



## LEADERSHIP-PROFIT CHAIN – VOLUME 1

# The Leadership-Profit Chain

## Defining the Importance of Leadership Capacity

It's no secret that leadership capacity is critical to organizational success, but little research has been compiled about the long-term impact of leadership on organizational productivity and profitability. In response, The Ken Blanchard Companies® embarked on a study to answer some important questions about leadership and its role in supporting the overall success of an organization. The study focused on four questions:

- What role does leadership capacity play in driving organizational vitality?
- What specifically can leaders do to increase organizational performance?
- What are the connections between leadership capacity, customer devotion, and employee passion?
- How are customer devotion and employee passion linked to organizational vitality?

A year-long study, including a literature review of hundreds of studies from 1980 through 2005, reveals some profound connections between leadership effectiveness, employee passion, customer devotion, and organizational vitality.

**Blanchard®**  
AUSTRALIA

## AT A GLANCE

**Strategic Leadership**—vision, culture, strategic imperatives

**Operational Leadership**—management practices that drive procedures, policies, behaviors

**Employee Work Passion**—commitment, job satisfaction, perceived fairness

**Customer Devotion**—positive experience with product and services as well as company policies, procedures, and personnel

**Organizational Vitality**—the degree to which an organization is successful

## Organizing the Data

Initially, the literature review revealed a multitude of definitions, terms, metrics, and points of view that needed to be organized.

The first step was to organize the data by issue and by hard and soft measures. Hard measures are objective, quantifiable numbers, behaviors, and measures. Soft measures are subjective perceptions gathered from survey data.

The second step, based on our initial findings, was to categorize leadership into two areas: strategic leadership and operational leadership practices. Since five critical elements were identified through the research, the third step was to define the elements to be quantified, measured, and linked.

The fourth step was to create a framework and model based on the relationships and connections of the five elements and their impact on one another.

## Defining the Elements

The five elements that were consistently present in the research—employee passion, customer devotion, strategic leadership, operational leadership, and organizational vitality—are defined below. The terms were created to incorporate a broader range of information for our elements rather than simply using previously defined terms such as organizational success, leadership, employee engagement, and customer loyalty.

### THE LEADERSHIP-PROFIT CHAIN



## Strategic Leadership

Strategic leadership defines the imperatives for everyone in the organization. It is the “what” that provides the key relationships and metrics needed to ensure that all units follow the same strategy. Strategies must then identify the criteria that are the key determinants of behavior. Examples of strategic leadership include vision, culture, and the declaration of strategic imperatives.

## Operational Leadership

Operational leadership practices provide the “how” in the organization. They enable departments and employees to understand how they specifically contribute to organizational success. They are the procedures and policies that clarify how each unit will achieve the overall strategy.

## Employee Work Passion

Employee passion results from the employee’s positive experience and overall satisfaction with the organization and its policies, procedures, products, and management practices. Hard measures of employee passion include retention, absenteeism, tenure, and productivity. Soft measures include employee perceptions of fairness, justice, and trust.

## Customer Devotion

Customer devotion occurs as a result of positive experiences with the organization’s products and services, policies, procedures, and personnel. Hard measures of customer devotion include customer retention, length of the customer relationship, number of transactions, average transaction size, and referrals of new clients. Soft measures include survey-based perceptions of satisfaction on themes related to quality, value, customer service, product expectations, and overall customer satisfaction.

## Organizational Vitality

Organizational vitality is a company’s economic stability over time as well as the degree to which it is successful in the eyes of its customers, employees, and shareholders. Hard measures of organizational vitality include contract retention, revenue retention, stock price, profits, revenue growth, venture capital, and operating costs. Soft measures include perceptions of public trust, employee commitment, and employee intent to stay.

## Research Findings

Earlier research has shown that there is a Service-Profit Chain, a Value-Profit Chain, and an Employee–Customer-Profit Chain. Blanchard® research indicates that there is also a Leadership-Profit Chain. The data clearly show that strategic leadership as well as organizational leadership capacity are critical to overall organizational success.

In addition, leadership impacts customer loyalty and devotion as it does employee engagement and passion. We found throughout the literature that leaders will often attempt to influence organizational vitality through overhead control and fiscal measures, which has been proven to be ineffective over the long term. Many leaders believe that they can impact organizational vitality by tinkering with the process and policies directly governing the use of economic resources rather than educating, empowering, and supporting employees’ wise use of resources. Thus we determined

## LEADERSHIP- PROFIT CHAIN

### Truths

- Effective strategic leadership indirectly predicts organizational vitality.
- Effective operational leadership directly predicts positive employee passion.
- Positive employee passion directly predicts customer devotion.
- Employee passion directly predicts organizational vitality.
- Customer devotion directly predicts organizational vitality.
- One of the strongest indicators of employee commitment is commitment to the organization.
- There are many factors that cause lack of retention, but relationship with a boss is not the number-one driving factor.

### Myths

- Organizational vitality directly predicts customer devotion.
- Organizational vitality directly predicts employee passion.
- The number-one reason that people leave their jobs is based on their relationship with their manager.

that the key variable that drives long-term sustainability and organizational profitability is a combination of strategic and operational leadership actions that drive employee passion and customer devotion.

Strategic leadership is a critical building block for setting the tone and direction for a service-quality culture. As practices cascade throughout the operation, they reflect and reinforce the implementation of this culture. Our research indicates that, fundamentally, effective leadership is linked to the integrity of the triangle (i.e., to both strategic and operational leadership), as this is the area of primary importance.

Employees who perceive that leadership practices emphasize quality, customer service, and employee development tend to be more satisfied with their jobs and the organization overall. As a result, customers are more satisfied and will maintain a long-term relationship with the company. Whether employees are supported and enabled to manifest value for the customer ultimately depends on leadership.

Our findings support several connections and the overall framework of the model that we developed to illustrate these connections. Our theory is that the employee–customer relationship is dependent on the strategic and operational leadership demonstrated within the organization. As a result, leadership is the crux of the Leadership-Profit Chain. The integrity and effectiveness of leadership and management practices is an indirect driver of organizational success. The maximum impact on an organization's bottom line can be expected when both strategic leadership and organizational management practices are aligned, thus supporting a purpose that is visible to customers and employees alike.

### Making the Connections in the Leadership-Profit Chain

The integrity of the Leadership-Profit Chain lies in the inner triangle. The effective interconnection of strategic leadership, operational leadership, employee passion, and customer devotion is as critical to organizational success as the organization's supply chain. While the Leadership-Profit Chain is an integral model, there is a beginning, middle, and end to the chain. If there is a lack of integrity at any point in the chain, organizational productivity and profitability may be jeopardized.

### Strategic Leadership and Operational Leadership Directly Predict Employee Passion

Strategic leadership is critical to organizational vitality, but it is an indirect connection. Senior leadership messages, while critical, must be supported by and executed through operational leadership practices in order for employees to understand where they are going in relation to the vision, to buy into the culture and what the company stands for, and to understand how to connect their work to the strategic imperatives. Without the connection between strategic leadership and operational management practices, a gap occurs, thus causing a break in the chain. When this happens, initiatives are either inconsistent or never executed at all.

Of greater importance are the operational leadership practices that support the strategic leadership messages and initiatives, as they create an environment where employees and customers can have a positive experience with the company. Effective and aligned operational leadership practices allow employees to be passionate about their work and the company and to be in a position to influence customer devotion.

Because of our findings, our belief is that the number-one reason people leave an organization is not based on their relationship with their manager, although the relationship employees share with their manager directly affects their engagement and their satisfaction with their job and the company. There was overwhelming evidence to support our findings that many employees will stay with a good company even while complaining about a bad boss based on the perception that they could transfer to a better job within the company. Thus, in regard to employee turnover, employee commitment to the organization is more important than job satisfaction, which includes satisfaction with the manager.

Employees are looking for a sense of fairness and justice in the organization and in the relationships they have with their managers and coworkers. Employees who are subjected to inequity and to unethical or unfair behavior feel unsafe in the work environment, which directly impacts their level of passion for and treatment of the customer. Conversely, employees who perceive that organizational resources are in place to support them are more engaged in their work.

Furthermore, our research shows that employees need to perceive that they and the customer are being treated fairly and justly by leadership and the organization as a whole. In fact, the research showed that the number-one reason employees leave an organization is that they perceive that justness and fairness are not present in the organization. Finally, our research indicates that both initiative-based and general management practices are essential for employee passion, as they directly contribute to individuals getting their jobs done, serving the customer, and creating a quality product.

## Employee Passion Directly Predicts Customer Devotion and Organizational Vitality

A direct positive correlation between employee passion and customer devotion has been documented in the literature through both hard and soft measures. In fact, the most powerful connection we found in the research was the link between employee passion and customer devotion. When employees are passionate about what they do, clear about roles and goals, and perceive that the organization is fair and just in its treatment of coworkers and customers, the impact on their desire to serve the customer is tremendous. Employees who lack passion take it out on the customer. Studies clearly link employee job and company satisfaction to customer satisfaction. In other words, the way that leaders treat employees is the way that employees will treat the customers.

The number-one reason that employees leave an organization is their perception that justness and fairness are not present in the organization.

## Customer Devotion Directly Predicts Organizational Vitality

Customer devotion is a powerful driver of organizational success. It costs six to seven times more to gain a new customer than to retain an existing one. Customers care about the service they receive from a company and the experience they have with the product, policies, and procedures of a company. They do not care how profitable or successful the company is unless it influences the product, service, or experience. Further, Blanchard research suggests that the Service-Profit Chain is defined by leadership. Leaders of exemplary service companies emphasize the importance of each employee and customer, and they maintain a culture that is centered on service to customers and employees.

## Operational Leadership Directly Predicts Customer Devotion

Operational leadership and management practices such as sharing information, providing training, and rewarding and recognizing excellence are positively related to satisfaction with service quality. These dimensions are related in that the underlying component is information: that is, seeking information from other employees and/or customers (e.g., how service could be improved), conveying information as it pertains to training, and sharing information with employees in the form of recognition and rewards. The findings support the notion that management practices, as they relate to climate, have a positive effect on customer service. Results confirm significant relationships between various climate indicators. Information seeking, training, and rewards and recognition proved to have the strongest relationship to customer satisfaction. Likewise, the research findings provide further support for the relationship between training and customer satisfaction as it pertains to delivering service. Additionally, divisions of an organization that invest in training on delivery of service experience a higher rate of customer satisfaction.

## Conclusion

Creating an organization that is successful and effective is an inside-out proposition. The quality of the culture, the quality of management practices, and the alignment of these practices to key strategic initiatives rest with leadership.

Leaders who hold people accountable and ensure effective, productive behaviors in their people can be the most effective influencers and drivers of organizational results. Equally important is a leader's ability to affect the mood, attitude, and engagement of employees and the culture of the organization overall through a specific chain of events that are implicitly linked.

The key to organizational vitality is creating an environment that allows employees to win and be passionate about what they do. By taking care of employees, leaders establish an environment in which the employees take care of the customers at a level that causes the customer to want to return year after year. When managers focus their attention and emphasis only on organizational indicators of vitality such as profit, they have their eye on the scoreboard and not on the ball. Profit is a byproduct of serving the customer, which can be achieved only by serving the employee.



## About the Researchers

**Dr. Drea Zigarmi** is a highly respected and experienced management consultant, best-selling author, and speaker for The Ken Blanchard Companies. Drea is coauthor of *Leadership and the One Minute Manager*®, the third book in Ken Blanchard's best-selling One Minute Manager Library, and codeveloper of a number of The Ken Blanchard Companies' products, including SLII®, the widely used Leader Behavior Analysis instruments. Drea received a Bachelor's degree in Biology from Norwich University, and a Master's degree in Humanistic Education and a Doctorate in Education, Administration, and Organizational Studies from the University of Massachusetts, Amherst.

**Scott Blanchard**, Principal and Executive Vice President of Client Solutions for The Ken Blanchard Companies, is an unforgettable motivational speaker, accomplished corporate trainer, and passionate champion of corporate coaching. Part owner of The Ken Blanchard Companies, Scott is also the cofounder of Coaching.com, a web-enabled corporate coaching and personal development service. As a Senior Consulting Partner for more than six years, Scott led major training interventions at numerous Fortune 500 companies. In 2004, he coauthored *Leverage Your Best, Ditch the Rest* with Madeleine Homan. Scott is also a certified facilitator and trainer for the Myers-Briggs Type Indicator®, a well-known temperament assessment tool. Scott was educated at Cornell University and received his Master's degree in Organizational Development from American University in Washington, DC.

**Dr. Vicki Essary** is an Industrial-Organizational Psychologist with demonstrated results in program evaluation and training and development. In her former role as Director of Assessments for The Ken Blanchard Companies, she oversaw the strategic development and implementation of the assessment center. She is skilled in all aspects of the evaluation process from research design to validation and reporting, and has worked extensively in the field of organizational development. Vicki holds a Bachelor's degree in Psychology from San Diego State University, a Master's in Organizational Behavior, and a Doctorate in Industrial-Organizational Psychology from Alliant International University (formerly the California School of Professional Psychology).

**Dobie Houson** is Director of Marketing Research for The Ken Blanchard Companies and is responsible for competitive, market, and customer intelligence.

## About The Ken Blanchard Companies®

The Ken Blanchard Companies is the global leader in management training. For more than 40 years, Blanchard® has been creating the best managers in the world, training over 150,000 people per year. From the award-winning First-time Manager program—based on best-selling business book, *The New One Minute Manager*®—to SLII®, the most widely taught leadership model in the world, Blanchard is the expert in management training across all levels of an organization and is the provider of choice by Fortune 500 companies as well as small to medium businesses, governments, and educational and nonprofit organizations.

To learn more, visit  
[www.kenblanchard.com](http://www.kenblanchard.com)

## Blanchard® AUSTRALIA

1 Queens Road  
Melbourne, Victoria, 3004,  
AUSTRALIA  
Within Australia: 1300 25 26 24  
From anywhere: +61 3 9863 7031  
Fax: +61 2 9243 4690  
Email: [info@blanchardaustralia.com.au](mailto:info@blanchardaustralia.com.au)

[blanchardaustralia.com.au](http://blanchardaustralia.com.au)

## References

- Aaker, D. A., and R. Jacobson. 1994. "The Financial Information Content of Perceived Quality." *Journal of Marketing Research* 16: 191–201.
- Anderson, E. W., C. Fornell, and S. K. Mazvanchery. 2004. "Customer Satisfaction and Shareholder Value." *Journal of Marketing* 68(4): 1–27.
- Anderson, E. W., C. Fornell, and D. R. Lehmann. 1994. "Customer Satisfaction, Market Share, and Profitability: Findings from Sweden." *Journal of Marketing* 58: 53–66.
- Bagozzi, R. P. 1992. "The Self-Regulation of Attitudes, Intentions, and Behavior." *Social Psychology Quarterly* 55: 178–204.
- Brooks, R. 2000. "Why Loyal Employees and Customers Improve the Bottom Line." *The Journal for Quality and Participation* March/April: 40–44.
- Eby, L. T., D. M. Freeman, M. C. Rush, and C. E. Lance. 1999. "Motivational Bases of Affective Organisational Commitment: A Partial Test of Integrative Theoretical Model." *Journal of Occupational and Organisational Psychology* 72: 463–483.
- Edvardsson, B., M. D. Johnson, A. Gustafsson, and T. Strandvik. 2000. "The Effects of Satisfaction on Profits and Growth: Products versus Services." *Total Quality Management* 11(7): 917–927.
- Fojtik, C. 2002. "Calculating the Strategic Value of Customer Satisfaction." *Graziadio Business Report* 4: 1–4.
- George, J. M., and A. P. Brief. 1992. "Feeling Good—Doing Good: A Conceptual Analysis of the Mood at Work—Organisational Spontaneity Relationship." *Psychological Bulletin* 112: 310–329.
- Hallowell, R. 1996. "The Relationships of Client Satisfaction, Client Loyalty, and Profitability: An Empirical Study." *International Journal of Service Industry Management* 7: 27–42.
- Heskett, J. L., T. O. Jones, G. W. Loveman, W. E. Sasser, and L. A. Schlesinger. 1994. "Putting the Service Profit Chain to Work." *Harvard Business Review* March/April: 164–174.
- James L. A., and L. R. James. 1989. "Integrating Work Environment Perceptions: Explorations into the Measurement of Meaning." *Journal of Applied Psychology* 74: 739–751.
- Johnson, J. W. 1996. "Linking Employee Perceptions of Service Climate to Customer Satisfaction." *Personnel Psychology* 49: 831–851.
- Johnson, R. H., A. M. Ryan, and M. Schmidt. 1994. "Employee Attitudes and Branch Performance at Ford Motor Credit." In Rotchford N (Chair), Linking employee survey data to organizational outcome measures. Practitioner forum conducted at the Ninth Annual Conference of the Society for Industrial and Organisational Psychology, Nashville, TN.
- Lundby, K., K. Fenlason, and S. Magnan. 2001. "Linking Employee and Customer Data to Business Performance—Difficult But Not Impossible." *Consulting Psychology Journal* 53(1): 22–34.
- Mowday, R. T., L. M. Porter, and R. M. Steers. *Employee-Organisation Linkages*. (New York, NY: Academic Press, 1981.)
- Peterson, R. S., D. B. Smith, P. V. Martorana, and P. D. Owens. 2003. "The Impact of Chief Executive Officer Personality on Top Management Team Dynamics: One Mechanism by Which Leadership Affects Organisational Performance." *Journal of Applied Psychology* 88(5): 795–808.
- Reichheld, F. 2003. "The One Number You Need to Grow." *Harvard Business Review* (December): 46–54.
- Salanova, M., S. Agut, and J. M. Peiro. 2005. "Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate." *Journal of Applied Psychology* 90(6): 1217–1227.
- Schmit, M. J., and S. P. Allscheid. 1995. "Employee Attitudes and Customer Satisfaction: Making Theoretical and Empirical Connections." *Personnel Psychology* 48: 521–536.
- Schneider B., and D. E. Bowen. 1995. *Winning the Service Game*. (Boston, MA: Harvard Business School Press, 1995.)
- Tett, R. P., and J. P. Meyer. 1993. "Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytic Findings." *Personnel Psychology* 46: 259–293.
- Tornow, W. W., and J. W. Wiley. 1991. "Service Quality and Management Practices: A Look at Employee Attitudes, Customer Satisfaction, and Bottom-Line Consequences." *Human Resource Planning* 14(2): 105–115.
- Wiley, J. W. 1991. "Customer Satisfaction: A Supportive Work Environment and Its Financial Cost." *Human Resource Planning* 14(2): 117–127.
- Wiley, J. W. 1996. "Linking Survey Results to Customer Satisfaction and Business Performance." In *Society for Industrial and Organisational Psychology Professional Practice Series*, edited by M. London. (San Francisco, CA: Jossey-Bass, 1996: 330–359.)
- Zeithaml, V. A., A. Parasuraman, and L. L. Berry. *Delivering Service Quality*. (New York, NY: Free Press, 1990.)