

'Bad'  
7 ^ Habits of  
***Spectacularly***  
Unsuccessful Executives\*

And Ways The Baldrige Model Can Create ***Spectacular*** Success

John Vinyard  
(770) 642-7877



\* - Ideas Adapted From an Article by Sydney Finkelstein,  
Fast Company Magazine, July, 2003

# *7 Habits of Spectacularly Unsuccessful Executives*

**I think they are:**

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# *7 Habits of Spectacularly Unsuccessful Executives*

- **Myopic Vision**
- **Fuzzy Boundaries**
- **Know-it-all**
- **Baby and the Bathwater**
- **Style over Substance**
- **Underestimating Obstacles**
- **The Way We Have Always Done It**

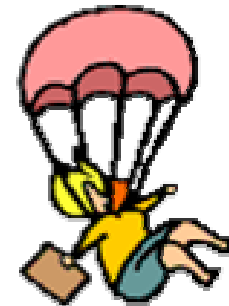


# *Myopic Vision*



# 1 - *Blind-sighted: See themselves and their companies as dominating their environment*

- They **overestimate** the extent to which they can control events
- They **underestimate** the role of chance and circumstance
- They suffer from the **illusion** of personal preeminence



# 1 - Myopic Vision - Blind-sighted:



## *The Baldrige Influence:*

- The Average Organization Scores 20%
- Opportunities For Improvement Keep You Humble
- Benchmarking Keeps You Challenged
- Continuous Improvement Is Relentlessly Driven
- Breakthrough Improvements Must Be Leadership Driven
- Future Strategic Challenges Predicted



# *Fuzzy Boundaries*



## *2 - Have no clear boundary between personal interests and the corporation's interests*

- They treat business as an extension of self, using a “private empire” mentality
- The corporation is used to carry out personal ambitions
- They have a tendency to use corporate funds for personal reasons



## *2 - Fuzzy Boundaries - Personal & corporation's*

### *The Baldrige Influence:*

- Leadership Is A Contact Sport
- Actions Become Transparent
- The Development And Well-being Of People Includes Executives
- The Ethics And Governance Drive (And Monitor) Doing The Right Things

# *Know-It-All*



### *3 - They think they have all the answers*

- Issues are settled before all the ramifications are understood
- Arrogance causes “snap” decisions
- There is no way to learn new answers



### *3 - Know-It-All - They have all the answers*

#### *The Baldrige Influence:*

- Management By Fact Drives The Use Of Data And Not Gut Feel
- Listening Posts Are Inside **And** Outside
- There Is A Limitless Supply Of OFIs
  - Baldrige **Winners** Can Have 100+
- Learning Is Imbedded In Every Aspect Of The Organization
- Benchmarking Shows What Is Possible

# *Baby And The Bathwater*



## *4 - Ruthless elimination of anyone not 100% behind them*

- Get with the plan – or leave
- Dissenting views are driven underground
- No one left to warn them when headed for disaster



## *4 - Baby And The Bathwater - 100% behind them*

### *The Baldrige Influence:*

- Data Are Used To Assess Performance And Organizational Position
- Bad News Flows Up Fast
- Management-by-fact
- Visual Quality
- Everyone Is Responsible For Improvement
- Caretakers Are Not Acceptable



# *Style Over Substance*



*5 – They are consummate spokespersons,  
obsessed with the company image*

- High-profile life-style, but who is managing the company?
- Good performance

≠

valuable business  
accomplishment



## 5 - *Style Over Substance - Obsessed With Image*

### *The Baldrige Influence:*

- The *Image* You Seek Is World-class Results
- Results Felt By The Customer
- The *Image* Is In The Mind Of The Customer
- **Run The Business And Change The Business Are Built Into The Processes**
- Processes Are In-control



# *Underestimating Obstacles*

## 6 - Underestimating obstacles



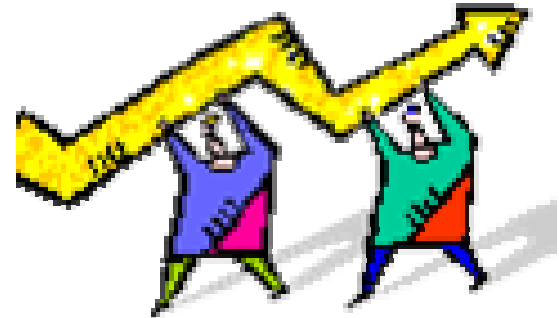
- Executive's vision of achievement may collide with market reality
- Tend to push harder – no pulling back – will not be seen as fallible
- The more resources invested, the more difficult to change direction



## 6 - Underestimating obstacles

### *The Baldrige Influence:*

- Market Reality Is Checked Frequently
- Rate Of Change Is Known
- Agility Is A Process
- Management-by-fact
- Marketplace Changes Are Measured
- Benchmarking Keeps You Challenged



*The Way We Have  
Always Done It*



## *7 - Stubborn reliance on what worked for them in the past.*



- Rely on “tried-and-true” methods
- Failure to consider market changes and/or innovations
- Cling to static business model



# *7 Way We Have Always Done It - Rely On Past*

## The Baldrige Influence:

- Rate Of Change Is Paramount
- Leaders 'Change the Business'
- Leading Customer Needs And Competitor Capabilities Emphasized
- Leading Indicators Are Used
- Plans And Actions Are Proactive



# *7 Habits of Spectacularly Unsuccessful Executives*

- 1. Blind-sighted: See themselves and their companies as dominating their environment**
- 2. Have no clear boundary between personal interests and the corporation's interest**
- 3. They think they have all the answers**
- 4. Ruthlessly eliminate anyone who is not 100% behind them**
- 5. They are consummate spokesperson, obsessed with the company image**
- 6. Underestimating obstacles**
- 7. Stubborn reliance on what worked for them in the past**



# *Lessons Learned?*

- If It Feels Natural-don't Do It!
- Separate Individual Goals And Company Goals
- Your Legacy Will Be **Processes!**
- Encourage Inside Critiques
- Stay Involved; Hands-on

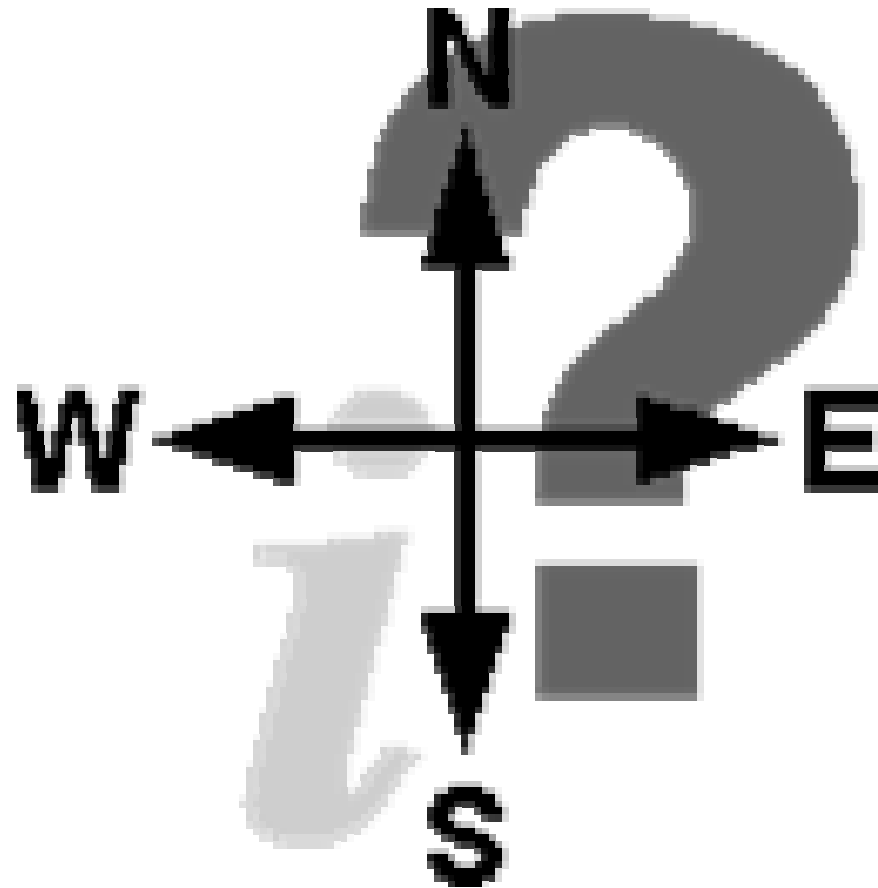
*Listen ... Learn ... Adjust*



# *Lessons Learned?*

- It Is Tough To Be Arrogant When You See:
  - So Many Opportunities For Improvement (OFIs)
  - Marketplace Facts
  - Employee Facts
- As Sun Tzu Would Say....





GENITECT<sup>SM</sup>