

INSTITUTE FOR PERFORMANCE EXCELLENCE



BALDRIGE | PERFORMANCE EXCELLENCE | QUALITY | LEADERSHIP

# The Baldridge Foundation Institute for Performance Excellence

*Presents:*

Process Intelligence (PQ): The Key to Building High Functioning Leaders

*August 24, 2023*



### Mac Baldrige Society Institute Trustees



## A Special Thanks to Our Donors & Sponsors!



# Opening Remarks/Agenda

**Introduction**      **Al Faber, President & CEO, Baldrige Foundation**

**Panelist**            **Shane Yount**  
**President and CEO**  
**Competitive Solutions, Inc.**

**Audience**            **Moderator – Al Faber**  
**Questions**

**Closing**              **Al Faber Remarks**

# Process Intelligence:

## The Key to Building High Functioning Leaders



**SHANE YOUNT**  
President & CEO

Shane A. Yount – President & CEO, Competitive Solutions, Inc.



# A global business transformation firm

“Optimizing People, Processes, and Performance”



Founded in 1991  
Headquartered in Raleigh, NC  
Office in Atlanta, GA  
Published 3 business novels

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“Moving businesses forward for over **30 years...**”



## Leadership Challenges Today:

Current data suggests that there will be a 26% attrition in leaders due to burn out and fatigue.

60% of leaders reported feeling “Worn Out/Used Up” at the end of each day – 44% of those feeling “Worn Out/Used Up” planned to move to a new company in order to advance their careers.

1,000 “*high potential*” leaders surveyed in 2022 found that 86% of them felt exhausted by the end of the day – this represents a 27% increase over 2021.

More than 77% of organizations report that leadership training/development is lacking.

10,000 “*Baby Boomers*” retire every single day.

83% of businesses say “*Leadership Development is Important*” – Yet less than 5% of those businesses have implemented and sustained leadership development across all levels of the organization.

## What is your Leadership Culture?

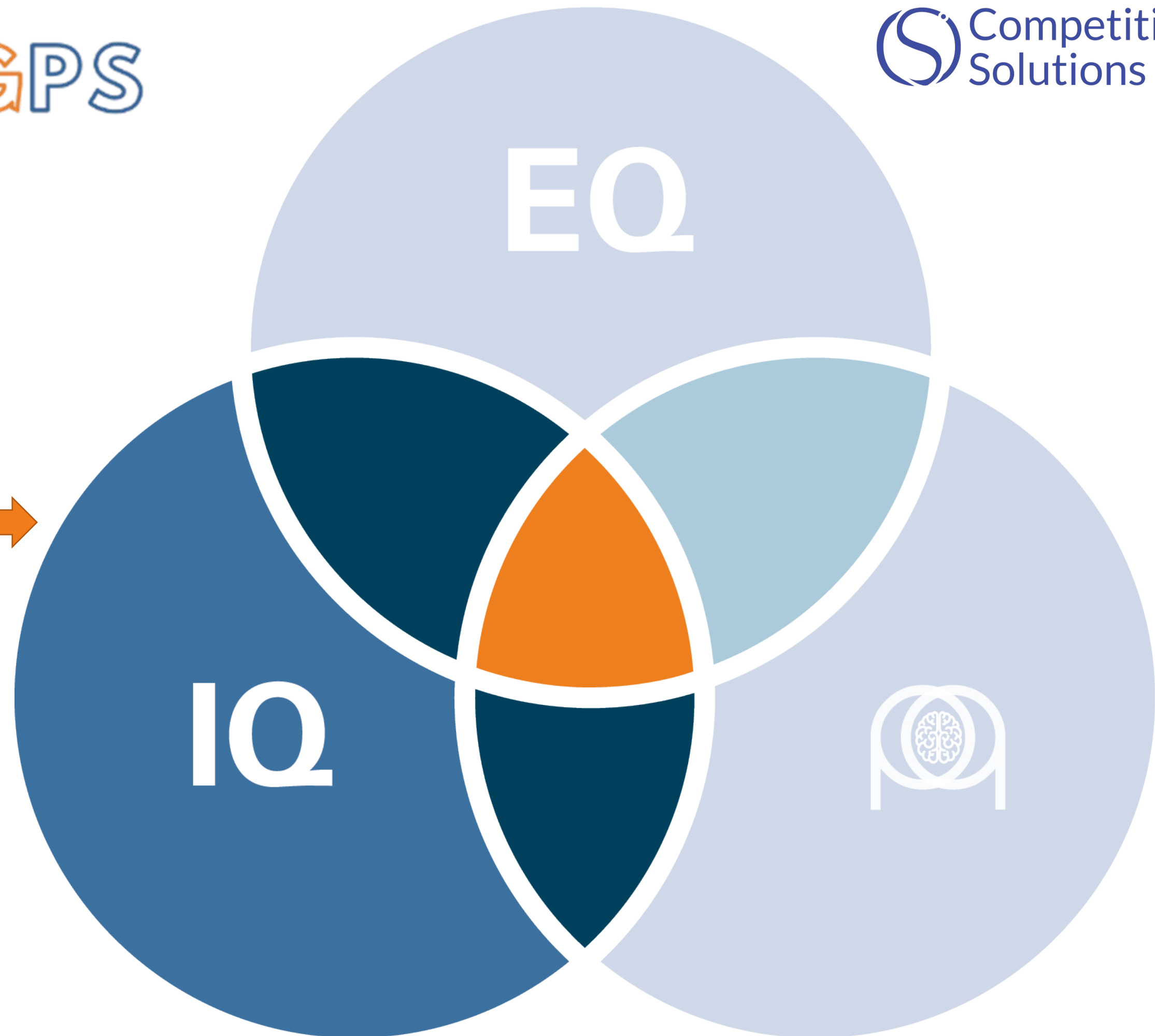


## High Functioning Leader

### Characteristic #1:

Assumes your HR and Recruiting Colleagues are finding "Qualified" candidates...

**DANGER** – "You are our BEST Technician, Engineer, or Operator, so you will be a GREAT Leader"





**High Functioning Leader  
Characteristic #2:**

Heavily emphasized skills in many current Leadership Development Programs – Empathy, Transition Management, Leadership Presence, & Critical Conversations

***DANGER – “Can Create & Drive Leadership Fatigue & Personality Dependence”***

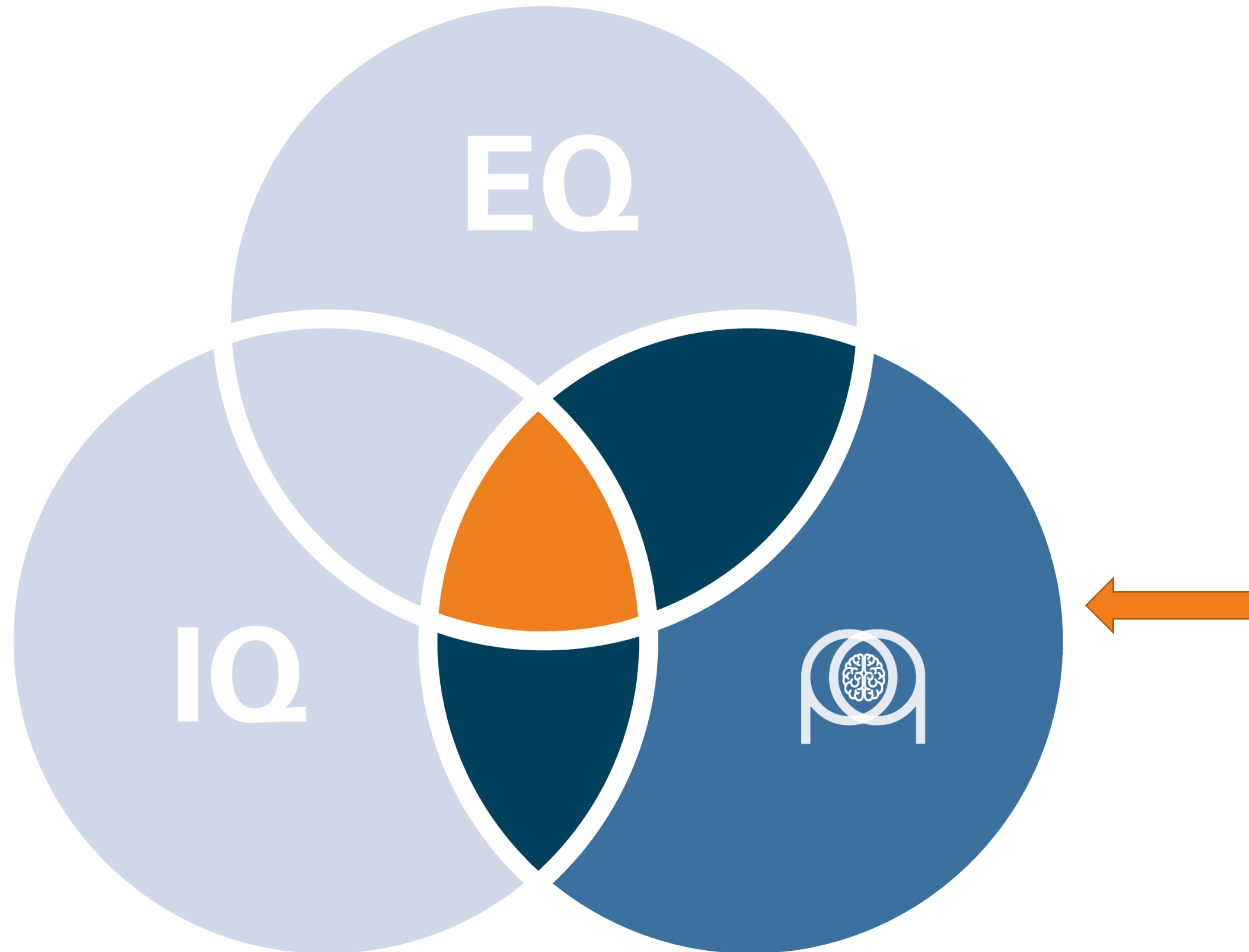




## REFLECTION MOMENT:

Why are Leaders experiencing such high levels of fatigue and burn out?

Focusing only on IQ & EQ creates Non-Sustainable Leadership Performance



## High Functioning Leader

### Characteristic #3:

#### Process/System Mindset

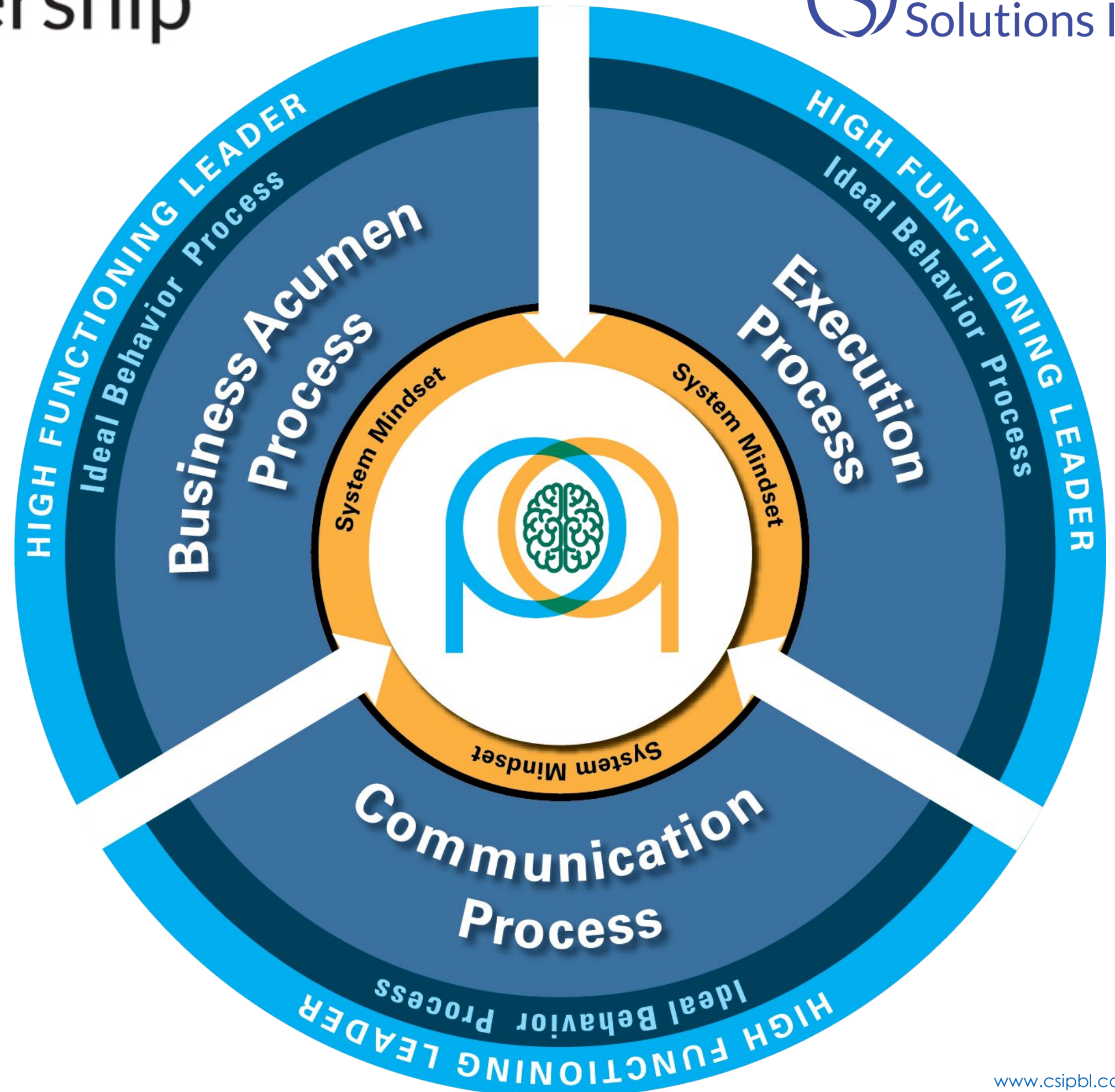
1. Execution Process
2. Business Acumen Process
3. Communication Process
4. Ideal Behavior Process

*Key – Promotes Sustainability,  
Leaving a Leadership Legacy, &  
Consistency*



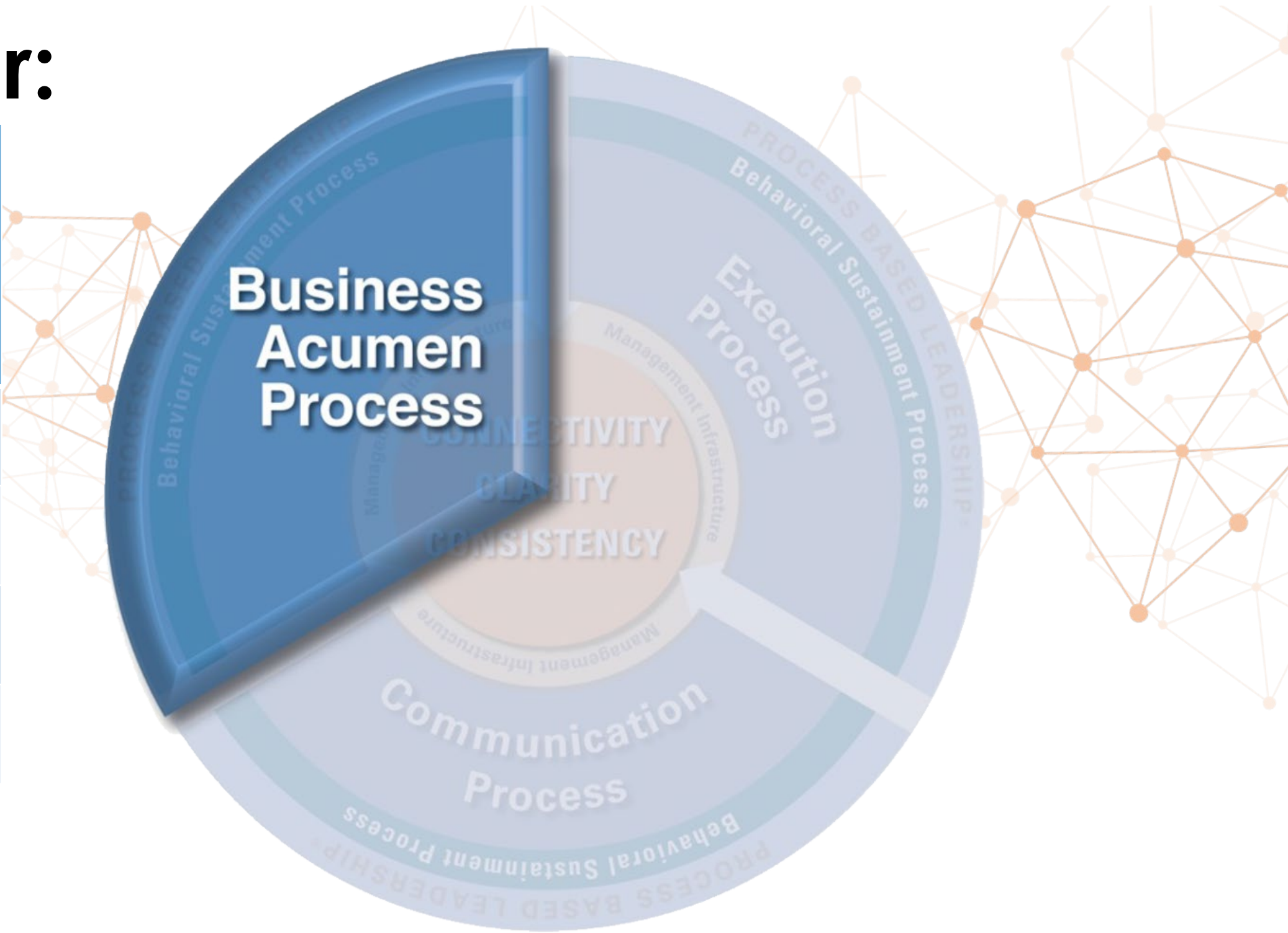


*PQ is the Missing Link  
in Most Leadership  
Development  
Programs:  
Cultivating a “System  
Mindset” creates a  
Leadership Legacy*



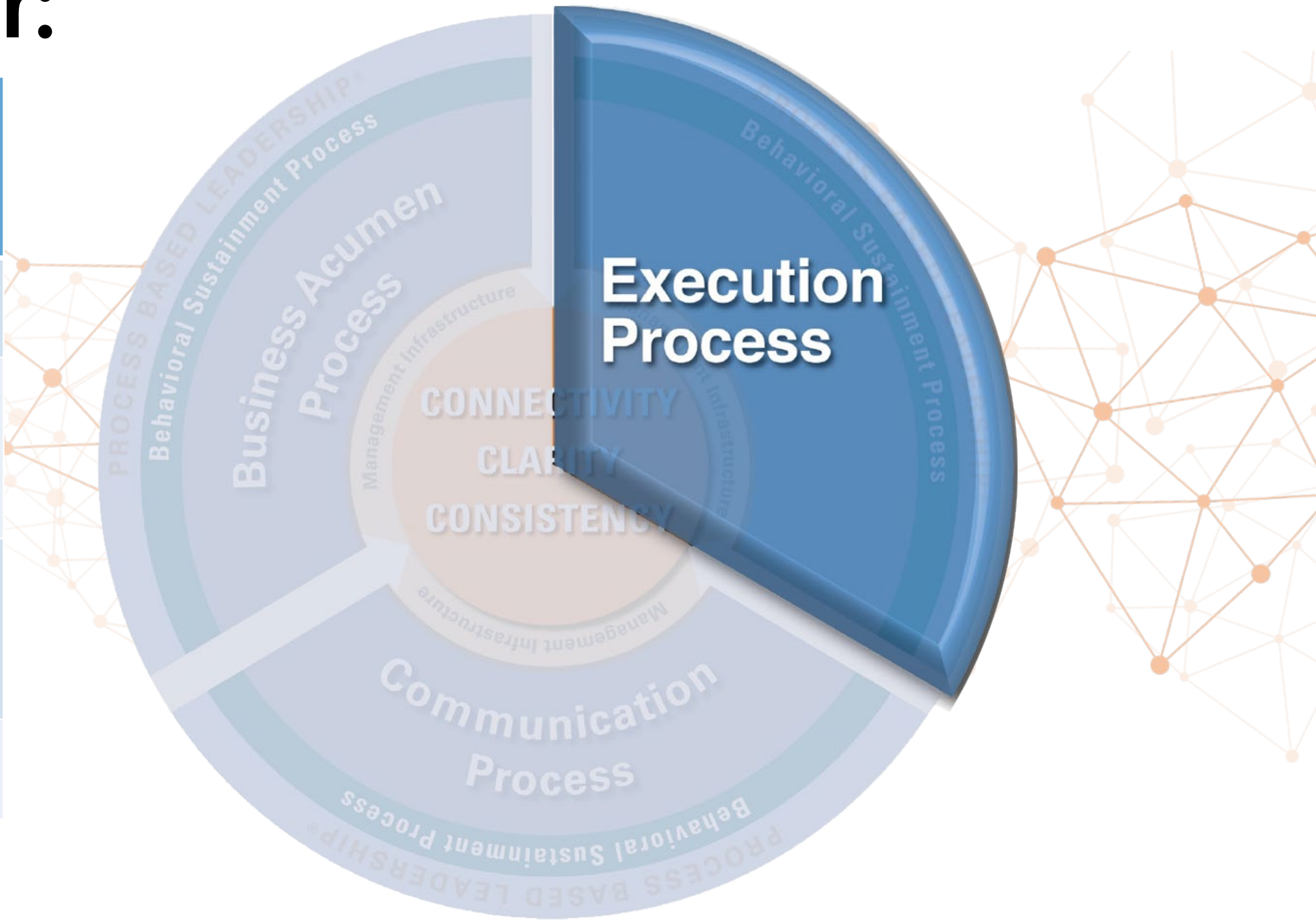
## High Functioning Leader:

Low Functioning Leader	High Functioning Leader
Anecdotal	Empirical
Visualization	Utilization
Thermometers	Thermostats
Explanation	Execution



## High Functioning Leader:

Low Functioning Leader	High Functioning Leader
Feeling	Doing
Ignorance as an Excuse	Visible, Personal, & Measurable
Meeting Device	Accountability System
Meeting Tourist	Meeting Driver



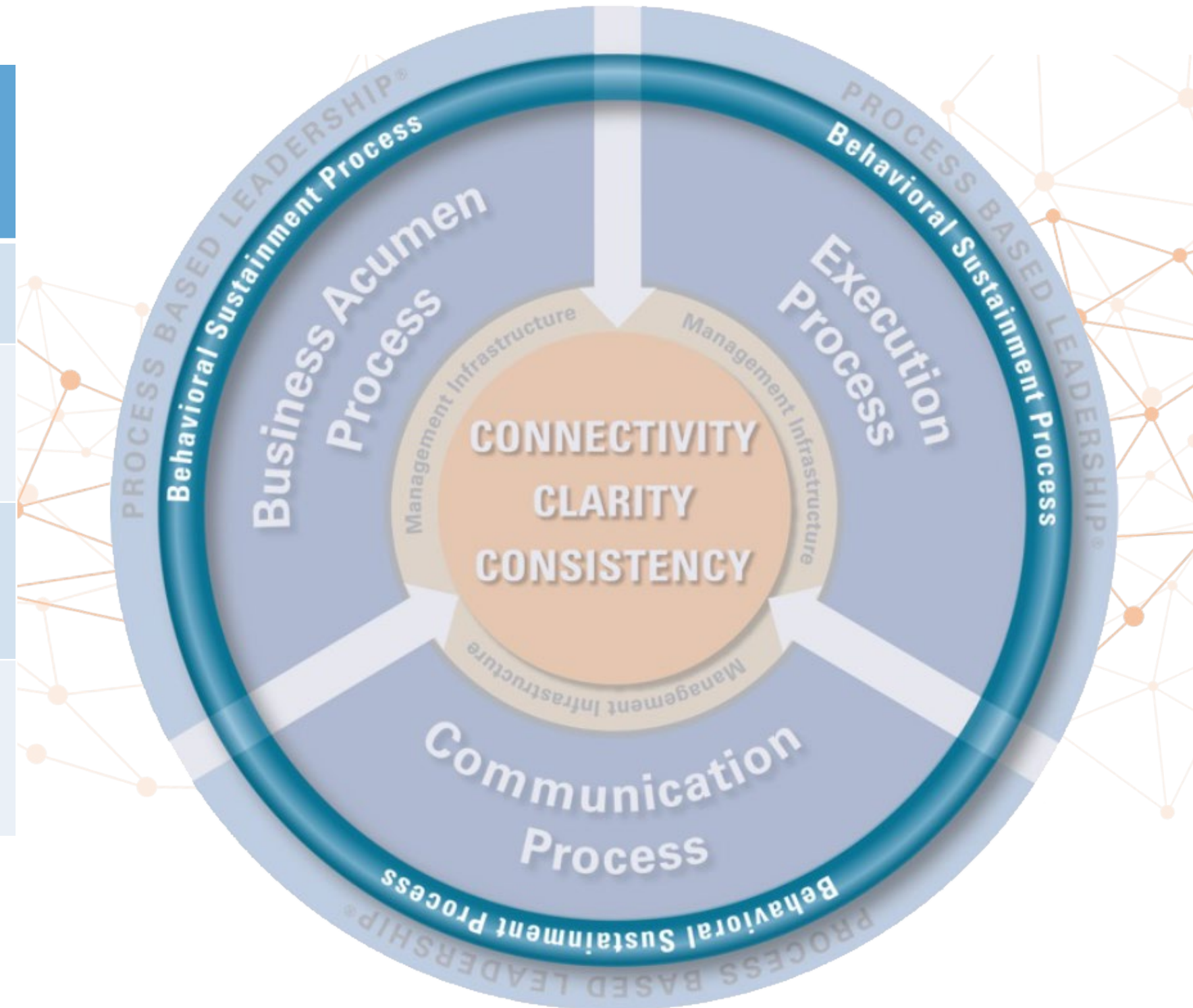
## High Functioning Leader:

Low Functioning Leader	High Functioning Leader
Advertising	Communicating
Meetings viewed as an addition to...	Meetings viewed as an enabler of...
60%-80% of week in Meetings	Six hours a week in Meetings
Purpose, scope, participants unclear	Did this meeting move the business forward?
Meeting cancelled if leader can't attend	Non-negotiable Cadence transcending personality



## High Functioning Leader:

Low Functioning Leader	High Functioning Leader
Ambiguous expectations	Ideal behaviors established
Tribal knowledge	Documented Business Process Handbook
Onboarding is personality driven	Onboarding is System Driven
Dusty artifacts	Robust iteration process



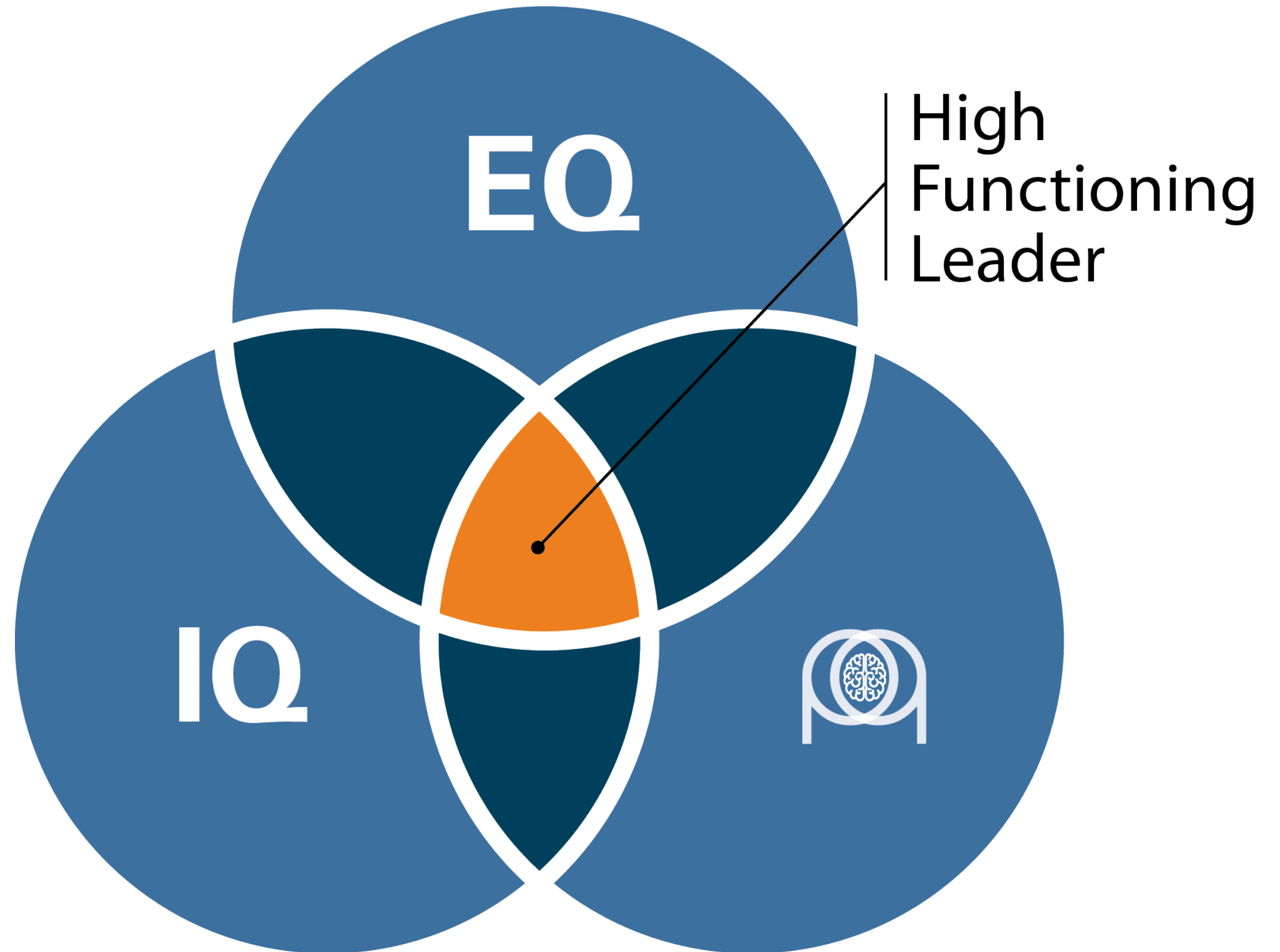


# P B L Leadership<sup>®</sup>

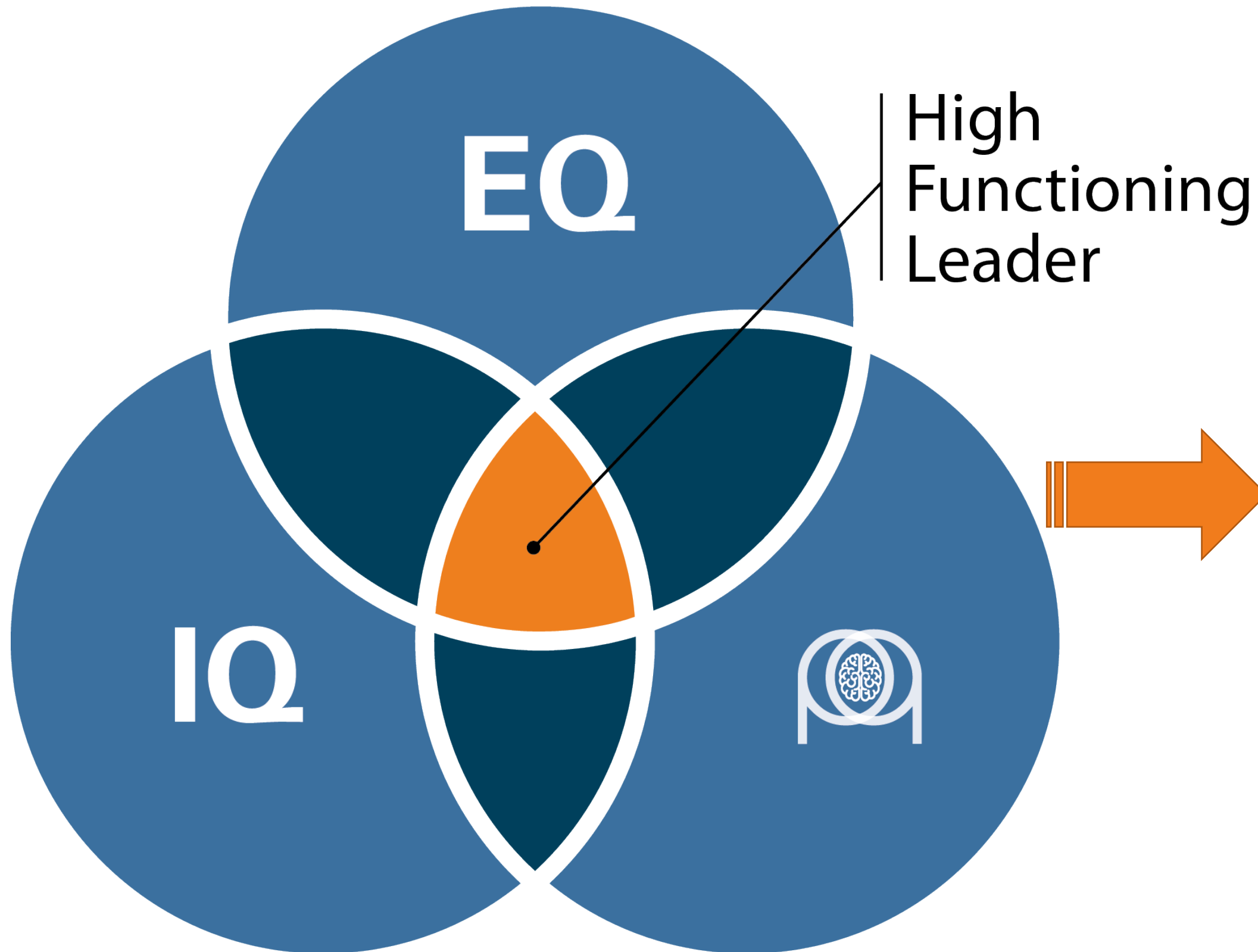
**IQ** – Gets you in the door...

**EQ** – Gets people to listen to you...

**PQ** – Gets the results...



High Functioning Leader



## FINAL THOUGHTS...

- Sustainability and Resiliency continue to be key themes across industries – IQ & EQ alone won't advance these themes
- Many leaders are becoming more keen on *"Leaving a Leadership Legacy"* – IQ & EQ don't enable Leadership Legacies
- *"Pressure Test"* your Systems – In the absence of Proximity, Persuasion, and Positional Authority what really drives your business?
- Ask your team to describe *"How they do their work"* – If the answer begins with *"It Depends..."* your organization doesn't have PQ
- High Functioning Organizations recognize that long term scalability, sustainability, and overall operational rigor must be driven by a combination of IQ, EQ, and PQ

# **EXECUTIVE LEADERSHIP WORKSHOP**

**November 7th 8am-5pm Atlanta, GA**

**Leadership PQ: Foundational Mindsets to  
Drive High Functioning Cultures**

Benchmarking presentations from:

**IMPOSSIBLE™ & Alcon**





**SHANE YOUNT, PRESIDENT & CEO**  
info@csipbl.com syount@csipbl.com

 Competitive Solutions Inc.

SCAN FOR MORE INFO



# Panelist Questions and Discussion



**Shane Yount**  
President & CEO  
Competitive Solutions, Inc.



**Al Faber**  
President and CEO  
Baldrige Foundation  
(Moderator)





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Rating: 98%

**\$199**



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Rating: 98%

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