

# Driving Higher Performance:

## Leadership and Development: Tools for High Performance



By Tatiana Sehring  
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# ★ Overview: ★

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- ❖ Supporting Data and Top Considerations
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# Introduction:

Tatiana Sehring,  
Director, Corporate & Strategic Relationships  
at American Public University  
Proud Editor to *GreatLeadersInspire.com*

Over 10 years of experience in corporate and strategic partnerships for leadership, talent, and professional development across a variety of industries.

Her passion is to inspire leadership development, lifelong learning, and meaningful individual and organization career transformation, so they can both develop to their highest potential and performance.

Tatiana has been featured as a thought-leader in these subjects and her work has been showcased in Human Capital Media, Enterprise Learning, Chief Learning Officer, HR.com, Training, among others.

She is also currently serving as a Board Member for the Northern Virginia Conscious Capitalism Chapter.



# Learning Outcomes:

- Top talent and development considerations for organizations seeking to improve organizational performance today
- Effective organizational development that integrates technical, essential business skills/ EQ, and current frameworks that motivate people to perform better
- Learn examples of organizations and the tools they have successfully incorporated into their cultures and ways to integrate these practices across various stages of the professional lifecycle.



# Interactive Discussion:

## Recent Gallup Reporting on employee engagement?

87% of worldwide employees are actively disengaged or not engaged

# Similarities in successful organizations?



**Great Leadership**

**Vision**

**Culture**



**Provide the Right Tools for Development, Leadership, & Engagement**



**Empower**

**Believe**

**Care**

**Inspire**

**Motivate**



**Higher Individual Motivation and Performance  
Impacts Organizational Bottom Line**



# Why is our role so important?

**#1**

Learning and Professional Development have a significant impact on employee performance and organizational growth:

- 81% Employee Productivity
- 77% Employee Engagement
- 77% Leadership Development
- 65% Employee Retention
- 59% Risk Mitigation
- 48% Organizational Agility
- 48% Revenue Generation
- 30% Marketing Share



# Top Considerations for Organizations Today

## #2

**Investing in Your Workforce  
Positively Impacts Your Bottom line:**

- **52% Improvements in Operating Income \***
- **3.9% Higher Earnings per Share \*\***
- **17 % More Likely to Have Greater Market Share \*\*\***



# Top Considerations for Organizations Today



## #3

### Strong Link Between Leadership Skills, EQ and Bottom Line

- Companies with high scores for their investments in human capital delivered stock market returns that were 5x higher
- Organizations are 13x more likely to outperform their competition
- 31% gap in leadership development effectiveness between organizations where Emotional Intelligence is valued



# Top Considerations for Organizations Today

## #4

### Gaps in Leadership Development, Critical and Soft Skills

- Focus on developing technical competencies.  
*IQ /technical skills predict only 20-25% of job success.\**
- Gaps in leadership development as well as soft skills.  
*Higher Performance Employees score highest in 4 of 6 EQ Skills (Achievement Drive, Influence, Initiative, Self-Confidence) only 2 of 6 IQ Skills (Conceptual Thinking/ Analytical Ability) - 66%*
- Therefore, investment in technical competencies as well as leadership and soft skills impacts your success - 90% prediction)
- Roughly 10% remains ...

#5

# Other 10%?

## - What intrinsic factors motivate people to perform better?

- People do their best work when they have a deeper sense of purpose. Daniel Goleman, Ph.D.
- Aligning passion, purpose, and value with culture and strategy drives higher performance.
- Compassion in the organization significantly differentiates the top quartile of managers from the bottom quartile

Gallup's State of the Global Workplace: Employee Engagement for Business Leaders Worldwide Report (2013) Source: <http://www.gallup.com/strategicconsulting/164735/state-global-workplace.aspx>  
<https://www.cu.edu/articles/upload/ExecWorkingEI.pdf> and also referenced in the Search Inside Yourself Program.  
Kouzes and Barry, "Encouraging the Heart; A Leader's Guide to Recognizing and Rewarding Others"



[http://www.shackled.org/linked/2003.October/missing\\_motivation.jpg](http://www.shackled.org/linked/2003.October/missing_motivation.jpg)

Organizations embracing mindful leadership:



# Successful Tools to Motivate Employees

#6

## Conscious Capitalism

Alignment of Higher Purpose, Conscious Culture, Conscious Leadership and Stakeholder Orientation

## Mindfulness Leadership

- “Meditation to Boost Morale, Performance and Creativity in Business”
- “Mindfulness: The Trend that May Shape your Life (and the World) in 2014”

## Authentic Leadership

- “What is Authentic Leadership”
- Holacracy – Everyone Becomes Leaders

# Successful Corporate Applications



Search Inside Yourself integrates EI with mindfulness practice, science based and leadership applications.

- Mindfulness is associated with better task performance and fewer cognitive failures
- Help build compassion, creating an inspired workplace.
- <http://www.siyli.org/>



Leadership development had a significant impact on the bottom line:

- \$8.8 billion in Cumulative Cost Savings
- The Elimination of Debt
- Record Productivity and Customer-Satisfaction Ratings



Zappos CEO Tony Hsieh and author of “Delivering Happiness: A Path to Profits, Passion and Purpose”

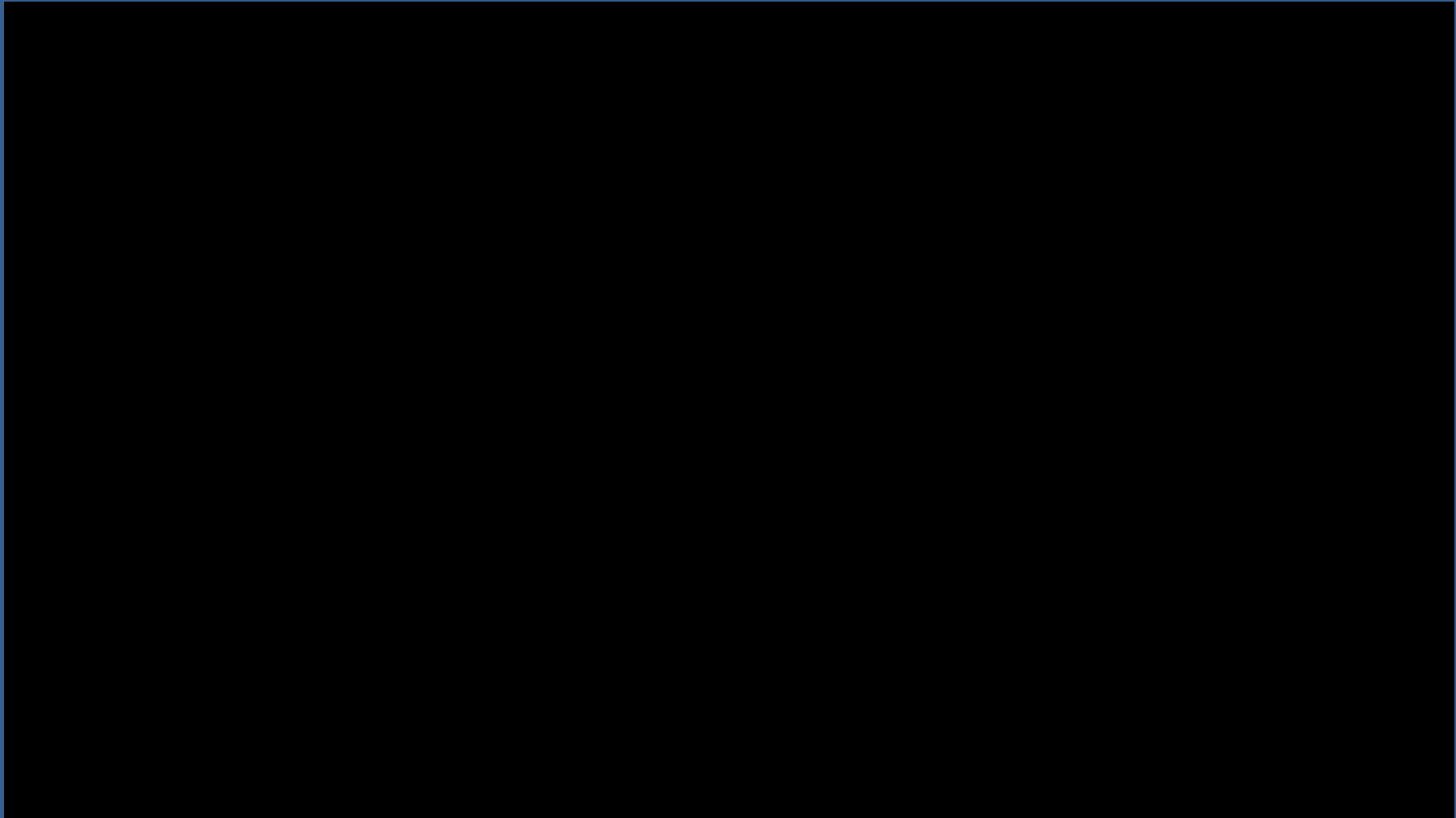
Combining principles of happiness “Pleasure, Passion, Purpose” which lead to profits



L'Oreal has successfully started to factor EI in their hiring process for salespeople:

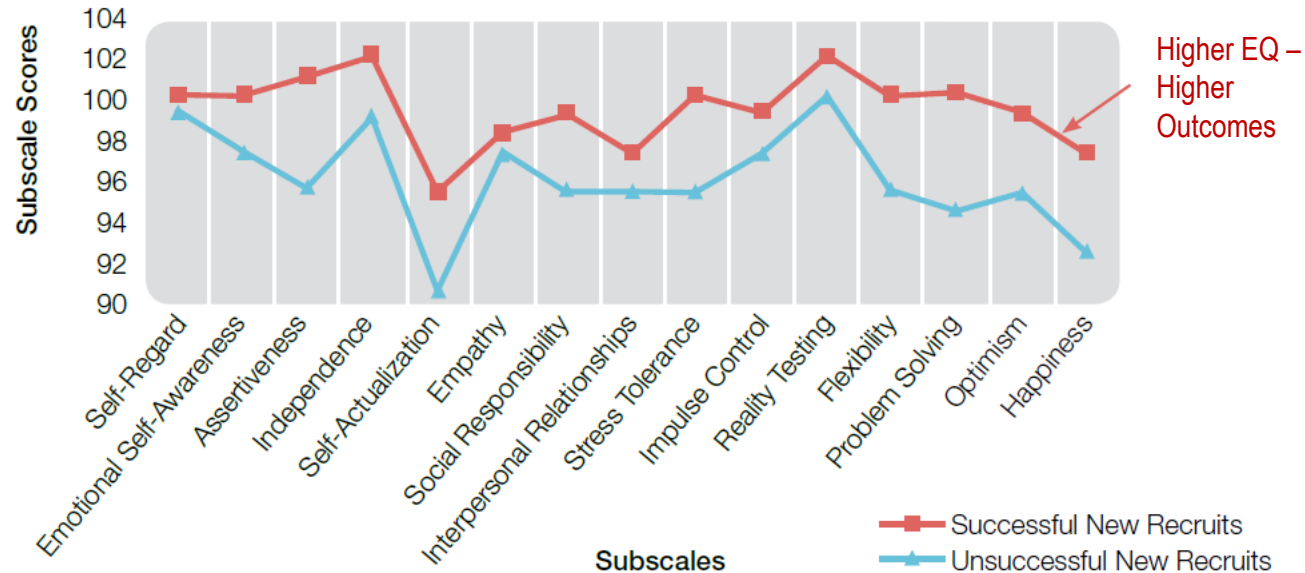
- Those who were recruited for their high EQ outsold their peers for a net increase of over \$2 million dollars.
- The high-EQ employees had 63% less turnover

# Successful Corporate Applications



# Successful Corporate Applications

US Air Force Study Using Emotional Intelligence Indicators to Predict Successful vs. Unsuccessful Recruits



## Return on Investment

92% increase in retention rate

\$2.7 Million in training costs saved in first year after

Source: Graph adapted from MHS Report, Emotional Intelligence & Return on Investment , Gourville, 2000; Handley, 1997.

Higher EI translates into better performance

# As Talent and Development and HR.com Key Applications To Drive Performance?

- Apply EI at the interview stage
- Invest in Your People
- Training Focus should incorporate combination technical, EQ soft skills, leadership development as a critical part of individual's contribution to organizational success
- Dedicate resources to talent development to explore and apply emerging tools such as Conscious Capitalism, Mindfulness, Authentic Leadership Development
- Understand what motivates your people, aligning with culture, strategy and development
- Encourage leadership and exchange of ideas across all levels of your organization.







**BEST  
PRACTICE**  
STRAIGHT AHEAD

# Suggested Daily Practices for You in Your Organization

- Leadership Development and Employee engagement are critical for streamlining performance
- Align leadership strengths, skills & interests with organizational strategies with clear objectives and outcomes.
- Adopt flexible progression career paths.
- Tap into knowledge from all levels.
- Empower every employee.
- Tie in with strategic HR planning and training for individual and organizational success.
- Identify leadership talent and high-potential's visibility.
- Reinforce corporate culture of leadership development.



# ★ Pathway to Drive **Higher** Organizational Performance

Invest on Employee Development  
(Technical, Leadership, EQ Skills)



Explore the Application of Emerging Practices



Inspire, Empower, and Intrinsically Motivate People  
Lead with Confidence, Compassion and A Positive Attitude



**Higher**  
Revenue, Employee Performance, and Individual Happiness



# APU Can Help in this Journey

- We offer 190+ online degree and certificates programs that cover your Technical and Leadership
- Application of Emerging Practices Through our Curriculum
- We have created the Inspire Thought Leadership Series to Help you Empower, and Intrinsically Motivate People
- We are committed to providing quality education and tools as well as maximize your tuition expenses.
- Ask us how...

# Recommended Resources

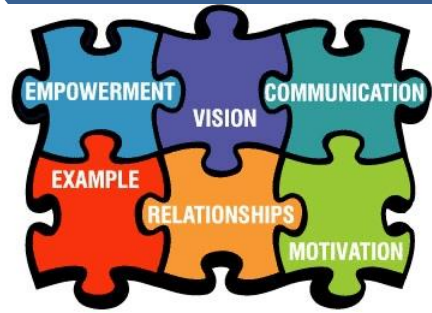


## Books:

- **Conscious Capitalism by John Mackey and Raj Sisodia**
- **Search Inside Yourself by Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace) by Chade-Meng Tan**
- **Firms of Endearment: How World-Class Companies Profit from Passion and Purpose, 2<sup>nd</sup> Edition, by Rajendra S. Sisodia**
- **Delivering Happiness: A Path to Profits, Passion, and Purpose by Toni Hsieh**

## Blogs:

- **Inspire: Thought Leadership Series to Inspire Individual and Workplace Transformation**  
<http://greatleadersinspire.com/>



**The Leadership Jigsaw**

# Key Take-Aways for Organizations for Success...

- Recognize that everything is connected
- From Culture, to Strategy, Development, and Engagement
- Understand and Act on what motivates your employees
- Invest in Your People, Care and Empower Them
- Integration of EI into Vision, Culture, and Strategy



# Thank You

“Great Leaders Have a Heart for People.  
They take time for people;  
they view people as bottom line and not  
as a tool to get to a bottom line.”

Pat Williams,  
Author and VP of NBA's Orlando Magic