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## Human resource management — Leadership metrics cluster

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



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## 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](http://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](http://www.iso.org/patents)).

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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](http://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](http://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.

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.

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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.