



**CHANGE :: STRATEGY**

changeandstrategy.com

# THE EXTRAORDINARY LEADERSHIP TEAMS PROGRAM

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

A paper by

**Campbell Macpherson**

Change & Strategy International Ltd

# 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 the team



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:

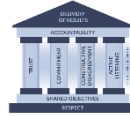
Your culture today  
Your culture tomorrow  
Gaps and opportunities

Decisions & Actions

Strategic Clarity  
Action Plan

## Workshop 2

### Team Behaviours



Team assessment and discussion of results

Creating a winning team  
The 9 components 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



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



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
- ...

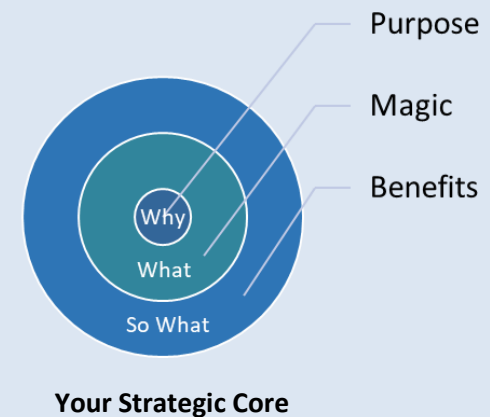
Executive Coaching /  
Mentoring as required

# 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

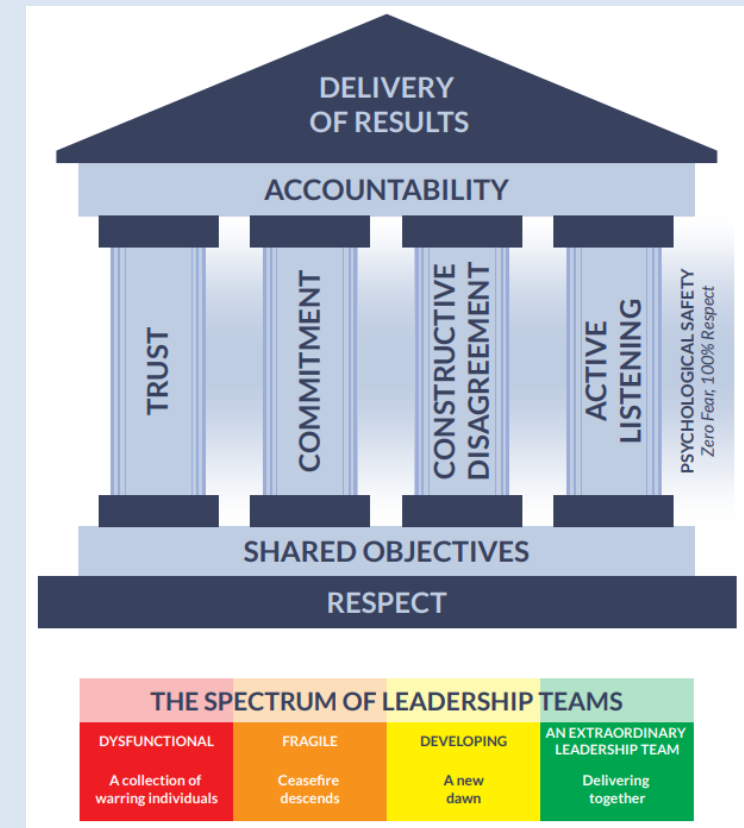


Every member of the leadership team conducts an online assessment of the team – against the ‘9 Components of Extraordinary Leadership Teams’.

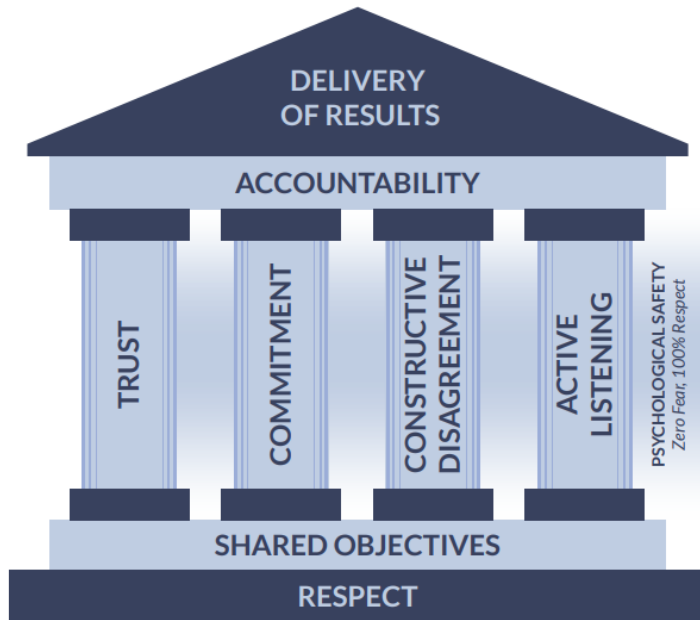
We then discuss:

- ❖ Reflections from previous workshop
- ❖ The critical importance of leadership teams
- ❖ Tales of leadership teams past and present
- ❖ The 9 Components of an Extraordinary Leadership Team
- ❖ Where are we on the ‘Spectrum of Leadership Teams’?
- ❖ Discussion of the assessment report
- ❖ Actions:
  - ❖ Start. Stop. Continue.
  - ❖ Draft team charter

The 9 components of an extraordinary leadership teams



# The 9 Components of an Extraordinary Leadership Team



## THE FOUNDATIONS

1. **Respect.** The bedrock of every successful team. Without genuine respect for one another, no team can possibly succeed.
2. **Shared Objectives.** . If a team is to achieve extraordinary results, every single member must be focused on achieving a single set of results that the entire team is measured against.

## THE PILLARS

3. **Trust.** Respect enables Trust. A team where every member trusts that their colleagues are coming from a good place, have their back and want them to succeed.
4. **Commitment.** Genuine commitment to the team and what it is seeking to achieve. That this team is the 'first team'. Cabinet Responsibility. Plus commitment to helping one another.
5. **Constructive Disagreement.** The ability to have ego-free, robust debates where no-one is afraid to be proven wrong, as this helps the team arrive at the right decision.
6. **Active listening.** The ability to listen to understand not merely to reply. Team members listen closely and play back what they have heard in a quest to build a deeper understanding.

## PSYCHOLOGICAL SAFETY

7. **Psychological Safety.** The four pillars, when combined, create an environment of 'Psychological Safety', of "Zero Fear 100% Respect".

An atmosphere where every team member is able to raise concerns, ask questions and voice opinions without ridicule or punishment.

## THE OUTCOMES

8. **Accountability.** Each member is personally accountable for the delivery of the collective strategy, for the behaviour of the team and the behaviour of every one of their colleagues.
9. **Delivery of Results.** Is the culmination of every single one of the other components. It is why the team exists. And when it comes to results, there is no individual triumph without a collective triumph.

Either the team wins or no-one does.

Download the paper [here](#):

# 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



# 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 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.



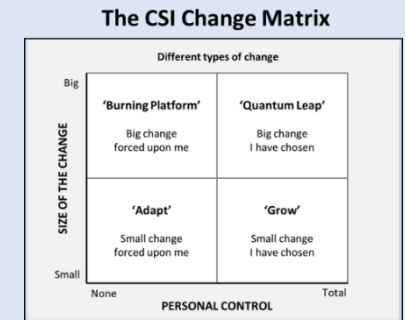
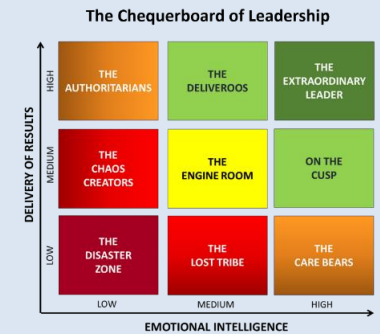
## Delivering Change

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.



## Change is inevitable. Successful change isn't.

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



### Campbell Macpherson: The Change Catalyst

Campbell Macpherson is an international expert on leadership and change, a keynote speaker, an award-winning author and an Executive Fellow of Henley Business School. He has been enabling leaders for 3 decades across the UK, Europe, Australia, US, ME and Asia.

His executive career included Senior Adviser to the Abu Dhabi Investment Authority, Strategy Director of Zurich, HR Director of Sesame (1000-person FS firm), Marketing Director of Virgin Wines and eBusiness Head of AMP. He began his careers flying jets (badly) in the RAAF.

Clients include: T Rowe Price, BNY Mellon, Pershing, Howden Insurance, CPA, Shoosmiths, Invesco, Henley Business School, Singer Capital Markets, SJP, iPipeline, Mazars, ...



### Our 3 Key Programs:

#### Leading with Influence

*Develop your next generation of senior leaders*

#### Extraordinary Leadership Teams

*Critical for the success of every business*

#### Leading Change

*88% of changes fail. Lead the 1 in 8 that succeeds.*

### Our 3 Key Papers:

#### The 12 Traits of Extraordinary Leaders

*Every leader has the potential to be extraordinary*

#### The Chequerboard of Leadership

*When EQ meets Delivery*

#### The 9 Components of Extraordinary Leadership Teams

### Award-winning author:



Author of  
**THE CHANGE CATALYST**  
2018 Business Book of the Year  
2018 Leadership Book of the Year



Author of  
**THE POWER TO CHANGE**  
How to harness change and make it work for you. 2020.



Author of  
**YOU: PART TWO**  
Thriving in the second half of your life. 2021.

**NEW!** Campbell's fourth book Transforming Olympus will be published in 2024.  
A leadership fable based on the Greek Gods – as Zeus and Hera realise they must change the way they lead if they are to avoid the devastation of eternal irrelevance.