



“Good to Great” Applied to Coaching

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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

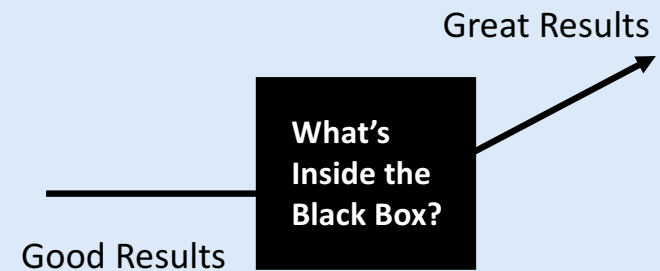
Implemented/Stayed True to
Principles in Good to Great





Good to Great by Jim Collins

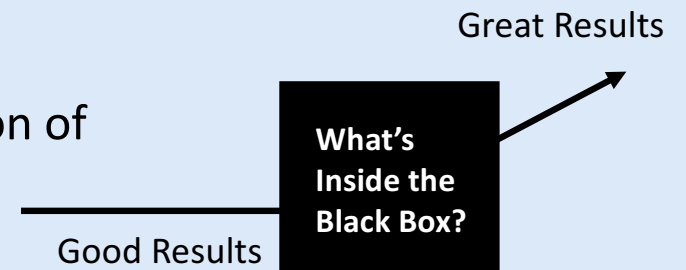
- Identified companies that experienced sustained excellence (15+ years)
- Identified direct comparison companies with relatively flat results during same period
- Analyzed all data and everything that could have impacted company performance
- Used data to make empirical deductions- build a theory directly from evidence

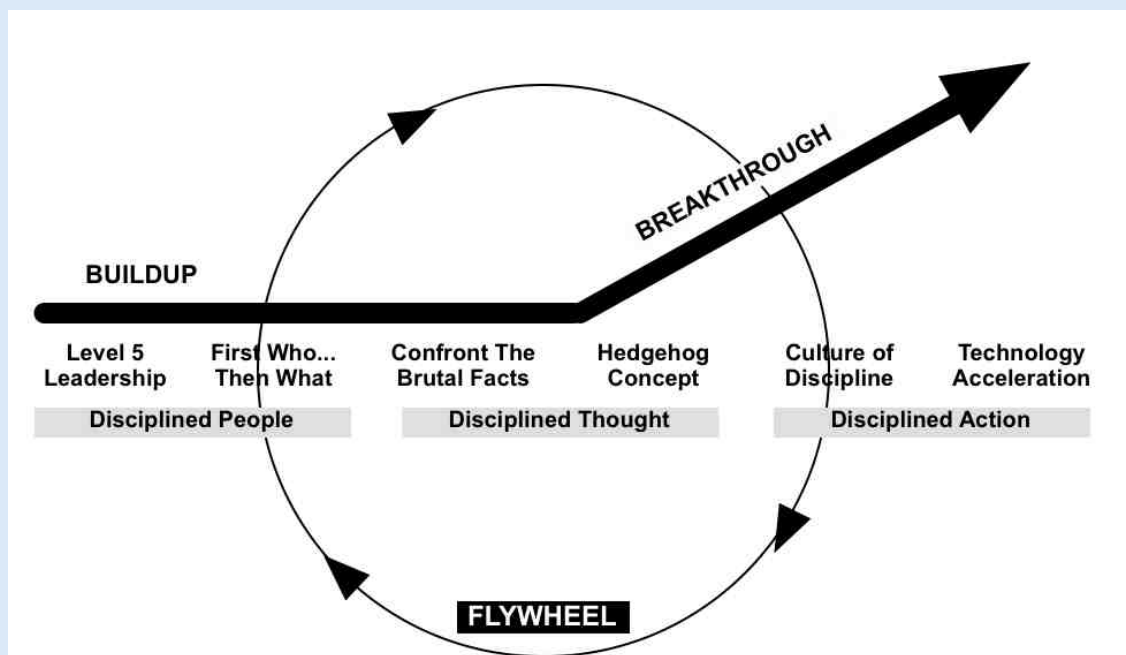




“This might come as a surprise, but I don’t primarily think of my work as about the study of business...Rather, I see my work as being about discovering what creates enduring great organizations of any type. I’m curious to understand the fundamental differences between great and good, between excellent 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.

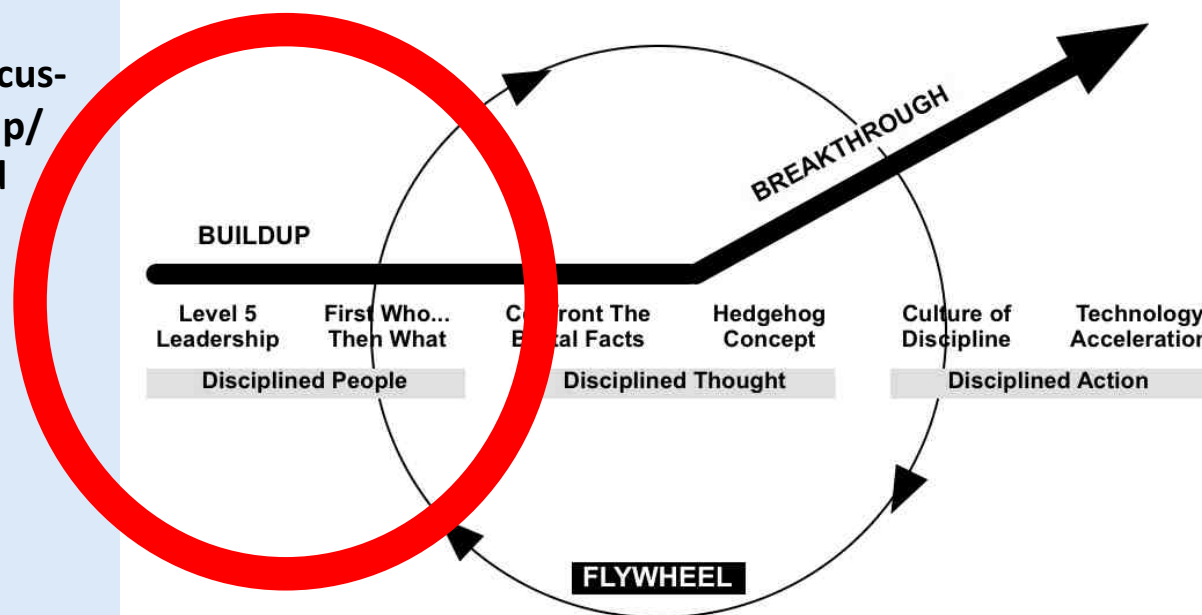
That good is the enemy of great is not just a business problem. It is a human problem.” (Collins, 15-16)





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



Good to Great-
Jim Collins, 2001



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

P r o f e s s i o n a l W i l l

- 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

P e r s o n a l H u m i l i t y

- 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
 - $\frac{3}{4}$ 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
 - National champions 1991, 1992, 2001, 2010, 2015

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.

**A "GENIUS WITH A
THOUSAND HELPERS"**
(Comparison Companies)

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.



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

Dillon Maggard





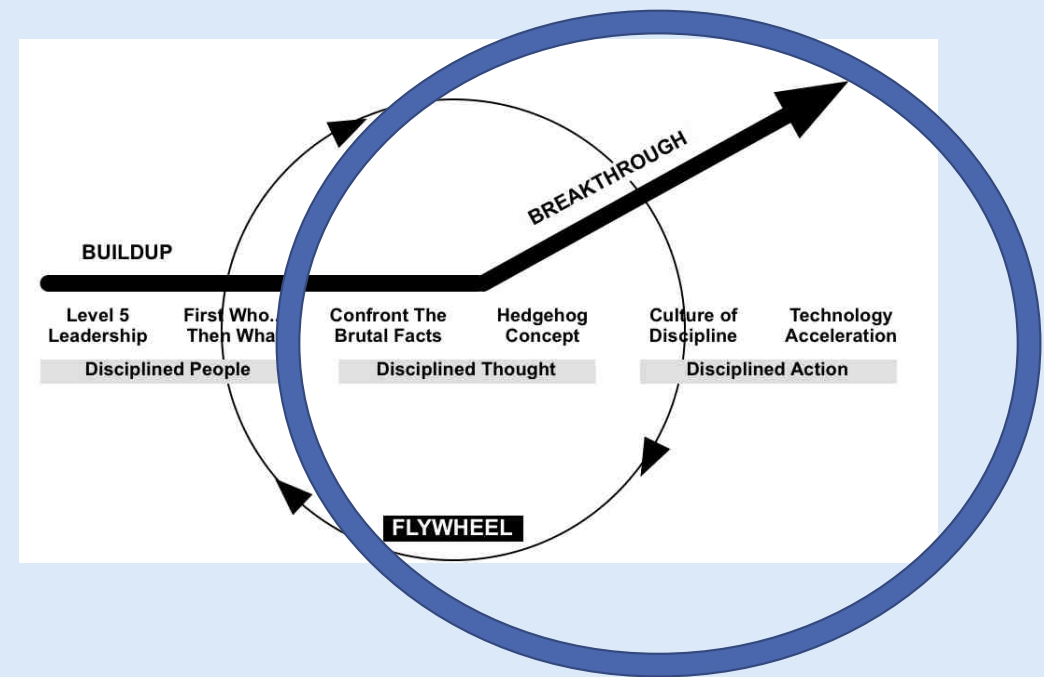
More Application to Coaching

- Recruiting
- First who, then WHAT
- Set Rigorous Standards
- When change needs to be made, ACT



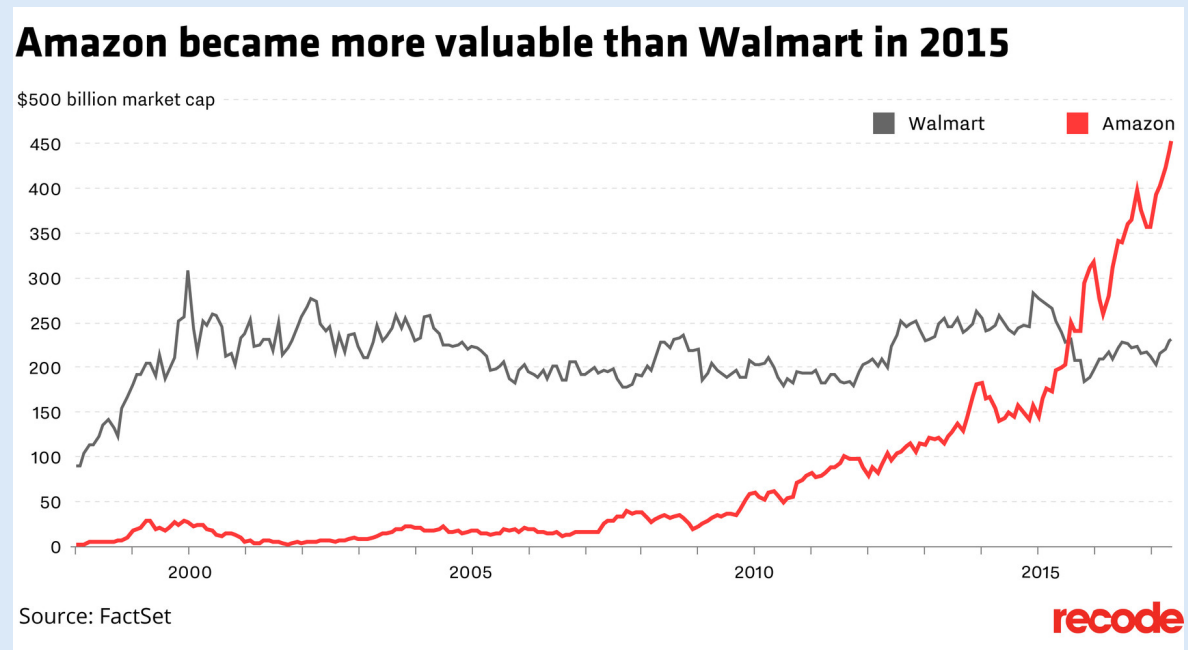
Good to Great: Disciplined Thought and Action

- 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