

# Performance Excellence Research: The Monfort Initiative

Decision Sciences Institute  
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John R. Latham

Monfort Institute at the  
University of Northern Colorado

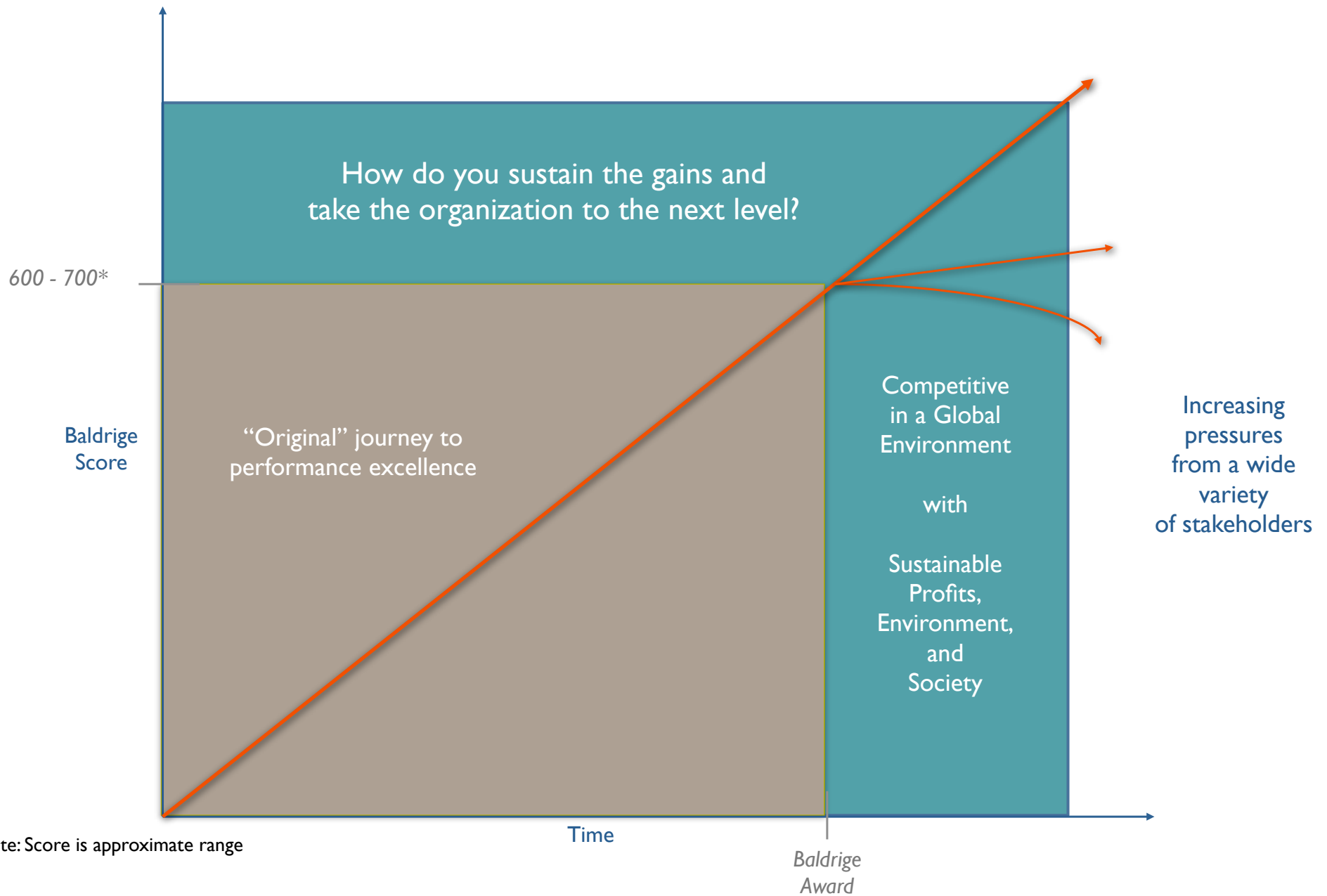


The  
**SUSTAINABLE**  
Transformation Program<sup>SM</sup>

# Overview

- Motivation
- Structure
- Process
- Senior Research Fellows
- Research Agenda
  - Initial Agenda: Summit: Bachelor Gulch, CO, 2006 (Latham, 2008)
  - New Challenges and Dilemmas: Cambridge, MA, 2009
- Research Projects
  - Leading the Journey: CEO Perspectives (Latham, 2009)
  - CEO Attitudes and Motivations (Appleby, Harshman, and Latham, 2009)

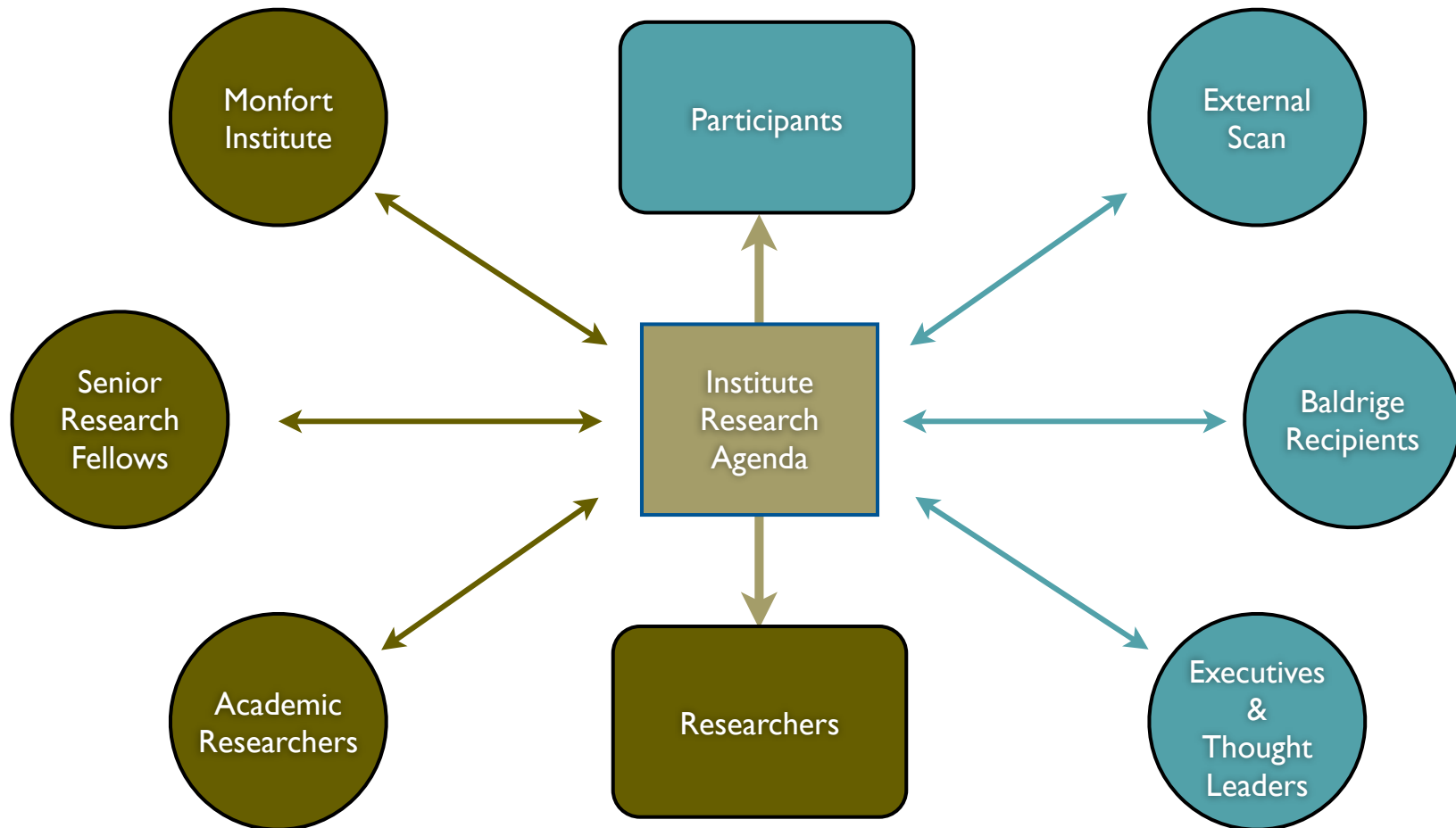
# Management Dilemmas



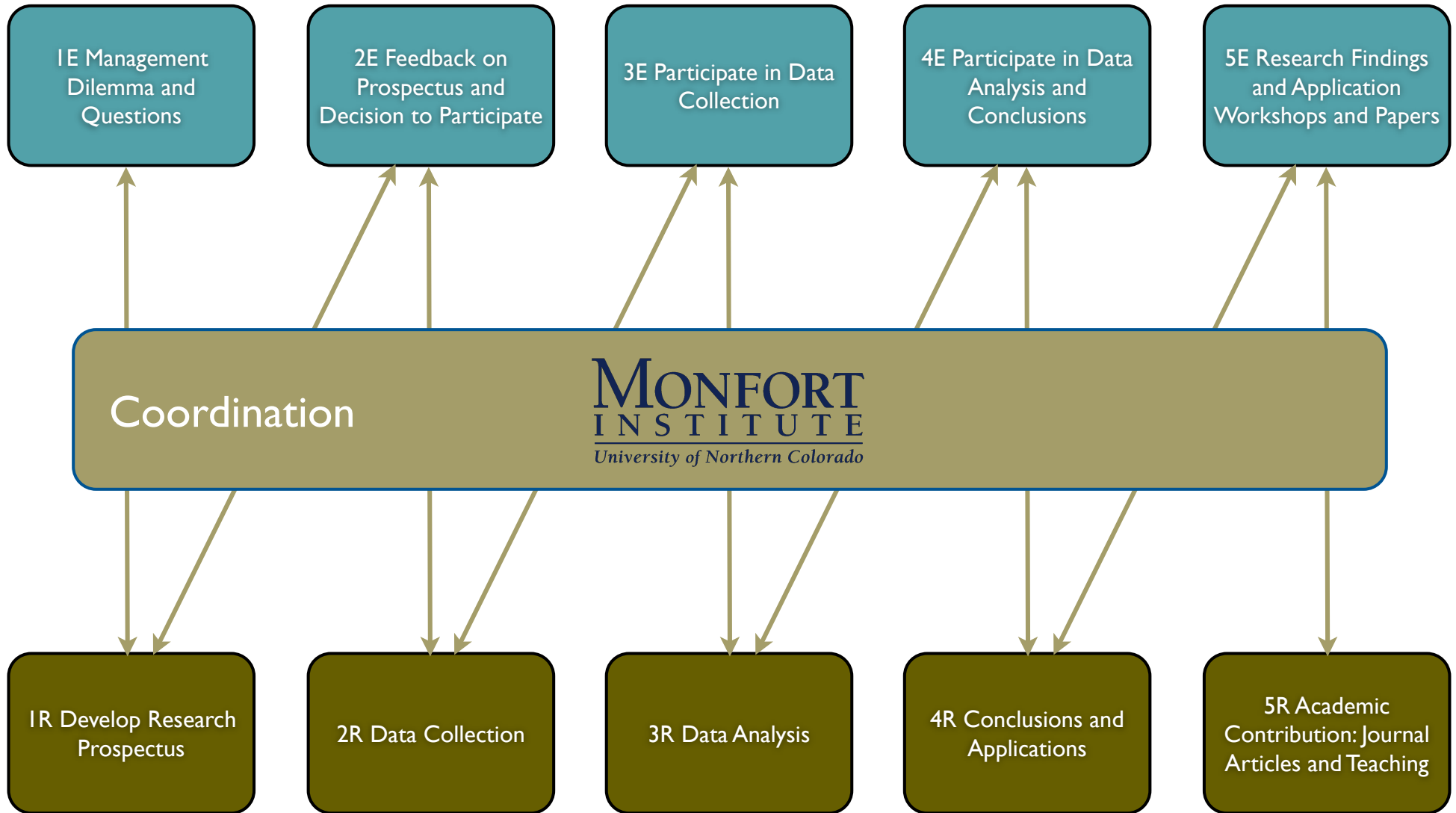
\* Note: Score is approximate range

## Researcher Input

## Practitioner Input



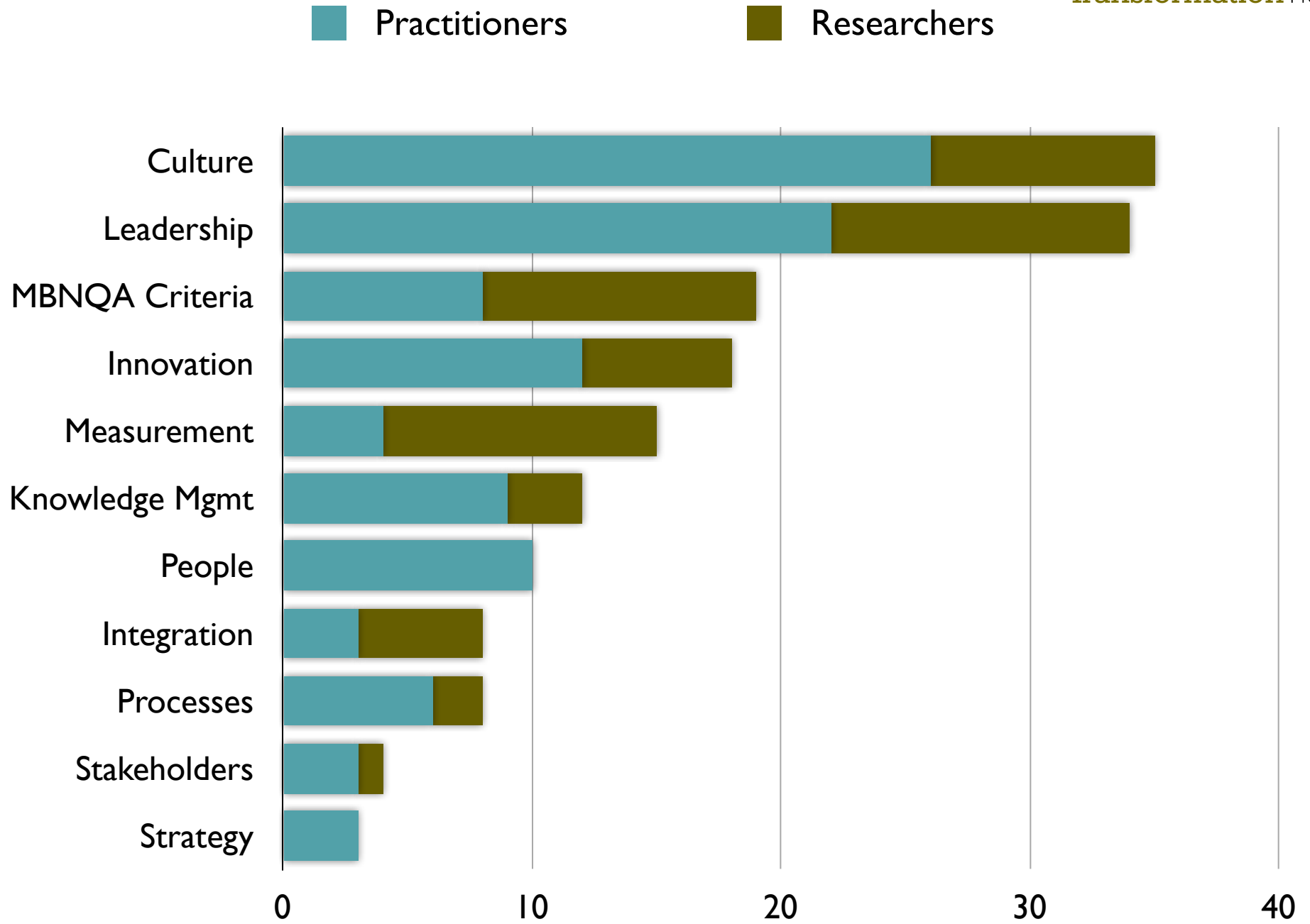
## Executives



## Researchers

# Senior Research Fellows

- Joe Alexander, Belmont University
- Chuck Appleby, George Washington University
- Sharon Clinebell - University of Northern Colorado
- Jim Evans - University of Cincinnati
- Barb Flynn, University of Indiana
- Susan Goldstein, University of Minnesota
- Ajay Jha, Colorado State University
- Victor Prybutok - North Texas State Univ.
- Vinod Singhal, Georgia Institute of Technology



# Current Challenges and Dilemmas - External

- Economy - Short- and Longer-term effects of economic shifts
- Ripple effect of global economy (i.e., free trade/restrictions)
- Health care reform (especially the uncertainty)
- Lack of support from governing boards/regulatory agencies
- Multi-generational and cultural workforce and customers
- Competition for talent - the need for creative, innovative people with a global perspective and experiences.
- Social media - how to leverage virtual communications
- Education-underprepared students—workforce preparedness issue as well as social preparedness issues (i.e., social skills).
- Sustainability issues including cost variability, customer choices, and product issues (appropriate types of products)
- Communication among difference groups (i.e., education, industry)

# Current Challenges and Dilemmas - Internal

- Agility: current level of agility is not sufficient to (enable us) to succeed. “How do we get agile at being agile?? Shorter cycle time for implementing changes is a necessity.
- People
  - How do we deal with the resource crunch?? Many employees are double or triple-hatted.
  - Hiring freeze creates constraints.
  - We’re required to “do more with less”.
  - How can we keep employee engagement high?
  - How can we mitigate the knowledge loss which occurs as employees retire.
  - Need better processes for “staffing to variable demand”. The trigger for this item was a 2000 student increase over a relatively short period.
  - How can we improve retention of capable employees? ... a major issue in many companies.
  - Need to move past a culture of entitlement.
  - How can we develop a PE (performance excellence) mindset at all levels in the organization.

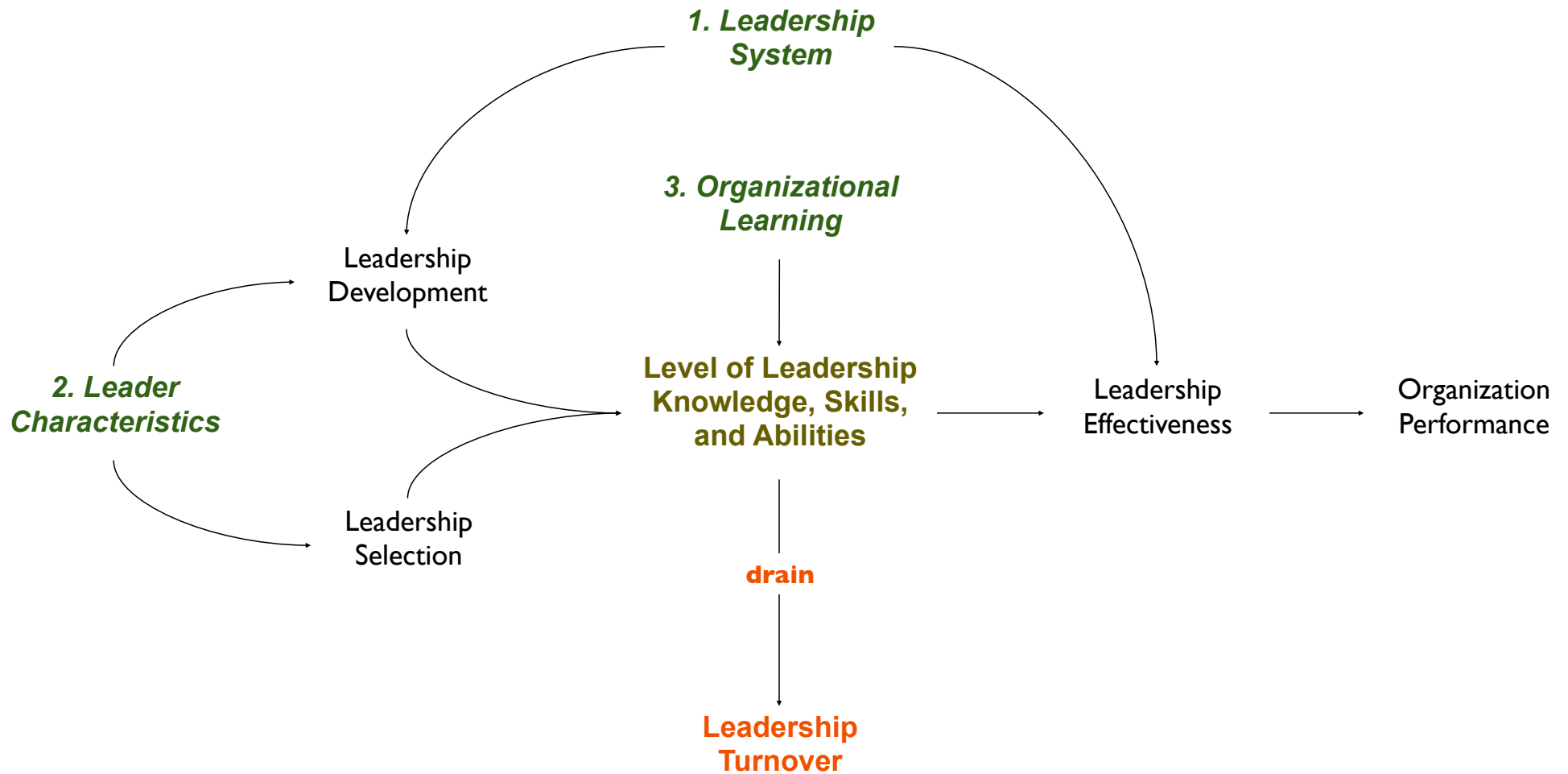
# Leading the Journey: CEO Perspectives

John R. Latham



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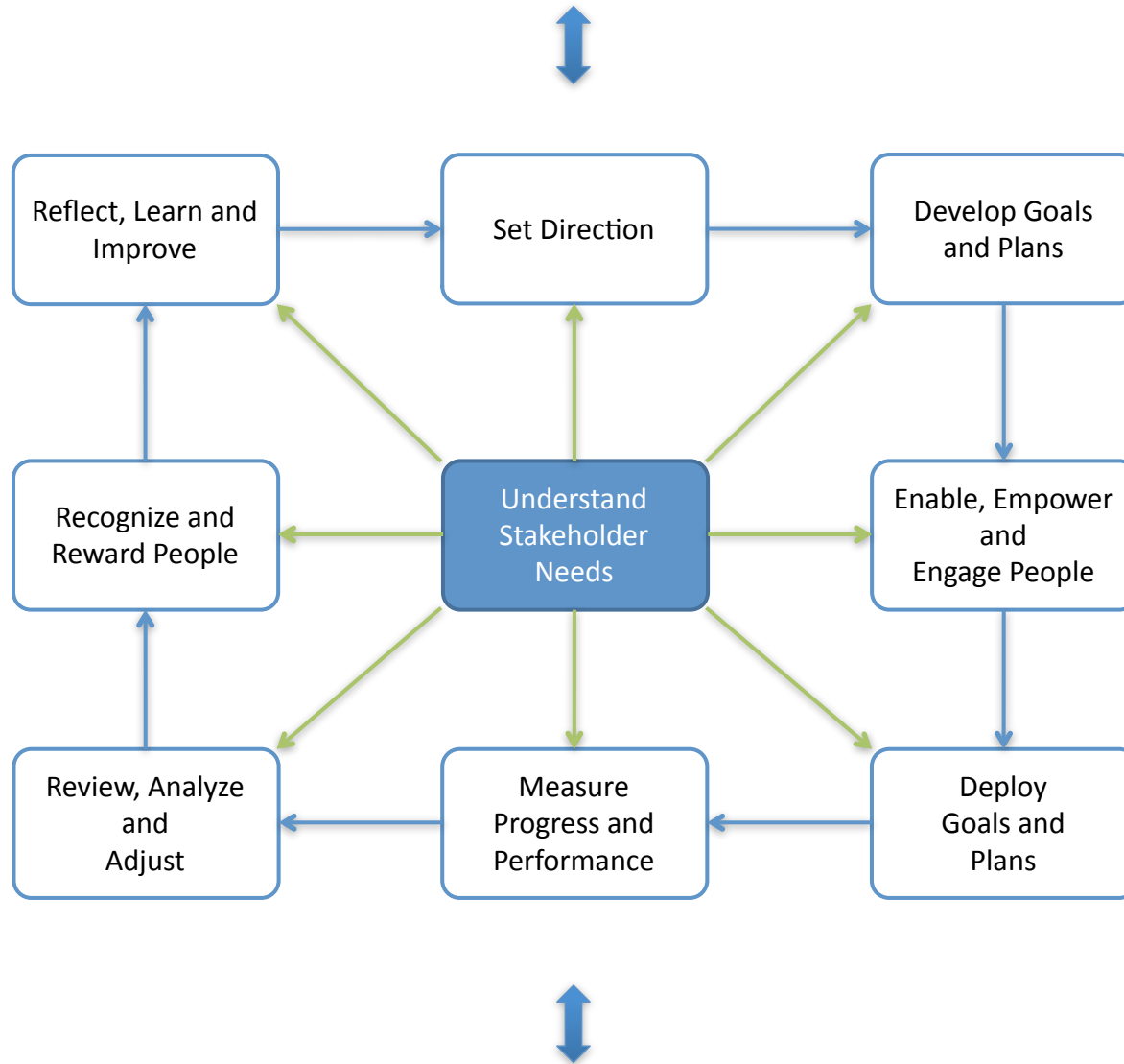
# Conceptual Framework



# Approach

- Goal: Understand the Transformation Journey and Develop a Leadership System Model
- 14 Cases - In-depth Interviews with CEOs
  - Approximately 2 hours each (average)
  - Representing 5 of 6 Sectors: Service, Manufacturing, Small Business, Healthcare and Education
- Qualitative Analysis and Model Building
- Feedback from Participants and BAR

**Culture (Values, Practices, Symbols, Heroes):**  
Teamwork, Quality, People, Customer Focus, Trust



**Cross-cutting Leadership Behaviors:**

Role Model, Collaboration, Respect for People, Communication, Perseverance, Accountability, Systems Thinking

**Individual Leaders:**

Personality Attitudes Motivations

**Technology:**

Measurement, Analysis, Display, Communication, Knowledge Management

## Limitations

- Limited to CEO “upper echelon” perspective.
- Limited sample size - 14 cases.
- Does not include non-profit or government cases
- Does not include comparison cases – control group (e.g., non-Baldrige organizations)
- Does not include female CEO participants

# Applications

- Redesign and refine leadership system to **sustain** the gains.
- Rethink the stakeholders (leverage point) to integrate additional stakeholders throughout the organization's decisions and actions to take the organization to the **next level**.
- Develop leaders at all levels.
- **Starting point** for a Performance Excellence Journey.

# Baldrige CEO: Attitudes and Motivations

Charles A. Appleby, Carl L. Harshman, John R. Latham



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# Model of Excellence

Baldrige CEOs  
Significantly Different  
from Leader  
Comparison Group  
(LCG)

Differentiating Factors

Baldrige CEOs + LCG  
Significantly Different  
from US Standard  
Group

Culture Factors

Baldrige CEOs & LCG  
NOT Significantly  
Different from US  
Standard Group

Non-differentiating Factors

Model  
of  
Excellence

# Approach

- Goal: Develop a Baldrige CEO Model of Excellence
- Mixed Method Exploratory Study
- Data Collection
  - iWAM Survey of Attitudes and Motivations (n=12)
  - In-depth Interviews with CEOs (n=14)
  - Representing 5 of 6 Sectors: Service, Manufacturing, Small Business, Healthcare and Education
- Data Analysis
  - Survey Results (t and F tests) and Model Building
  - NVivo Analysis of Qualitative Themes Compared to Model of Excellence
- Feedback from Participants

# Differentiating Factors

iWAM Pattern	Direction	Implication
Sole Responsibility	Lower	Less likely to think that having sole responsibility is important
Evolution	Higher	More likely to want to evolve change & drive continuous improvement
Past	Higher	Concentrates on the past and uses experience to make decisions
Tolerance	Lower	Strong tendency to want to impose their “rules” on others
Focus on Systems	Higher	Strongly motivated to work with systems and processes
Focus on Information	Higher	Strongly motivated to work with facts and knowledge (information)
Achievement**	Lower	Not motivated by a desire to be recognized for achievements

# Culture Factors

iWAM Pattern	Direction	Implication	NVivo
Goal Orientation	Higher	Leaders are more likely to want/need goals toward which they work	Set Goals
Breadth	Higher	Leaders are more likely to want to see the big picture.	Systems Thinking
Depth	Lower	Leaders are less motivated to want to deal with details	
Neutral Communication	Lower	Leaders want to pay less attention to the specific content of messages	Leaders focused on content
Group Environment	Higher	Leaders tend to want to have contact with people as part of their work	LACS
Individual Environment	Lower	Leaders have less tendency to want to work alone	LACS
Shared Responsibility	Higher	Leaders are more likely to want to share responsibility with the team	Collaboration
Sameness	Lower	Leaders are less motivated to maintain the status quo; to resist change	Create Tension
Use	Lower	Leaders are less likely to want to implement or do the task	
Future	Higher	Leaders are more motivated to pay attention to the future	Vision, Desired Reality
Indifference	Lower	Leaders view rules as more important than those in the standard group	Accountability
Convinced by Doing	Lower	Leaders are less likely to want to be convinced by trying something	
Convinced by Consistency	Higher	Leaders are not convinced easily nor are they likely to stay convinced	Measurement and Results
Interest in People	Higher	Leaders are more likely to want to deal with people as part of work.	LACS
Interest in Tools	Higher	Leaders are more likely to want to work with tools as part of a role.	
Interest in Money	Lower	Leaders are less likely to want to manage money as part of a role.	Not Often Mentioned
Interest in Activity	Lower	Leaders are less likely to want to deal with/have a lot of activity in work.	

# Limitations

- Exploratory study - sample size is small for both Baldrige CEO group (n=12) and the Leadership group (n=12)
- Limited to CEOs - not clear if applicable to other levels beyond the upper echelon
- Sample does not include government or non-profit Baldrige recipients
- No comparison to CEOs that attempt transformation but do not succeed
- A couple of participants had left the organization and thus were no longer in the “context.” They were instructed to place themselves in the context when answering the survey.

# Applications

- Fit to job!
- Leadership development for the upper echelon
- Succession planning for the upper echelon
- Hiring at the top or for leadership positions with high potential for advancement to the top

# Recommended Future Research

- Longitudinal study - add more Baldrige CEOs and continue each year with new recipients.
- Increase the size of the leadership comparison group.
- Increase the number of comparison groups?

# References

- Appleby, C.A., Harshman C. L. and Latham, J. R. (2009). Baldrige CEO Attitudes and Motivations: Developing a Model of Excellence [Research Report]. Monfort Institute at the University of Northern Colorado.  
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- Latham, J. R. (2009). Leadership System Design for Sustainable Excellence: CEO Perspectives. Business as an Agent of World Benefit: Manage by Designing in an Era of Massive Innovation Conference, Case Western University, Cleveland (June 2-5).  
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