“Good to Great” Applied to Coaching

Artie Gulden
Utah State University
Background: Growing Up

• Bucknell Cross Country and Track & Field

• Dad’s Cross Country Camp

• Dream to coach with Dad

• May 19th, 2001
Background: Professional

2003-2005-
UW-Madison MS degree
Lodi High School sprint and hurdle coach

2005-2006-
Montgomery Academy
Teacher and Cross Country/Track Coach

2007-2008-
BYU- MBA degree

2009-2015-
Healthcare Administrator in Texas and Idaho

2012-2013-
Highland High School
Cross Country/Track Coach

2013-2015-
Idaho State
Volunteer Distance Coach

2015- present
Utah State
Distance Coach
Southland Transformation

• January- June 2009
  • At risk of State shutdown
  • NO therapy staff in January
  • Lost money in February
  • Told to fire Chief Nurse in March (I didn’t)
  • 62k net income

• July- December 2009
  • 30% patient increase
  • 0 deficiency State inspection
  • >600k net income
Implemented/Stayed True to Principles in Good to Great
Good to Great by Jim Collins

- Identified companies that experienced sustained excellence (15+ years)
- Identified direct comparison companies with relatively flat results during same period
- Analyzed all data and everything that could have impacted company performance
- Used data to make empirical deductions-build a theory directly from evidence
“This might come as a surprise, but I don’t primarily think of my work as about the study of business... Rather, I see my work as being about discovering what creates enduring great organizations of any type. I’m curious to understand the fundamental differences between great and good, between excellent and mediocre. I just happen to use corporations... because publically traded corporations, unlike any other types of organizations, have two huge advantages for research: a widely agreed upon definition of results and a plethora of data. That good is the enemy of great is not just a business problem. It is a human problem.” (Collins, 15-16)
Good to Great - Jim Collins, 2001
Today’s Focus—
The Buildup/
Disciplined People

Good to Great—Jim Collins, 2001
Disciplined People: Level 5 Leadership

- Jim Collins wanted the team to “ignore the executives” but the data won as “there is something consistently unusual about them”
- Good to Great executives “all cut from the same cloth”
- Level 5 leaders channel their ambition first and foremost for the institution, not themselves
- Level 5 leaders blend extreme personal humility with intense professional will
- Usually not high-profile leaders with big personalities- more quiet, reserved, self-effacing but fanatically driven with unwavering resolve
LEVEL 5 EXECUTIVE
Builds enduring greatness through a paradoxical blend of personal humility and professional will.

LEVEL 4 EFFECTIVE LEADER
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

LEVEL 3 COMPETENT MANAGER
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2 CONTRIBUTING TEAM MEMBER
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

LEVEL 1 HIGHLY CAPABLE INDIVIDUAL
Makes productive contributions through talent, knowledge, skills, and good work habits.
Evolution to Level 5 Leader

• Good to Great companies all had Level 5 leaders that embodied all five layers

• Can individuals evolve to Level 5? **Yes**

• Lots of factors can help in development
  • Self-evaluation, reflection, conscious growth
  • Mentor, great teacher, loving parents
  • Significant life experience

• No distinct list of steps in progressing up the pyramid
Evolution to Level 5 Leader, cont.

• “My best advice, based on the research, is to begin practicing the other good-to-great disciplines we discovered. We found a symbiotic relationship between Level 5 and the remaining findings. ... Think of it this way: This chapter is about what Level 5’s are; the rest of the book describes what they do. Leading with the other disciplines can help you move in the right direction.” (Collins, 38)
Two sides of Level 5 Leadership

Professional Will
- Creates superb results, a clear catalyst in the transition from good to great.
- Demonstrates unwavering resolve to produce the best results, no matter how difficult.
- Sets the standard of building an enduring great company.
- Takes the blame for poor results, not blaming other people or external factors.

Personal Humility
- Demonstrates compelling modesty, shunning public adulation; never boastful.
- Acts with calm determination; relies principally on inspired standards, not charisma, to motivate.
- Channels ambition into the company, not oneself; sets up successors for even greater success in the next generation.
- Gives credit to others for the success of the company.
Continued Success

• Level 5 leaders ambition first and foremost to the company
  • Care about long-term success beyond their leadership
  • “I want to look out from my porch at one of the great companies in the world someday”
• Comparison company leaders got results but not sustained excellence
  • ¾ of comparison companies had executives who set their successors up for failure, chose weak successors, or both
  • Concerned more with their own reputation for personal greatness
• Level 5 leaders set up their successors for even greater success, whereas egocentric Level 4 leaders set up their successors for failure
Case of Two Leaders-

• Lee Iacocca- The Show Horse
  • Saved Chrysler from death but became more about him than the company
  • Chrysler ”rose to a height of 2.9 times the market”
  • He diverted attention to become a celebrity CEO- book, commercials, etc
  • “Running Chrysler has been a bigger job than running the country...I could handle the national economy in six months”
  • Success not sustained- stock fell 31% behind market

• Darwin Smith- The Plow Horse
  • Who???
  • CEO of Kimberly-Clark
  • Saved company from death/generated stock returns 4.1 times the market
  • Did not shy away from tough decisions
  • Carried no air of self-importance- often found assisting the plumbers and electricians
  • “I never stopped trying to become qualified for the job”
Level 5 Leaders

- Sport - brought about sustained excellence
  - Gregg Popovich
  - Bill Belichick
  - Mark Wetmore

- Comparison - two good friends
  - Jim Valvano - became NC State coach in 1980
    - 1983 National Championship
    - Coach and AD in 1986, motivational speaker tour
    - Forced to resign as AD 1989 and coach 1990
  - Mike Krzyzewski - became Duke coach in 1980
    - Built program of lasting success
    - Over 1,100 wins
Level 5 Leadership in Coaching

• We are all leaders

• What kind of leaders will we choose to be?
Level 5 Leadership in Coaching, cont.

• Evaluate ourselves
  • Professional Will and Personal Humility
  • Window and Mirror

• Coaching is Art and Science
  • Focus on program
  • Focus on individuals

• Build the young people
  • Who can they become?
  • What are their dreams?
Disciplined People: First Who, Then What

• Get the right people on the bus FIRST
  • Right people make adaptation easier
  • Problem to motivate largely goes away
  • Wrong people never make something great

• Dick Cooley - former CEO of Wells Fargo
  • “I don’t know where we should take this company, but I do know that if I start with the right people, ask them the right questions, and engage them in vigorous debate, we will find a way to make this company great”
  • From 1983 to 1998 outperformed the general market over 3 times and industry market by 5 times
**Level 5 + Management Team**
(Good-to-Great Companies)

**Level 5 Leader**

**First Who**
Get the right people on the bus.
Build a superior executive team.

**Then What**
Once you have the right people in place, figure out the best path to greatness.

**Level 4 Leader**

**First What**
Set a vision for where to drive the bus.
Develop a road map for driving the bus.

**Then Who**
Enlist a crew of highly capable "helpers" to make the vision happen.

**A "Genius with a Thousand Helpers"**
(Comparison Companies)
The Right People

• People are not your most important asset, the right people are

• Nucor
  • You can teach farmers how to make steel, but you can’t teach a farmer work ethic to people who don’t have it in the first place
  • Built plants in Norfolk, NE and Plymouth, UT
  • Extremely low turnover, highly productive workers, incredible results

• The “Right People” defined by character attributes
The Right People

• Rigorous not ruthless
  • Culture of consistently applying exacting standards at all times
  • Don’t burden those achieving with people who are not

• Don’t settle
  • When in doubt, don’t hire- keep looking
  • Best people don’t need to be managed

• When a change needs to be made, ACT
Utah State Cross Country

- Unrealized potential
- 2015 season- men last in conference and region, women not much better
- Sarah Griggs and I took over the distance program in Dec 2015
- First who- made sure the right people on the bus
More Application to Coaching

• Recruiting

• First who, then WHAT

• Set Rigorous Standards

• When change needs to be made, ACT
Good to Great: Disciplined Thought and Action

- Just scratched the surface
- Application of the principles will help build a great program
- No shortcuts
A Last Thought

• Improvement and progression is not linear
Other suggested books

• Built to Last- Jim Collins

• The 5 Dysfunctions of a Team- Patrick Lencioni