

# Baldrige CEO Attitudes and Motivations: Developing a Model of Excellence

BAR Consortium  
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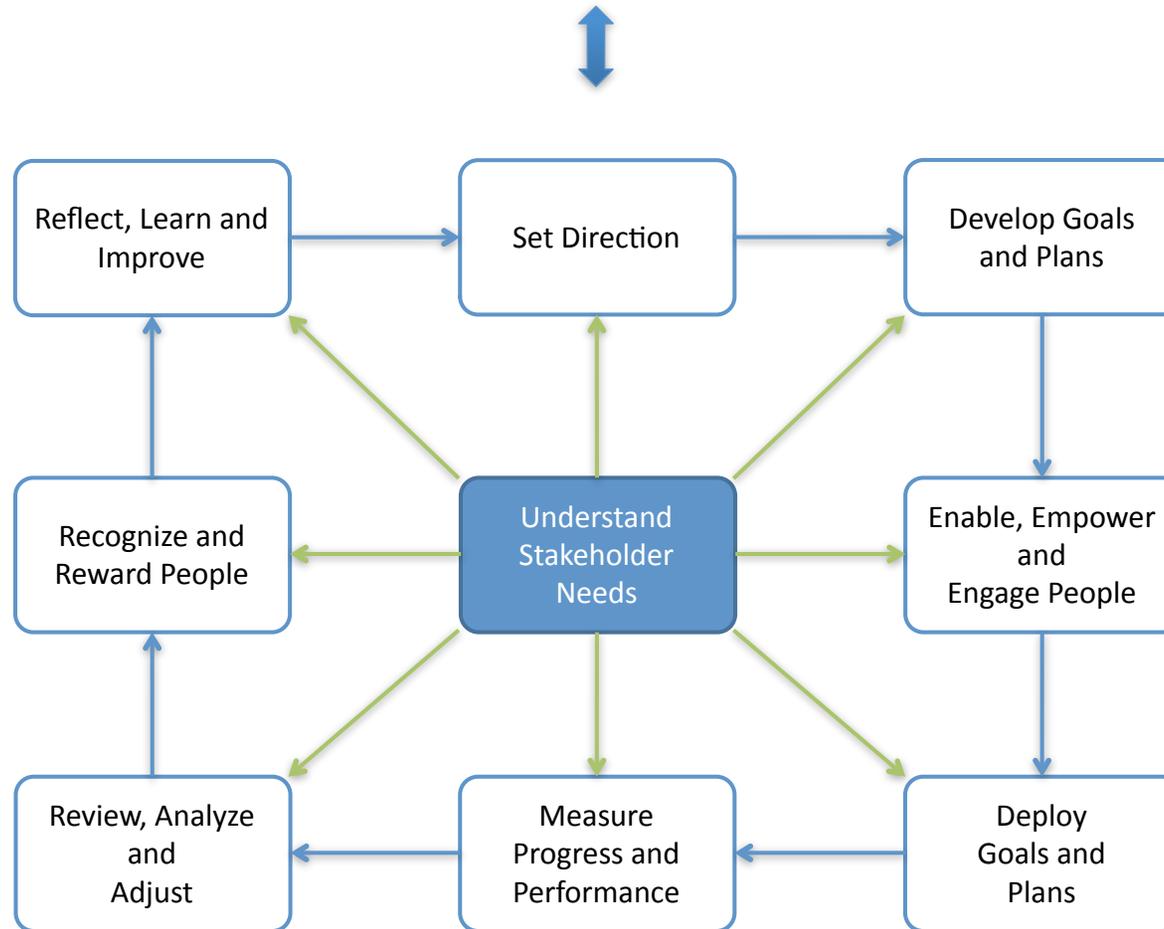
Charles Appleby  
Carl Harshman  
John Latham



# Overview

- Connection to the Leadership System
- Research Approach
- Model of Excellence Defined
- Differentiating Factors
- Culture Factors
- Limitations
- Applications
- Recommended Future Research

**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

# 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
- See Report for Additional Details

# 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

# 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

# Sole Responsibility

## Quantitative Analysis - iWAM

- Implication: Less likely to think that having sole responsibility is important
- Baldrige CEOs are more team-oriented than self-oriented in terms of responsibility. They would rather share responsibility than keep it themselves.

## Qualitative Analysis - NVivo

- Themes from the in depth interviews that are consistent with the iWAM results.
- **Collaborative** - All of the CEOs (14 of 14) described situations that indicated that they often were very collaborative in their approach to leading the organization.
- **Humility** - Most of the CEOs (13 of 14) demonstrated a high degree of humility through their descriptions of how they handled particular situations, the credit that they gave to the team, etc. This seems to support the behavior of collaboration.
- **Involve and Engage** - Most of the CEOs (13 of 14) also identified the involvement and engagement of employees as a key to organization learning and transformation.
- **Teamwork** – This was the most common organizational culture value identified by 12 of 14 CEOs.

# Evolution

## Quantitative Analysis - iWAM

- Implication: More likely to want to evolve change & drive continuous improvement
- Baldrige CEOs have a very strong orientation to planned, evolutionary change rather than to radical, large change. This often translates to a focus on continuous improvement.

## Qualitative Analysis - NVivo

- Themes from the in depth interviews that are consistent with the iWAM results.
- “While you may have to put the ‘rudder over hard,’ the ship doesn’t turn quickly. It takes time for culture change and you have to take the group along with you.”
- All of the organizations used four key continuous improvement processes including strategic management, continuous improvement, benchmarking, and Baldrige-based assessment and improvement.
- Possibly the most important culture theme that emerged in most of the interviews (12 of 14) was the length of time the culture had been in place or as this theme was labeled how ingrained are the "habits."

# Past\*

## Quantitative Analysis - iWAM

- Implication: Concentrates on the past and uses experience to make decisions
- Baldrige CEOs have a higher than average “Past” orientation to time. This indicates the importance of experience, may well motivate them to learn from experience, and provides the experience base which they may use to make decisions about the present or future.

## Qualitative Analysis - NVivo

- Themes from the in depth interviews that are consistent with the iWAM results.
- All of the cases used four methods to facilitate continuous learning and improvement – strategic management, organization assessment using the Baldrige Criteria for Performance Excellence (CPE), benchmarking, and continuous improvement. These all involved assessments of previous performance.
- They all learned from performance "trends" which provided feedback on the effectiveness of previous changes.

# Tolerance

## Quantitative Analysis - iWAM

- Implication: Strong tendency to want to impose their “rules” on others
- The lower “Tolerance” is related to Baldrige CEOs’ tolerance for dealing with others who have rules different than their own. Experience indicates that leaders with low Tolerance scores tend to be less flexible about allowing others to deviate from their rules and/or are less motivated to deal with such people.

## Qualitative Analysis - NVivo

- Resistance to Change - Many of the CEOs (10 of 14) described how they had to deal with resistance to change. "And my basic belief in people is that I would rather work with you and do everything I can to help you get through denial and get on the right track and go." Or as another CEO described it, “we are going to try it one year, if it doesn’t work we will go back to what’s not working now.”
- Follow Through - Most of the CEOs (12 of 14) also identified follow through as key to successful transformation.
- Accountability - Many of the CEOs (10 of 14) identified accountability as key to getting people to actually take the actions necessary.
- Remove Individuals - Most of the CEOs (12 of 14) had to get rid of employees that didn't change and support the transformation and desired reality. Some of these employees left on their own but half of the CEOs (7 of 14) had to force some employees to leave.

# Focus on Systems

## Quantitative Analysis - iWAM

- Implication: Strongly motivated to work with systems and processes
- The focus on Systems is characteristic of Baldrige CEOs. Combined with the Breadth (big picture) pattern, the Baldrige CEOs have a combination of patterns that would motivate them to work with relationships among components of the organization and the synergy of those components as system. It may also relate to how they see the relationship between the organization and the larger context.

## Qualitative Analysis - NVivo

- Themes from the in depth interviews that are consistent with the iWAM results.
- Systems Thinking - Many of the CEOs (9 of 14) demonstrated an ability to understand the organization as a system. This came out in many forms but often was centered on an understanding of the causal chain of employees, quality products and services, customer satisfaction and financial success.
- Organizational Learning was focused on three key elements: the systems, the people, and the culture. All of the cases used four methods to facilitate system and process redesign and improvement.
- Alignment and Integration - While this is a minor theme with less than half of the CEOs (6 of 14) identifying it as a key activity, the one that did talk about it indicated that it was a key part of the transformation. "In that alignment I think was really key because of the way the team evolved to more process-driven and process heads core and enablers and everybody had a seat at the table and now it was fairly big there were 18 of us."

# Focus on Information\*

## Quantitative Analysis - iWAM

- Implication: Strongly motivated to work with facts and knowledge (information)
- \*Not different than standard group but different than Leader Comparison Group.

## Qualitative Analysis - NVivo

- Themes from the in depth interviews that are consistent with the iWAM results.
- Organizational Learning was focused on three key elements: the systems, the people, and the culture. All of the cases used four methods to facilitate system and process redesign and improvement.
- Extensive measurement systems used to understand performance, make changes, and understand the impact of the changes. This is related also to the past and future patterns. While measures of past performance were used to understand the organization's performance and used to develop plans for the future.

# Achievement\*\*

## Quantitative Analysis - iWAM

- Implication: Less motivated by a desire to be recognized for achievements
- The statistics indicate that the pattern is a differentiator, but when one looks at the distribution of scores, the Baldrige CEOs reflect a positively skewed distribution with 1/3 of the CEOs falling in the “very low” range. One is in the high range and the other 58% are clustered fairly tightly around and just below the mean of the Standard Group.

## Qualitative Analysis - NVivo

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- **Involve and Engage** - Most of the CEOs (13 of 14) also identified the involvement and engagement of employees as a key to organization learning and transformation.
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# 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?

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# Researchers

## **Charles A. Appleby, PhD**

President, Appleby and Associates

Senior Research Fellow, Monfort Institute

Co-Founder, World Institute for Action Learning

[chuck@applebyandassociates.com](mailto:chuck@applebyandassociates.com)

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

## **Carl L. Harshman, PhD**

President, Harshman & Associates

Founder/CEO, Institute for Work Attitude and Motivation

[carl@harshman.com](mailto:carl@harshman.com)

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

## **John R. Latham, PhD**

Director, Monfort Institute at the University of Northern Colorado

Monfort Executive Professor of Management, Kenneth W. Monfort College of Business

[john.latham@unco.edu](mailto:john.latham@unco.edu)

[www.monfortinstitute.org](http://www.monfortinstitute.org)