



BSI Standards Publication

Human resource management — Leadership metrics cluster

National foreword

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The UK participation in its preparation was entrusted to Technical Committee HCS/1/2, International Human Resource Management.

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Published by BSI Standards Limited 2021

ISBN 978 0 539 13324 1

ICS 03.100.70

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This Published Document was published under the authority of the Standards Policy and Strategy Committee on 31 March 2021.

Amendments/corrigenda issued since publication

Date	Text affected
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TECHNICAL
SPECIFICATION

ISO/TS
30431

First edition
2021-03

**Human resource management —
Leadership metrics cluster**

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



Reference number
ISO/TS 30431:2021(E)



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Published in Switzerland

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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

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.

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.

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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Human resource management — Leadership metrics cluster

1 Scope

This document describes the elements of the leadership metrics cluster. This document provides the formula for comparable measures for internal and external reporting.

This document also highlights issues that need to be considered when interpreting the leadership data, especially when deciding on the appropriate intervention internally and when reporting these to external stakeholders (e.g. regulators, investors).

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 30400, *Human resource management — Vocabulary*

ISO 30414:2018, *Human resource management — Guidelines for internal and external human capital reporting*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400 and ISO 30414 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

4 Leadership trust

4.1 General

ISO 30414:2018, 4.7.5.1 describes leadership trust.

4.2 Purpose

To gauge the trust employees have in their managers and leaders.

4.3 Formula

Leadership trust survey options can include surveys, ratings and scales, such as:

- employee engagement survey subset of questions regarding management or leadership effectiveness as an aggregate score ranging from 0 % to 100 %;
- Crawford, LePine and Rich^[1] employee engagement rating classification scale;
- Likert scale from 1 to 5 converted to a percentile with each question related to leadership, management or both aggregated and averaged for an overall leadership engagement feedback score.