence in undertaking measurement:** How confident you feel undertaking different measurement activities, such as selecting appropriate psychometric tools.
- **Your measurement purposes:** Why you undertake measurement, including low-stakes applications such as developmental feedback and high-stakes applications such as recruitment.
- **Your current measurement approaches:** The constructs you currently measure and the psychometric tools you use.
- **Your unmet measurement needs:** What you would like to measure but currently cannot.
- **Emerging measurement opportunities:** Explore the potential utility of different ideas related to measurement raised by our community of practice.
- **Your challenges and next steps:** The key measurement challenges you face and potential pathways for addressing them.