**The Leadership Pulse™**

*Learn about* ***Individual Membership*** *and*

*optional* ***Manager Associate Membership*** *in the Leadership Pulse and*

*The Center for Effective Organizations, Marshall School of Business,*

*University of Southern California*

*Take Charge of your own Learning*

***Excel and be Excellent***

The Leadership Pulse was originated in 2003 by Dr. Theresa M. Welbourne. She started the Leadership Pulse to help managers learn from each other, in real time, using the Energy Pulsing process, which is run by her business, eePulse, Inc.

***Leadership Pulse – Data and Dialogue Driven Leadership***

eePulse was founded to commercialize her research on employee energy and the drivers of growth in high performance organizations. She did this research while on the faculty at Cornell University, and then she later continued it at the University of Michigan. Today she continues the research through her roles as a professor at the University of Alabama and as an affiliated research scientist with the University of Southern California’s Center for Effective Organizations.

***Energy Pulsing™ – Taking Action from Reflective Learning***

The Leadership Pulse uses eePulse’s unique approach to frequent pulsing where all individual participants receive their own reports, which include a diary function. Participants track their own trends, learn from reviewing data and then can compare their results to benchmark data. Why give individual participants data – because individuals are responsible for optimizing their own energy at work, and the process is focused on your learning. For managers, the role changes from interpreting data to engaging employees in conversations based on their own reflective learning.

***CEO – Driving Impact Through Research-Based Education***

Through the involvement of CEO, managers and individuals learn how to use the data to help drive positive change in their own jobs and in their businesses. Since its founding in 1979, the Center for Effective Organizations (CEO), at USC’s Marshall School of Business, has been at the forefront of research on a broad range of organizational effectiveness issues. CEO’s mission is to improve how effectively organizations are managed. It brings together researchers and executives to jointly explore critical organizational issues that involve the design and management of complex organizations. Its leading-edge research in the areas of organizational effectiveness and design has earned it an international reputation for research that influences management practice and makes important contributions to academic research and theory.

Through this partnership, individual members of the Leadership Pulse learn not only from the data they receive but also from the expertise of affiliates and professors who are leaders in their fields.

***About Membership***

**Individual Membership** – No cost. Sign up, participate, receive your own reports and use diary, attend webinars to learn about the results and how to use your own data and the overall findings. Receive benchmark data on key items for your business and industry. Be first to understand trends in the data.

**Manager Associate Membership** – This level of membership comes with a fee and is designed for managers who want to learn from their own data and group level data collected from their employees. There is an annual fee or $396 for this level of membership, and the fee can be paid annually (discount if paid once per year; fee is $350) or $396 if paid monthly ($33 per month).

Manager and team membership includes all the benefits of individual members for the manager and all employees. In addition, the manager receives the following:

* *Manager level reports for all energy pulses; this includes aggregated data for all questions (other than personal diary items), on-line reporting, benchmark data and access to coaching calls and webinars for members only.*
* *Associate membership of the Center for Effective Organizations (CEO) at the Marshall School of Business, University of Southern California. This membership comes with a badge designation level of accomplishment.*
* *As a manager associate, you will be invited to CEO webinars and other learning events (executive education programs, leadership summits, local meetings and more).*
* *You also will have access to the manager associate network of members.*

**Energy Pulsing (for individual and manager associate members) –** Short, energy pulses will be sent out to the entire Leadership Pulse population every other month. The pulses will include 3 core questions to assess employee energy at work; in addition, other questions will focus on key business challenges identified by the research team at CEO and also by members. The data provided to individuals and managers are different from other sources of information in that the information is:

* *Trend data vs. point-in-time data; we teach managers about recovery techniques because data will fluctuate.*
* *Energy data – energy predicts performance, so tracking energy will help you improve your own work and team’s performance. We teach you how to optimize and direct energy to be at your best and achieve goals.*
* *Topics important to drive high quality dialogue and learning – In the past we have studied confidence, entrepreneurial action and idea generation, business drivers, quality and more.*
* *As a member you will have input in the questions used; we ask what questions you think are important, and we include questions that are noted by multiple participants.*
* *Your data will include benchmarks on the overall sample, industry, firm size, amount of change the company is going through (this metric is an important benchmark demographic) and more.*
* You will receive articles, press releases and technical reports on the overall learning.

**Feedback, webinars and coaching conversations for manager associates** – After each pulse, you will immediately receive your own personal reports and then when the data are aggregated (benchmarking available), you will receive your team and benchmark reports. In addition to all of the benefits of individual membership, you will be invited to webinars and coaching calls for manager associates only. In these more focused conversations, you can learn from the researchers at CEO, and also you can dialogue with peers who are facing similar challenges or opportunities.