



Optimizing and directing human energy at work



MERCER



Center for Effective Organizations

Leader energy trending up CEO energy trending down

**Leadership Pulse
Energy Update**

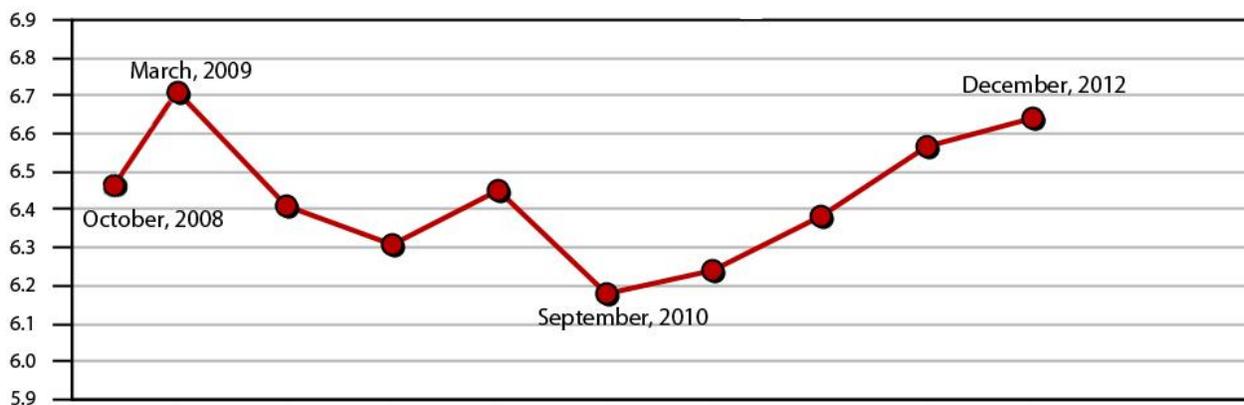
January, 2013

Summary report

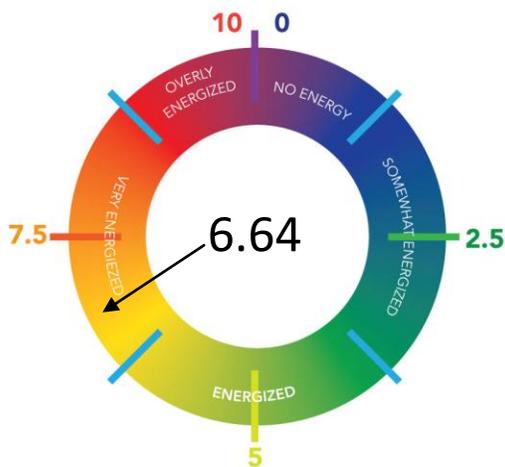
LEADER ENERGY IS TRENDING UP - GOOD NEWS FOR BUSINESS IN 2013

Thank you to everyone who has helped with the Leadership Pulse work. To all the respondents, individuals who have been on learning webinars, clients using Energy Pulsing™ in their organizations, students who are learning and teaching energy and all of the employees who are sharing their energy stories, we thank you.

Leader energy is on the upswing, and it has been following a continuous upward trend since September, 2010.



Leader energy, on average, in December, 2012 was at 6.64 (range is 0 to 10). We ask two questions in the Energy Pulse work. The first is "where is your energy today," and the second is "where are you at your best or most productive." The calculations used to predict performance requires both questions because **energy is an optimization construct**.

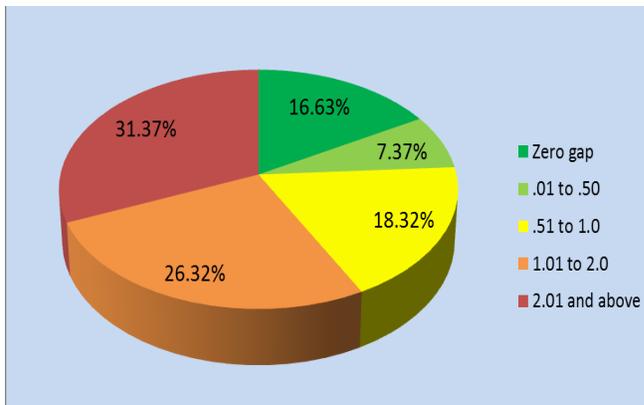


Employees are not doing well when: (1) energy is too high, or in what we call the danger zone (overly energized or experiencing so much stimulus that they are at risk of burnout, turnover or health problems) and (2) the gap between where energy is today and where they are at their best is too high (either positive or negative).

Data from the 2012, end of year Energy Pulse shows that leader energy, on average, is in the very energized zone. That's good for business only if respondents also are reporting energy levels close to where they say they are most productive or at their best.

DO YOU KNOW WHERE YOUR LEADERS ARE?

The average energy number and trend data are positive. Another view of the data is needed to take a deeper look. Using the energy gap (subtract where the individual is most productive or at his/her best from where energy is today), the distribution of the absolute value of the gap score adds more to the story.



The pie chart to the left shows that about 31% of leaders (red slice) are at risk of burnout and turnover. eePulse's predictive modeling with over 1 million data points collected since 1996 is being used to populate the statistical models. Energy is a significant and powerful predictor of future performance. Energy gaps of 2 or more for sustained time periods lead to negative outcomes.

DEMOGRAPHICS STORY A CONCERN FOR CEO LEVEL

Leader energy is higher now than in September 2010, but a fairly large percentage of respondents (30%) may be ready to walk out the door. Demographic analyses help isolate the highest risk groups and show which leaders are at the highest risk of turnover.

- Energy for CEOs and presidents went down; energy went up for directors.
- Firms with between 1,000 and 2,500 employees have more executives at risk.
- Manufacturing, sales and marketing professionals also have more negative scores.

The energy data were collected at the end of the year, when the big pushes for sales often affect professionals in marketing and sales. The same may be true for manufacturing professionals, who are trying to get product out the door to meet end-of-year deadlines. Perhaps that's the CEO story. Did the end of the year negatively affect CEO energy?



Optimizing and directing human energy at work

THE ART AND SCIENCE OF ENERGY

With over 1 million data points on energy and an accumulation of research done since 1996 with large and small firms in multiple industries around the world, we know that energy at work predicts performance. Firms that grow successfully and quickly, that recover from major change and that launch successful new products *optimize and direct their employee energy at work*. It's not an annual process; energy pulsing (measurement and management of energy) is an ongoing work stream for leaders and managers. You can't manage and direct human energy at work if you can't measure energy trends. Energy fluctuates, and leaders "in the know" assess energy frequently and engage in proactive strategies to continually re-energize and re-direct energy at work.

The Leadership Pulse data are one way of tracking energy of a large population. The results can provide you with a language for talking about energy at work and examining your firm vs. the overall sample of leaders we track.

However, to do the energy work, that is, to really optimize and direct human energy at work, you need to engage your organization in energy pulsing. In the same way that you track production numbers, customer services scores, sales data and financials, successful firms measure and manage human energy.

WANT TO LEARN MORE OR GET A QUICK CHECK ON YOUR TEAM'S ENERGY?

- Contact the eePulse team at: info@eepulse.com or +1-734-429-4400
- Go to www.whatsmyenergy.com for a quick energy read
- Or go to www.eepulse.com and learn more about optimizing and directing human energy at work for growth, high performance, innovation and continuous improvement