

A professional portrait of Theresa Welbourne, Ph.D. She has short, wavy blonde hair and is wearing a dark blazer over a patterned top. She is smiling slightly and looking towards the camera. The background is a blurred office setting with bookshelves.

## THERESA WELBOURNE Ph.D.

President & CEO  
EEPULSE

**WINNER:** Academy of Management  
Human Resource Division 2012  
Distinguished HR Executive Award

### **TECHNOLOGY LEADER**

Theresa Welbourne, Ph.D. is a visionary for what technology can do in creating better leaders. After conducting extensive research, she brought technology experts together to move the ideas forward and turn this data into a valuable service. Now, anyone can easily see data about their particular work environment and business, find issues before they become major problems and make changes to increase sales and productivity.

> Theresa Welbourne, Ph.D. and her experts at eePulse, Inc. have been using technology to radically change a process that has seen very little innovation.

They don't think going from paper to the web is real innovation - It's automation. eePulse has used technology to:

- ▶ Rethink what surveys can do for leaders and transform them into leadership tools.
- ▶ Provide predictive, leading metrics on people that can be collected, trended and FED BACK as frequently as weekly. This technology allows for even more frequent data collection, but best practice has shown it is not necessary.
- ▶ Improve performance management by providing managers and employees with data used to drive ongoing, frequent conversations for continuous improvement.
- ▶ Allows the utilization of new metrics, such as work energy and optimal energy. Both are needed because energy is an optimization metric. The gap between the two numbers can be trended and recovery times minimized.
- ▶ Make employees part of the continuous improvement process by giving them personal feedback reports, learning journal and best practices from action taking on-line tools.

## What do you look for in terms of design or performance of technology?

I like technology that helps me do something differently - I mean at the core the process is used for creates big improvements. I'm not looking to do the same thing I always did but now on the web. Slamming bad, slow and old process on a web site is not interesting technology. It's higher impact when you fix things - you change for big improvement and you break the traditional rules of how everyone else "does it." Technology should make us better at what we are doing.

[www.whatsmyenergy.com](http://www.whatsmyenergy.com)



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# ABOUT THERESA WELBOURNE, Ph.D.

## TECHNOLOGY LEADER

Theresa Welbourne and her eePulse, Inc. team constantly conduct leadership research and look at how best to use the latest technology to make this data meaningful to others.

## What do you see as the next big "Game Changer" in research technology?

Make dashboard interesting - today I think they are not. Dashboards are really a lot of bar charts and pie charts on one page. Managers are not doing their jobs differently because of them. This area of work has a lot of potential, but it is not doing the job. If bigger data just equals bigger dashboards (we all buy bigger monitors for example), then we are in trouble.



## What is your approach to technology innovation?

It has to be continuous innovation, and both small and big innovations work well. We use the agile model of innovation and not just for technology -for our consulting work, new product work and more.

"The next game changer is really about merging technology with human insights to create better outcomes for businesses. I'm teaching a class called "data-driven story telling" and the big wins here are not technology - they are in teaching people how to tell stories with data. "

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