

Leadership + Design = Sustainable Excellence



Defying the Odds: Leading a Successful Transformation to Sustainable Excellence

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Leading Transformation Framework

The "Tension" Forces and Facilitators of Change

Leadership
"Style"
Behaviors

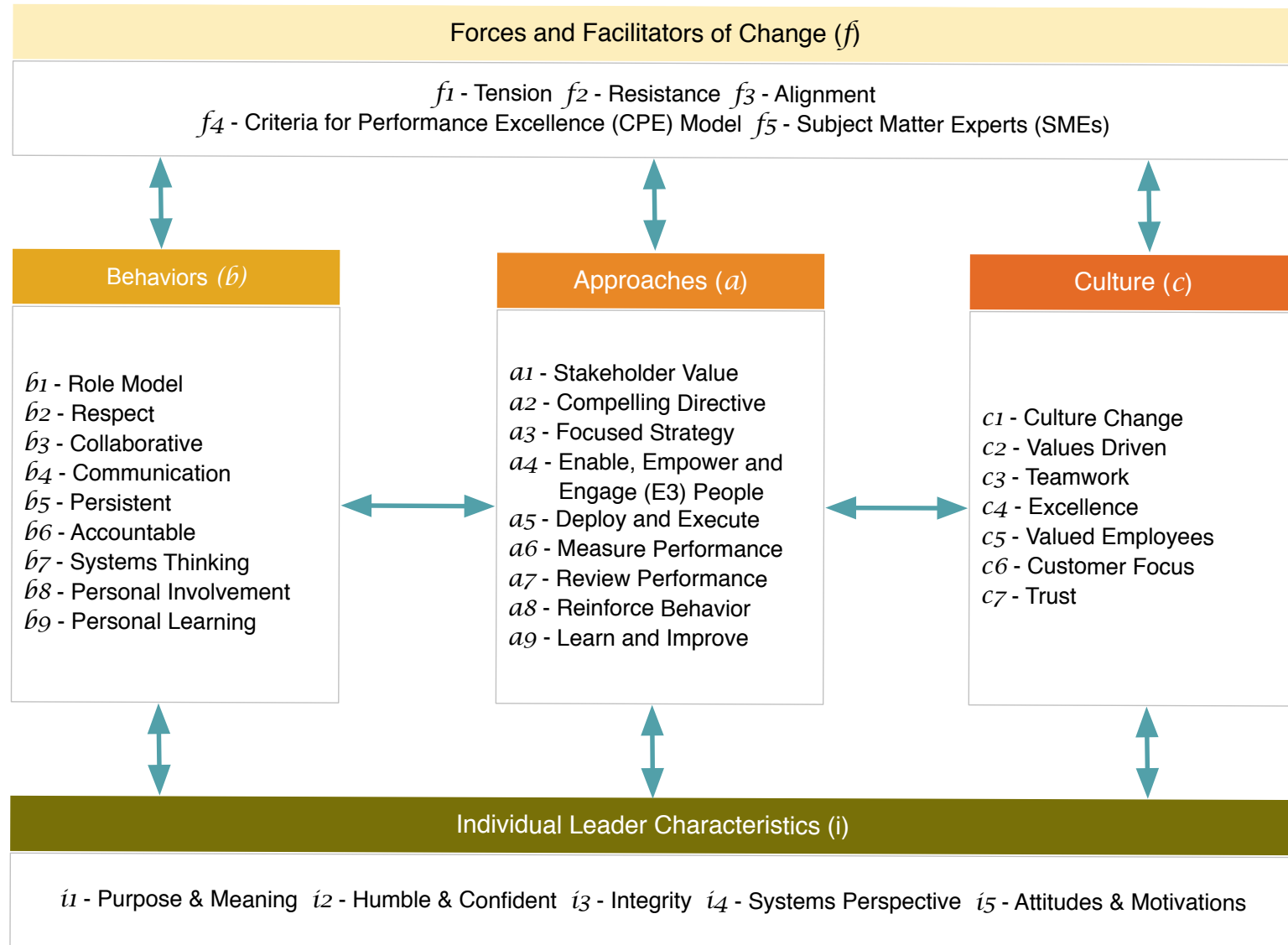
Leadership
"System"
Approaches

The "Habit"
High
Performance
Culture

A Look "Below the Surface" The Individual Leader

Adapted from: Latham, J. R. (In Press 2013). A Framework for leading the transformation to performance excellence
Part I: CEO perspectives on forces, facilitators and strategic leadership systems. *Quality Management Journal*, 20(2)

Leading Transformation Framework (detailed)



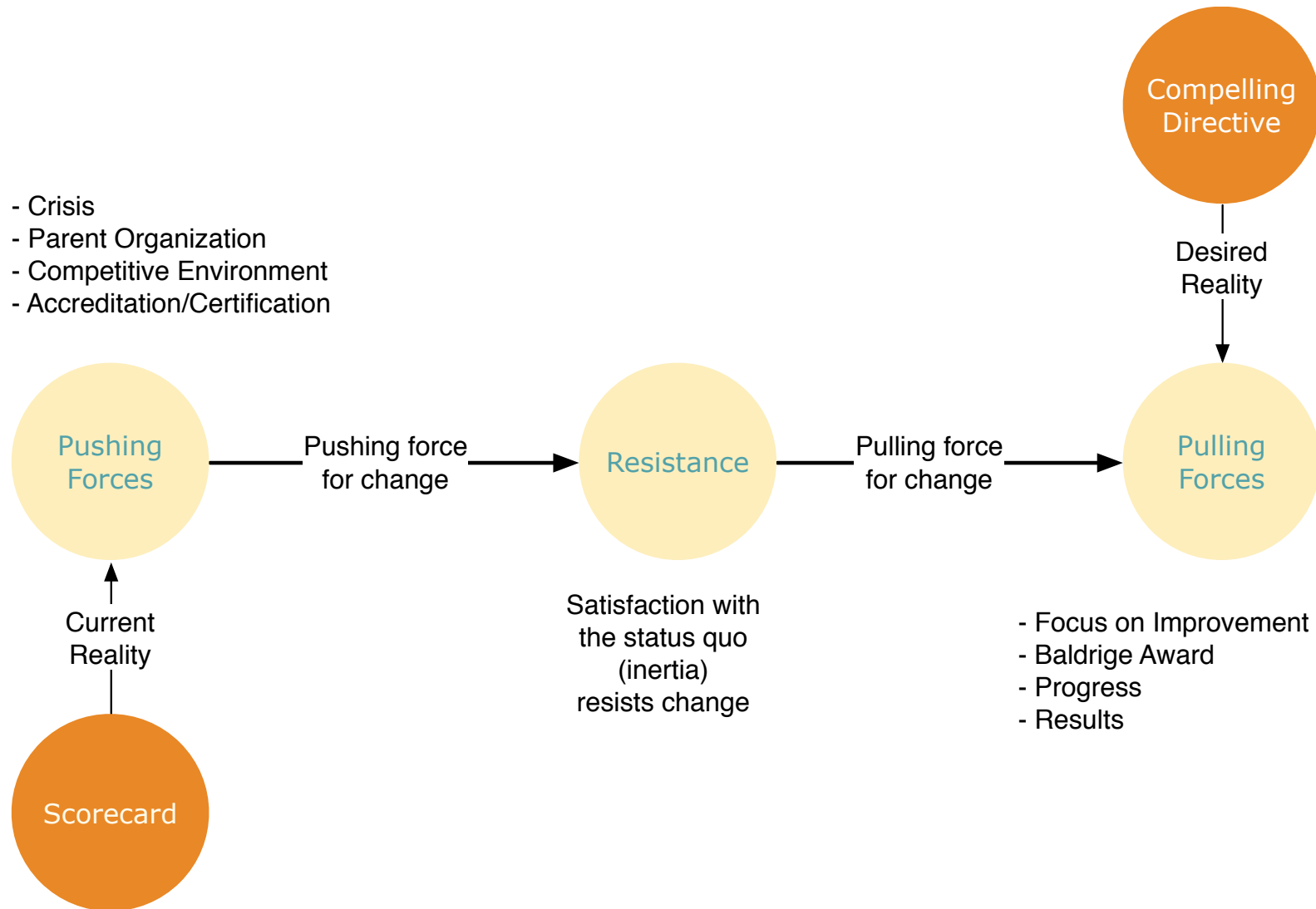
Latham, J. R. (In Press April 2013). A Framework for leading the transformation to performance excellence part I: CEO perspectives on forces, facilitators and strategic leadership systems. *Quality Management Journal*, 20(2).

The “Tension” Forces and Facilitators of Change

“Anyone can hold the helm when the
sea is calm.”

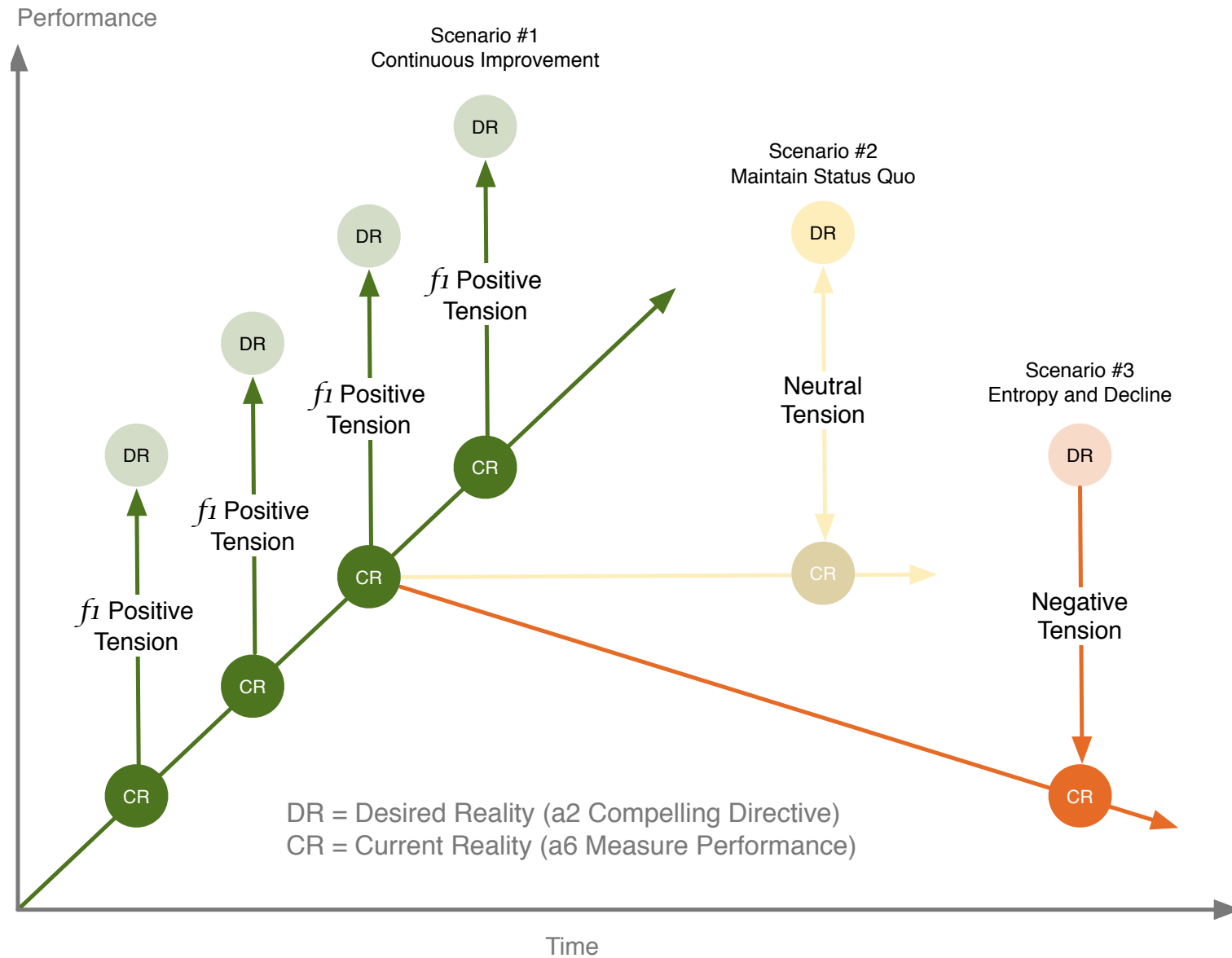
Publilius Syrus

Creating “Tension” - Forces for Change



Latham, J. R. (In press April, 2013). A Framework for leading the transformation to performance excellence part I: CEO perspectives on forces, facilitators and strategic leadership systems. *Quality Management Journal*, 20(2)

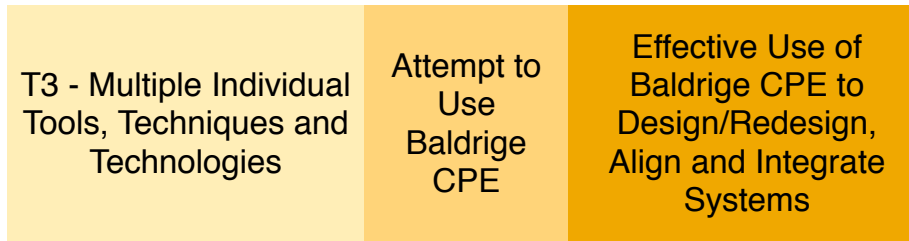
Maintaining Tension



Latham, J.R. and Vinyard, J. (2011) *Organization Diagnosis, Design and Transformation: A Baldrige User's Guide* (5th ed.) Wiley: Hoboken. p. 609

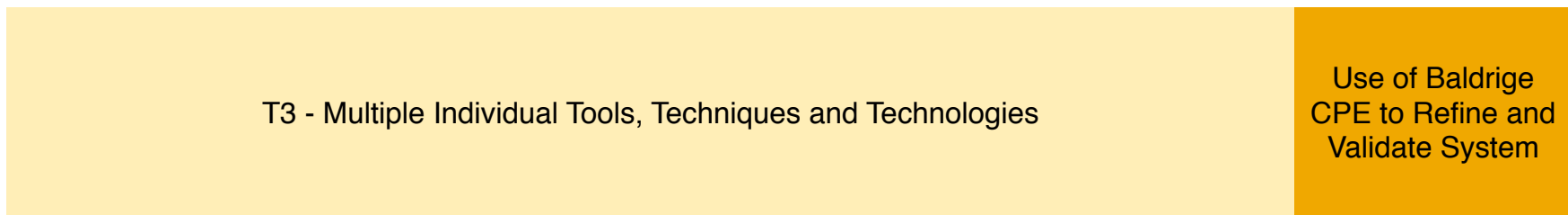
Tale of Two Journeys

Tale 1 - Finds Baldrige CPE Early in Journey



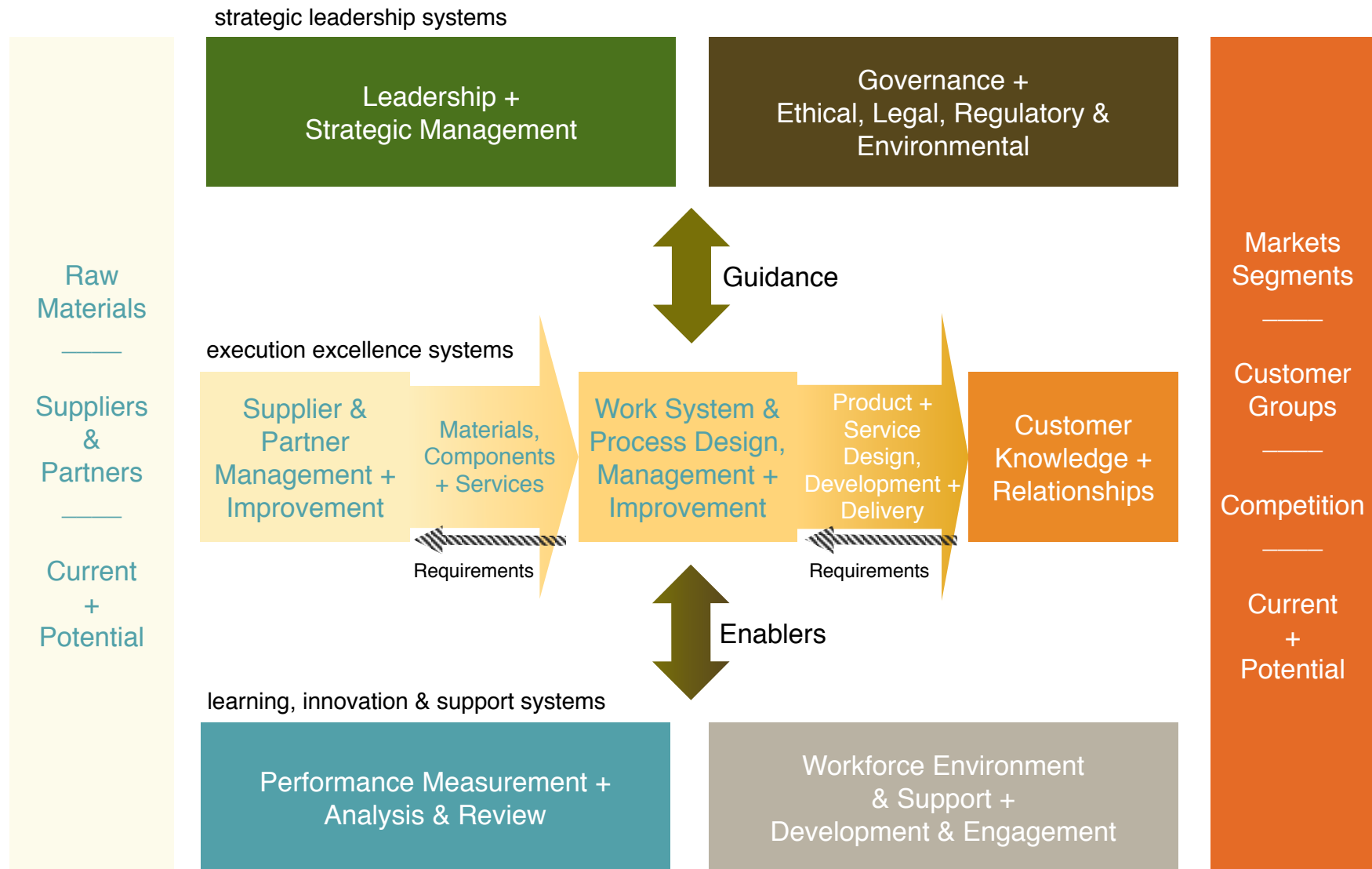
10 years or less

Tale 2 - Finds Baldrige CPE Late in Journey



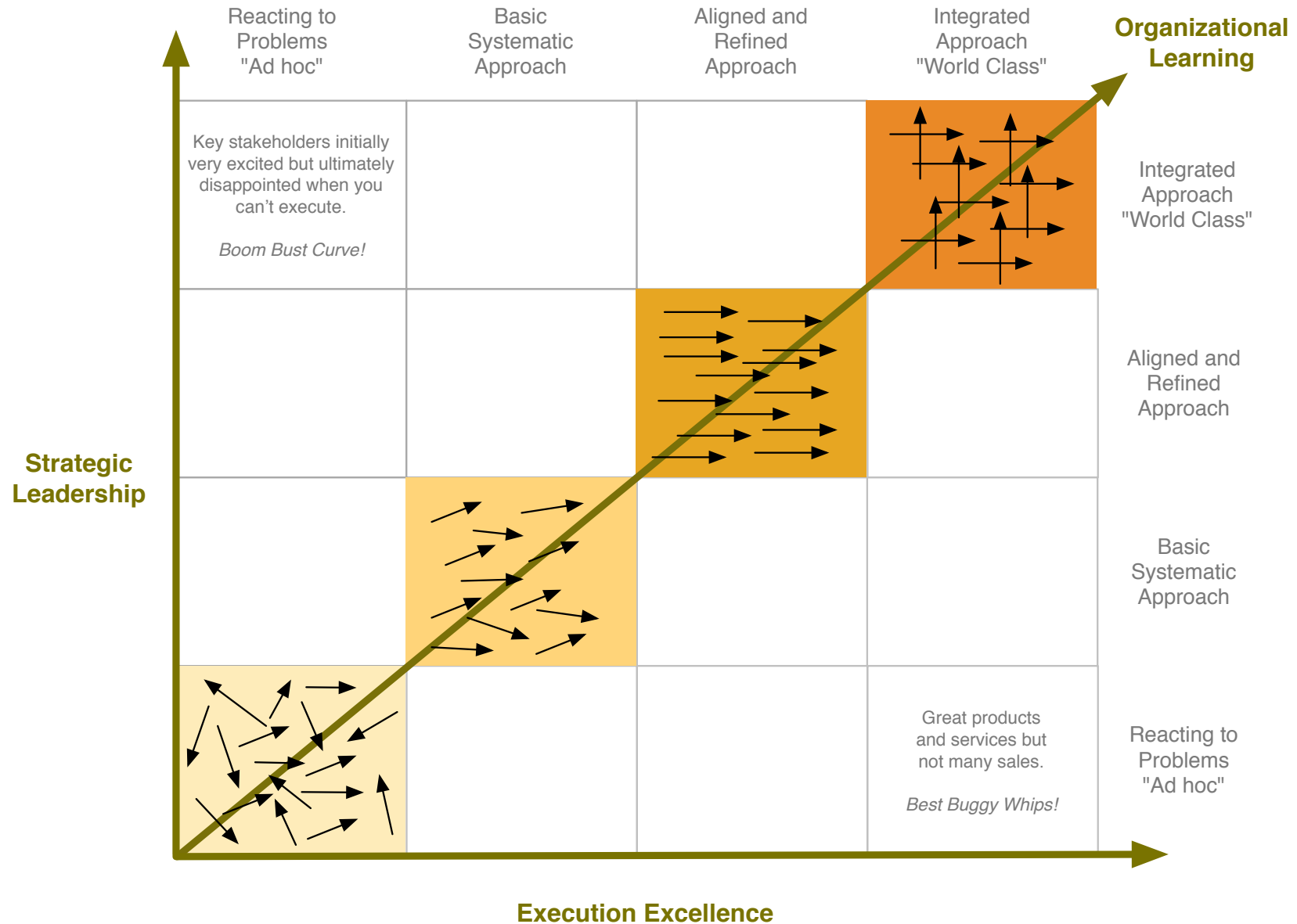
20 years or more

Organizational Systems



Adapted from Latham, J.R. and Vinyard, J. (2011) *Organization Diagnosis, Design and Transformation: A Baldrige User's Guide* (5th ed.) Wiley: Hoboken. p. 97
John Latham © 2003-2013

Path to Performance Excellence



Latham, J.R. and Vinyard, J. (2011) *Organization Diagnosis, Design and Transformation: A Baldrige User's Guide* (5th ed.) Wiley: Hoboken. p. 573

The Leadership “System” Approaches

Whoever pursues a business in this world must have a system.
A business which has attained success without a system does not exist.

From ministers and generals down to the hundreds of craftsmen,
everyone of them has a system.

The craftsmen employ the ruler to make a square and the compass to
make a circle.

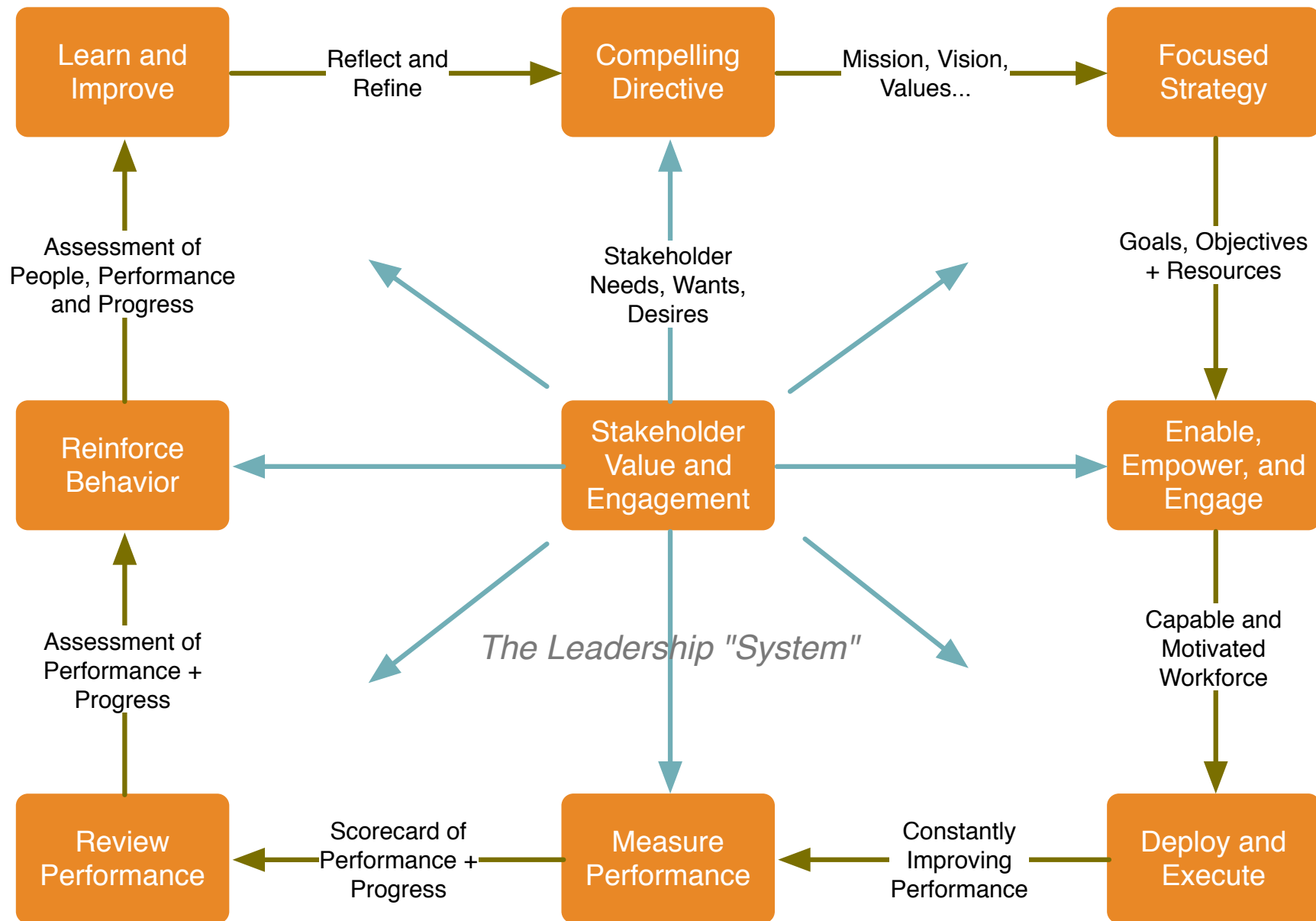
All of them, both skilled and unskilled, use this system.
The skilled may at times accomplish a circle and a square by their own
dexterity.

But with a system, even the unskilled may achieve the same result,
though dexterity they have none.

Hence, every craftsman possesses a system as a model.
Now, if we govern the empire, or a large state, without a system as a
model, are we not even less intelligent than a common craftsman?

Mo-Tze (a.k.a. Miscius) 500 BCE

Leadership "System"



The Leadership “Style” Behaviors

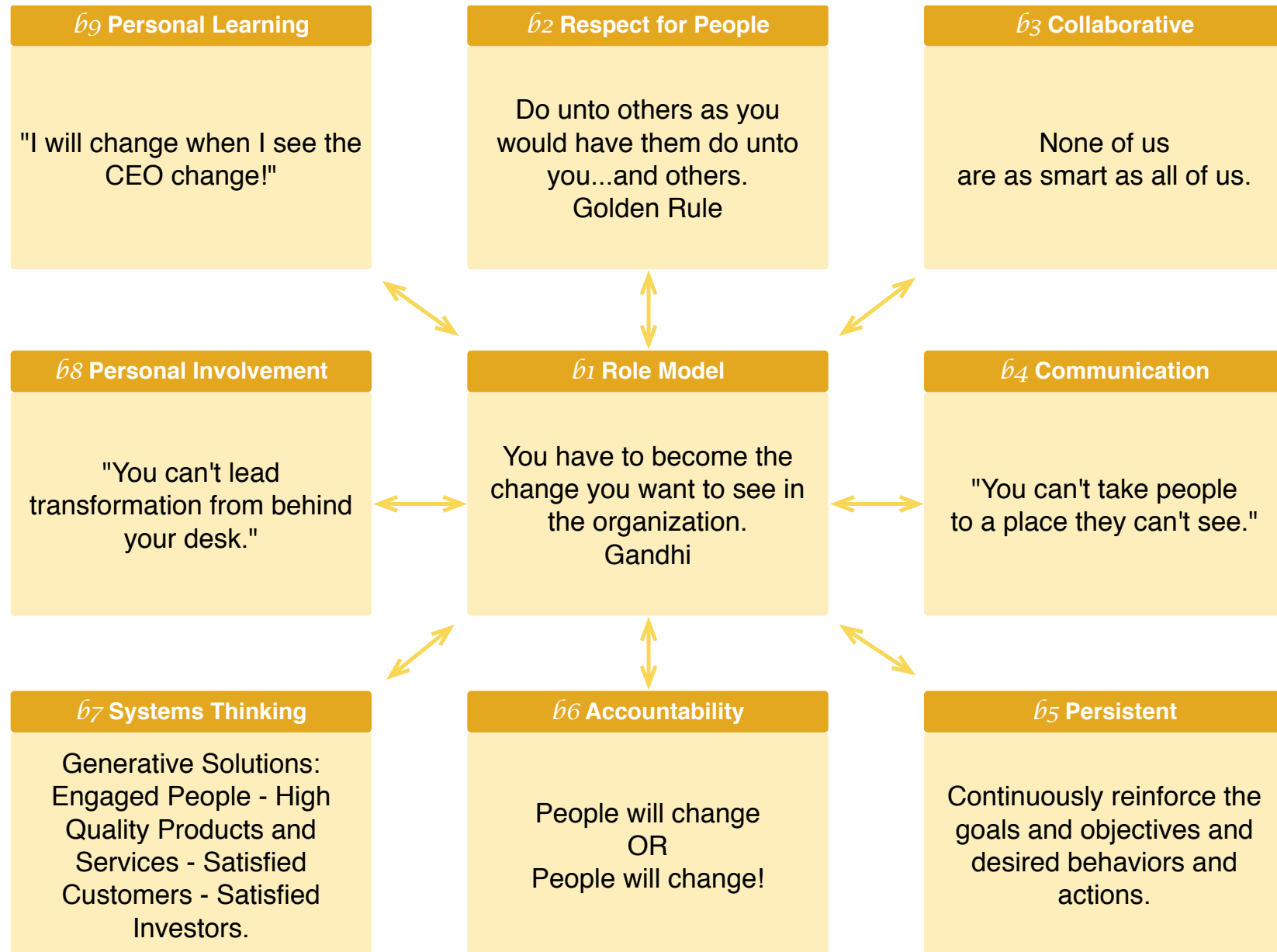
“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur.

You take the front line when there is danger.

Then people will appreciate your leadership.”

Nelson Mandela

Leadership “Style”

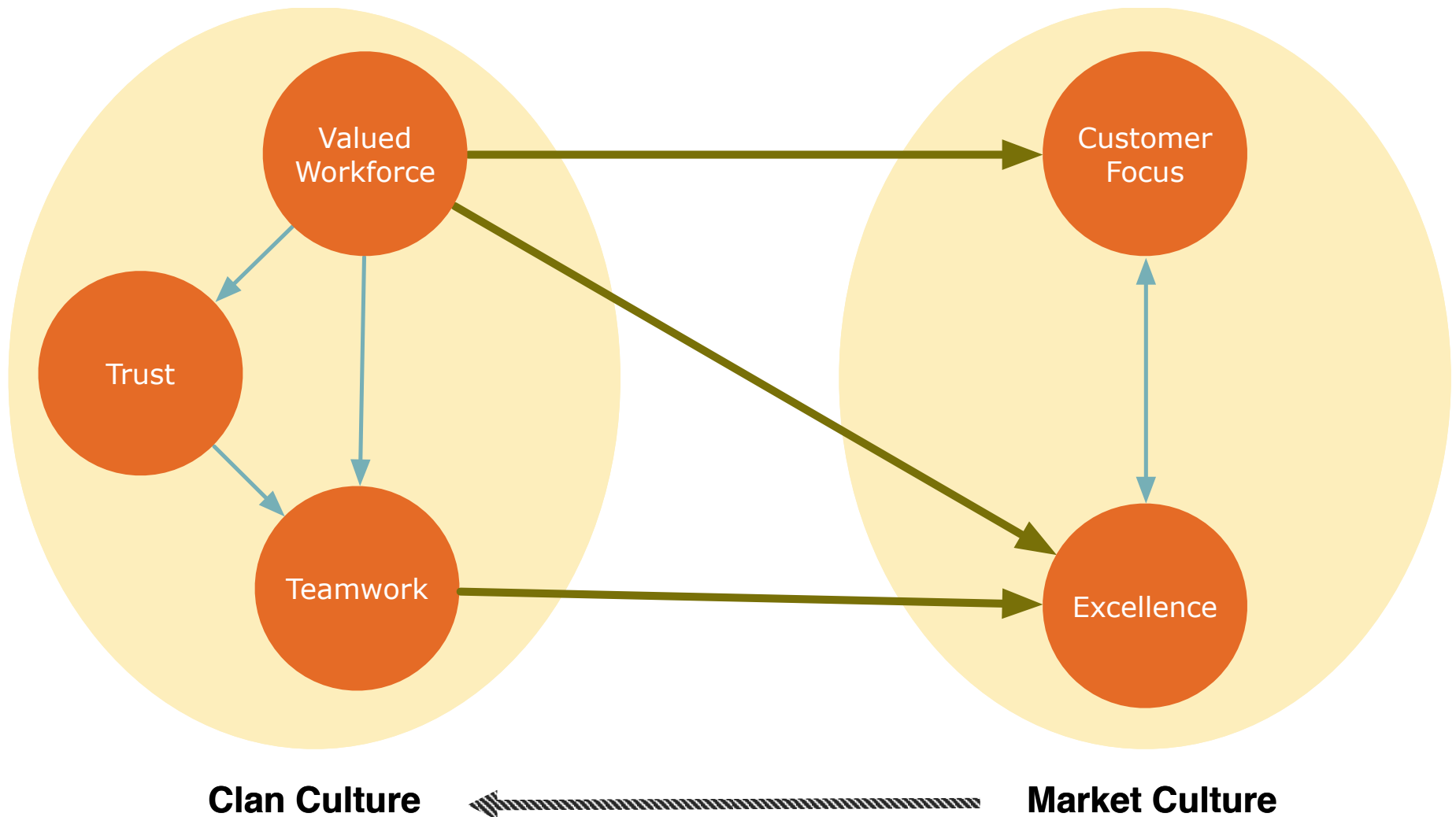


The “Habit” High Performance Culture

“We are what we repeatedly do.
Excellence, therefore, is not an act,
but a habit.”

Aristotle

The “Habit” - High Performance Culture



Latham, J. R. (In Press April 2013). A Framework for leading the transformation to performance excellence part II: CEO perspectives on leadership behaviors, individual leader characteristics, and organizational culture. *Quality Management Journal*, 20(2)

A Look “Below the Surface” The Individual Leader

“A leader is best when people barely
know he exists,
when his work is done, his aim fulfilled,
they will say: we did it ourselves.”

Lao Tzu

Motivational and Attitudinal Patterns

iWAM Pattern	Direction	Implication	FLST Relationships
Sole Responsibility	Lower	Less likely to think that having sole responsibility is important	<i>b3, i2, c3</i>
Evolution	Higher	More likely to want to evolve change & drive continuous improvement	<i>f1, a9, b9</i>
Past	Higher	Concentrates on the past and uses experience to make decisions	<i>a6, a7, a9, b9</i>
Tolerance	Lower	Strong tendency to want to impose their “rules” on others	<i>b5, b6, a8, f2</i>
Focus on Systems	Higher	Strongly motivated to work with systems and processes	<i>a1, a3, a6, a7, a9, b7, f3</i>
Focus on Information	Higher	Strongly motivated to work with facts and knowledge (information)	<i>a6, a7, a9</i>

Larson, M., Latham, J. R., Appleby, C. A., & Harshman, C. L. (2012). CEO attitudes and motivations: Are they different for high performing organizations? *Quality Management Journal*, 19(4), 15.

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