



# Setting the Example at the Top

## Designing a Custom Leadership System

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Alternate Title

*You have your feedback report...*

*Now What?*

# Design Framework

*“Successful leaders in the future will have to become architect of enduring organizations by designing systems that create sustainable results for multiple stakeholders.”*

Latham, 2012

1  
Purpose &  
Requirements

2  
Nature of  
the System

3  
Theories &  
Concepts

8  
Diagnosis

9 Design +  
10 Develop,  
Deploy, Iterate

4  
Inspiring  
Examples

7  
System  
Integration

6  
Design  
Principles

5  
Unique  
Context



## Leadership System

*“The term ‘leadership system’ refers to how leadership is exercised, formally and informally, throughout the organization; it is the basis for and the way key decisions are made, communicated, and carried out.*

*It includes structures and mechanisms for decision making; two-way communication; selection and development of leaders and managers; and reinforcement of values, ethical behavior, directions, and performance expectations.”*

NIST Baldrige Criteria



# 1 Purpose & Requirements





Purpose and Requirements

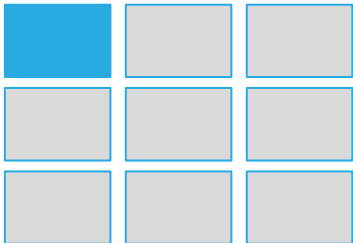
*“Never delegate understanding.”*

Charles Eames

# Purpose & Requirements

This step “sets the stage” for the subsequent design steps and activities by identifying why this system is needed, the management and technical requirements of the system, and the stakeholders of the system and their needs.

- 1. Purpose & Benefits** - Understand the purpose(s) of the system.
  - a. Why do you need this system (purpose)?
  - b. What are the expected benefits?
- 2. Stakeholder Requirements** - Understand the multiple stakeholders' and their requirements for the system.
- 3. Technical Requirements** - Identify the key system capabilities that are needed (e.g, Baldrige Criteria).



## Purpose & Benefits - Baldrige CEO Perspectives

### Purposes

- Set vision and values
- Deploy vision and values - employees, key suppliers and partners and customers
- Personal actions reflect commitment
- Promote environment - legal and ethical behavior
- Create a sustainable organization
- Create environment for performance improvement, accomplishing the strategic objectives, innovation, and agility
- Create an environment for organizational and employee learning
- Personally participate in succession planning and development of future leaders

### Benefits

- Drive positive change in the organization
- Establish new boundaries, roles, and responsibilities
- Provide a constant reminder of their focus and purposeful leadership approaches
- Enable the development of leaders and employees throughout the organization
- Provide a systems perspective for leadership
- Drive results.





# 2 Nature of the System

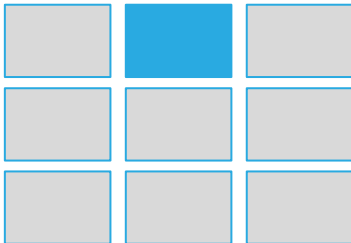


# Nature of the System

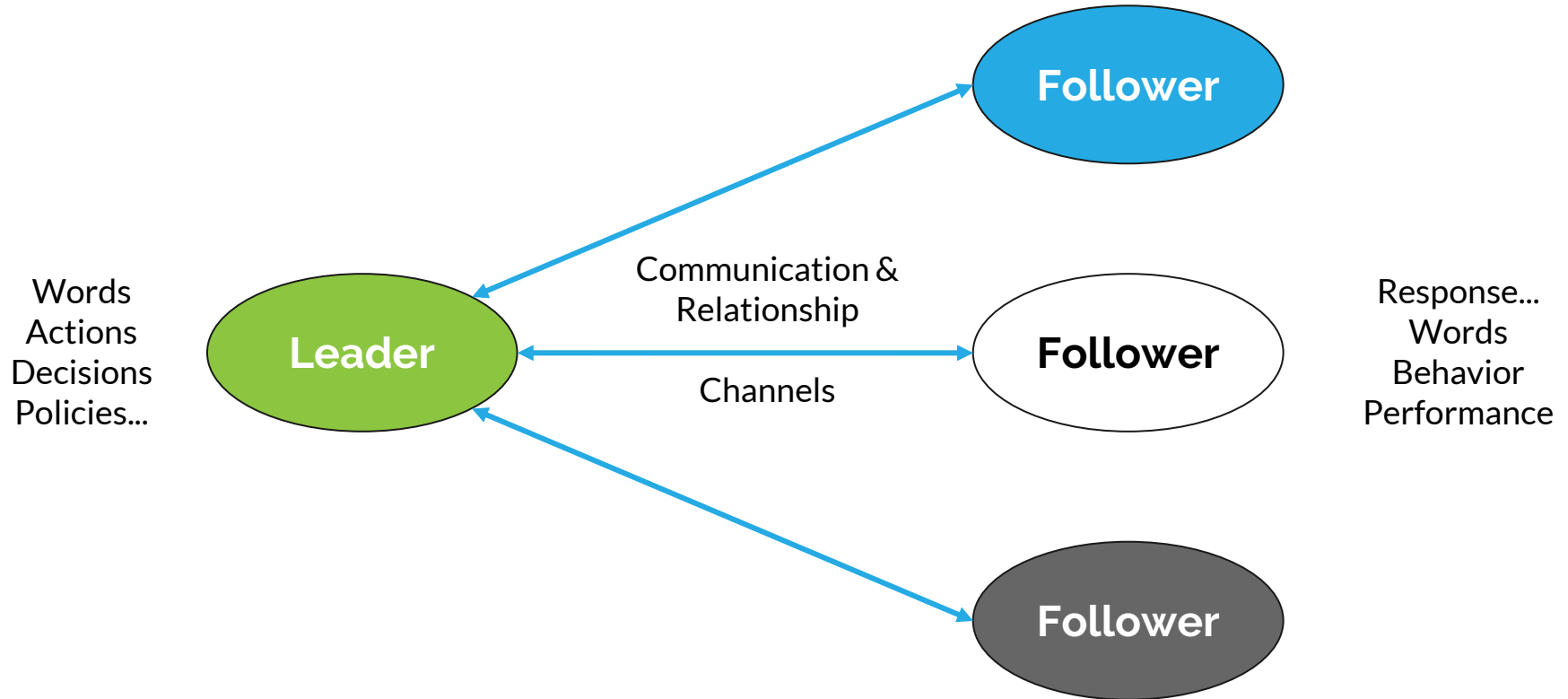
The objective of this step is to understand the nature(s) of the system being designed, make the nature(s) explicit, and identify the implications of the nature(s) to the design of the system.

1. Identify the **Physical** components of the system.
2. Identify the **Knowledge** components of the system.
3. Identify the **Creative** components of the system.
4. Identify the level and type of **Customization** (bespoke) needed when executing the system (e.g., food service).
5. Identify the level of **User Involvement** in the process (e.g., health/fitness club, education, healthcare).

**Getting this wrong is why so many systematic approaches do not achieve the desired results and outcomes.**



## Basic “Nature” of Leadership is Influence



## Nature of the System - Leadership System Example

<p><b>Physical</b></p>	<p>Leadership Systems have <b>few (if any)</b> physical components that can be automated or standardized with procedures.</p>
<p><b>Knowledge</b></p>	<p>Leadership systems have many knowledge components including performance measurement and environmental scanning systems. Information is an essential input and output of many (if not all) the leadership activities in the system.</p>
<p><b>Creative</b></p>	<p>Leaderships systems vary in the amount and type of creativity needed from the strategic level to the front-line supervisor. Strategy development is a highly creative activity. Leadership is <b>part “art” and part “science.”</b></p>
<p><b>Custom (Bespoke)</b></p>	<p>Leadership Systems require custom flexibility (bespoke) to accommodate a wide variety of followers and leaders.</p>
<p><b>User Participation</b></p>	<p>Leadership Systems - Followers participate in the process and in many situations are being transformed and/or developing to improve their performance which requires they do work to accomplish the objectives.</p>



# 3 Theories & Concepts



Why Theory?

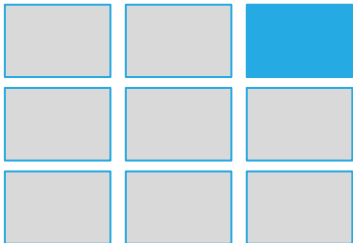
*“There is nothing as practical as a  
good theory”*

Kurt Lewin

# Theories & Concepts

The objective of this step is to identify and understand **what works, what doesn't work, and under what conditions** and the implications for the design of the system.

1. Identify the relevant leading **Theories** and key **Concepts**.
2. Identify the most recent **Research** and **Empirical Evidence** regarding the system.
3. Identify the leading thinkers and **Leading-edge Ideas** that could inform the design of this system.

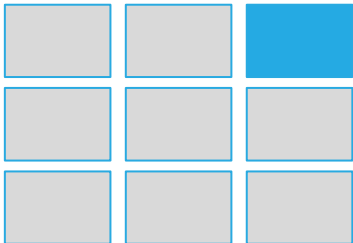


# Leadership Theories

Four leadership theories have been identified as applicable to leading the transformation to performance excellence at the top.

1. Transformational
2. Transactional
3. Servant Leadership
4. Spiritual Leadership

Aspects of these four leadership theories are consistent with the nine leadership behaviors (style) and nine leadership activities that were common to Baldrige recipient CEOs (Latham, 2013b).

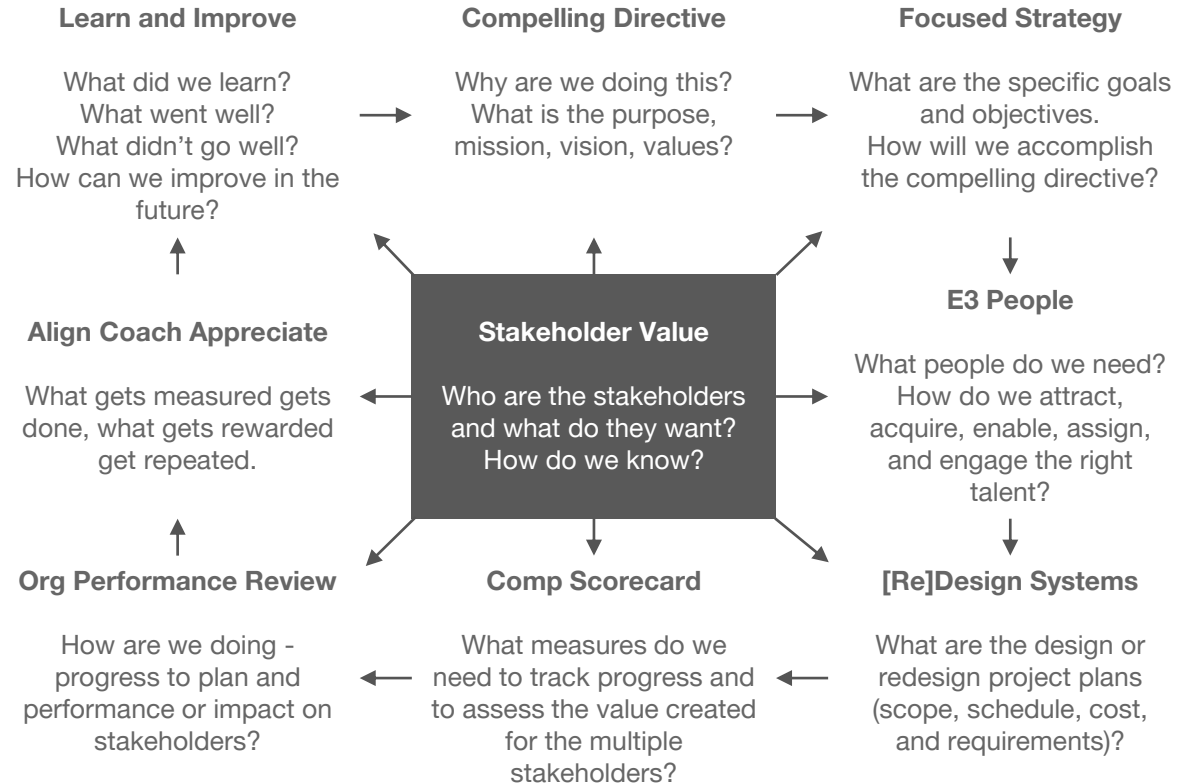


**What leadership theories will you use to inform the design of your system?**



# Leadership System Components

Adapted from: Latham, J. R. (2013a). 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), 22.



## Summary of Research Findings - Examples

Author(s) & Year	Key Findings	Context	Implications
Latham (2013a)	Identifies Forces for Change and nine Leadership System Components (leader activities).	14 Baldrige Award Recipient CEOs from five sectors - Large Manufacturing, Large Service, Small Biz, Healthcare, and Education (K-12 and Higher Ed).	Identifies key components to consider including in my leadership system.
Latham (2013b)	Identifies nine Leadership Behaviors and five characteristics common to Baldrige CEOs, and Cultural characteristics common to Baldrige recipient organizations + connections to leadership theories.	14 Baldrige Award Recipient CEOs from five sectors - Large Manufacturing, Large Service, Small Biz, Healthcare, and Education (K-12 and Higher Ed).	Identifies nine behaviors to consider integrating into my leadership system. + four leadership theories to study an integrate into the design (transformational, transactional, servant, and spiritual) .
Fry, Latham, Clinebell, Krahnke (2017)	Structural Equation Modelling revealed a positive and significant relationship between spiritual leadership and several outcomes considered essential for performance excellence.	Six Baldrige Award Recipients (business, healthcare, government, and education) with a sample of 652 leaders and employees from three generations including baby boomers, gen x, and gen y (millennials).	Confirms & enhances leadership behaviors + activities in Latham (2013a, b). Additional considerations for leadership design - inner life/mindfulness, vision, hope/faith, and altruistic love.



# 4 Inspiring Examples





Inspiring Examples

*“Everything Inspires Me, Sometimes  
I Think I See Things Others Don’t”*

Norman Foster

# Inspiring Examples

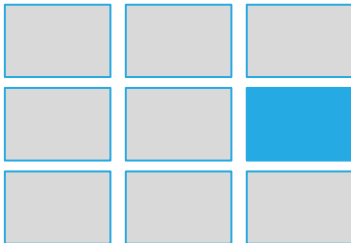
The objective of this step is to identify and understand how others have designed similar system and use that to inform our own design.

Understand designs from **High Performing Organizations** and identify key characteristics.

1. Identify the **key components** in the example system.
2. Describe the **characteristics** that will **inspire** your own design.
3. Identify ideas on how to **apply** those characteristics to your own design.

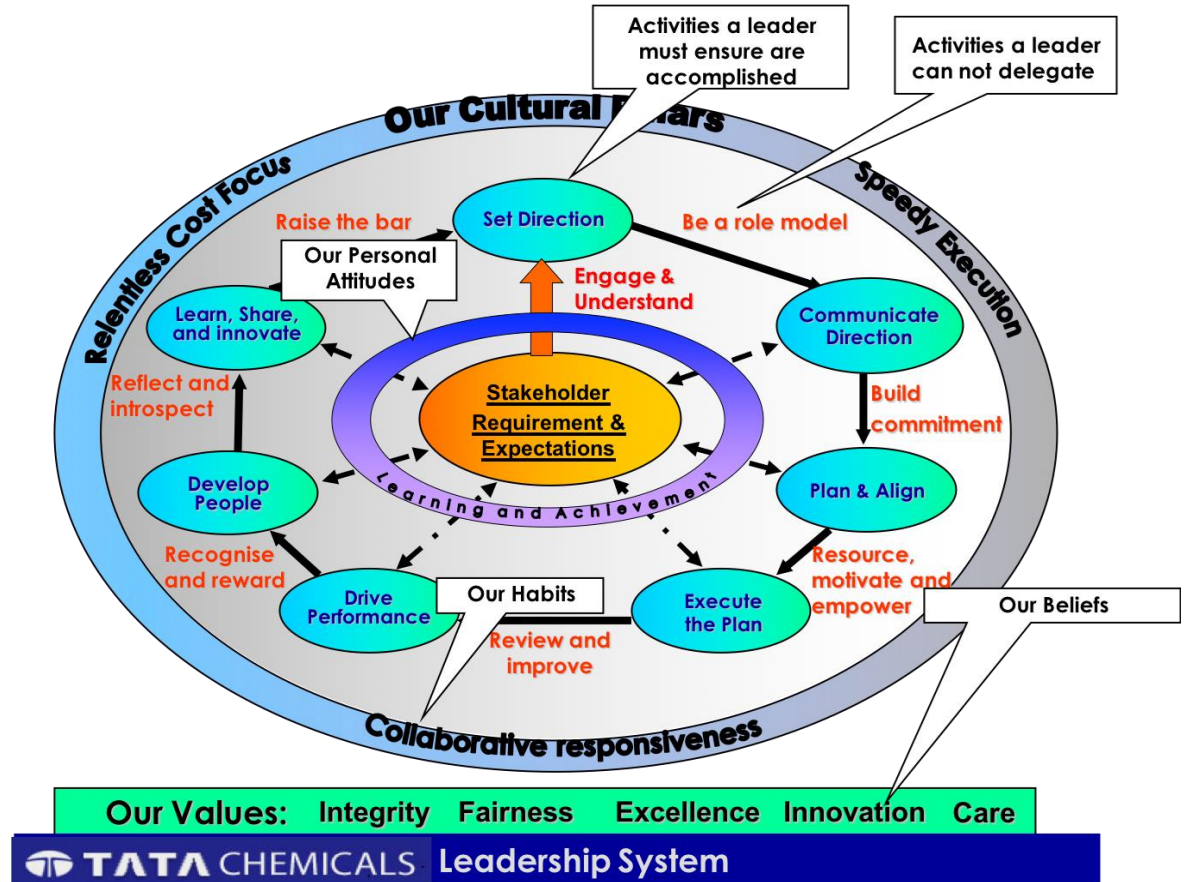
“Treasure trove” of free examples at:

<https://www.nist.gov/baldrige/award-recipients>



# TATA Chemicals Example

Source: Latham, J. R. and Vinyard, J. (2010) Baldrige User's Guide: Organization Diagnosis, Design and Transformation. (4th ed.) Hoboken NJ: John Wiley & Sons (pp. 120-122).



## High Performing Examples - TATA Chemicals Example

Component	Inspiring Characteristics	Application to My Design
<b>Stakeholders</b>	Stakeholders are the center of the leadership system and connected to all the leadership activities.	Key stakeholder requirements and relationships central to the system design and systematically connect to all applicable leadership activities.
<b>Leader Activities</b>	Leadership activities are identified and connected to show the relationships and flow.	Make the leadership activities explicit and describe as repeatable (systematic) but flexible methods and make the connections between the activities explicit.
<b>Leader Behaviors</b>	Leadership behaviors (activities they can't delegate) are identified and located near the activities they must ensure get done.	Make the linkages between what leaders do (activities) and how they do it (style) explicit.
<b>Culture</b>	Organizational and leadership values, beliefs, and habits are identified and depicted to show relationships to other components.	Integrate and embed the desired organizational values into the leadership behaviors and how the leadership activities are designed.
<b>Learning-loop</b>	Learning is represented as a ring between the stakeholders and the leadership activities and behaviors.	Build learning loops in at a variety of points to make it frequent and timely.



# 5 Unique Context

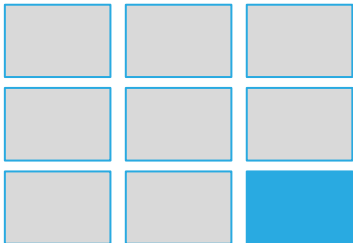


# Unique Context

The objective of this step is to identify and understand the key context factors that help us determine what design considerations and characteristics are **relevant** and **important**.

Identify the **Organizational Factors** that impact the design of the particular system.

1. Identify the **Value Creation Chain** factors including (a) customers & markets, (b) products & services, (c) operations & facilities, and (d) suppliers & partners.
2. Identify the **Workforce & Organizational Culture** factors that impact the design of the particular system including the desired **Values**.
3. Identify the **Digital Environment** factors that impact the design of the particular system including organization values.
4. Identify the **Strategic, Governance, and Sustainability** factors.



# Context Components

Strategic Factors:  
Organization Purpose, Mission,  
Vision, and Strategy

Governance & Sustainability  
Factors: Economic, Social,  
Environmental, and Regulatory

Suppliers,  
Partners, &  
Materials

Operations &  
Facilities

Products &  
Services

Customers &  
Markets

Workforce & Culture

Digital Environment

## Organizational Factors - Leadership System Example

<p><b>Strategic Factors</b></p> <p>The organization’s mission, vision and associated strategy are key considerations in the design of the strategy components of the leadership system. Strategy components vary depending on the level of leadership from strategy development at the top to strategy translation and deployment at lower levels.</p>		<p><b>Governance &amp; Sustainability Factors</b></p> <p>The leadership system should be designed to work with the board structure and their relationships to senior leaders.</p> <p>Sustainability is a key leadership responsibility and the specific issues related to economic, social, and environmental sustainability vary widely depending on the organization.</p>	
<p><b>Suppliers, Partners, Materials</b></p> <p>Suppliers and partners are key stakeholders in the success of the organization and their needs inform the leadership system.</p>	<p><b>Operations &amp; Facilities</b></p> <p>Organization size and geography - Are leaders and followers in the same physical location or are they virtual? What country cultures are included?</p>	<p><b>Products &amp; Services</b></p> <p>The factors that influence quality and performance vary depending on the type of products and services and thus the considerations and focus of strategic plans.</p>	<p><b>Customers &amp; Markets</b></p> <p>Leadership at the top includes the development of market and customer focused strategies. Deep understanding of both are essential inputs.</p>
<p><b>Workforce &amp; Culture</b></p> <p>The types of work and qualifications of the workforce can influence the leadership approaches used including empowerment, communication, etc.</p> <p>Culture - Current and desired culture (mission, vision, values), stakeholder segments, and needs all influence key components of the leadership system.</p>		<p><b>Digital Environment</b></p> <p>Leadership uses information from a variety of sources including scorecards, knowledge management systems. The digital environment facilitates the use of these information systems.</p> <p>The digital environment also facilitates the communication of leadership intent, directions, expectations, etc.</p>	

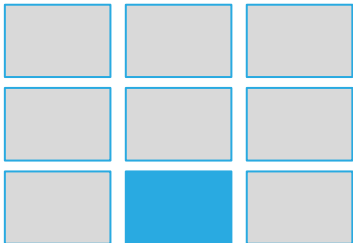


# 6 Design Principles

# Design Principles

The objective of this step is to identify and understand design principles applicable to your design and the implications for the design of the system.

1. Understand the fundamental **Design Principles** and how they apply to your design.
2. Identify role model characteristics from **Global Excellence Models** and how they apply to your design (e.g., Baldrige Core Values and Concepts).



## Design Principles - Leadership System Example

<b>Balance</b>	The leadership system has to balance the needs of the stakeholders throughout the activities including the key cornerstones of stakeholders, strategy, systems, and the scorecard.
<b>Congruence</b>	The key components of the leadership system are all interrelated and the design must align and integrate the components. The design of the components must also be consistent with the mission, vision, and desired values.
<b>Convenience</b>	If you want people to actually use the leadership system you will want to keep the fundamentals as simple as possible. Embed the leadership system in the culture (habits) from top to bottom.
<b>Coordination</b>	Leadership system is a “system of systems” and a key role is to coordinate the activities of people under the purview of the leader using the system.
<b>Elegance</b>	The fundamentals of each leadership activity can be designed to be only as complex as required by the context of each level in the organization.
<b>Human</b>	The design of the leadership system must be sufficiently flexible to allow for individual leaders to make it their own. Design to allow for this flexibility so the leader can use it effectively with a wide variety of people and situations.
<b>Learning</b>	The leadership system has learning built into several key components, and it is specifically built into the organization performance review process and the learning and improvement processes.
<b>Sustainability</b>	The leadership system integrates stakeholder value for all six stakeholder groups into all the leadership activities.



# 7 System Integration





System Integration

*“Always design a thing by considering it in its next larger context—a chair in a room, a room in a house, a house in an environment, an environment in a city plan.”*

Elie Saanen



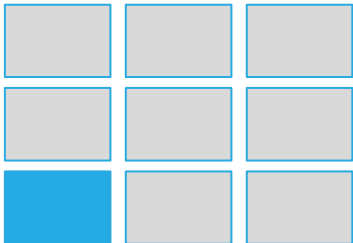
# System Integration

The objective of this step is to understand how the system **"fits"** within the other established organization and managerial systems.

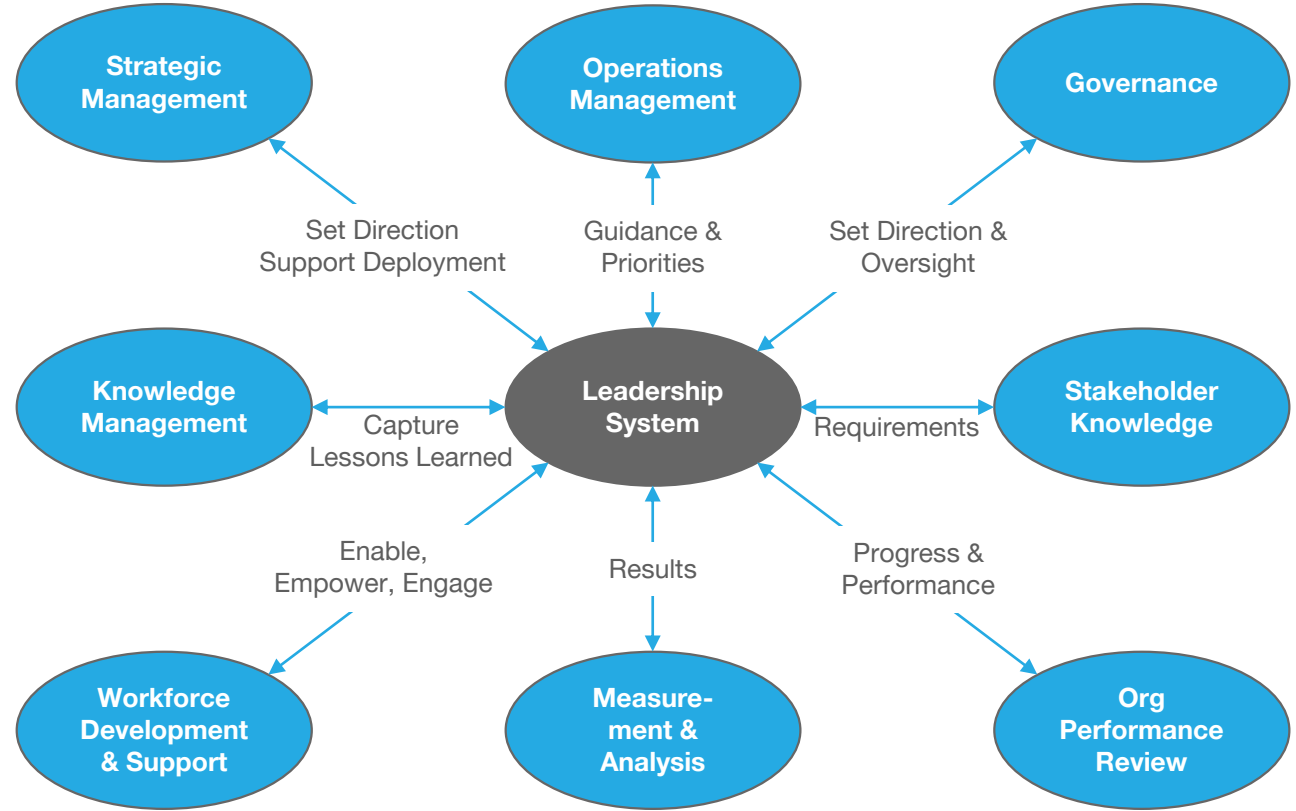
1. Identify the Organizational and Managerial Systems that connect to the system being designed.
2. For each connected system identify the key Inputs and Outputs.

As one Baldrige CEO noted,

**"The first thing, I think you've got to see the connectivity in these things. I think you got to be a systems thinker so that you see that if I push in here it's going to push out somewhere else, so these things are related, and you got to see them as a system."**



# Leadership System Connections Concept Diagram



# Organization Systems Connections - Leadership System Examples

<p><b>Leadership &amp; Strategy</b></p> <p>Leadership system and strategic management systems are linked and often intertwined. So much so, that at the top, CEOs couldn't tell the difference between the leadership system and the strategy system. At lower levels in the organization the leadership system help leaders to translate and deploy the strategy.</p>		<p><b>Governance</b></p> <p>Governance system sets direction and guidance to the leadership systems strategy development activities which in turn provide strategy and direction to the organization.</p> <p>Leadership system is also connected to the legal, ethical, and regulatory (LER) systems - those systems inform the LS and the LS then provide direction and focus to the LER systems.</p>	
<p><b>Supplier &amp; Partner</b></p> <p>Leadership system includes the development and communication of the vision, mission, values, + strategies that influence the direction and focus of supplier &amp; partnering activities.</p>	<p><b>Operations &amp; Support</b></p> <p>Leadership system includes the development and communication of the vision, mission, values, + strategies that influence the direction and focus of the operations and support systems.</p>	<p><b>Product Development</b></p> <p>Leadership system includes the development and communication of the vision, mission, values, + strategies that influence the direction and focus of the product development activities.</p>	<p><b>Customer</b></p> <p>Knowledge of customers and markets informs the development of strategies and provides insights into organization performance reviews.</p>
<p><b>Workforce</b></p> <p>The Enable, Empower and Engage + the Reinforce Behavior (align, coach, appreciate) activities in the leadership system are directly connected with HR policies, processes, and practices. The design should be aligned and integrated to support the associated HR processes and vice versa.</p>		<p><b>Scorecard and Analysis</b></p> <p>Scorecard - Performance Measurement and Analysis System provide results from across the system to inform strategy development, strategy deployment, organization performance review activities.</p>	



# 8 Diagnosis

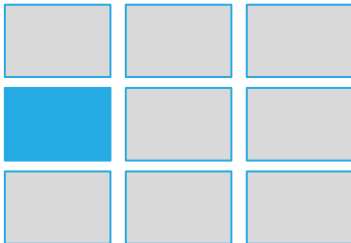
# Diagnosis

The objective of this step is to diagnose the current system design and identify the implications for the [re]design of the system.

1. Understand the current system design.
2. Assess the current system based on the previous seven discovery steps (quantitative worksheet).
3. Identify the characteristics to keep and areas to redesign (qualitative worksheet).

## Caution

After spending so much time using their critical thinking (left brain) skills during the discovery and diagnosis phases, many design teams have difficulty making the shift to the creative (right brain) activities of design and development.



## Quantitative Assessment - Instructions

### Quantitative Diagnostic - Seven Discovery Considerations

	SD	MD	PD	PA	MA	QA
The current system fulfills the <b>purposes</b> and <b>requirements</b> identified in Step 1.						
The current design is consistent with the <b>nature</b> of the system identified in step 2.	Use the “Agree” Scale to assess your organization.  SD (Substantially Disagree)  MD (Moderately Disagree)  PD (Perhaps Disagree)  PA (Perhaps Agree)  MA (Moderately Agree)  QA (Quite Agree)					
The current design is consistent with the <b>theories</b> and <b>concepts</b> identified in step 3.						
The current design includes many characteristics from the <b>inspiring examples</b> explored in step 4.						
The current design “fits” and “supports” the <b>unique context</b> of the organization described in step 5.						
The current design reflects the <b>design principles</b> identified and applied in step 6.						
The current design is aligned and <b>integrated</b> well with the other related organizational and management systems identified in step 7.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Quantitative Assessment 15-8-1

## Quantitative Assessment - Example

Quantitative Diagnostic - Seven Discovery Considerations	SD	MD	PD	PA	MA	QA
The current system fulfills the <b>purposes</b> and <b>requirements</b> identified in Step 1.			X			
The current design is consistent with the <b>nature</b> of the system identified in step 2.		X				
The current design is consistent with the <b>theories</b> and <b>concepts</b> identified in step 3.	X					
The current design includes many characteristics from the <b>inspiring examples</b> explored in step 4.		X				
The current design “fits” and “supports” the <b>unique context</b> of the organization described in step 5.				X		
The current design reflects the <b>design principles</b> identified and applied in step 6.		X				
The current design is aligned and <b>integrated</b> well with the other related organizational and management systems identified in step 7.			X			

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Quantitative Assessment 15-8-1

## Qualitative Assessment - Instructions

### Characteristics to Keep

What is working well with the current system?

What parts of the current system are working?

What should you keep, communicate, and reinforce?

### Areas to Redesign

What is not working or missing in your current system?

What parts of the current system need to be changed or revised?

What are some things that you could do to address the areas for improvement identified above?





# 9 Design



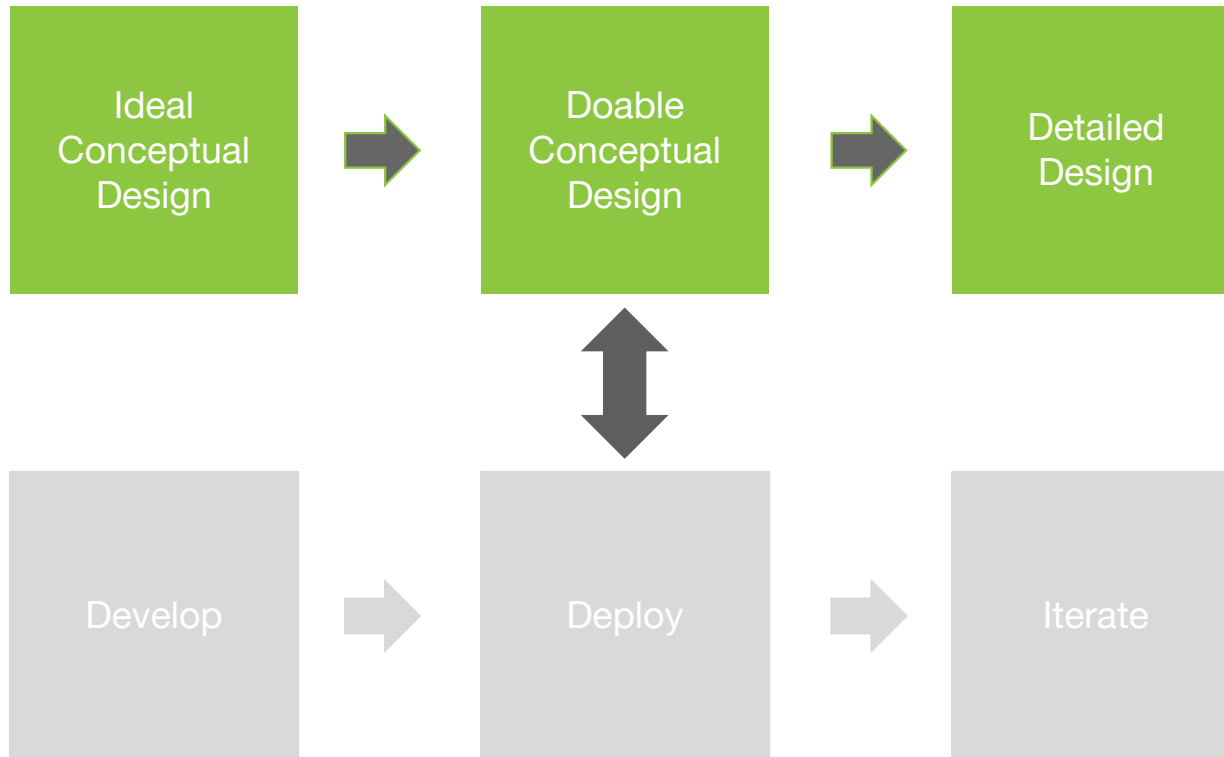


Ideal Design

*“Yes, Is More... A pragmatic utopian architecture that takes on the creation of socially, economically, and environmentally perfect places as a practical objective.”*

Bjarke Ingels

## Three Design Phases





# 10 Develop, Deploy, Iterate

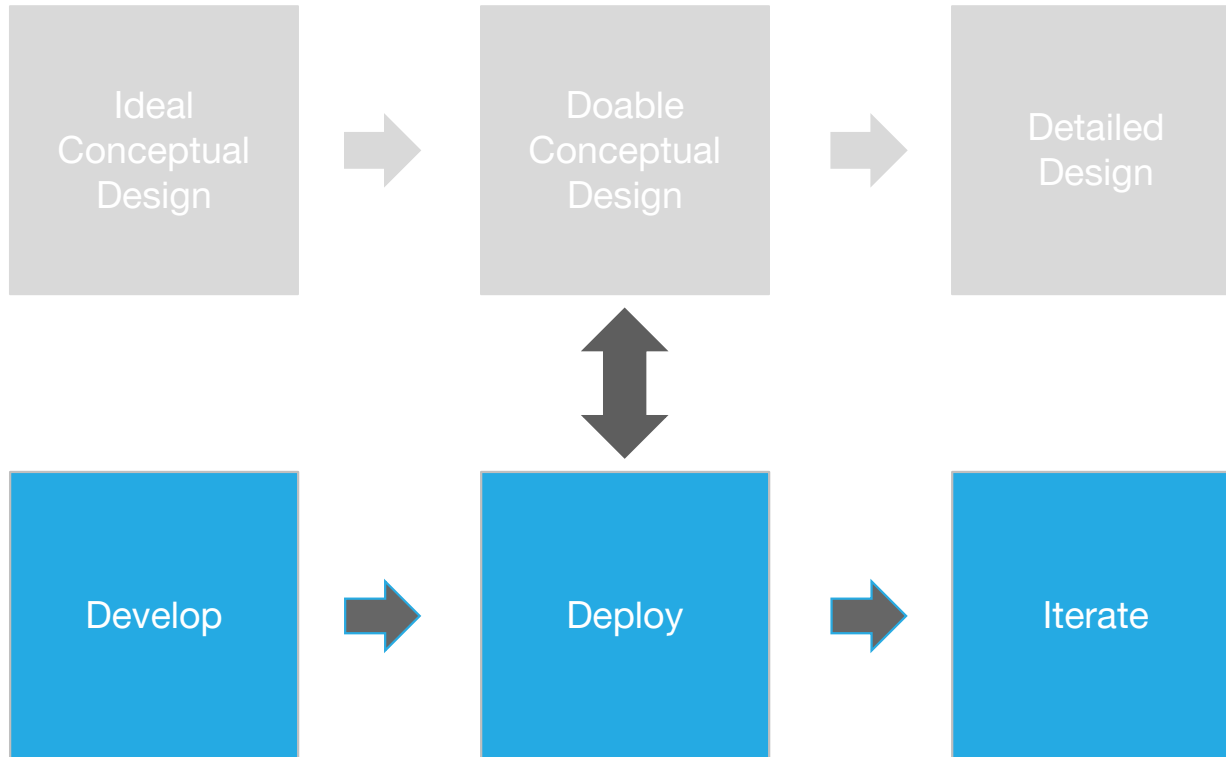


Develop Deploy Iterate

*“All improvement takes place project by project...  
and in no other way.”*

Joseph Juran

## Develop - Deploy - Iterate





## Why Systems?

*“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, every one 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 (Wu, 1928)





# Questions?

