THE CHANGE CATALYST SERIES™

THE EXTRAORDINARY LEADERSHIP TEAMS PROGRAMME

IT ISN’T ONLY YOUR TOP TEAM THAT NEEDS TO BE EXTRAORDINARY

CHANGE :: STRATEGY
changeandstrategy.com

Your leadership teams need to be as strong as they can possibly be

A poor leadership team can destroy a business.
An extraordinary leadership team can enable a business to soar.

3.5X Revenue Growth

Organizations with strong leadership teams experience **3.5 times higher revenue growth** compared to those without.

McKinsey & Company

"We are moving from an era of individual leaders to an era of networked leadership teams that steer the organization."

AND YET ...

65% of senior executives feel their top team is ineffective!

Center for Creative Leadership

Leadership is a team sport not a solo pursuit

Leadership 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

Our Extraordinary Leadership Programme – tailored to you

Interviews

1:1 interviews with the team

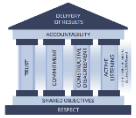
1:1 VC meetings (1.5+ hrs) with each executive to discuss how the team works today, strengths. weaknesses, opportunities, how it could work tomorrow

Plus explore the organisation, culture, strategy, implications, challenges, obstacles & elephants.

Anonymised summary for group discussion

Workshop 1

Team Behaviours



Team assessment and discussion of results

Creating a winning team
The 9 components of an Extraordinary Leadership Team
Collective and individual changes required
Start. Stop. Continue.
Draft Team Charter - team norms and behaviours
Embedding the new behaviours

Team assessment
Draft team charter

Workshop 2

Strategy & Culture

Clarify Strategy:
Aspiration
Strategic Core
Implications
Obstacles & Elephants
Gaps & Opportunities
Commercial imperatives,
Enablers, Priorities

Clarify Culture:
Your culture today
Your culture tomorrow
Gaps and opportunities

Decisions & Actions

Strategic Clarity
Action Plan

Workshop 3

Team Roles & Impact

Reflections from Workshops 1 and 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
Implications & Actions

Review

The Future

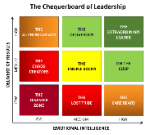
Reflection
Meeting with leader to finalise team charter plus agree next steps eg:

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

Finalise team charter and further actions

Further Development

Leadership Skills & Culture Devt



Workshops and programmes as required. e.g.:

- Leading with Influence
- Leading change
- Delivering Change
- Embracing Change
- Engaged Decision Making
- Delegation & Empowerment
- Communication that works
- …

Executive Coaching / Mentoring as required

Our Extraordinary Leadership Team Programme – tailored to you

Interviews

1:1 interviews
with the team

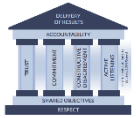
1:1 VC meetings (1.5+ hrs) with each executive to discuss how the team works today, strengths. weaknesses, opportunities, how it could work tomorrow

Plus explore the organisation, culture, strategy, implications, challenges, obstacles & elephants.

Anonymised summary for group discussion

Workshop Series 1

Team Behaviours



Team assessment and discussion of results

Creating a winning team
The 9 components of an Extraordinary Leadership Team
Collective and individual changes required
Start. Stop. Continue.
Draft Team Charter - team norms and behaviours
Embedding the new behaviours

Team assessment
Draft team charter

Workshop Series 2

Strategy / Culture / Operating Model

Clarify Strategy:
Aspiration, Why?
Strategic Core
Implications, Obstacles, Commercial imperatives, Enablers, Priorities

Clarify Culture:
Your culture today
Your culture tomorrow
Gaps and opportunities

Operating Model
Today, Tomorrow, Priorities

Strategic Clarity
Operating Model
Action Plan

Workshop Series 3

Team Roles & Impact

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
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GC Index Report
Implications & Actions

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The Future

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Further Development

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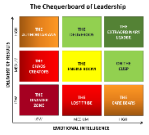


Masterclasses and programmes as required. e.g.:

- Leading with Influence
- Leading change
- Delivering Change
- Embracing Change
- Engaged Decision Making
- Delegation & Empowerment
- Communication that works
- …

Executive Coaching / Mentoring as required

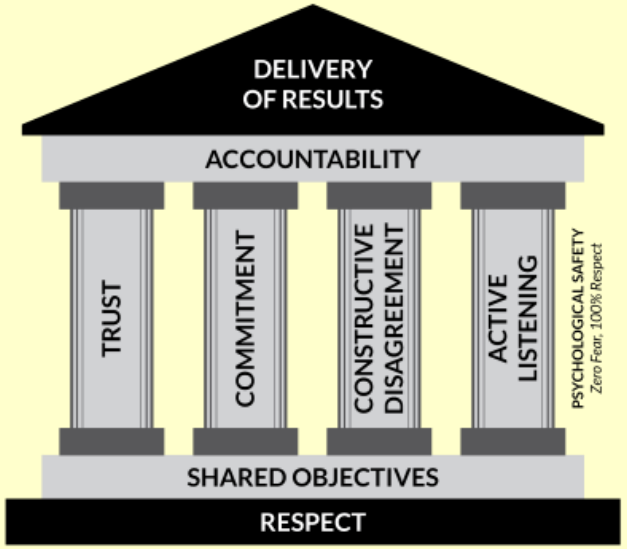
Workshop Series 1: The way the team works

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

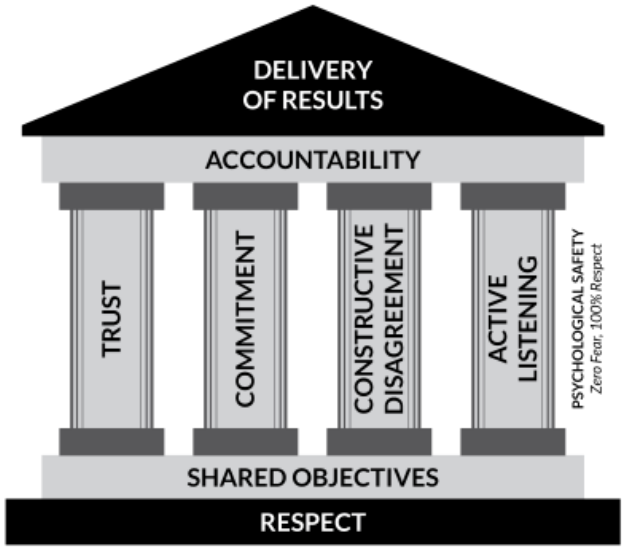
We then discuss:

- 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
- Discussion of the summary of the 1:1 interviews
- Actions:
  - Start. Stop. Continue.
  - Draft team charter

The 9 components of 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)

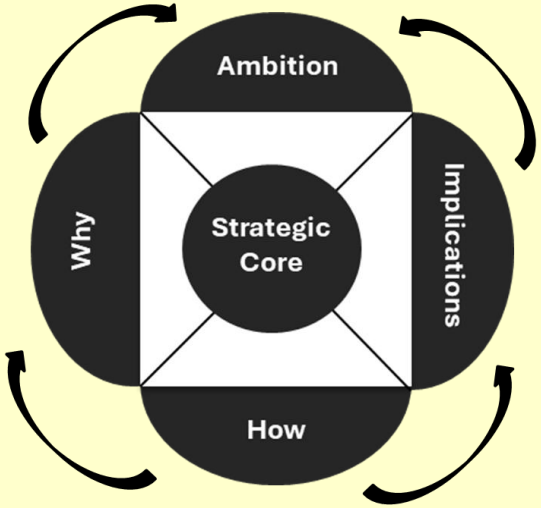
The Spectrum of Leadership Teams		Dysfunctional	Fragile	Developing	Extraordinary Delivering together
Delivery	Delivery of Results	Individual performance	Team performance not as important	Both important	We all win or no-one wins.
	Accountability	Minimal	Clear personal accountabilities	Clear interdependencies	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 Series 2: Strategy Alignment, Culture, Operating Model

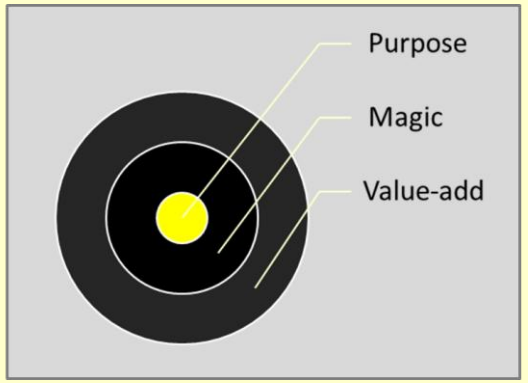
A series of workshops to enables robust and frank discussion among the team about the strategy, and the key enablers of the strategy – culture and the operating model

- What is the aspiration?
- 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? (Y*our 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
- Operating model – today and tomorrow
- Your actions and priorities
- Your legacy - personally and as a team

The 5 elements of a successful strategy



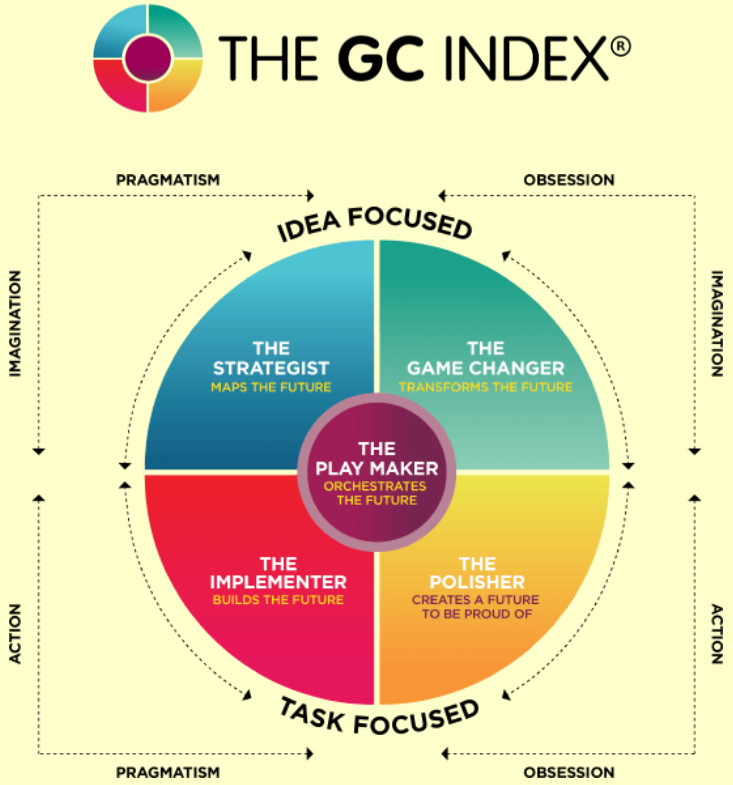
Your Strategic Core



Workshop Series 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'.

Review

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

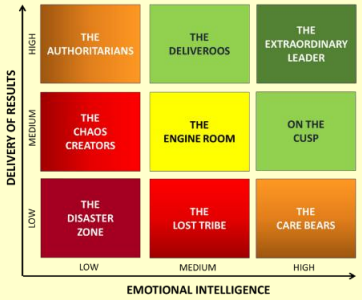
The 'Leading with Influence' Modules

12 Traits of Extraordinary Leaders	Emotionally Intelligent Leadership	Communi-cation that Works
Leading and Embracing Change	Strategy, Culture & Agile Delivery	Influencing without Authority
Navigating the Politics	Highly Effective Teams	Action

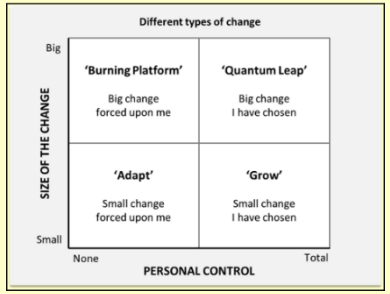
Plus 'Leading in an AI World'

www.leadingwithinfluence.online

The Chequerboard of Leadership



The CSI Change Matrix



Change & Strategy International

Change is inevitable. Successful change isn't.

Enabling leaders worldwide to build extraordinary leadership teams, lead with influence 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 three 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, Nottingham Building Society, Howden Insurance, CPA Australia, Shoosmiths, Invesco, Henley Business School, Singer Capital Markets, SJP, iPipeline, Mazars, …

Our 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.

Embracing Change
The most important life skill of them all.

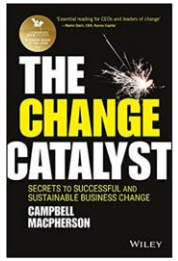
Our Key Assessments:

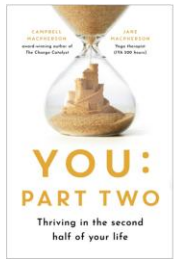
12 Leadership Traits 360 Assessment
Self and 360 assessment of your leadership skills

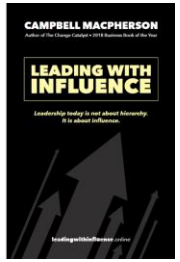
EQ Assessment
Self and 360 assessment of your emotional intelligence

Leadership Team Assessment
Each member assesses team behaviours and performance

Author of 2018 Business Book of the Year







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Get in contact

Get in contact to tailor a program to engage and develop your leadership teams.

e: enquiry@changeandstrategy.com