

Leadership + Design = Sustainable Excellence

Syllabus as of April 4, 2013

Sessions Part of: Organizational Behavior and Design 2013

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SERIES DESCRIPTION

The definition of organization success continues to evolve and the “bar” is continuously being raised. Leaders of modern organizations are faced with many pressures both external and internal. The key to addressing these pressures does not lie in the allocation or reallocation of scarce resources, although that is important. Achieving and sustaining high performance requires leaders learn to design or redesign their organizations so that they create value for the workforce, customers, investors, suppliers and partners as well as the community and the environment. In other words, “successful leaders in the future will have to become architects of enduring organizations by designing systems that create sustainable results for multiple stakeholders” (Latham, 2012).

The five sessions in this series are based on the most recent research, executive education curricula, and application experience from the Monfort Institute at the University of Northern Colorado. The Monfort Institute is an integral part of the Monfort College of Business, a 2004 Malcolm Baldrige National Quality Award Recipient. These sessions are specifically designed for an undergraduate audience and emphasize the practical application of “leading-edge” practices as well as contemporary theories and concepts. Participants explore the impact of leadership, culture, and systems on organizational performance. While some of the most recent research was based on the CEO perspective, the concepts have proven applicable to all levels of leadership. World-class examples from award winning organizations as well as exercises and cases studies are used throughout the sessions to help clarify and apply key concepts related to how the right kind of leadership combined with systems and design thinking can create sustainable high performance.

Sessions include:

1. Leadership + Design = Sustainable Excellence (an overview)
2. Designing Organizations and Organizational Systems (the design framework)
3. The Leadership “System” (leadership approaches)
4. The Leadership “Style” (leadership behaviors)
5. The Habit of Excellence + A Look “Below the Surface” (high performance culture + characteristics of the individual leader)

1. Leadership + Design = Sustainable Excellence – An Overview

April 15, 2013 @ 5-6:30p (90 min)

Description

Most change initiatives fail! Yet, change is exactly what's needed to compete in a constantly changing, highly competitive environment. In this session participants will learn how high-performing leaders in business, healthcare and education *defied the odds* and transformed their organizations to achieve sustainable excellence. What does it take to achieve and sustain high performance? Achieving and sustaining sustainable excellence requires the alignment of stakeholders, strategies, systems, and a comprehensive scorecard. This session will explore a framework for leading successful transformation including the “tension” for change (forces and facilitators), the leadership “system” (systematic leadership approaches), the leadership “style” (leader behaviors), the “habit” of excellence (high performance culture), and a look “below the surface” (characteristics of high-performing leaders).

Topics

- The “Tension”
 - Motivations – The forces that create the tension for change.
 - What is sustainable excellence?
 - Excellence models as “tools” to facilitate the transformation – A tale of two journeys.
 - Organization systems design - Enterprise as an aligned and inter-related “system.”
 - Three organizational competencies – The “path” to sustainable excellence.
 - Systems + Design Thinking – Leader as organization architect.
- The Leadership “System”
 - Nine essential activities (systematic approaches) for leading the transformation.
 - Begin at the top but deploy leadership system to all levels.
- The Leadership “Style”
 - Nine behaviors that facilitate the transformation.
 - Be the change you want to see in the organization.
- The “Habit” of Excellence
 - Creating a high performance culture.
 - Turning competing values into complimentary values for high performance.
- A Look “Below the Surface”
 - The individual characteristics of high performance leaders.
 - Motivational and attitudinal patterns of high performing leaders.
- Questions and Discussion?

Additional Resources

Latham, John R. (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).

http://www.johnlatham.info/publications/journal_papers/2013_LTPE_Part_1/2013_LTPE_Part_1.html

Latham, John R. (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(3). (In Press for July, 2013)

http://www.johnlatham.info/publications/journal_papers/2013_LTPE_Part_2/2013_LTPE_Part_2.html

2. Designing Organizational Systems – A Design Framework

Tuesday, April 16 @ 4-6:30p (135 min)

Description

This session explores a flexible framework for the design of organization and management systems that create sustainable value for multiple stakeholders. This positive approach to design builds on a foundation of performance excellence concepts and principles and integrates aspects of systems theory, design thinking, appreciative inquiry and sustainability (economic, environmental, and social stakeholders). Case examples are included to illustrate key concepts related to the “art and science” of organization system design. Participants learn to apply the design principles and practices by redesigning a workforce performance management system.

Topics and Objectives

- **Systems Thinking + Design Thinking** – What is it and why should we care?
- **Parallels** between industrial or product design and organization design
- The **overall design process** D4+I: discover, design, develop, deploy, iterate.
- The stakeholder-centered **design framework** for of organizations and organizational systems.
- Understand how to **apply** the nine components of the design framework to a “real world” workforce performance management system (**class design exercise – PRO-TEC Case Study**).
 - Identify the **purposes** and **requirements** of a workforce performance management system (PMS)
 - Understand the “**nature**” of a PMS
 - Understand how contemporary OD **theories** and **concepts** apply to a PMS (**see Mullins Text pp. 510 – 518**)
 - Review real world **examples**
 - Understand how the **unique context** (including culture) of the organization influence the design of a PMS
 - Understand how the **design principles** apply to a PMS
 - Understand the **linkages** to other organization systems
 - **Assess** a real world PMS and identify opportunities for redesign
 - Propose a new PMS **design**
- **Conditions** for successful design in organizations.
- Creating an environment for **innovation**.

Recommended Preparation

PRO-TEC Coating Company Case Study – Performance Management System

http://www.johnlatham.info/resources/PRO-TEC_PMS.pdf

Tim Brown, CEO IDEO, TED video at:

http://www.johnlatham.info/consultant/design/design_videos/tim_brown/tim_brown.html

Brown, T. (2008). Design thinking. *Harvard Business Review*, 86(6), 9. Download PDF for free at:

http://www.ideo.com/images/uploads/thoughts/IDEO_HBR_Design_Thinking.pdf

Mullins, Laurie J. (2010). *Management and Organisational Behavior* (9th ed.). Harlow, England: Pearson Education Limited. Review pp. 510 – 518 Section on Performance Management.

Additional Resources

Latham, J. R. (2012). Management system design for sustainable excellence: Framework, practices and considerations. *Quality Management Journal*, 19(2), 15. Download at:

http://www.johnlatham.info/publications/journal_papers/2012_qmj_design/2012_qmj_design.html

3. The Leadership “System” – Systematic Approaches

Wednesday, April 17 @ 4-6:30p (135 min)

Description

This session focuses on the design of *systematic approaches and activities* for leading organization transformation. Nine inter-related activities are explored and world-class examples are used to help illustrate the key concepts. While the design of the individual activities is sometimes different for each level of leadership, the leadership systems concepts are applicable at all levels of leadership. Participants engage in discussions exploring how the design framework concepts apply to a leadership system. Participants apply those concepts by evaluating a “real world” leadership system and developing an improved design.

Topics and Objectives

- Understanding the **purpose** of the leadership system and the stakeholder perspective.
- Understand the **nature** of a leadership system.
- Key **concepts** and **components** of a leadership system.
 - Stakeholder knowledge and relationships
 - Compelling Directive
 - Focused Strategy
 - Enable, Empower, and Engage People
 - Deploy and Execute
 - Measure Performance
 - Review Performance
 - Reinforce Behavior
 - Reflect and Learn
- Explore **examples** of award winning leadership systems.
- Understand how the organization’s **context** influences the design of a custom leadership system.
- Understand how the **design principles** apply to leadership systems.
- Understand how the leadership system **aligns** and **integrates** with other organizational systems.
- Evaluate an existing leadership system and **identify opportunities for redesign** (“**real world**” **leadership system – PRO-TEC Case Study**)
- Recommend changes to **redesign** the leadership in the case study.

Recommended Preparation

PRO-TEC Coating Company Case Study - Leadership System (4 pages)
http://www.johnlatham.info/resources/PRO-TEC_Leadership_System.pdf

Additional Resources

Latham, John R. (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).
http://www.johnlatham.info/publications/journal_papers/2013_LTPE_Part_1/2013_LTPE_Part_1.html

Mullins, Laurie J. (2010). *Management and Organisational Behavior* (9th ed.). Harlow, England: Pearson Education Limited. Chapter 18 Corporate Responsibility and Ethics and Chapter 20 Organisational Performance and Effectiveness.

4. The Leadership “Style” - Behaviors

Tuesday, April 23 @ 4-6:30p (135 min)

Description

This session focuses on the nine leader behaviors for leading the transformation to sustainable excellence. The relationships among the nine behaviors, as well as, the relationships to the nine leadership activities (system) are explored in detail and applied to the process of transforming an organization for high performance. Behaviors include: role model, respect, collaborative, communication, persistence, accountable, systems thinking, personal involvement, and personal learning. Participants learn to apply the concepts by evaluating a “real world” leader and the implications for their organization.

Topics and Objectives

- Understand how the nine **behaviors** that comprise the leadership style influence organizational transformation.
- Understand how the leadership style (nine behaviors) influence and support the **leadership system** (nine approaches).
- **Evaluate** a “real world” leader’s behaviors and approaches and compare and contrast with the nine behaviors and approaches for leading transformation (**case study exercise – Evaluating Steve Jobs the Leader: Is Apple’s Excellence Sustainable?**).
- Understand the **theoretical foundations** of the nine leadership behaviors including how they compare to transformational and transactional, servant, and spiritual leadership theories and concepts.
- Participants reflect on and assess their own behaviors and leadership style. The results of this assessment are used in the last session in the series.

Recommended Preparation

Katzenbach, J. (2012). The Steve Jobs way: Leaders can learn a lot from the late Apple CEO, but not all of it should be emulated. *strategy+business magazine*. (April, 23rd)

<http://www.strategy-business.com/media/file/00109-The-Steve-Jobs-Way.pdf>

Schlender, B. (2012) The Lost Steve Jobs Tapes, *Fast Company*

<http://www.fastcompany.com/1826869/lost-steve-jobs-tapes>

Steve Jobs Videos: three videos that summarize key aspects of Steve Jobs

http://www.johnlatham.info/teacher/cool_cats/Steve_Jobs/Steve_Jobs.html

Additional Resources

Latham, J. R. Six short (2-3 min) videos on several of the leadership behaviors covered in this session:

<http://www.johnlatham.info/videos/videos.html>

Latham, John R. (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(3). (In Press for July, 2013)

http://www.johnlatham.info/publications/journal_papers/2013_LTPE_Part_2/2013_LTPE_Part_2.html

Mullins, Laurie J. (2010). *Management and Organisational Behavior* (9th ed.). Harlow, England: Pearson Education Limited. Chapter 10 The Nature of Leadership

5. The “Habit” of Excellence + A Look “Below the Surface” – An Exploration of Culture and the Individual Leader

Wednesday, April 24 @ 4-6:30p (135 min)

Description

This session explores the process and role of culture change in creating and sustaining excellence. As Aristotle noted, “We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.” High performance organizational culture is defined and key concepts are explored, along with the transformation of culture to ensure the changes to achieve excellence become embedded habits in the organization. Participants explore the key characteristics of a high performance culture and how it combines what are traditionally *competing* values into a *complementary* culture.

The series ends with an exploration of the individual leader. In this session, participants explore several questions regarding the characteristics of successful leaders of a transformation. Who are they? What are the common characteristics of successful leaders of sustainable excellence? What drives them? Why is the individual important to sustainable excellence? Participants will assess their own behaviors and motivations and attitudes and compare those to successful leaders of organization transformation.

Topics and Objectives

- Understand the **five key values** and characteristics of a high performance culture: teamwork, excellence, valued employees, customer focus, and trust.
- Understand how to create a culture of **complementary** vs. **competing** values – the potential synergy of combining a **clan** culture with a **market** culture.
- Understand how the high performance values **manifest** themselves in an organization’s practices including rituals, heroes, and symbols (**class Netflix exercise**)
- Understand the key **characteristics of individual leaders** who have successfully led large-scale organization transformations.
- Understand what **motivates** leaders of successful transformations to sustainable excellence and why these **motivational and attitudinal patterns** are important to achieving high performance.
- Understand your own **characteristics** and **motivations** (**individual reflection and self-assessment exercise**).
- Understand the **theoretical foundations** of the characteristics of individual leaders including transformational, transactional, servant, and spiritual leadership theories and concepts.

Recommended Preparation

Review the Netflix Culture Presentation Slides

<http://www.slideshare.net/reed2001/culture-1798664>

Larson, M. D., 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), 55-69.

http://www.johnlatham.info/publications/journal_papers/2012_ceo_iwam/2012_ceo_iwam.html

Mullins, Laurie J. (2010). *Management and Organisational Behavior* (9th ed.). Harlow, England: Pearson Education Limited. Chapter 19 Organisational Culture and Change.

Additional Resources

Latham, John R. (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(3). (In Press for July, 2013)

http://www.johnlatham.info/publications/journal_papers/2013_LTPE_Part_2/2013_LTPE_Part_2.html