



...creating effective business leaders

# Mission Performance Leadership: MPL

Mission Performance has been developing Mission Performance Leadership with some of its largest clients over the past 36 months.

*“It has improved the quality of leadership and decision making perceptibly in a very short space of time”*

Director RBS

## Who is it for?

- Leaders who lead teams in large complex organisations
- Organisations who have difficulty in aligning their leaders and teams to the strategic direction and objectives of the business.
- Organisations where leaders are not able or willing to use their initiative to make decisions that support the central purpose of the organisation
- Organisations where subordinate teams and leaders are not encouraged nor equipped to make decisions

## Programme objectives:

- A clarification of organisational strategy for leaders and their teams and their roles in achieving it
- Improved interdependence and alignment between teams to the strategic goals of the business
- Improved communication in all directions
- Greater appreciation of the role of the leader in engendering and managing change

## Programme outcome:

- Leaders and teams that are more motivated, informed and aligned to achieve the goals of the business.

## Mission Performance Leadership (MPL) suggested outline:

### Mission Performance Leadership (MPL) the business case:

Modern businesses work in a fast moving, dynamic environment and only those companies which make relevant, effective and timely decisions flourish. “Most companies have centralised structures and need to work out how they can become more responsive ... how you ensure everyone understands the strategy and is pointing in the same

direction - this is one of the big management challenges,” said Sir Martin Sorrell, CEO of WPP in World Business in April 2006.

Mission Performance Leadership is a style of leadership which sets out to achieve precisely that: it promotes decentralised management, freedom and speed of action, and initiative; all of which shorten decision cycles. It also helps to ensure that all decisions are aligned with the goals of the business.

By emphasising the vision and mission of the business, and by fostering the quality of decision making right down through the organisation, it places decision making in the hands of those best placed to make decisions. In this way, your company delivers nimble, appropriate, effective responses no matter how large the business may be.

MPL is a leadership philosophy that can be easily translated and disseminated to individuals and teams within the organisation. This enables leaders to apply the lessons immediately with out dependence on a third party.

It has a series of distinct modules which are delivered over a period of time enabling staged execution of specific actions.

There are 4 modules which can be delivered over multiples of 30 days. For example you may wish to deliver each module every 90 days over a 360 day period or every 30 days over 120 day period dependent on the immediacy of your objectives.

The modules are as follows:

**Pre-work:**

- Read background articles on ML
- Design work to identify the business case and context

**Module 1: Mission Philosophy:**

- Historical origins
- Present and future application
- ML tools for implementation
- Mission Analysis Template & Mission Leadership Checklist (MLC)
- Discussion & application to existing strategy
- Development of PLAP 's (Personal Leadership Action Plan)

**Mission application:**

- Leader implementation against PLAP using MLC to level 1

**Module 2: Mission Analysis**

- Review and re-teach of content to date
- Introduce additional supporting tools and concepts
- Discussion of implementation problems
- Case study discussion 1: generic example
- Case study discussion 2: live (client) business example

**Mission application:**

- Leader implementation against Personal Leadership Action Plans using MLC to level 2

**Module 3: Skills based modules aligned to MLC to include:**

- developing self-leadership
- developing trust
- prevention and management of conflict
- feedback
- developing high performance team work

**Mission Application:**

- Leader implementation against PLAP using MLC to level 3

**Module 4: Mission Review**

- Review progress against plan for each or a selection of team leaders
- Identify and share lessons learnt
- Identify next steps

**Supporting materials:**

- Pre reading articles soft copy
- ML notes and templates to include soft and hardcopy Mission Analysis templates; MLC

**Format:**

4 x 1/2 day modules delivered over a 120-360 day period with accompanying delegate actions

**PERSONAL PERFORMANCE LEADERSHIP ACTION PLANS (PLAP'S)**

A personal leadership change programme, defined by a personal mission statement with associated goals or sub missions for action by the leader and his/her subordinates

**MLC Level 1:**

Prioritised goals identified with 50% achieved

**MLC Level 2:**

Prioritised goals identified with 80% achieved

**MLC Level 3:**

ALL goals achieved

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