

Business Team Development

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THE LEADERSHIP PIPELINE TEAM PERFORMANCE MODEL

The Leadership Pipeline Team Performance model is a unique framework designed to enhance the effectiveness of business teams. It integrates the insights from “The Leadership Pipeline” and “The Specialist Pipeline” with applied research from global organizations. Central to its approach are the “5 Cs”: Create, Collaboration, Culture, Commitment, and Completion, which together ensure that business teams not only develop strategies but also execute them effectively. Leadership Pipeline Team Performance model for business teams offers a tailored, evidence-based methodology for fostering team efficiency, strategic alignment, and long-term success in today’s dynamic business environment.

THE CHALLENGE FOR BUSINESS TEAMS

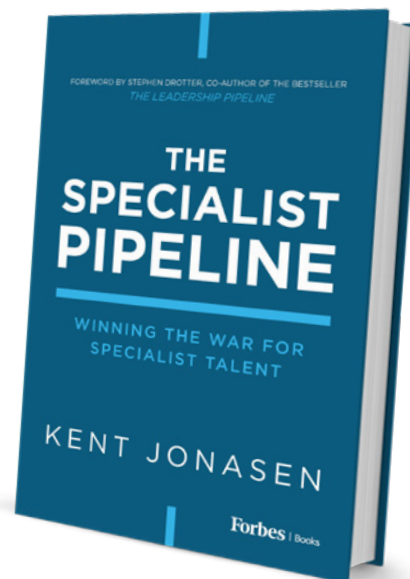
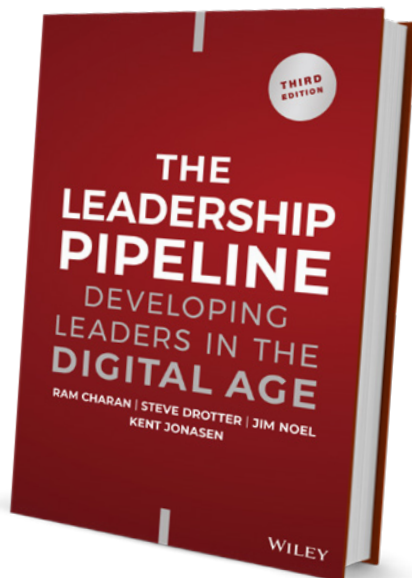
In today's dynamic business landscape, business teams grapple with multifaceted challenges that necessitate efficient and robust strategic planning. These include the imperative to continuously adapt strategies in response to global market complexities, the need for seamless cross-functional integration to leverage collective strengths, and the cultivation of a diverse and inclusive organizational culture amid rapid shifts. Upholding unwavering commitment to strategic goals, while balancing individual and departmental priorities, further intensifies these challenges. Moreover, the imperative of cultivating a future-ready leadership pipeline underscores the critical need for strategic foresight.

Addressing these challenges requires a concerted focus on prioritization and alignment, ensuring that business teams can navigate the intricacies of the contemporary business environment effectively.

"90 percent of investors think the quality of the management team is the single most important nonfinancial factor when evaluating an IPO. And it's why there is a 1.9 times increased likelihood of having above-median financial performance when the top team is working together toward a common vision."

McKinsey Quarterly

"High-performing teams: A timeless leadership topic" June 28, 2017



BACKGROUND

The Leadership Pipeline model for business teams stems from extensive applied research with global organizations, it is designed to enhance business team effectiveness. It incorporates foundational concepts published in the two bestselling books, “The Leadership Pipeline” and “The Specialist Pipeline” which provide a deep dive into leadership and specialist transitions. This model takes the core principles and learnings from the two books and applies it to teams by asking two fundamental questions:

“How does a team at this level distinctively add value, and what transitions does it need to navigate to reach peak performance?”

The Leadership Pipeline team model is centered around the 5 Cs Create,

Collaboration, Culture, Commitment, and Completion, which is tailored to navigate complex business environments by enhancing strategic alignment, teamwork, inclusivity, and talent development. It ensures teams are adept at meeting current and future organizational challenges.

“It’s about microculture. Every team has its microculture. It’s about talking about that and cocreating the language you’re going to use to describe answers to the questions, ‘What are we doing? What are we about? Why do we work? How do we connect? What’s the biggest problem we face?’”

McKinsey Quarterly

“Unleash your team’s full potential”

June 22, 2022

HOW IS IT DIFFERENT FROM OTHER TEAM DEVELOPMENT MODELS?

Drawing inspiration from the insights of the two bestselling books “Leadership Pipeline” and “Specialist Pipeline,” the leadership pipeline team performance model distinguishes itself from other team development models by emphasizing the necessity of a differentiated approach to team development. A team’s output and critical success factors must be clearly defined and differentiated depending on the nature of the team. Operational teams, with their pulse on the day-to-day activities, demand

development strategies that enhance efficiency and process optimization. Conversely, business teams are tasked with navigating the organization’s future direction, cross-functional collaboration and strategy execution. The TPI nuanced methodology not only addresses the distinct challenges faced by different teams but also enhances strategic alignment and execution, ensuring a more targeted and impactful approach to team development and performance.

WHAT ARE THE ELEMENTS IN THE 5C MODEL?

The “5C” model in business team development consists of five critical elements that collectively enhance team effectiveness and organizational success. Here’s an introduction to each:



CREATION

- **Value:** Emphasizes the business team’s role in continuously creating and refining strategy based on a clear understanding of market competition and global trends.
- **Impact:** Ensures that business teams remain agile, forward-thinking, and able to adapt their strategies to maintain a competitive edge and respond to changing market dynamics.



COLLABORATION

- **Value:** Focuses on each team member understanding the value add and competitive edge of peer functions and their unique contributions to the success of the strategy.
- **Impact:** Enhances interdepartmental understanding and cooperation, leading to a more cohesive and integrated approach to achieving business objectives and leveraging the diverse strengths within the team.



CULTURE

- **Value:** Recognizes every team member’s unique contribution while actively mitigating ‘group think’ and fostering an environment where members are encouraged to fully express themselves.
- **Impact:** Cultivates a culture of inclusivity and diversity of thought, which is crucial for innovation, problem-solving, and maintaining a competitive advantage in a complex global market.



COMMITMENT

- **Value:** Acts as ambassadors, prioritizing the overall strategic priorities over individual or functional agendas, and supporting each other in challenging situations to ensure collective success.
- **Impact:** Builds a strong sense of unity and purpose within the team, ensuring that all members are aligned with and committed to the organization’s strategic goals, thereby enhancing execution and resilience.



COMPLETION

- **Value:** This component emphasizes not only the development of a robust leadership/ specialist pipeline but also ensures that business teams excel in executing and implementing key initiatives. It fosters an environment where all members actively contribute to talent development, crucial for immediate achievements and long-term organizational success.
- **Impact:** By preparing teams for future challenges and enhancing their execution capabilities, this approach guarantees organizational sustainability. It secures a consistent stream of skilled individuals ready for leadership roles, ensuring the organization advances effectively and maintains a competitive edge.

These 5 Cs represent a holistic approach to business team development, emphasizing the importance of creating and executing strategy collaboratively, fostering a supportive culture, demonstrating commitment to shared goals, and preparing for the

future through talent development. Together, they provide a comprehensive framework for enhancing strategic focus, accountability, and leadership within teams, aligning closely with the overall strategy.

TPI can be applied in key situations in a business teams' life cycle, including:

- **Kick-Off:** when a new leader or new business team wishes to establish clear expectations of team performance and behaviors, to function at the right 'strategic altitude'
- **Booster:** when an already successful team prepares to future-proof itself in a more demanding operating context or shifting competitive landscape
- **Intervention:** when a leadership team has derailed in specific areas and is in need of redirecting its commitment and efforts towards a common purpose/direction
- **Staying Focused:** When a leadership team wishes to address its collective transition and ways of working as an integrated and recurring element in its annual performance cycle.
- **Reset:** when recent events have unsettled a previously successful team and it now needs to re-group around a common purpose and agreed ways going forward.

These scenarios highlight the TPIIndex's versatility in assisting business teams at various stages of their development or during different challenges, focusing on transition, collective accountability, strategic alignment, and adaptive leadership.

THE LINK BETWEEN INDIVIDUAL AND TEAM TRANSITIONS

In the strategic realm, the analogy that “the whole is greater than the sum of its parts” aptly describes the link between individual and team transitions. Individual transitions, characterized by shifts in work values, time application and skills, serve as the building blocks for team evolution. As each team member fully transitions into their leadership role the collective growth amplifies, leading to a more dynamic, innovative, and effective business team. This synergy ensures that business teams not only adapt and thrive in complex environments but also drive organizational success far beyond what individuals could achieve in isolation. By focusing on the comprehensive

development of leadership roles, organizations can ensure a seamless transition at the strategic level, thereby enhancing the effectiveness of their leadership pipeline and supporting sustainable business growth.

“Our applied research shows that a business leader cannot successfully transition into their role if their immediate team of functional leaders do not step up and fully transition into theirs both as individuals but also collectively as a team”.

*Kent Jonassen, CEO,
Leadership Pipeline Institute*

A COMPREHENSIVE FRAMEWORK

In conclusion, the Leadership Pipeline Team Performance model offers a comprehensive framework that empowers business teams to excel and drive organizational growth through a focus on execution, strategic alignment, and fostering an inclusive culture.

By leveraging the “5 Cs” and integrating insights from “The Leadership Pipeline” and “The Specialist Pipeline” with cutting-edge applied research, the TPI’s tailored, evidence-based approach stands out by ensuring business teams not only develop but also execute strategies effectively, highlighting its pivotal role in enhancing team performance and organizational growth.