SUMMARY LEADERSHIP

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The measurable impact of great leadership

A good manager changes numbers you already know. The four questions below put them on paper.

Leadership is hard to measure

45% of senior leaders name "inability to assess gaps in leadership capability" as a challenge, more than any other.

Harvard Business Impact, 2026

12% of companies are confident in the strength of their leadership bench.

DDI, Global Leadership Forecast 2023

18 months is how long a new leader typically needs to feel fully comfortable in a new role.

Deloitte, Global Human Capital Trends 2014

WHERE THE JOB IS LEARNED

New supervisors learn the job from their manager

They learn from the people around them, and most of all from the manager they report to. That manager can make them or break them.[6,7]

Developing a new supervisor well takes hours every week: one-to-ones, feedback on real work, a review of their decisions, and a plan for the next week. In DDI's 2023 survey, 72% of leaders said they often feel used up at the end of the day.[2]

We close that gap.

Classes build the skill. The Leader Development Tool keeps the next action in front of them between sessions. Coaching helps them apply it to the situation they face. You set the priorities and review progress with us.

DEFINITION

Manager Leverage is how much your managers get done without you.

When it is high, decisions stay at the right level and promises close on time. New supervisors take over their jobs, and supervisors bring you what they see. When it is low, that work comes back to you.

> "A manager's output = the output of his organization + the output of the neighboring organizations under his influence."
>
> Andy Grove, *High Output Management*, 1983

Four numbers you already know

Answer them for your own team. Each one measures a different part of **Manager Leverage**.

1

In a normal week, how many decisions come to you that a supervisor should have made?

MEASURES Decisions that should stay with your supervisors.

Your number _____ a week

2

Of what your supervisors promised last month, how much was done on time?

MEASURES Whether commitments close.

Your number _____ %

3

How many months did your last promoted supervisor take before you stopped checking their work?

MEASURES How long a new supervisor takes to do the job without checks.

Your number _____ months

4

In the last three months, how many times has one of your supervisors raised an opportunity you hadn't seen?

MEASURES What your supervisors notice that you don't.

If the answer isn't zero, ask how many you acted on.[5]

Your number _____ times

ILLUSTRATIVE EXAMPLE

What question 1 costs

10	×	20	×	48	÷	60	=	160
decisions a week		minutes each		working weeks		minutes an hour		hours a year

At $150 an hour, that is $24,000 a year of your time.

YOUR NUMBERS

_____	×	_____	×	48	÷	60	=	_____

Bring your four numbers to a 30-minute call.

Before the first class, we agree with you which numbers matter and record where they stand. At three sponsor reviews, we check them against what changed at work.

Book a call

calendly.com/summaryleadership/30min

SOURCES

1. Harvard Business Impact, 2026 Global Leadership Study. Survey of 1,139 senior leaders.
2. DDI, Global Leadership Forecast 2023. Survey of 13,695 leaders and 1,827 HR professionals.
3. Deloitte, Global Human Capital Trends 2014, "Leaders at all levels." deloitte.com
4. Andy Grove, *High Output Management*, 1983.
5. James R. Detert and Ethan R. Burris, *Academy of Management Journal*, 2007. Employees raised more ideas when their manager was open to them. One restaurant chain; correlational. DOI 10.5465/amj.2007.26279183
6. Allan Lee, Sara Willis and Amy Wei Tian, *Journal of Organizational Behavior*, 2018. Across 105 samples, empowering leadership was linked to higher performance. Mostly correlational. DOI 10.1002/job.2220
7. Jeremy D. Mackey and three coauthors, *Journal of Management*, 2017. People who saw their supervisor as abusive reported worse outcomes. Correlational. DOI 10.1177/0149206315573997
8. The cost example uses made-up numbers to show the arithmetic. It is not client data.