



# CLIMBING THE RIGHT MOUNTAIN?

## An argument for building balanced teams CCI<sup>©</sup>

### Are you compounding failure or reinforcing success?

Read the headlines over recent months and you will have read many stories detailing the failure of banks and other financial organisations.

One of the most prominent of these failures had no defined strategy. Their goal seemed to be international acquisition with very little thinking beyond this process. Indeed, one could say that they were obsessed with the process of acquisition, but ignored the product that flowed from it.

Simplicity and clarity of intent is fundamental to executing strategy, providing people understand their role in delivering it, and providing it is guided by the right strategy for the market that you operate in. If you are good at executing, then your intent and strategy are probably going to be delivered.

In many institutions, they were executing the wrong strategy within a culture that gave too few people too much power. Without the right culture in place, and without balanced teams working interdependently, you can only hope that the cognoscenti are leading you up the right mountain.

In many instances the wrong mountain was picked, and nobody felt empowered or equipped to ask the leader to check the map. The gradient of authority was too steep to encourage healthy debate and constructive criticism. The results of this imbalance are painfully obvious.

Delivering shareholder value and quality begins and ends with creating a culture of success within the people and teams that you have the privilege to lead. Empowering and setting your people free to deliver on your behalf is central to Mission's model of leadership.

### Mission's model of leadership has three component parts. Culture, Clarity and Interdependence (CCI<sup>©</sup>)

People can be trained, coached and supported through each element of CCI. It is not theoretical nor academic, but designed to be pragmatic and applicable almost immediately.

The same institution alluded to above has now embarked on a programme of change that will see them return to their former position within the market within 5 years, provided they get the balance right.

Learning from failure is key to developing as a leader and as an organisation. Recent actions indicate that some of the lessons are now being applied to rebuild reputations in all locations and levels within and outside of this same organisation.

Mission Performance has recently played a central role in the delivery

of one such initiative that is designed to re-engage and rebuild reputations from within.

Specifically, Mission's model of leadership has been applied to the development and delivery of a global community investment programme.

This programme intends to deliver 40+ separate community investment programmes globally over one week this summer.

Utilising the talent populations worldwide, a 3-person team working part time with no international travel, will ensure this project is delivered on behalf of its sponsor and to his expectations and intent.

### How can we be so sure that the project will be a success?

(1) The project has been structured utilising Mission's model of leadership (MPL) and high performance team-work. (2) It has the explicit support of the executive team whose global division will be delivering on the ground.

The global team have marked the pitch on which the teams can deliver. Through clearly defined Missions, expectations and statements of intent the teams can begin to define their actions that support the central aim of the executive team.

This demands that the executive team are explicit in defining their expectations but, more importantly, that they 'demonstrate their trust' in their teams to deliver with little or no additional direction. Teams on the ground armed with clarity of purpose can make decisions that do not have to be referred up the chain.

Delegation upwards is discouraged. If you understand what needs to be achieved and you feel empowered, then make decisions on your leader's behalf. "You are him"\* so exercise your judgement.

The project is ongoing and is on target.

We will update you as time progresses.

\* Theme taken from Ian Gardiner's approach to developing Mission Performance Leadership in teams



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