

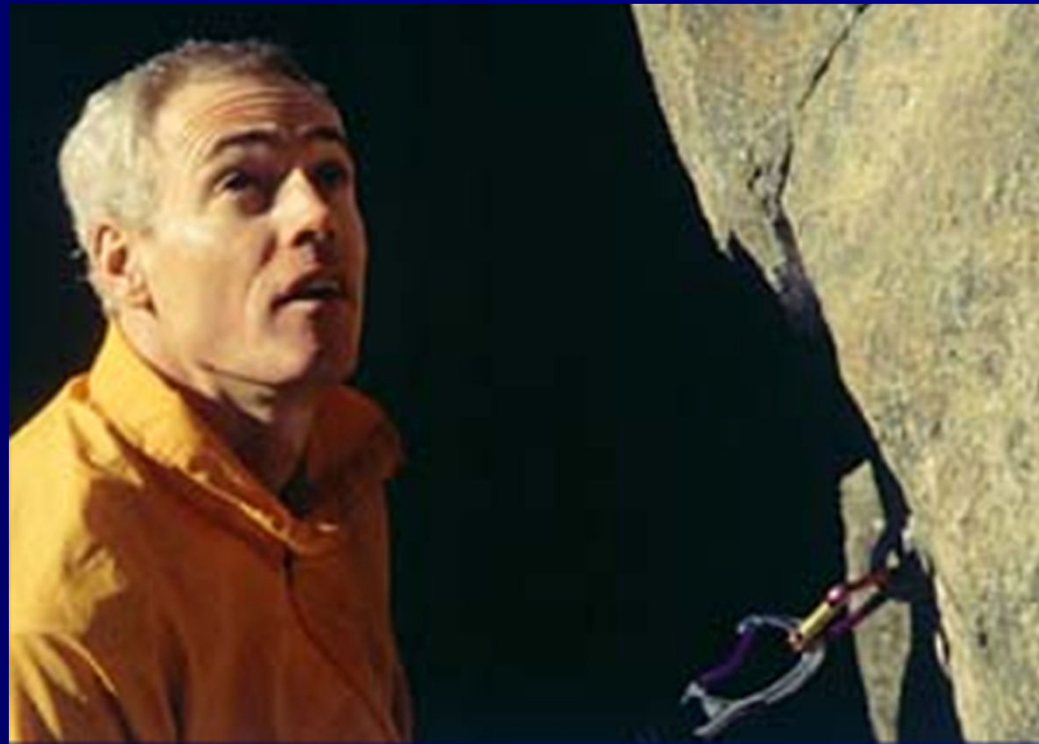
The Science of Level 5 Leadership in Sport

*Qualitative Research in
Coaching Leadership*

Keith Jefferson

Seattle Pacific University

Symposium Presentation
Branch research on
coaching applications of organizational
research by Jim Collins



Jim Collins: Best-selling author of *Good to Great*

How good companies make the leap to greatness

Criteria:

- Transitioned from being merely good
- To great - 15 years sustained
- Cumulative ROI: 3x market
- Fortune 500 (1965-1995)

Good to Great finalists

Only *11* out of 1435 made the cut.

Why is that?

The Leap and Leadership

- Leadership was found to be a pivotal aspect in each of the 11 Good to Great company's leaders
- Leadership became the pivotal topic in Collins' model of Good to Great organizations



**Collins'
Fifth Level of
Leadership**

Level 5

“Level 5” Leader

Level 4

Effective Leader

Level 3

Competent Manager

Level 2

Contributing Team Member

Level 1

Highly Capable Individual



Level 5 Leadership in sports

Does it apply?

Greatness behind the Gridiron



Did L5 Leadership play a role in the most successful NFL football organizations of the modern era?

Greatness behind the Gridiron

Coaches as Level 5 leaders

- Collins establishes two characteristics of L5 leaders
- Determining if these profoundly counter-cultural characteristics applied to five of the greatest NFL coaches of all time was the goal

Coach Candidates – *Making the Cut*

- +50% reg. & post season career
- 4+ Super Bowls
- 2 World Championships
- Good to great (bad to great)

Vince Lombardi

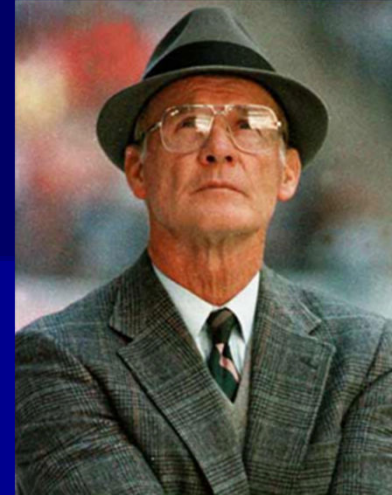
Packers



- 71% reg., 83% post season
- 5 Super Bowls/NFL Championships, 61, 62, 66, 67, 68
- 5 World Championships
- Bad to great (2x) – GB, Wash.*

*Deceased while coaching

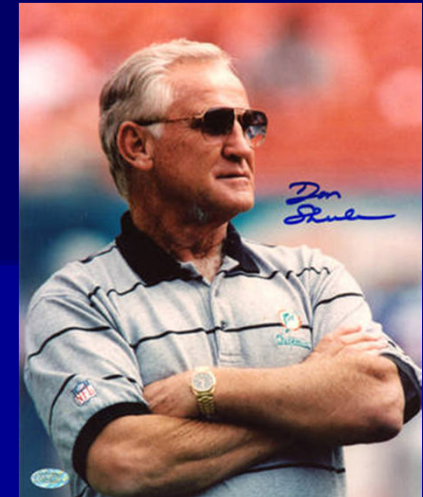
Tom Landry Cowboys



- 60% reg., 57% post season
- 5 Super Bowls 71, 72, 76, 78, 79
- 2 World Championships* 72, 78
- Bad (nothing) to great

Don Shula

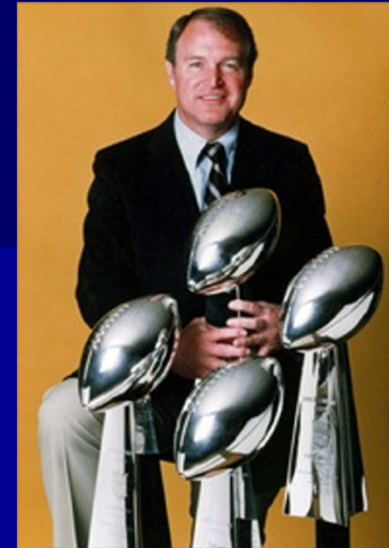
Colts/Dolphins



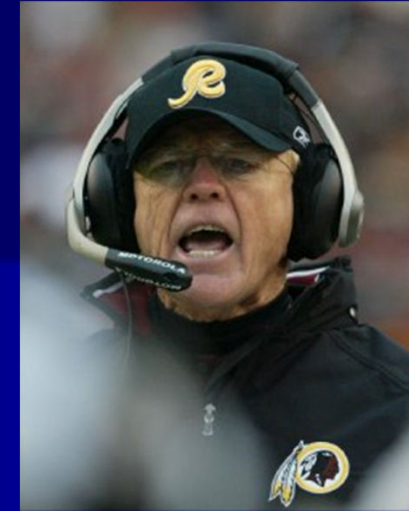
- 67% reg., 53% post season
- 6 Super Bowls 69, 72, 73, 74, 83, 85
- 2 World Championships* 73, 74
- Bad to great

Chuck Noll Steelers

- 56% reg., 66% post season
- 4 Super Bowls 75, 76, 79, 80
- 4 World Championships*
- Bad to great



Joe Gibbs Redskins



- 67% reg., 76% post season
- 4 Super Bowls 83, 84, 88, 92
- 3 World Championships* 83, 88, 92
- Bad to great

"Good is the enemy of great"

-Jim Collins

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this research at the next Kossev Consortium
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