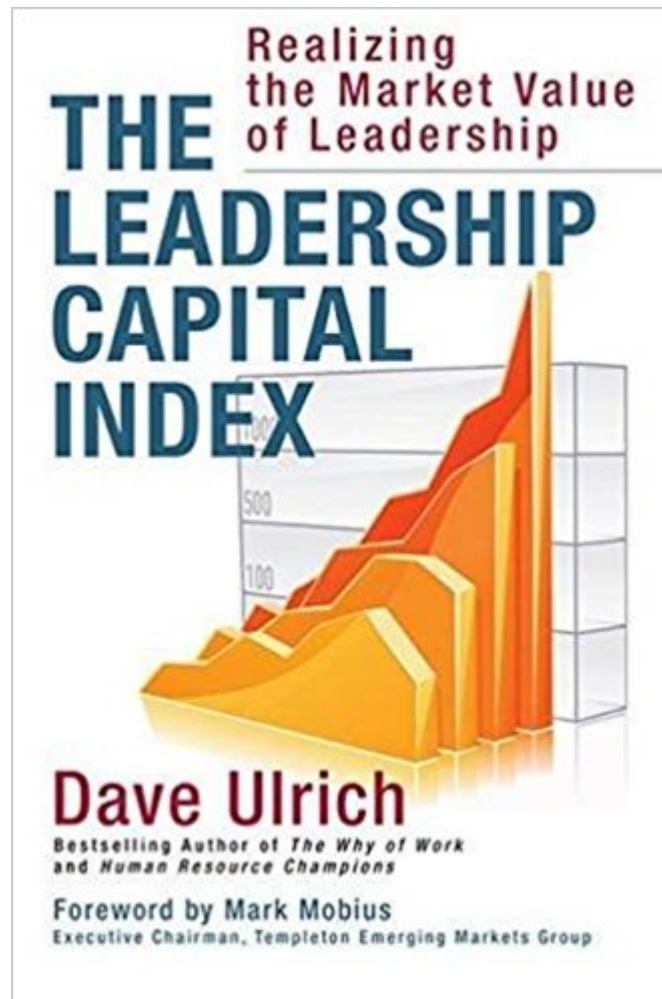


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# The Leadership Capital Index: Realizing The Market Value Of Leadership



## Synopsis

When it comes to evaluating a firm, leadership matters. We know that financial outcomes can predict about 50 percent of a firm's market value. Intangibles like strategy, brand, talent, R&D, innovation, risk, and so on account for the rest. But leadership underlies them all. And despite how important we know it is, we've been forced to rely on subjective and unreliable ways to measure its impactâuntil now. In this landmark book, leadership scholar, author, and consultant Dave Ulrich proposes a âleadership capital indexââa Moody's or Standard and Poor's rating for leadership. Drawing on research from investors and business leaders, and synthesizing the work of dozens of consulting firms and leadership experts, Ulrich analyzes two broad domains, each comprising five factors. The individual domain includes personal qualities, strategic prowess, execution proficiency, interpersonal skills, and fit between the leader's style and the organization's market promises. The organizational domain encompasses a leader's ability to create customer-focused cultures, manage talent, demand accountability, use information to gain competitive advantage, and set up work processes to deal with change. Ulrich details rigorous metrics and methods for evaluating leaders on each of these factors. The result is a groundbreaking book that will be of vital interest not only to equity and debt investors but also to boards of directors, executive teams, human resource and leadership development professionals, government and ratings agenciesâand of course to leaders themselves.

## Book Information

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## Customer Reviews

I have read and reviewed all of Dave Ulrichâs previously published books and consider him to be

among the most valuable contemporary business thinkers in terms of how to accelerate personal growth and professional development within a workplace culture. In the Foreword to this, his latest work, Mark Mobius suggests that Ulrich offers "a systematic and logical way to measure the elusive variable of company leadership that plays such a key role in determining company success and market value. Dave Ulrich has found a way to measure this variable, so critical to investment success." Obviously, all organizations need effective leadership at all levels and in all areas of the given enterprise. How to determine the market value of this leadership? As Ulrich acknowledges, people often make this demand: "Show me the measures on the existing balance sheet and income statement... The value of this book is that it provides you with the right questions to ask and the right indicators to track." In an article that appeared in the April (2015) issue of Harvard Business Review, Allan Freed and Dave Ulrich observe, "What we need is a leadership capital index, similar to a financial confidence index (such as Moody's or Standard & Poor's). It would move beyond casual and piecemeal observations of leaders to more thorough assessment of leadership." They then explain how they and their colleagues at the RBL Group created a leadership capital index by interviewing and surveying investors and by synthesizing at dozens of studies of the impact of leadership. "In general, these studies offered deep insights on one piece of an overall leadership puzzle."

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