The Learning Leaders Forum™
An Integrated Solution to Organizational Change

eepulse

The James B. Henry Center for Executive Development
Michigan State University
Lansing, Michigan
A New Concept in Executive Development and Technology: The Learning Leaders Forum

Many organizations routinely engage in two traditional activities: annual surveys and executive development. Unfortunately, these two activities usually proceed independently of one another and the opportunity to create synergies between these two practices has never been realized.

Until now.

The Learning Leaders Forum (LLF) offers a unique opportunity to integrate executive education and employee surveys in a way that has never been possible. The LLF is a jointly sponsored effort of Michigan State University’s Eli Broad Graduate School of Management and eePulse, Inc. We provide participating organizations with a recurring executive development experience that is specifically tailored to streaming company data, collected monthly via eePulse’s unique measurement and communications (Measurecom™) technology.

The Learning Leaders Forum is targeted to organizations that have an interest in learning how to:

- Improve productivity and cut costs
- Recruit and retain top talent
- Develop new markets and customers
- Accelerate change and growth
Why Do We Need the Learning Leaders Forum?

Most organizations routinely conduct annual employee surveys, believing there is value in obtaining this kind of input. However, traditional surveys are limited in terms of driving effective organizational change because (a) the once-a-year timing of traditional surveys make it impossible to identify time-sensitive threats and opportunities and (b) the surveys themselves never point to specific action strategies that managers can take to respond to threats and exploit new opportunities.

Most organizations also routinely send their managers to off-site executive development programs, believing there is value in exposing business leaders to learning opportunities. However executive development programs can be limited in terms of driving real organizational change because (a) the course content that is abstract and generic, often delivered via cases about other companies, thus making it difficult to apply and (b) there is no follow-up in the real-time work setting that assesses improvements in measurable business outcomes attributable to the executive development session.

Even executive development programs that are custom-built for specific organizations can be limited because they (a) do not expose business leaders to peer executives working in other companies and industries and (b) do not allow executives to benchmark their process 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.
Integrating Feedback and Executive Development – eePulse, Inc.

Each participating organization in the Learning Leaders Forum gets the benefit of both eePulse, Inc. and the Eli Broad Graduate School of Management, who work together to provide an ongoing and integrated executive learning experience.

Through eePulse, each participant uses web-based management tools, including monthly feedback from pulse surveys of their managerial workforce. These pulse surveys include both benchmark items that are trended for all participating firms as well as tailored items that are firm-specific and trended for the firm over time. The eePulse survey includes both quantitative and open-ended items that are analyzed and fed back to participating firms via eePulse’s Measurecom™ technology. This technology processes data more quickly than could ever be accomplished with traditional survey techniques.

Awareness of this data allows participants to:

- Learn about time-sensitive threats and opportunities
- Learn how to more quickly spot trends in important business outcomes over time
- Learn if, when and how strategic changes affect employees and business outcomes
- Learn from centers of excellence within your own firm and other peer institutions
Integrating Feedback and Executive Development – The Eli Broad Graduate School of Management

Through the Eli Broad Graduate School of Management, leaders from each participating organization will attend an annual, two-day executive learning experience at The James B. Henry Center for Executive Development. Professors from the Management Department will develop the program and the content of the sessions will be tied directly to results from the eePulse surveys. The synergy created by aligning survey results and the 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.

At the seminar, 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
- Learn how to be a change leader and recruit other change leaders in the firm
Institutionalizing Continuous Improvement and Change

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.

Rather than assume that the program has met your needs, the Learning Leaders Forum tests whether these needs have been met, and revisits any unmet goals in the next iteration of the process. Are you receiving this kind of accountability or measured business results from your current survey provider or executive development provider?

As is depicted in the figure below, the Learning Leaders Forum, like the demand for change itself, is a continuous process that helps structure and institutionalize both the detection and execution of needed organizational change.

The LLF Cycle of Continuous Improvement
John R. Hollenbeck, Ph.D., is the Eli Broad Professor of Management in the Broad School at Michigan State University. He received his Ph.D. in Management from New York University in 1984. Dr. Hollenbeck received the prestigious John D. and Dortha J. Withrow Endowed Teacher/Scholar Award in 2002.

Dr. Hollenbeck has published over 60 articles and book chapters; with more than 25 of these appearing in the most highly cited refereed outlets. According to the Institute for Scientific Research, this body of work has been cited over 1,200 times since 1985. He has also co-authored two leading books, one in the area of Organization Behavior (with Wagner) and the other in Human Resource Management (with Noe, Gerhart and Wright). Dr. Hollenbeck was the editor of Personnel Psychology (1996-2002) and the associate editor of Decision Sciences (1999-2004).

Dr. Hollenbeck’s research has examined decision-making processes within and between teams. Along with Daniel R. Ilgen, he founded the Michigan State University Team Effectiveness Research Laboratory, and this facility has been dedicated to conducting large sample team research since 1991. This program of research has been instrumental in documenting a number of interventions aimed at reducing decision-making errors in groups and teams. Dr. Hollenbeck also has done extensive research in work motivation, self-regulation theories, and the joint impact of goals and feedback on performance. He has played a central role in the science of leadership and management.
How to Enroll

The Learning Leaders Forum is an annual membership-based program. Membership is based on number of managers participating in the data collection process (includes all management tools in eePulse’s suite of products). The unique Measurecom™ technology developed by eePulse reduces costs, and most firms joining the Learning Leaders Forum will spend less on this integrated survey-executive development process than on either process offered as a stand-alone system by others.

**For more information about the Learning Leaders Forum:**
Call: (877) 377-8573 or (517) 353-8711 x71005

Email: LLF@eepulse.com or stmarie@bus.msu.edu

Check out the eePulse web site for more information about the management tools used: www.eepulse.com

**Location**
The James B. Henry Center for Executive Development is located at Michigan State University. The overall complex consists of the Henry Center, Candlewood Suites (an extended-stay hotel), the University Club (a private dining and recreational club), a fitness center/spa, and an on-site 18-hole championship golf course. The Henry Center is a world-class executive education and corporate learning facility specifically designed to complement the learning objectives of this seminar.

www.bus.msu.edu/execed

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