Leadership System Model: CEO Perspectives

BAR Consortium
Cambridge, MA 2009

John R. Latham
Approach

• Goal: Develop a Leadership System Model

• 14 Cases - In-depth Interviews with CEOs
  • Approximately 2 hours each

• Representing 5 of 6 Sectors: Service, Manufacturing, Small Business, Healthcare and Education

• Qualitative Analysis and Model Building

• Feedback from Participants and BAR

• Additional Details on Methodology in Appendix
Data Collection and Analysis

- Sampling frame = 42 most recent MBNQA recipients from 1998 to 2007.
- Sample = CEOs from 14 Baldrige recipient organizations:
  - 3 large manufacturing, 3 large service, and 2 small business;
  - 3 education (K-12 and higher ed); and
  - 3 healthcare.
- 14 in-depth interviews = approx. 2 hours each.
- Recordings transcribed into verbatim text documents.
- Coded and analyzed using NVivo8 Qualitative Data Analysis Software (Richards, 2005) and Visual Displays (Miles and Huberman, 1994).
- Themes and findings compared to literature (Eisenhardt, K. M., 1989) – In progress.
- Leadership System Model developed (Mintzberg, 2005).
- Model reviewed by participants.
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

Technology:
Measurement, Analysis, Display, Communication, Knowledge Management

Source: Adapted from John Latham, (c) 2009, Leadership System Design for Sustainable Excellence: CEO Perspectives, BAWB Conference, Case Western Reserve Univ, Cleveland, June 2-5
# Setting Direction and Goals
## NVivo Data Analysis

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# Measurement and Stakeholders

## NVivo Data Analysis

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Maintaining Tension
Key to Continuing the Journey

DR = Desired Reality
CR = Current Reality
Cross-cutting Leadership Behaviors:
Role Model, Collaboration, Respect for People, Communication, Perseverance, Accountability, Systems Thinking

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

People

Understand Stakeholder Needs

Recognize and Reward People

Set Direction

Measure Progress and Performance

Develop Goals and Plans

Deploy Goals and Plans

Reflect, Learn and Improve

Review, Analyze and Adjust

Enable, Empower and Engage People

Technology:
Measurement, Analysis, Display, Communication, Knowledge Management

Individual Leaders:
Personality Attitudes Motivations

Monfort Institute

Source: Adapted from John Latham, (c) 2009, Leadership System Design for Sustainable Excellence: CEO Perspectives, BAWB Conference, Case Western Reserve Univ. Cleveland, June 2-5
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## Deployment, Measurement and Review

### NVivo Data Analysis

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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

Learning

Reflect, Learn and Improve
Set Direction
Develop Goals and Plans

Understand Stakeholder Needs

Recognize and Reward People
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# Learning and Improvement Approaches
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Individual Leaders:
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# Culture and Values

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Key Elements of Learning and Transformation

**Systems**
- 1. Systems drive new behaviors which eventually become habits
- 2. Culture drives the design of systems that fit the culture

**People**
- 1. Culture changes people as they adapt to new values, etc.
- 2. People influence the culture – in particular the values

**Culture**
- Learning processes:
  - Strategic Management
  - Baldrige Assess and Improve
  - Benchmarking
  - Continuous Improvement

1. Systems Drive new behavior and learning
2. Individuals learn as part of the organizational learning processes
Culture - Habit

Level of Deployment

Amount of time the Practice “Habit” has been in place

Reduction of Tension for Change
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Culture (Values, Practices, Symbols, Heroes):
Teamwork, Quality, People, Customer Focus, Trust

- Understand Stakeholder Needs
- Set Direction
- Develop Goals and Plans
- Enable, Empower and Engage People
- Deploy Goals and Plans
- Measure Progress and Performance
- Review, Analyze and Adjust
- Recognize and Reward People
- Reflect, Learn and Improve

Cross-cutting Leadership Behaviors:
- Role Model
- Collaboration
- Respect for People
- Communication
- Perseverance
- Accountability
- Systems Thinking

Technology:
- Measurement
- Analysis
- Display
- Communication
- Knowledge Management

Individual Leaders:
- Personality
- Attitudes
- Motivations

Source: Adapted from John Latham, (c) 2009, Leadership System Design for Sustainable Excellence: CEO Perspectives, BAWB Conference, Case Western Reserve Univ. Cleveland, June 2-5
# Common Leader Styles and Behaviors

## NVivo Data Analysis

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Leadership System Linkages

Performance Review System

Strategic Management System

Information and Analysis System

Governance System

Customer and Stakeholder Knowledge System

Scorecard

Human Resource System

Operations System

Collaborative Progress and Performance Review

Set Direction & Plan

Identify Metrics & Analyze

Stakeholder Requirements

Results Levels, Trends And Comparisons

Enable, Empower, and Engage

Execute

For more on key CPE linkages see: Evans (1997).
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**Culture (Values, Practices, Symbols, Heroes):**
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- **Cross-cutting Leadership Behaviors:**
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Source: Adapted from John Latham, (c) 2009, Leadership System Design for Sustainable Excellence: CEO Perspectives, BAWB Conference, Case Western Reserve Univ, Cleveland, June 2-5
Benefits of a Leadership System

• Drove positive change in the organization;
• Established new boundaries, roles, and responsibilities and provided a constant reminder of their focus and purposeful leadership approaches;
• Enabled the development of leaders and employees throughout the organization;
• Provided a systems perspective for leadership; and
• Drove results.
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.
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
References