



## A Look “Below the Surface”

# Individual Leader Characteristics

Università di Trieste, Italy

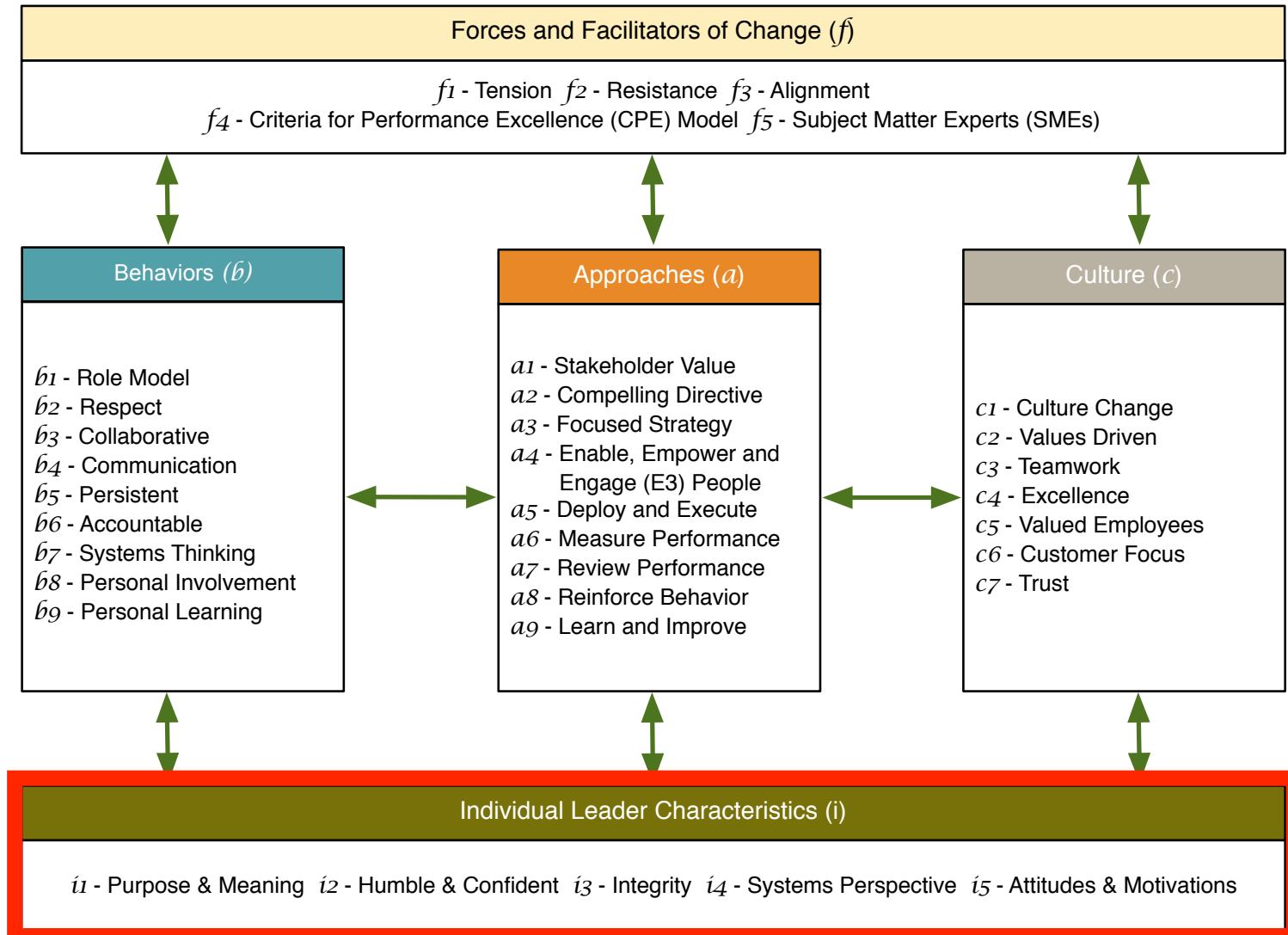
John Latham, PhD, CQE

Director, Monfort Institute  
at the University of Northern Colorado, USA

Visiting Professor, Facoltà di Economia  
Università di Trieste, Italy

April 24, 2013

# Leading Transformation Framework (detailed)

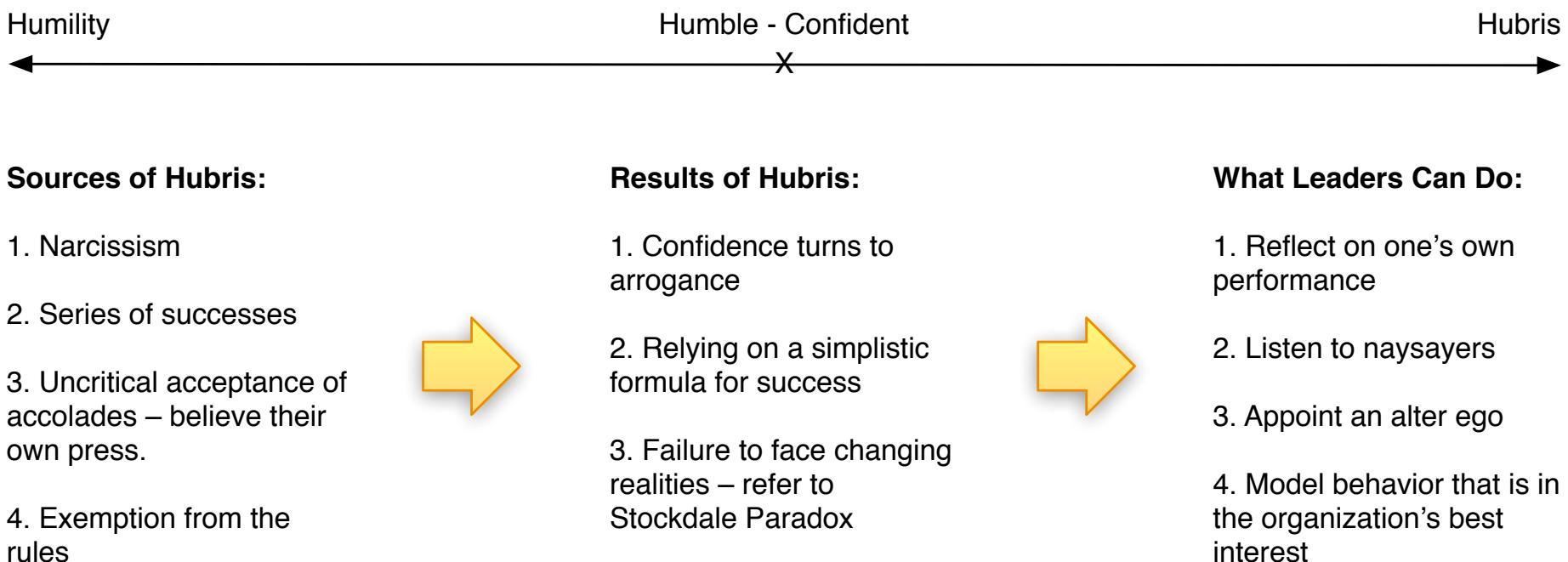


Latham, J. R. (2013). A Framework for leading the transformation to performance excellence part I: CEO perspectives on forces, facilitators and strategic leadership systems. *Quality Management Journal*, 20(2).

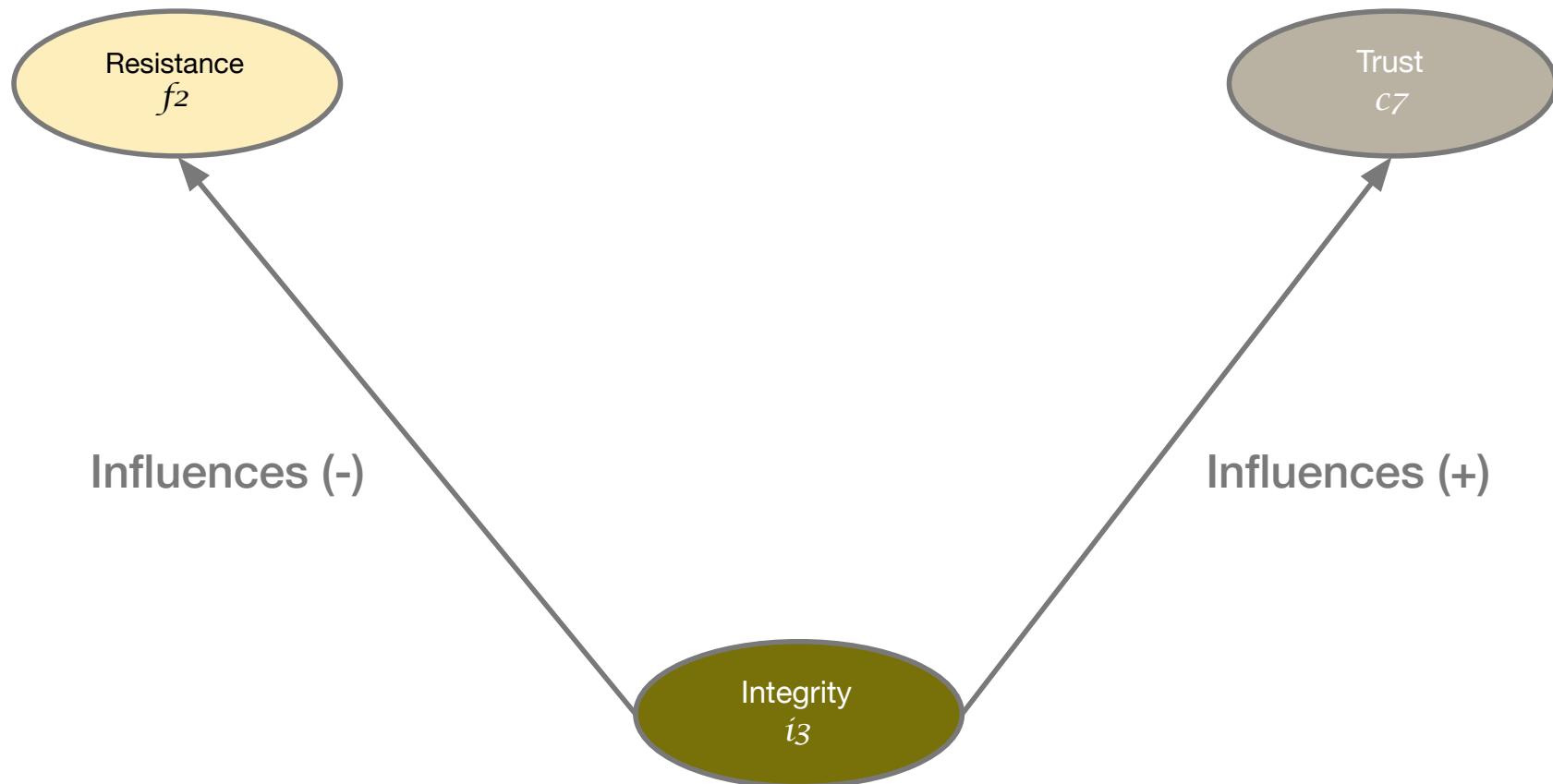
*Make a difference  
in people's lives!*

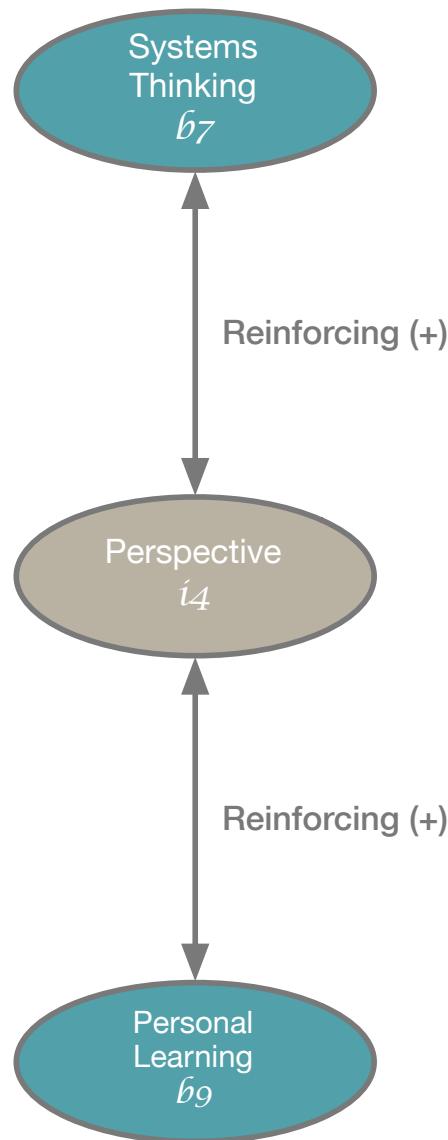
- What is most satisfying to you as a leader?
- Research: There was no mention of monetary gain or success.

## *i2* - Humble but Confident



Findings from: Kroll, M., Toombs, L. and Wright, P. (2000, Feb) "Napoleon's tragic march home from Moscow: Lessons in Hubris" *Academy of Management Executive* (Vol. 14 No. 1) (pp. 117-128).





## Key Points:

- As the journey unfolded the leaders learned and that changed their “world view.”
- “And it opened my eyes and gave me a much better appreciation for the total effort the company was putting forth.”
- Systems thinking *b7* was influential in the development of a new perspective that focused on the overall enterprise as a system that operates in a larger external environment system.
- Personal reflection and learning *b9* was the process by which the leader’s view changed during the transformation.
- Changing your perspective takes time and requires that you set aside time for regular reflection.

“A leader is best when people barely  
know he exists,  
when his work is done, his aim fulfilled,  
they will say: we did it ourselves.”

Lao Tzu

# i5 Motivational and Attitudinal Patterns

iWAM Pattern	Direction	Implication	FLST Relationships
Sole Responsibility	Lower	Less likely to think that having sole responsibility is important	<i>b3, i2, c3</i>
Evolution	Higher	More likely to want to evolve change & drive continuous improvement	<i>f1, a9, b9</i>
Past	Higher	Concentrates on the past and uses experience to make decisions	<i>a6, a7, a9, b9</i>
Tolerance	Lower	Strong tendency to want to impose their “rules” on others	<i>b5, b6, a8, f2</i>
Focus on Systems	Higher	Strongly motivated to work with systems and processes	<i>a1, a3, a6, a7, a9, b7, f3</i>
Focus on Information	Higher	Strongly motivated to work with facts and knowledge (information)	<i>a6, a7, a9</i>

# i5 Motivational and Attitudinal Patterns

iWAM Pattern	Direction	Implication	Relationships
Goal Orientation	Higher	Leaders are more likely to want/need goals toward which they work.	a3
Breadth	Higher	Leaders are more likely to want to see the “BIG” picture.	b7
Depth	Lower	Leaders are less motivated to want to deal with details.	a2, a3
Neutral Communication	Lower	Leaders want to pay less attention to the specific content of messages.	b4*
Group Environment	Higher	Leaders tend to want to have contact with people as part of their work.	b8
Individual Environment	Lower	Leaders have less tendency to want to work alone.	b8
Shared Responsibility	Higher	Leaders are more likely to want to share responsibility with the team.	b3
Sameness	Lower	Leaders are less motivated to maintain the status quo; to resist change.	f1
Use	Lower	Leaders are less likely to want to implement or do the task.	a5
Future	Higher	Leaders are more motivated to pay attention to the future.	a2
Indifference	Lower	Leaders view rules as more important than those in the standard group.	b6, a8
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	a6
Interest in People	Higher	Leaders are more likely to want to deal with people as part of work.	b8
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.	i1
Interest in Activity	Lower	Leaders are less likely to want to deal with/have a lot of activity at work.	

# Individual Self-Assessment

SD = Strongly Disagree D = Disagree SWD = Some What Disagree  
SA = Strongly Agree A = Agree SWA = Some What Agree

	SD	D	SWD	SWA	A	SA
I have a higher calling and <b>purpose</b> that drives me at work.						
I do not have all the answers and <b>involve others</b> in all important projects and decisions.						
My decisions, words, and actions are <b>aligned</b> and consistent.						
My organization <b>can be redesigned</b> to create value for multiple stakeholders.						
I do not want to be <b>solely responsible</b> for the success of the organization or parts of the organization.						
I want to help drive change & <b>continuous improvement</b> in my organization.						
I like to learn from the <b>past</b> and develop strategies for the <b>future</b> .						
I want others to follow <b>my “rules.”</b>						
I like working with <b>systems</b> and processes.						
I like to work with facts and knowledge ( <b>information</b> ).						

# Discussion and Reflection

- Identify three things you learned from this workshop:

# References

Kroll, M. J., L. A. Toombs, and P. Wright. 2000. Napoleon's tragic march home from Moscow: Lessons in hubris. *Academy of Management Executive* 14, no. 1:12.

Larson, M., 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), 15.

[http://www.johnlatham.info/publications/journal\\_papers/2012\\_ceo\\_iwam/2012\\_ceo\\_iwam.html](http://www.johnlatham.info/publications/journal_papers/2012_ceo_iwam/2012_ceo_iwam.html)

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

Latham, John R. (In Press July 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).

[http://www.johnlatham.info/publications/journal\\_papers/2013\\_LTPE\\_Part\\_2/2013\\_LTPE\\_Part\\_2.html](http://www.johnlatham.info/publications/journal_papers/2013_LTPE_Part_2/2013_LTPE_Part_2.html)