

DEVELOPING 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:

- ❖ Work together to deliver a clear vision and shared objectives.
- ❖ Be fully accountable: for individual performance and behaviour, and for team performance and behaviour.
- ❖ Put the team first: with each individual proud to be part of 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, 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
- ❖ Understand that "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

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

1. Clarify their strategy and the culture required to deliver it
2. Work together as a genuine team to deliver both

'Leadership team development' programmes that dive into skills development without full appreciation of the context are a waste of time. 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 until every member is given the opportunity to voice and discuss their hopes, fears and concerns about these business-critical elements.

We ensure that each leader is genuinely aligned to the strategy, the culture and what needs to be done to achieve both - 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+ hrs)
with each executive to
discuss the organisation,
culture, strategy,
implications, challenges,
obstacles & elephants.

Plus obtain views on:

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

Anonymised summary
for group discussion

Workshop 1

Strategy & Culture



Strategy:

Aspiration & Legacy
Strategic Core
Implications
Obstacles & Elephants
Gaps & Opportunities
Initiatives, Enablers, Priorities

Culture:

Your culture today
Your culture tomorrow
Gaps and opportunities

Decisions & Actions

Strategic Clarity
Action Plan

Workshop 2

Team Behaviours



Team assessment &
What good looks like

Reflections from W'shop 1

Creating a winning team
Elements of an Extraordinary
Leadership Team
The 8 elements of an
Extraordinary Leadership
Team
Spectrum of leadership
teams
Start. Stop. Continue.
Draft Team Charter - team
norms and behaviours

Team assessment
Draft team charter

Workshop 3

Team Roles & Impact



Working together
Team behaviours

Reflections from W'shop 2

Each Exec completes a GC
Index profile and receives a 1
hour 1:1 discussion of the
results
Group discussion of each
Exec's GC Index assessments
GC Index team report
Implications & consequences

GC Index Report

Review

The Future



Reflection

Meeting with leader to
plan finalise team charter
plus agree next steps eg:

- Filling any gaps regarding strategy, culture and team dynamics
- Embedding the new ways of working
- Further development

Finalise team charter and
actions

Further Development

Leadership Skills & Culture Devt



Optional further
development

Workshops and programmes as
required. e.g.:

- Leading change
- Delivering Change
- Embracing Change
- Extraordinary Leadership
- Developing EQ
- Leading with Influence
- Delegation & Empowerment
- Communication that works
- ...

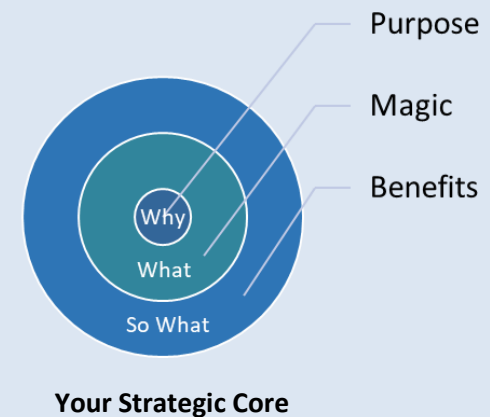
Executive Coaching /
Mentoring as required

Workshop 1: Strategy Alignment & Culture



Fuelled by the detailed 1:1 interviews with each team member, this workshop enables robust and frank discussion among the team about the strategy, the organisation and its culture.

- ❖ What is the aspiration for Nationwide Marketing?
- ❖ What is your 'strategic core'?
 - The Why (*Your Purpose*): Why does the organisation exist and for whom? (The right reason and the real reason)
 - The What (*Your Magic*): What makes your organisation special? (*Your USPs*) What do you want to be famous for? Your core ethos / guiding principles?
 - The So What (*The Benefits*): How do you benefit all of your stakeholders?
- ❖ The analysis of your organisation, the challenges and opportunities
- ❖ Your key products and services
- ❖ Your culture today
- ❖ Your culture tomorrow
- ❖ Your actions and priorities
- ❖ Your legacy - personally and as a team

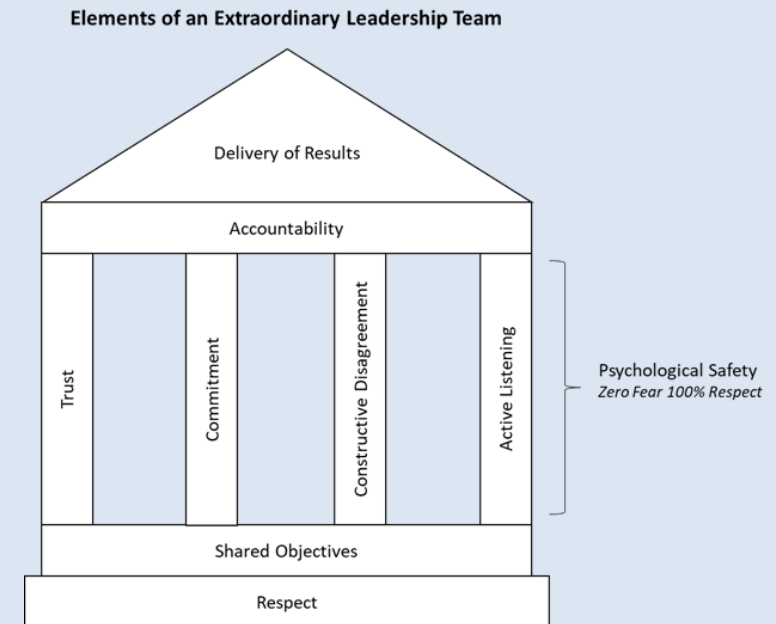


Workshop 2: The Team



We now build on the work from all the previous workshops, and discuss team behaviours with an understanding of the context.

- ❖ Reflections from previous workshop
- ❖ The importance of leadership teams
- ❖ The 8 elements of an Extraordinary Leadership Team
- ❖ Tales of leadership teams past and present
- ❖ Where are we on the 'Spectrum of Leadership Teams'?
- ❖ Start. Stop. Continue.
- ❖ Draft team charter



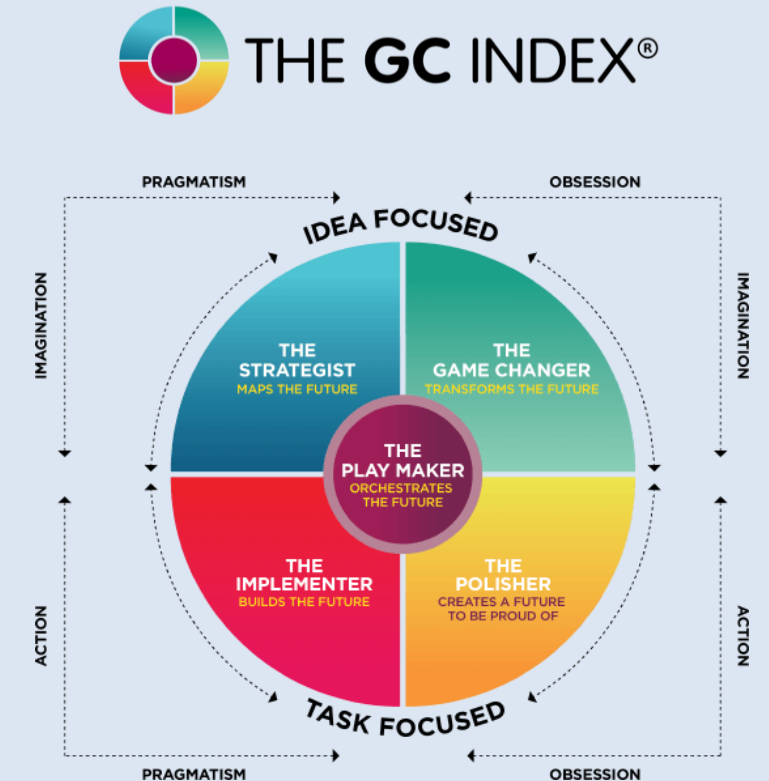
The Spectrum of Leadership Teams	Dysfunctional (A collection of warring individuals)	Fragile (Cease fire descends)	Developing (A new dawn)	An extraordinary leadership team (Delivering together)
----------------------------------	--	----------------------------------	----------------------------	---

Workshop 3: Team Roles using the GC Index



This Team Development Workshop focuses on the roles each member plays in the team, how each of us possess different profiles, interacting with people with different profiles and implications for the team.

- ❖ 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
- ❖ 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’.

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	Fragile	Developing	Extraordinary Delivering together
Delivery	Delivery of Results	Individual performance	Team performance not as important	Both important	We all win or no-one wins.
	Accountability	Minimal	Clear personal accountabilities	Clear interdependencies	Team accountability
Culture and Behaviours	Psychological Safety	Winners v losers. Weaknesses focus	Factions. Look for who to blame	Reluctant to ask 'dumb question'.	Environment to grow & improve
	Active Listening	Silence or talk over one another.	Mainly listen to reply.	Listen to understand.	Actions taken as a result.
	Constructive Disagreement	Discussions are superficial or adversarial.	Different opinions taken as criticism.	Careful not to offend.	Constructive respectful discussions
	Commitment	My function's team is more important	Reluctant to commit fully	Both teams are important.	This is my 'first team'.
	Trust	Little trust in fellow team members.	Not all members can be trusted.	Untested trust.	Colleagues want you to succeed.
Foundations	Shared Objectives	Every executive with own objectives.	My objectives paramount	Team part of my objectives.	One set of objectives.
	Respect	Little respect for team members.	Respect for some	Underlying respect among members	Full respect underpins all actions

The last step in the process is reflection.

Followed up by a meeting with the team leader to plan the finalisation of the team charter and next steps, eg:

- Filling any gaps regarding strategy, culture and team dynamics.
- Embedding and maintaining the new ways of working
- Future development



Further workshops and programmes to continue the development



Extraordinary Leadership Teams

Our unique approach to leadership team development ensures the team owns the strategy, drives the culture and builds a unified team that is greater than the sum of its parts.



Extraordinary Leadership

Extraordinary leaders have high EQ and deliver sustainable results. Both of these critical skills can be developed and honed using our proven framework.



Leading With Influence

Unlock the latent potential in your organisation. This program helps professionals and leaders at all levels to develop the influencing skills they need to succeed.



Leading Change

88% of change initiatives, strategies, mergers & acquisitions fail. We enable leaders to be the 1 in 8 that succeeds. Run for Henley Business School and clients worldwide.



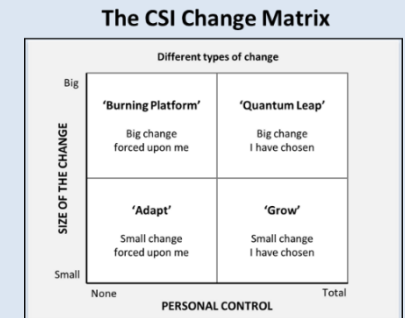
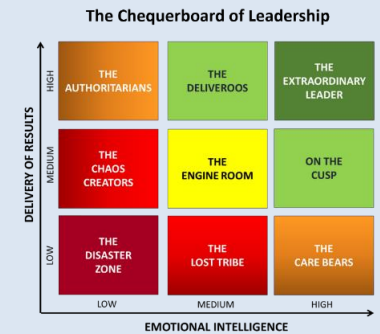
Delivering Change

The Delivering Change Programme transforms the learnings into action, ensuring every single leader builds a peer-reviewed Change Plan to deliver their key objective.



Embracing Change

If you people aren't ready, willing and able to embrace change, nothing will happen. We give your people the skills they need to embrace change and thrive in a world of uncertainty.

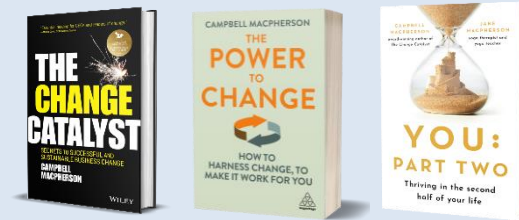


Campbell Macpherson



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



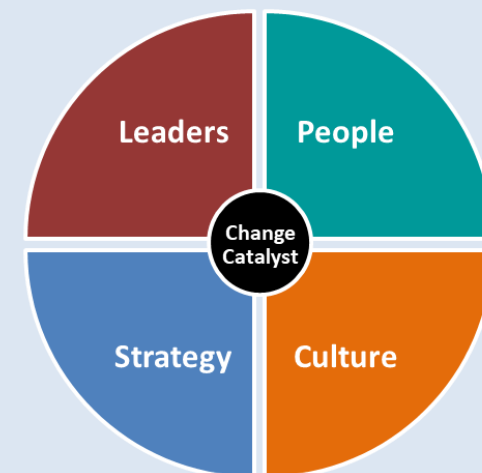
“I would highly recommend Campbell: an invaluable change agent to have on your side when going through organisational change.”

“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

changeandstrategy.com

[ABOUT](#) [ADVISORY](#) [SPEAKER](#) [BOOKS](#) [VIDEOS](#) [PRESS](#) [NEWSLETTER/BLOG](#) [DOWNLOADS](#) [CONTACT](#) ▾



TRANSFORMATION

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.

Change leadership: leading change, leading with influence, extraordinary leadership teams.

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

e: campbell@changeandstrategy.com