

Approachable Leadership™ and ROI

Supervisor approachability, extraordinary employee effort, and the bottom line

The **2012 Towers Watson Global Workforce Study** draws a straight line from well-trained supervisors to employee engagement, contributing to a significant impact on company productivity and profit.

After spending 30 years helping over 10,000 companies run counter-union organizing campaigns, this study confirmed what we already knew: the number one issue contributing to employee satisfaction in the workplace is how employees feel about their supervisors.

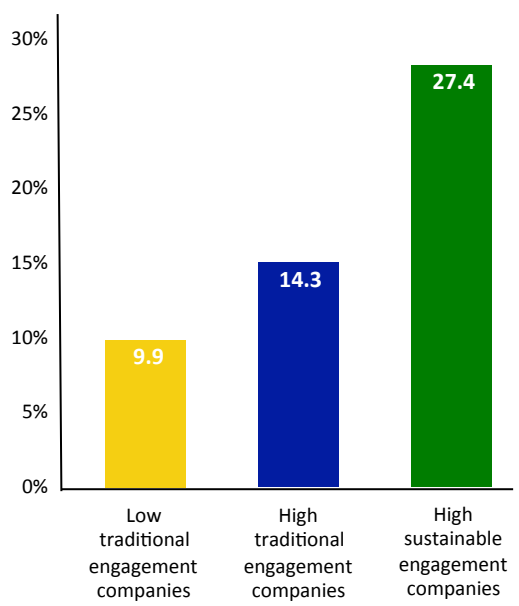
You may notice that most of the statements below connect directly to Approachability. LRI's Approachable Leadership™ Learning System delivers!

Figure 7. The supervisory relationship

% agreeing	Global sample	Highly engaged	Unsupported	Detached	Disengaged
Manager assigns tasks suited to employee skills	63%	85%	63%	61%	36%
Manager clearly communicates goals and objectives	58%	82%	59%	54%	29%
Manager encourages new ideas and new ways of doing things	57%	80%	55%	51%	31%
Manager acts in ways consistent with his/her words	54%	77%	51%	46%	29%
Manager helps remove obstacles to doing job well	53%	78%	47%	48%	27%
Manager coaches employees to improve performance	49%	73%	49%	42%	21%
Manager has time to handle the people aspects of the job	46%	71%	43%	40%	21%

Source: Towers Watson 2012 Global Workforce Study

Figure 3. How engagement affects financial results
Same-year operating margin: Study of 50 global companies

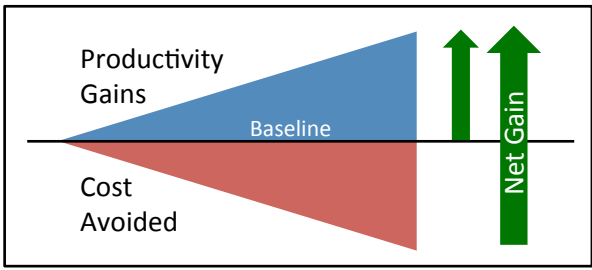


Source: Towers Watson normative database

But that's only half the ROI story...

Beyond the higher margins and increases in quality, there are huge expenses and resource drains avoided by preventing a possible union organizing campaign or other workplace disruption before it ever starts, which multiplies the financial return.

Costs	Benefits
Campaign: \$5K per voter	17.5% higher operating margin
Capitalization discount 5-12%	Cuts turnover by 22%
-3.3% output per hour	Cuts "presenteeism" by 7 days per year
Dead weight costs	Increased productivity, quality
Legal fees, frustration	Retained flexibility



"When it comes to actions that can support both enablement and energy, few things can have as much immediate impact as an effective relationship with one's direct manager." Towers Watson 2012 Global Workforce Study