



Sharing Leadership Secrets

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Notes from Theresa Welbourne, Ph.D., University of Michigan, Ross School of Business



Welcome to our leadership newsletter! As we approach Spring 2005, we hope to provide you with valuable information you can use in this new season to become a more successful leader. If you have any suggestions, comments or questions for future issues, please do not hesitate to contact me!

Are you a learning leader?

Kenneth Hopper, a 78-year old global lecturer and author of numerous articles in top business outlets, recently told me that, “The Americans are great teachers.” Reflecting on this, I asked myself: “is it really so desirable to be a great teacher?” Perhaps it is much better to become a superb learner.

I have been using the term “learning leader” in my own work, and Ken’s comments convinced me that this approach may be even more important than I originally thought. Perhaps learning to be a learning leader is the “secret” to success for all senior business executives and people interested in career growth.

[To learn more, click here.](#)

Create Synergy and Get More for your Money By John Hollenbeck



Most of you understand the benefits of replacing traditional paper-and-pencil surveys with the kind of streaming data provided by the Measurecom™ Technology. If you also provide executive development opportunities for your top managers, then it is time you learned the benefits of creating synergy between your executive development programs and Pulse data via the **Learning Leaders Forum**.

The Learning Leaders Forum (LLF) is new product offering that integrates executive education and employee surveys in a way that has never been possible. The LLF is a joint venture of eePulse, Inc. and the Eli Broad Graduate School of Management that provides participating organizations a recurring executive development experience that is specifically tailored to their eePulse data.

MyeePulse™ is Here!

Are you seeking a low-cost, scientifically-validated, high-impact method for discovering:

- If your employees are engaged or energized
- If your employees are energized to do the things that are important for your organization to be successful
- Whether there are pockets of high energy where best practices can be shared with the overall organization
- What your employees know that management does not know
- How your company stacks up compared to your competition?

Due to popular demand, we are now offering a cost-effective, self-service version of eePulse leadership tools called MyeePulse.

Now, you will be able to answer all of these questions with your own surveys. See current results and learn what is really going on within your organization!

For more information, call today:
1-877-DR PULSE

Traditional executive development programs are limited in terms of driving real organizational change because the course content that is abstract and generic, often delivered via cases about other companies, thus making it difficult to apply. Moreover, there is no follow-up in the home setting that assesses improvements in measurable business outcomes attributable to the executive development session.

Even traditional executive development programs that are custom-built for specific organizations are limited because they do not expose business leaders to peer executives working in other companies and do not allow executives to benchmark their processes and outcomes to a set of well-known peers. Since much of the learning that drives a great executive development session is peer-to-peer, tailored programs insulate participants from the very external sources that are most likely to generate new ideas. What is needed is a totally different approach to executive learning -- which is exactly the goal of the LLF.

The **synergy** created by aligning your Pulse data and your executive development experience allows you to gain more from the money you invest in each of these practices. Working interactively with internationally recognized faculty and experienced peers, participants will be able to examine their eePulse Survey data and relate this to the course content of the seminar. The survey and seminar will cover topics such as organizational design, strategy, culture, compensation, decision-making, motivation, engagement, recruitment and retention. Participating firms will be able to learn why some firms outperform others on key business outcomes; learn how to set difficult, but obtainable goals for improving business outcomes; learn how to develop action plans that detail when, where and how to change and learn how to be a change leader and recruit other change leaders in the firm.

Unlike traditional, one-shot executive development programs, the Learning Leaders Forum does not end when participants step off campus. Instead, after working with faculty and peers to set new goals for outcomes and action plans to achieve those goals, the eePulse process repeats. This allows participants to "close-the-loop" and ascertain whether or not what they learned in the program helped them take actionable steps to achieve the goals that they set. Are you getting this kind of accountability from your current executive development provider? If not, contact 1-877-DR PULSE (377-8573) or visit www.eepulse.com.

Leadership News

How to Deliver Results When There's No More Costs To Cut

Rather than viewing employees as a cost to be cut, innovative employers are asking their current people to help make more out of the overall assets they have in place. They are improving efficiency, taking a hard look at process, making changes, investing in talent, and aligning employees to grow the company.

Everyone says "employees are our most important asset," but when it comes to improving returns and net profit, employees are most likely the first to go. However, employees are the only asset that can produce more with simple, low cost interventions. And the lowest cost and easiest to implement intervention is listening. Leaders who listen to customers and employees learn and then lead based on new knowledge.

To read the entire article in *Business Edge* – 1/5/05 by Theresa Welbourne, [click here](#).

Learning Leader Update

"What are you doing to improve your company's performance beyond cutting costs?"

In our recent Leadership Pulse Study, 456 executives responded to this question. And they indicated ten key areas worldwide leaders are currently focusing on to improve organizational performance. Among the responses:

- 27% are undertaking company-wide performance improvement initiatives to refine current processes;

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Authors Wanted

As the new editor-in-chief of the *Human Resource Management Journal*, Dr. Theresa Welbourne is looking for authors. If you have a theory-focused, research-focused or practitioner-focused research paper (case studies) pertaining to current HR topics, please contact Dr. Welbourne at Theresa@eepulse.com.

Leadership Tip of the Day

When was the last time you listened to your customers?

- Take a moment to find out what's really on their minds.
- Write down steps you can take today and in the future to fulfill their needs effectively.
- Monitor your progress to make sure things are moving ahead smoothly.

Remember these simple steps, and you'll be well on your way to improving sales and your personal success.

- 17% are focusing on specific strategies, partnerships and business growth opportunities to increase sales; and
- 13% are providing employees with training, seminars and other educational resources

What This Means To You:

These results indicate that leaders are seeking help from within. Reading through the detailed comments, it is evident that many senior executives are looking to their workforce for ideas and help in improving firm performance.

[To learn more about the study and how to be included, click here.](#)

For more information, please visit www.eepulse.com, call 734-996-2321 or e-mail info@eepulse.com.

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