



The ROI of Approachable Leaders

Approachable Leadership Learning
System Executive Summary



Executive Summary

- 1 Three major challenges cost companies billions of dollars each year–the “Silent Killers” of the 2018 economy (pp. 9-11).
- 2 New research shows one leader behavior–approachability–substantially improves all 3 of these areas (pp. 13-15).
- 3 The traditional “whack-a-mole” learning approach fails to improve habits of first-level leaders, who are key (pp. 6-7).
- 4 A new learning approach–where leaders lead each other through “chunks” of content–delivers proven results and a huge return on your learning investment (pp. 16-19)

The “Silent Killers” Attacking Companies in the 2018 Economy

Cooperation Gap – 61% Lower Performance

Low Compliance, Lack of “Grit” and Easily Give Up on (or Sabotage) Change Efforts

Enthusiasm Gap - \$550 Billion Annual Cost

Low Engagement, Little “Above and Beyond” Behavior, No Growth Mindset

Talent Gap - \$11 Billion Annual Cost

We Struggle to Attract and Retain Great Talent

Executive Summary

Meet Three Leaders Struggling with the “Silent Killers”

Tim is the HR Director for a large manufacturing firm. His company is under huge competitive pressure. Too many of their best employees have been leaving, and management wants Tim to stem the tide of turnover.



“ We saw a slight reduction in turnover when we improved wages & benefits, but it hasn’t been enough. Our operators are breathing down my neck to find out what it takes to hold onto our top tier talent. ”

Amy is the Administrator for a mid-sized long term care facility. She works hard to develop leaders but often struggles to convince her leadership to invest in training and development.



“ Our leaders are stressed and under constant pressure to do more with less. As reimbursements get slashed we struggle with staffing, schedules, and the pressure of delivering high quality care. Our leaders need tools to cope. ”

Ron is the General Manager for a retail warehouse with over 100 managers. Ron thinks most training is a waste, but he knows leaders who do the right things get the numbers and have fewer problems.



“ We move fast. That’s not changing any time soon. Our scale means we are constantly moving new leaders on and off the team. Our challenge is providing ‘just in time’ tools that support leaders and those they lead. ”



The Problem

Indifference, No Follow Through,
Turnover: The “Silent Killers”
Destroying Companies Today



The Problem

Does this sound like
your company?

This report is for you.

The economic pressures Tim describes below converge into three critical business challenges – what we call the “Silent Killers” of the 2018 economy:



“ I’m at the end of my rope. My leaders are under huge pressure to cut, cut, and then cut some more. Do more with less. And it’s getting worse.

Can a computer or a robot do it? Can China or another emerging economy do it? They will. New technologies like 3-D printing, self-driving vehicles, and the “Internet of Things” are forever changing the skills leaders need. And we devote no time or resources to arm our leaders with those skills. ”

Cooperation Gap

Attempts at change fail. Employees don’t try or give up at the first sign of friction. Some don’t care; others figure they know best and ignore anything new. Bottom line: you are running in place.

Enthusiasm Gap

Lack of engagement. Employees show up late, leave early and give minimal effort. There is no creativity – no interest in helping out or making things better.

Talent Gap

Your high potential employees and leaders leave for “greener pastures” along with all you invest in recruiting and training them. You lose talent, production, and spend a bundle to replace them.

The Problem

Front Line Leaders are the Heart of the Problem

The *Real* Leadership Crisis.

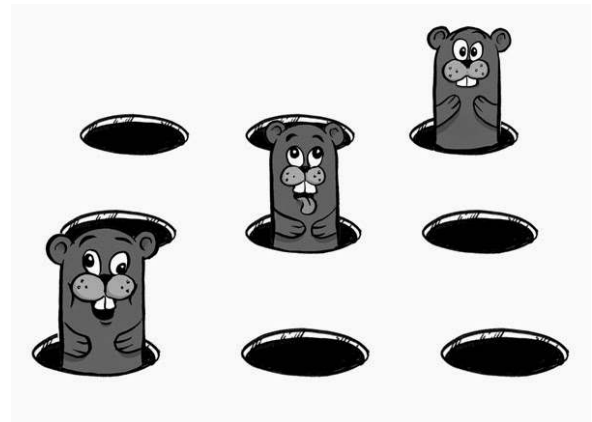
60% Front-line leaders who *underperform* during the first two years in new role.

50% Front-line leaders who *didn't want to* supervise people in the first place.

Source: Gallup *State of the American Manager* Report, 2015

The majority of new leaders (and many experienced leaders) lack both the mind set and skill set to be effective.

Instead of investing in first-level leaders most companies play “whack a mole” with the Silent Killers. Engagement scores down? Fix up the breakroom. Turnover up? Revamp the onboarding process. Employees frustrated with change? Put up some posters (remember to remove the posters from the last failed change effort).



“Whack a Mole” is NOT a business strategy

American businesses don't need better mole mallets or “fad” training programs. They need front-line leaders who practice the daily habits of good leadership.

The Problem

Four reasons most leadership training fails.

Does anything *really* work?

Should you teach **Seven Habits** or **Five Dysfunctions**?

Crucial Conversations, or Fierce ones? Situational or Transformational Leadership? There are hundreds of training programs out there. **Do any of them *really* work?**

There is no shortage of leadership models. The shortage is in leadership models you can easily train leaders to DO. There are 4 reasons most training fails to change leader behavior:



Source: McKinsey Quarterly, 2014

The Approachable Leadership Learning System is uniquely designed to avoid the 4 common "results gaps" in most leadership training programs. Learn how on page 16.



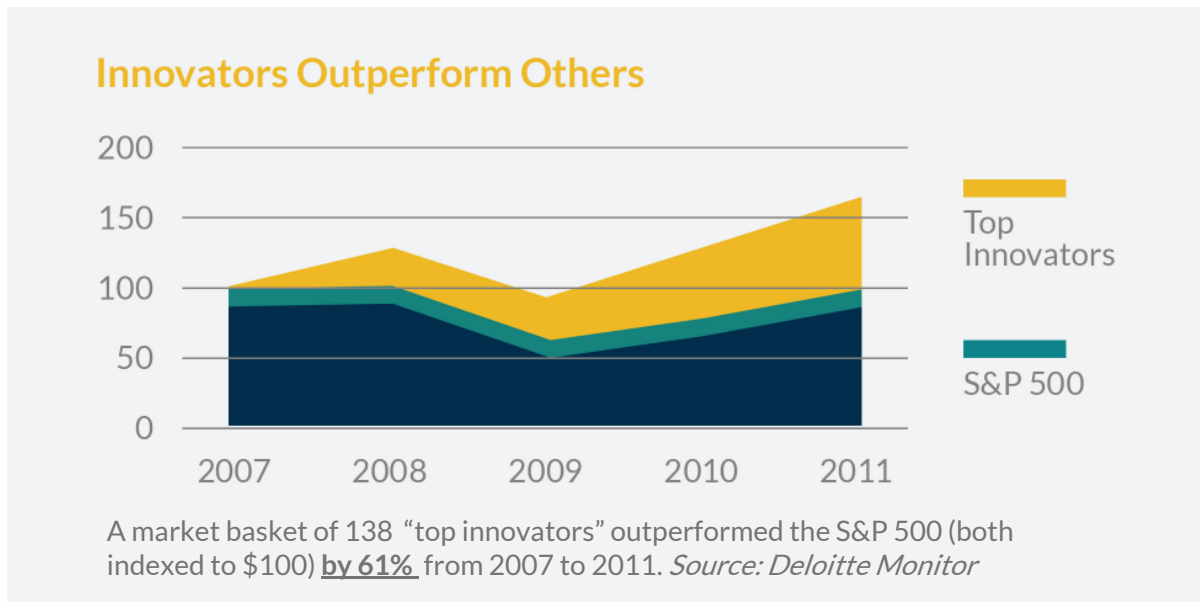
The Costs

How The “Silent Killers”
Destroy Productivity, Morale,
and Your Bottom Line



The Costs **Cooperation Gap**

Companies with high levels of cooperation successfully implement change, quickly adopt innovations, and increase worker productivity.



Only 25% of change projects are successful in the long run.

83% of mergers produce no added value; **53% actually destroy value.**

Approximately 75% of ERP implementations fail – of those **37% cite difficulties with staff adopting new process.**

Innovators enjoy 3 times greater market share, 6 times greater sales, and 50% better margins.

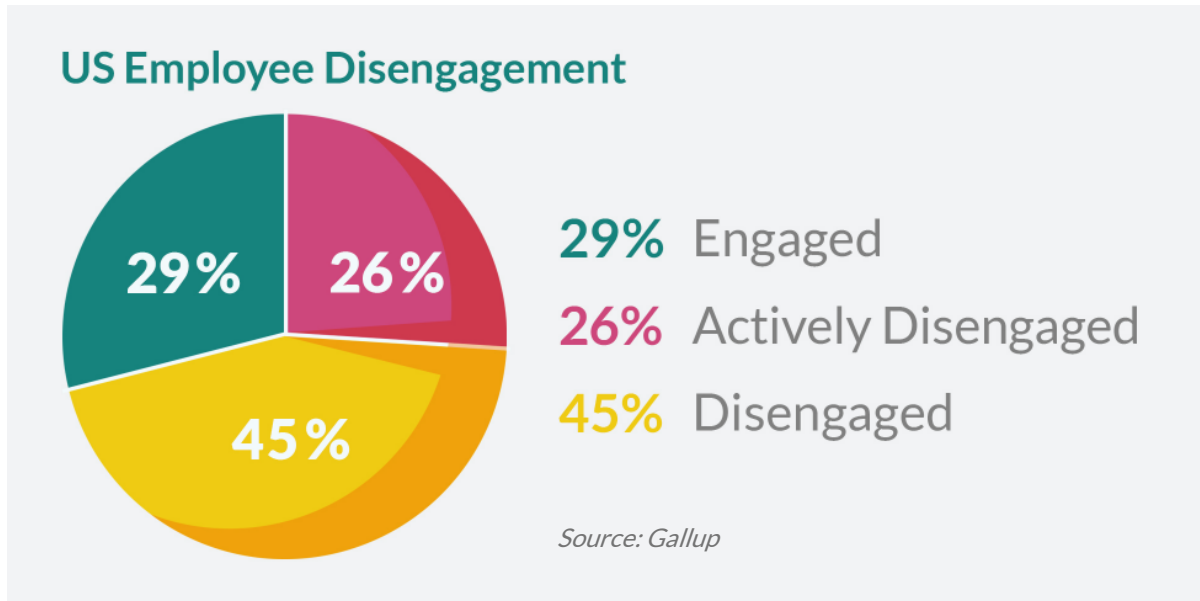
Innovation leaders enjoy 10% higher EBIT than laggards, and the gap widens to 1/3 more after 8 years.



“ People frustrated with their leaders won’t try new things or help us improve. They give up easily. That’s a recipe for disaster. ”

The Costs **Enthusiasm Gap**

Enthusiasm inspires people and feeds engagement. Unfortunately, we are in the middle of a disengagement epidemic.



71% of US employees are disengaged – 26% of them are **actively disengaged**.

US workers waste nearly **\$15 billion annually** playing games and surfing social media sites.

Gallup estimates the total cost of actively disengaged employees in the U.S. is between **\$450 and \$550 billion annually**.

Companies with the most engaged workers are **202% more profitable** than the least engaged.

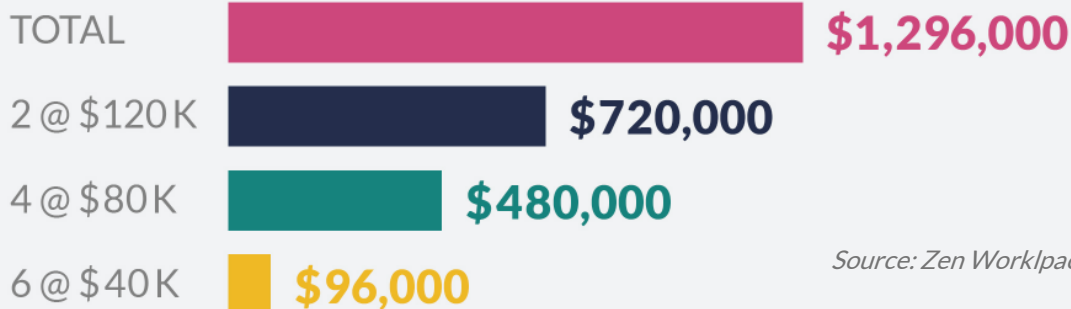


“ These cost-of-disengagement statistics hit me like a gut punch. In the healthcare industry a lack of enthusiasm doesn’t just cost us money – it impacts patient care. ”

The Costs Talent Gap

As businesses become more and more automated we rely on fewer people to do more complex tasks. Welcome to the new talent crisis.

What Does Turnover Cost?



Source: Zen Workplace

This 120-person company has lower than average (10%) annual turnover. Six \$40K per year employees quit, at a replacement cost of 40% of annual salary. Four \$80K employees quit at a cost of 150%. Two highly skilled \$120K employees quit at a cost of 300%. Total turnover costs for this small company? **\$1.3 million per year.**

Your top talent – the ones you need most – have options and will leave. **Nearly 20% of US workers** will voluntarily quit their job this year.

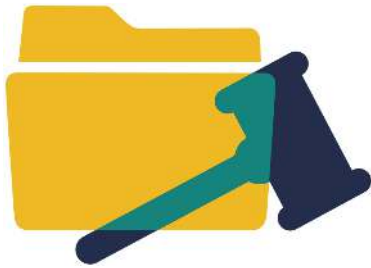
Turnover is expensive. It costs 16% to **over 300% of annual salary** (for the highly skilled –the ones most likely to leave) to find new talent.

Companies also lose productivity, relationships, and IP. Critical activities stall and die while looking for new talent.

Employee turnover annually costs US companies **over \$11 billion** in wasted money, effort, and lost opportunity.



“ You know what’s frustrating? Laying people off in one area and still having ops leaders breathing down my neck to fill open positions in another. ”



The Case for Approachability

How Approachability Increases Enthusiasm and Cooperation, Reduces Turnover, and Makes Work Rewarding



The Case for Approachability

Approachability Gets Results

Cooperation & Stress

Approachable leaders (and their employees) experience less stress. Their work is more rewarding. Approachability is the elusive “one thing” that predicts enthusiasm, cooperation, and commitment.



Employees of Approachable Leaders are happy and less stressed at work

Source: University of Tulsa, 2015

In this 2015 study employees who rate their supervisor “approachable” are 89% more likely to report satisfaction with their work. They report better relationships with coworkers. Plus they are more willing to go “above and beyond.”



“ When our people get along it seems like nothing can stop us. But other times it feels like the simplest things bring us to a grinding halt. I know our leaders set the tone, but this really proves it. ”

The Case for Approachability

Approachability Gets Results

Enthusiasm

People who rate their manager approachable are 88% more likely to make suggestions or volunteer to pitch in outside their normal job. Behaviors like this improve cooperation, drive innovation and deliver business results.



Approachability predicts “above and beyond” behavior more than all other factors

Source: Journal of Management Development, 2005

One surprising finding: **approachability trumps other leader competencies**. Nearly 10% of these employees had a low opinion of their supervisor. They went “above and beyond” anyway. The difference between these folks and those who let their frustration keep them on the sideline? These employees still felt their leader was approachable.



“ We are in the middle of a lean transformation. That means a ton of change. We also count on our people to suggest ways to improve efficiency. This research really shows how our leaders can make or break our lean efforts. ”

The Case for Approachability

Approachability Gets Results

“People don’t quit jobs, they quit their bosses”

Turnover

People who like their manager and are enthusiastic about their work don’t quit. **It’s that simple.** Not surprisingly, people who rate their supervisor approachable are very unlikely to consider leaving.



**Employees of Approachable Leaders
do NOT intend to quit their jobs**

Source: University of Tulsa, 2015

Turnover wastes precious time, money and energy. It frustrates everyone who has to pick up the slack (especially your high performers, who you can least afford to lose). **Approachable leaders put a stop to that vicious cycle.**

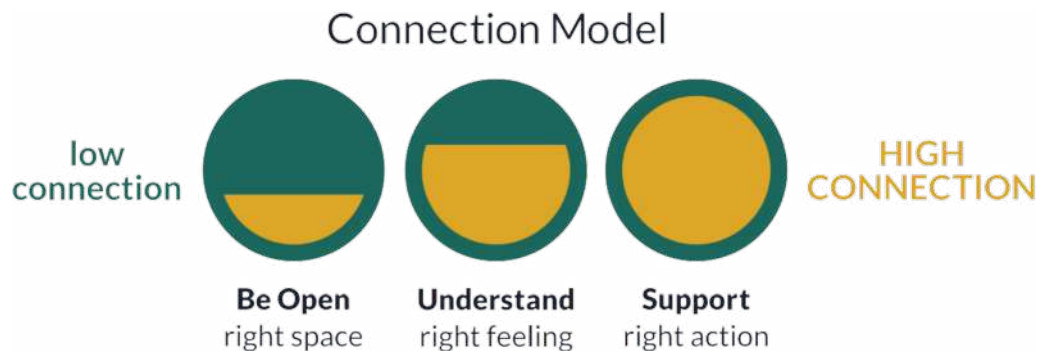


“ I live this story every day. Our place is a revolving door. It makes me sick to see some of the people we’ve invested so much time and money in walk out the door. I do see how investing in our leaders could help stem that tide. ”

The Case for Approachability

Approachability is Trainable: Model

How do you train someone become more approachable?
Approachable Leaders **connect with others by being *open*, *understanding*, and *supportive* of their *needs* and *desires*.**



We use the *Right Space, Right Feeling, Right Action* model to help leaders easily remember this concept.



Learning designed to overcome
the 4 reasons training fails

Right Context, Learn by Doing

Each session expands on the simple concepts and focuses on a practical, specific behavior. After some quick practice leaders can start using our tools during their daily routine as soon as they leave.

Right Mindset, Right Content

First-level leaders learn *both* the habits *and* the way great leaders think about leadership and the teams they lead.

Return on Investment

We measure actual business results (not just smile sheets) before *and* after we train. This ensures changes in leader behavior translate into real-world business results.

The Case for Approachability

Approachability is Trainable: Content

The Approachable Leadership Learning System offers training content that grows with your leaders. Starting with the core behaviors of Approachability, leaders build to the practical skills of great leadership. Content includes:



The Case for Approachability

Approachability is Trainable: Huddles

Leaders rehearse and practice new behaviors and skills in the safe environment of the ***Learn and Lead Huddle***.



The core concepts and behaviors of approachability are learned in twelve 1-hour ***Learn & Lead Huddles***, ideally in groups of 8-12 participants. Each *Huddle* provides tools to apply new behaviors, plus leaders receive support and reinforcement throughout the process.

The Case for Approachability

Approachability is Trainable: System

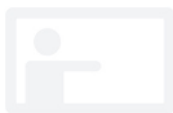
There are **thousands** of things you can teach leaders. Trustworthiness, charisma, and leader-employee exchange (to name just three) are all well-researched leader behaviors associated with positive business results.

While these behaviors are desirable, **they are hard to train**. How do you reliably train someone to be more trustworthy? Or more charismatic?

Training “soft skill” basics (dealing with team dysfunction, conversation skills) are very useful, but fail to get at the **fundamental behaviors that reinforce strong leader relationships**.

Approachable Leadership solves this problem. Approachability is simpler to teach. It is accessible, quickly understood, and easy to observe and practice. This makes it the **ideal leader behavior** to train.

Approachable Leadership Learning System



**Approachable
Leadership
Workshop**



**Approachable
Leadership *Learn
and Lead Huddles***



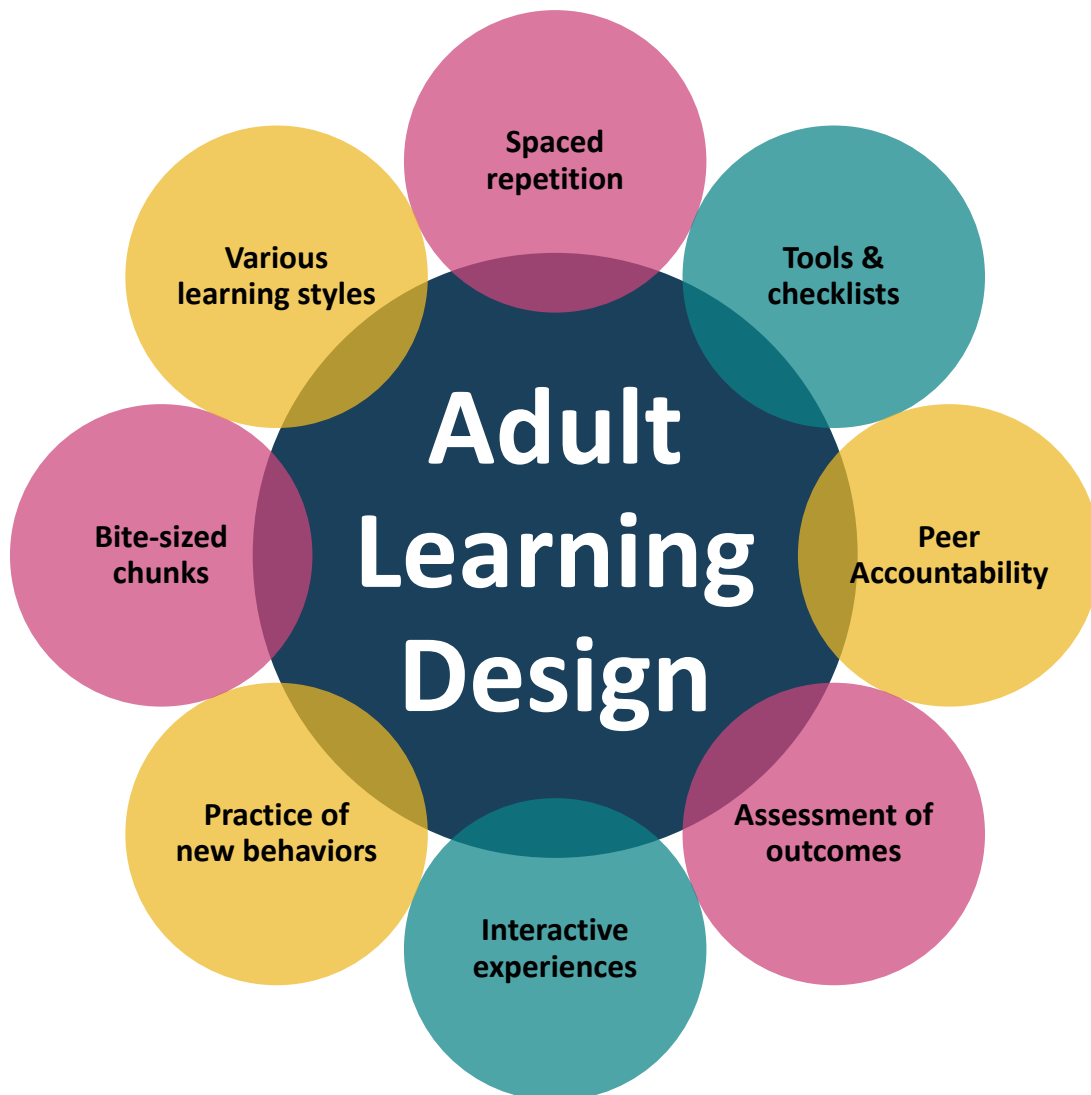
**Approachable
Leadership
Keynote**

The Case for Approachability

Approachability is Trainable: Design

Building adult learning psychology into any training system is critical to achieve the desired behavior change – and business results.

The Approachable Leadership Learning System incorporates all aspects of proper design, so not a nickel is wasted. Pages 7 and 16 point out the strategic aspects of the learning design. Additional tactical components include:





Take Action

**What's The Next Step On Your
Approachable Leadership Journey?**



Take Action **What's Next?**

Wrestling with your enthusiasm, cooperation, and talent gaps?

Approachable Leadership can help.

Take advantage of our **FREE 40-Minute Executive Briefing**. During this fast-paced, no-nonsense webinar you will learn:

What do the "3 Silent Killers" cost your company today?

We use *your* numbers to quickly estimate what turnover, lack of enthusiasm and cooperation cost your company today.

3 Leadership "Hacks" that can quickly get your leaders back on track.

Use our **simple test** to pinpoint the source of employee frustration and learn **3 powerful questions** your leaders can start asking today that will turn this frustration around in minutes.

How can Approachable Leadership help your company?

Learn more about the design and delivery of Approachable Leadership *Learn & Lead Huddles*. Plus get any of your questions answered. A high-value use of time.



**Call 800-888-9115 to schedule your
FREE Executive Briefing today.**

Take Action Pricing

Our goal is to train 1 million leaders to become more approachable leaders. Will you help us get there?

The average company will spend \$814 *per supervisor* on training in 2016 (ATD, 2016). We offer a variety of options to introduce Approachable Leadership® to organizations. You can provide a year's worth of powerful leader training at an investment that will make your finance team smile.

Live Training Led by Our Certified Trainers

Each training day can consist of two *Workshops* or any combination of *Workshops, Huddles, Keynotes* or *Briefings*. Our *Huddles* are designed to be led by your internal leaders, our trainers can also lead your *Huddles*. Each day of live training is \$4,000 plus travel expenses.

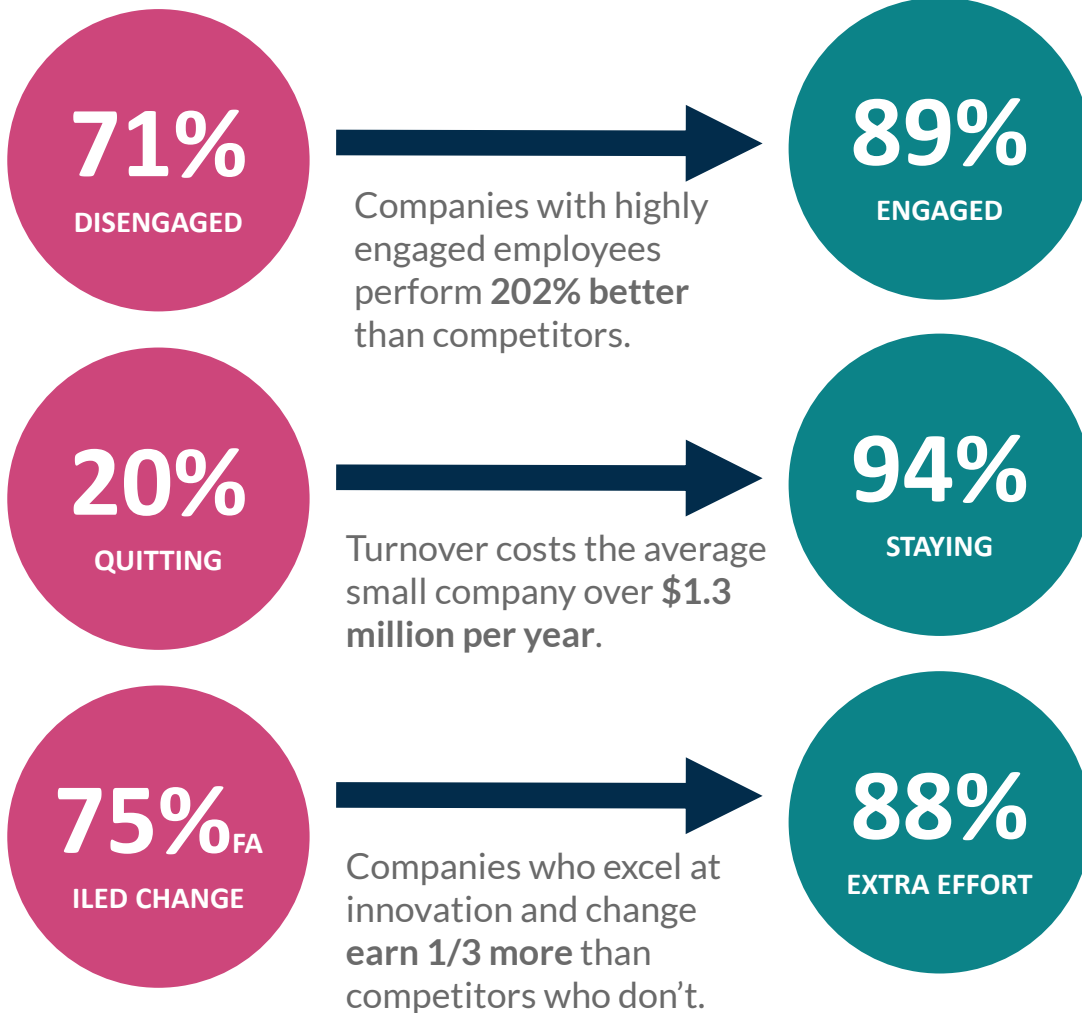
Licensing for *Learn & Lead Huddles* (delivered by your team)

Pay-as-you-go pricing is \$29 per learner per month (payable for each module). Licensing includes all materials, access to huddle facilitator resources on our web site, and live support from our office.



Call 800-888-9115 to learn more or to schedule your first *Huddle* or *Workshop*.

Summing Up **Return on Investment**



The average company loses ***over \$7 million per year*** due to the “silent killers.” What are they costing you?

A small investment in improving first-level leaders offers huge return—and a much better place to work.

Approachable Leadership is a division of the [Labor Relations Institute](#). Established in 1978, our firm has successfully turned around over 10,000 of the most toxic workplaces in America. We are one of the most successful and fastest growing leadership consultancies in the Country (we've made the Inc. 5000 list multiple times in the last 5 years).

The Approachable Leadership team has proven it can transform leaders again and again in the toughest situations. Today our focus is on improving leaders in all companies – hopefully even yours.



Phillip Wilson

Phillip B. Wilson, is Founder of Approachable Leadership. Phil is a national expert on leadership, labor relations and creating positive workplaces. He is regularly featured in the business media including Fox Business News, Fast Company, Bloomberg News, HR Magazine, and the New York Times.

Wilson is President of the Labor Relations Institute. Before that he practiced labor and employment law and was a Director of HR for a 1200 employee gaming company. He is the author of numerous books on leadership and creating positive workplaces, including [*The Approachability Playbook: 3 Essential Habits for Thriving Leaders and Teams*](#), and [*Left of Boom: Putting Proactive Engagement to Work*](#) (reached #2 on the Amazon.com Hot HR Books).