

CREATING EXTRAORDINARY LEADERSHIP TEAMS



Campbell Macpherson

Author of 2018 Business Book of the Year
www.changeandstrategy.com

It isn't only your top team that needs to be extraordinary



Teams at every level of your organisation need to:

- ❖ Be committed to working together to deliver a clear vision and shared objectives.
- ❖ Be fully accountable: for individual performance and behaviour, for team performance and behaviour, and for calling others out when behaviour does not meet agreed standards.
- ❖ Put the team first: with each individual proud to be part of such a successful and synergistic team.
- ❖ Embrace a collegiate culture that is devoid of blame and defensive behaviour - with individuals who appreciate and respect the complementary strengths and diverse approaches of their fellow team members.
- ❖ Trust one another enough to be vulnerable, open and honest.
- ❖ Engage in constructive conflict and discourse that may be passionate at times but with each team member secure in the knowledge that their fellow members are 'coming from a good place' and have the team's best intentions at heart.
- ❖ Regard mistakes as a development opportunity – and are continually looking to improve the way the team works
- ❖ Deliver shared results together. Either we all win or no-one wins.

"Great things in business are never done by one person. They're done by a team of people."

Steve Jobs

"It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed."

Charles Darwin

"Clarity is the most important thing. If you are not clear, nothing is going to happen."

Diane von Fürstenberg

"I start with the premise that the function of leadership is to produce more leaders, not more followers."

Ralph Nader

Our philosophy to developing extraordinary leadership teams



- ❖ Strategy First. We facilitate open and honest team discussions about the things that really matter - your strategy, your organisation, your culture.
- ❖ Elephants and obstacles. It is impossible to create a genuinely effective team until every member is given the opportunity to voice their hopes, fears and concerns about these business-critical elements – and each member is listened to with respect, before working to address the issues and embrace the opportunities, together.
- ❖ Culture drives everything and it starts at the top. An organisation gets the culture that its leadership team creates. We enable teams to review their current culture, design the culture they need and map out how to get there.
- ❖ Extraordinary leadership teams require constant vigilance.

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The success of an organisation hinges on how well its leadership team is able to:

1. Clarify their strategy
2. Align to that strategy
3. Work together as a genuine team to deliver the strategy

‘Leadership team development’ programmes too often dive straight into skills development – without full appreciation of the context. Case studies and simulations have their place but we prefer to make a difference from the outset – and facilitate the team to work as a team on the things that really matter – the strategy, the organisation and the culture they need to succeed.

The strategy, its implications and the feared obstacles to success will be the elephants in the room unless they are fully discussed and addressed upfront.

We ensure that each leader is genuinely aligned to the strategy and what needs to be done to achieve it - before enabling them as a leadership team to enhance the way they work and lead the organisation, together.

Our Extraordinary Leadership Programme



Interviews

1:1 interviews
with each team member



1:1 VC meetings (1.5-2 hrs) with each executive to discuss the organisation and culture, strategy, implications, challenges, obstacles & elephants.

Plus discuss their GC Index profile and obtain views on:

- How they would like the team to operate
- How the team currently operates
- Experience of leadership teams elsewhere



Anonymised summary for study and group discussion

Workshop 1

Strategy Alignment



Group discussions on:

Aspiration & Legacy
Strategic Core
Obstacles & Elephants
Gaps & opportunities
Implications
Priorities

What can't we change?
What can we change - together?

Decisions & Actions



Strategic Alignment
Decisions
Action Plan

Workshop 2

Culture



Reflections from Workshop 1

The importance of diversity of thought and experience
What is culture?
Competing Values Framework
Team culture
Your culture today
Your culture tomorrow
Gaps and opportunities
Decisions & Actions



Draft culture document and actions

Workshop 3

The Team



Team assessment & What good looks like

Reflections from Workshop 2

Creating a winning team
'5 dysfunctions of a team'
Results of online Team Assessment
5 functions of a successful team
Spectrum of leadership teams
Start. Stop. Continue.



Team assessment, decisions & actions

Workshop 4

Team Roles



Working together
Team behaviours

Reflections from Workshop 3

Discussion of each Exec's GC Index assessments
GC Index team report
Interdependencies
Establishing team norms and behaviours
Operating rhythm
1:1 speed dating
Draft Team Charter
Decisions & Actions



GC Index Report
Draft team charter
Actions to Maintain

Workshop 5+

Leadership Skills



Optional further development

Workshops to:

Address outstanding issues and opportunities.

Review actions & priorities.

Develop other key skills eg:

- Leading change
- Extraordinary Leadership
- Developing EQ
- Leading with Influence
- Listening to understand
- Delegation & Empowerment
- Communication that works

Executive Coaching / Mentoring as required

Workshop1: Strategy Alignment



Fuelled by the detailed 1:1 interviews with each team member using our tried and tested strategic question set, this workshop enables robust and frank discussion among the team about the strategy, the organisation and its culture.

- ❖ What is your aspiration for the business?
- ❖ What do you want it to be famous for?
- ❖ What is its 'strategic core'?
 - The Why (Your Purpose): Why does the business exist and for whom?
 - The What (Your Magic): What makes your business special?
 - The So What (The Benefits): How does your business all of its stakeholders?
- ❖ The analysis of your organisation, the challenges and opportunities
- ❖ Your key products and services
- ❖ Your target customers and 'sweet spot'. Why?
- ❖ Your culture
- ❖ Your actions and priorities

And in light of all this ...

- ❖ What does this team need to do to realise the full potential of the business?
- ❖ What will your legacy be? Personally and as a team?

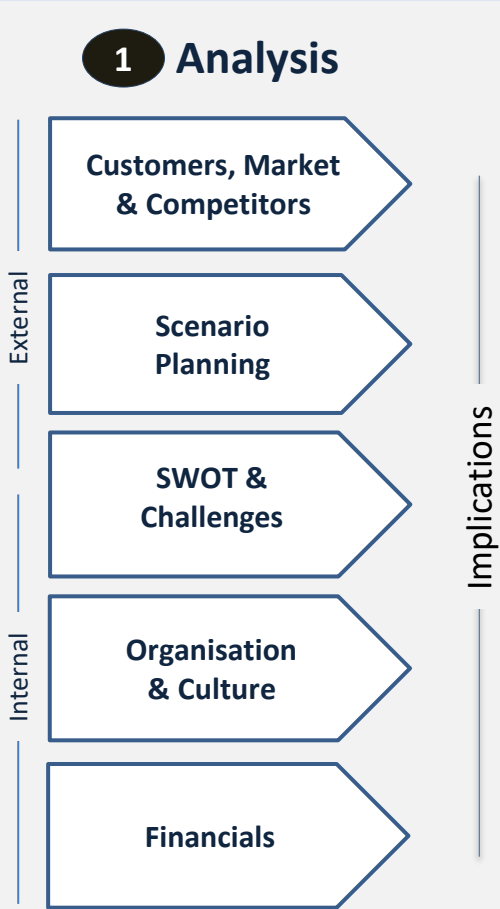


Our Strategy Framework

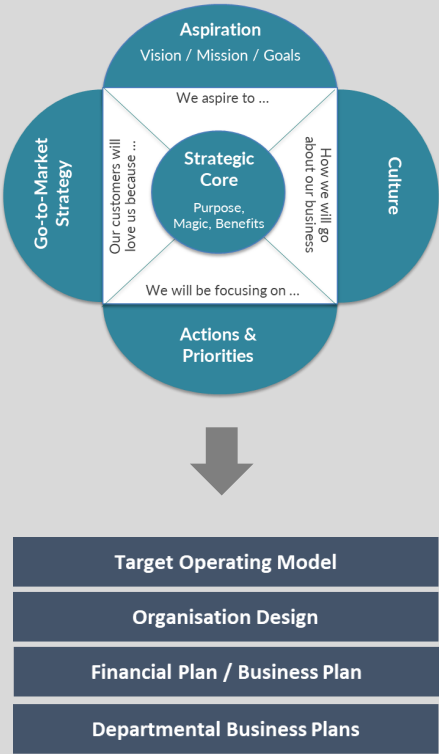


A successful strategy ...

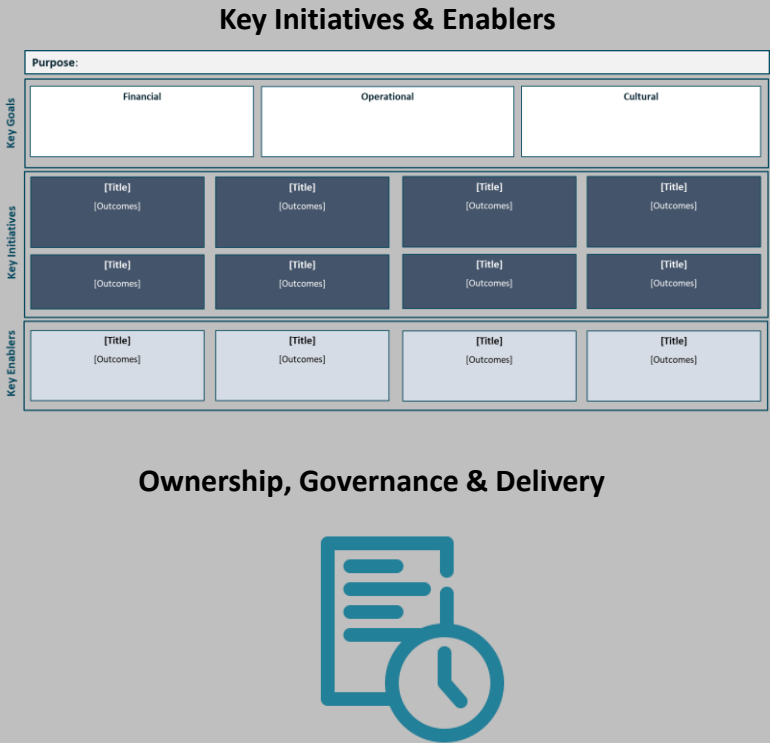
- is anchored in reality
- is customer-centric
- is aspirational yet achievable
- is clear and compelling
- includes numbers and narrative
- includes execution



2 Strategic Thinking & Planning



3 Execution



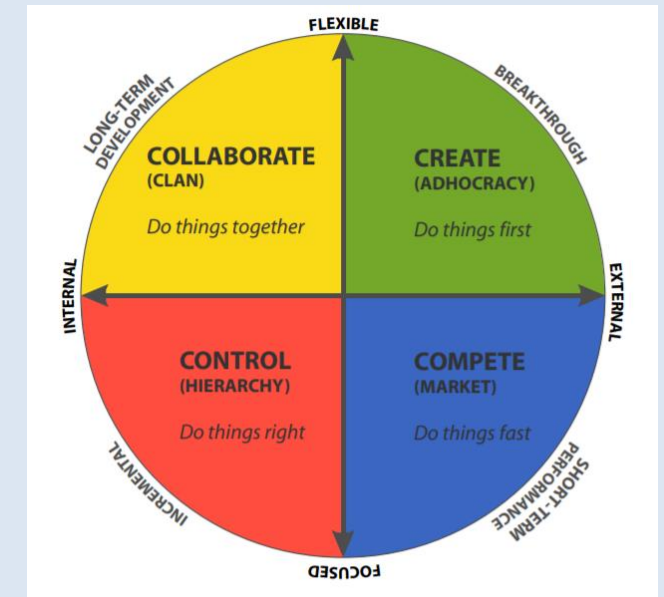
Workshop 2: Culture



This workshop is dedicated entirely to culture. Culture drives everything – and an organisation gets the culture its leadership team creates.

- ❖ The importance of culture
- ❖ What is culture?
- ❖ How would your customers describe your culture?
- ❖ How do your people describe your culture?
- ❖ Discussion of your recent employee surveys
- ❖ Competing Values Framework - assessment and discussion
- ❖ Feedback from the 1:1 interviews
- ❖ Your culture today - what sort of culture have you inherited / created?
- ❖ Your culture tomorrow
- ❖ Bridging the gap

Competing Values Framework

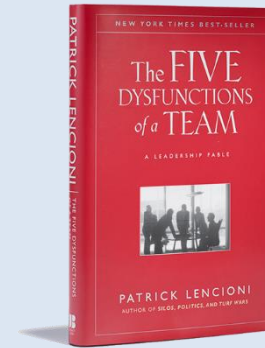


Workshop 3: The Team



We now build on the work from the first two workshops – having already conducted robust discussions, made decisions and set actions in motion regarding the business-critical issues of strategy and culture.

- ❖ Reflections from previous workshops
- ❖ Keynote: “Culture, leadership and creating a winning team”
- ❖ ‘5 dysfunctions of a team’ - key learnings from the book
- ❖ Results of the team’s ‘5 dysfunctions’ online assessments
- ❖ 5 functions of an extraordinary leadership team
- ❖ Where are we on the ‘Spectrum of Leadership Teams’?
- ❖ Start. Stop. Continue.



Guest Speaker: Jeremy Snape



**The Spectrum
of Leadership
Teams**

Dysfunctional

(A collection of warring
individuals)

Fragile

(Cease fire descends)

Developing

(A new dawn)

**An extraordinary
leadership team**

(Delivering together)



The Spectrum of Leadership Teams



Where does your team sit on the spectrum of leadership teams?

(Below is an abridged version of the Spectrum)

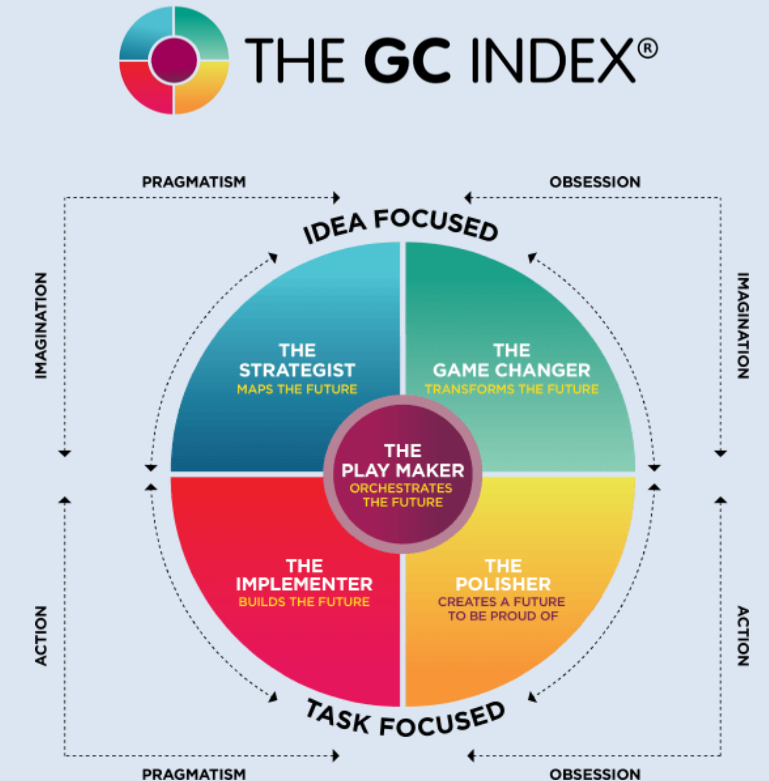
The Spectrum of Leadership Teams	Dysfunctional (A collection of warring individuals)	Fragile (Cease fire descends)	Developing (A new dawn)	An extraordinary leadership team Delivering together
Strategy	Unclear	Not aligned	Implications known. Team aligned.	Committed with shared objectives
Personal Accountability	Minimal	Clear personal accountabilities	Interdependencies clear	Team accountability.
Ego	All about me	Nervous	This team is helping me to achieve	Proud of being part of the team
Culture	Constant blaming and disrespect of others	Understanding of one another	Respect for one another	Gratitude for one another
Team behaviours	Everyone for themselves.	Factions	We are all in this together	Trust
Results	Individual performance	Team performance not as important	Both important	We all win or no-one wins
Useful Discourse	Discussions too often adversarial.	Discourse can be prickly	Detailed discussion - care not to offend	Constructive conflict
Mistakes	Punish the guilty	Find out why	Implement learnings	Continuous improvement

Workshop 4: Team Roles and Behaviours



The second Team Development Workshop focuses on the roles each member plays in the team and establishing the team norms and behaviours it needs to succeed.

- ❖ Reflections from previous workshop
- ❖ Every team member has completed a GC Index profile before the event and discussed it with an accredited GC Index professional
- ❖ Each members discusses their individual reports with the team
- ❖ The team then discusses the team report and its implications
- ❖ 1:1 speed dating
- ❖ Establish the 'Team Contract' - norms and behaviours
- ❖ Actions



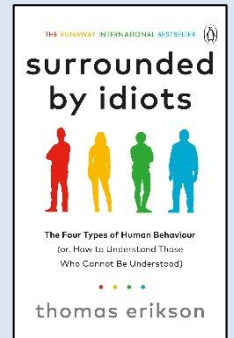
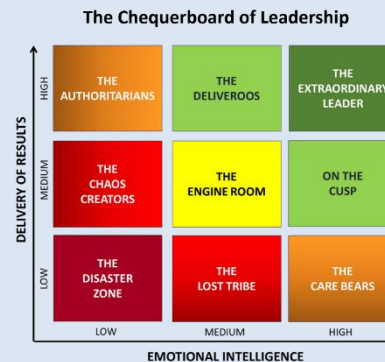
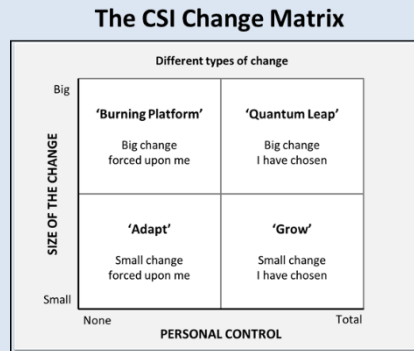
NB: The GC Index is a psychometric diagnostic tool like no other as it measures energy and impact, using the principle that we all have the most impact when we are doing what we want to do. It is designed to measure the real and potential impact that each of us can make to a team or an organisation – based on our personal motivation and 'proclivities'.

Workshop 5+: Leadership Skills



We recommend carving out space for a fifth workshop to reflect on the programme and hone other critical leadership skills such as:

- ❖ Leading change
- ❖ Extraordinary Leadership – when EQ and Delivery combine
- ❖ Delegation and Empowerment
- ❖ Leading with Influence
- ❖ Communication that works
- ❖ ...



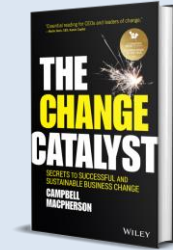
Leading Change



The Leading Change workshop Campbell runs for Henley Business School and clients worldwide helps leaders to build their most important skill:- the ability to lead successful and sustainable change. It is for leaders at all levels of an organisation.

Content includes:

- What have we learnt about change during these last few years?
- 5 key truths about change
- Change in your business
- Why 88% changes fail
- Essential ingredients to successful change
- How we react to change and helping others through the Change Curves
- Overcoming our personal barriers to change
- The SCARF+ Model
- Introduction to stakeholder engagement
- Culture change – what sort of culture are you creating?
- Leadership – how does a poor leader make you feel? Traits of a good leader. Traits of an extraordinary leader.



Wiley 2017



Kogan Page 2020

THE CHANGE MATRIX

		Different types of change	
		'Burning Platform'	'Quantum Leap'
SIZE OF THE CHANGE	Big	Big change forced upon me	Big change I have chosen
	Small	'Adapt' Small change forced upon me	'Grow' Small change I have chosen
		None	Total
		PERSONAL CONTROL	

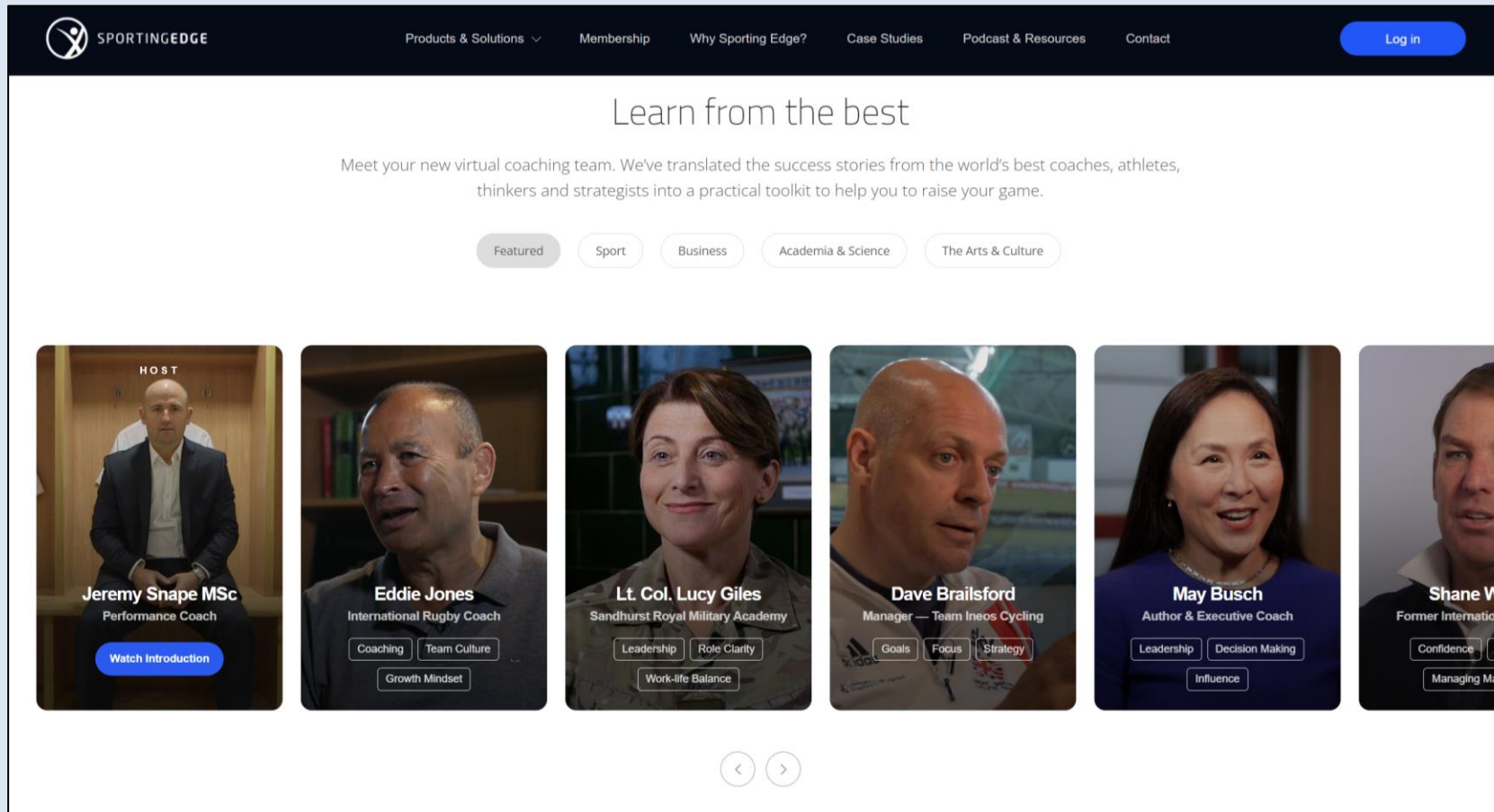


"I hadn't thought about change that way before"
"Love the energy"
"Engaging, insightful and oh so relevant."
Rated 4.5/5 and 9.3/10

Sporting Edge Members Club



Each team member receives membership of the Sporting Edge Member's Club for the duration of the programme – enabling access to hundreds of videos and insight from some of the world's best coaches, thinkers, strategists and experts form the world of sport, the arts, business and academia.

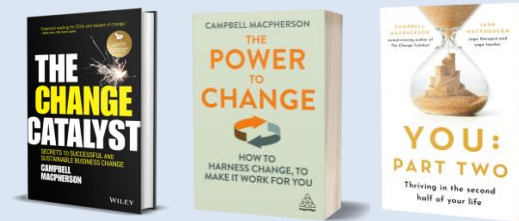


Campbell Macpherson



Campbell Macpherson is an international change and leadership specialist, business advisor, Executive Fellow of Henley Business School, keynote speaker, facilitator, educator and award-winning author of:

- 'The Change Catalyst' (Wiley 2017), the UK 2018 Leadership and Business Book of the Year,
- 'The Power to Change' (Kogan Page 2020), and
- 'You: Part Two – thriving in the second half of your life' (Hachette 2021).



Via his consultancy, Change & Strategy International, he helps CEOs and leaders at all levels of an organisation to unleash the potential of their people - starting with themselves. Programs and interventions include:

- Extraordinary Leadership Teams Program – for leadership teams at all levels of an organization
- Leading with Influence
- Emotionally Intelligent Leadership
- Leading Change
- Embracing Change
- Delivering Change
- Strategy Development and Implementation
- Culture Change
- Organisation Design



“I would highly recommend Campbell: an invaluable change agent to have on your side when going through organisational change.”

“Campbell always conducts himself in an incredibly professional yet approachable manner.

He brings the power of his extensive personal knowledge of various industries and numerous change initiatives and leadership teams to guide discussion - and chivvy decisions when necessary!

He has the ability to make the complex simple, and there is zero time wasting or procrastination when trying to get to a goal or outcome – although he does allow sufficient time for discussion and consensus before pushing forward. On a personal note, Campbell is highly engaging and goes well beyond the remit of any project to deliver the best outcome for his clients.”

Alison Meckiffe, CEO Endsleigh Insurance, 2021



CHANGE :: STRATEGY

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Change is inevitable. Successful change isn't.

Enabling leaders worldwide to build extraordinary leadership teams and create highly successful leaders of change – starting with themselves.



"If you are not leading change, you are not leading anything. You are simply watching the status quo unravel."

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