



How To Build a High Performance Team Using Military Principles

with
Paul David Mather

About me



Paul David Mather

I am a....

Startup Operations Advisor
Leadership Coach
Career Mentor



About me



**Sustainability
advisor**



Ops guy



EV advocate



**Startup
mentor**



Ex Army

About You

1

Where in the world are you?

2

What do you want to take from today?



POLL

Are you more a team leader or a team member, or both?

POLL

Agenda



Rally your team
around a **unifying
purpose** and
shared goals



Empower team
members by delegating
freedom of action with
mission command



Identify and **develop
leadership** potential
within your team

**Rally your team around
a unifying purpose and
shared goals**





Unifying Purpose

Every team, at every level, needs a clear **mission** and an **end state** to aim for.

The **unifying purpose** explains **the why**, to everyone from general to front line soldier.



Question for you...
**What do you think motivates
these soldiers?**

Case Study

Deliveroo Ops



I built several ops teams at Deliveroo, from **5 people to 80**.

What made those teams great? **The people!**

To bond as a team you need **a clearly articulated purpose**.

In our case **it was supporting 3,000 > 60,000 couriers to deliver food orders on time**.

All the £££, perks and Friday drinks in the world won't make up for a lack of purpose.

A purposeful team is more likely to achieve the mission, however challenging.



Unifying purpose



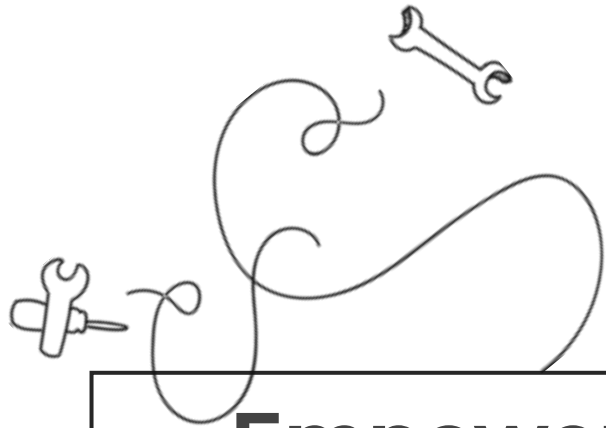
Happy team



High performance

Exercise

**Identify what the
unifying purpose for
your team is.**



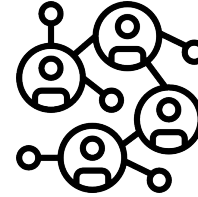
**Empower team
members by
delegating freedom
of action with
mission command**



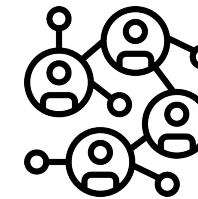
**WHEN YOU THINK YOU KNOW
MISSION COMMAND**

Mission Command

With a unifying purpose you can exercise **mission command**, using these principles:



Freedom of action
(control measures)



Mutual understanding
(consistency)



Unity of effort:
(single main effort)



Trust
(tolerate mistakes)



Timely and effective decision-making

But what about the company strategy?

Don't worry, there's also an overall guiding principle

- **Absolute responsibility to act to achieve the superior commander's intent**

So for instance, the head of ops' mission should always support the CEO's vision.

Case Study

Deliveroo Ops



As companies scale and teams grow, **proper management becomes critical to success.**

Even a bonded team with a unifying purpose needs **clearly delegated responsibilities and parameters** to work within.

The easiest way to explain it is: **“head in this direction as fast as you can... but under no circumstances cross that line!”**

Putting control measures in place allows leaders to step back and **think strategically, instead of micromanaging** to avoid mistakes.



Mission Command



Initiative



Passive results

What we've covered up 'till now

- Unifying purpose
- Mission command



**Identify & develop
leadership potential
within your team**



Leadership Development



Identify and promote the traits you want to see in your team. **Be the example.**

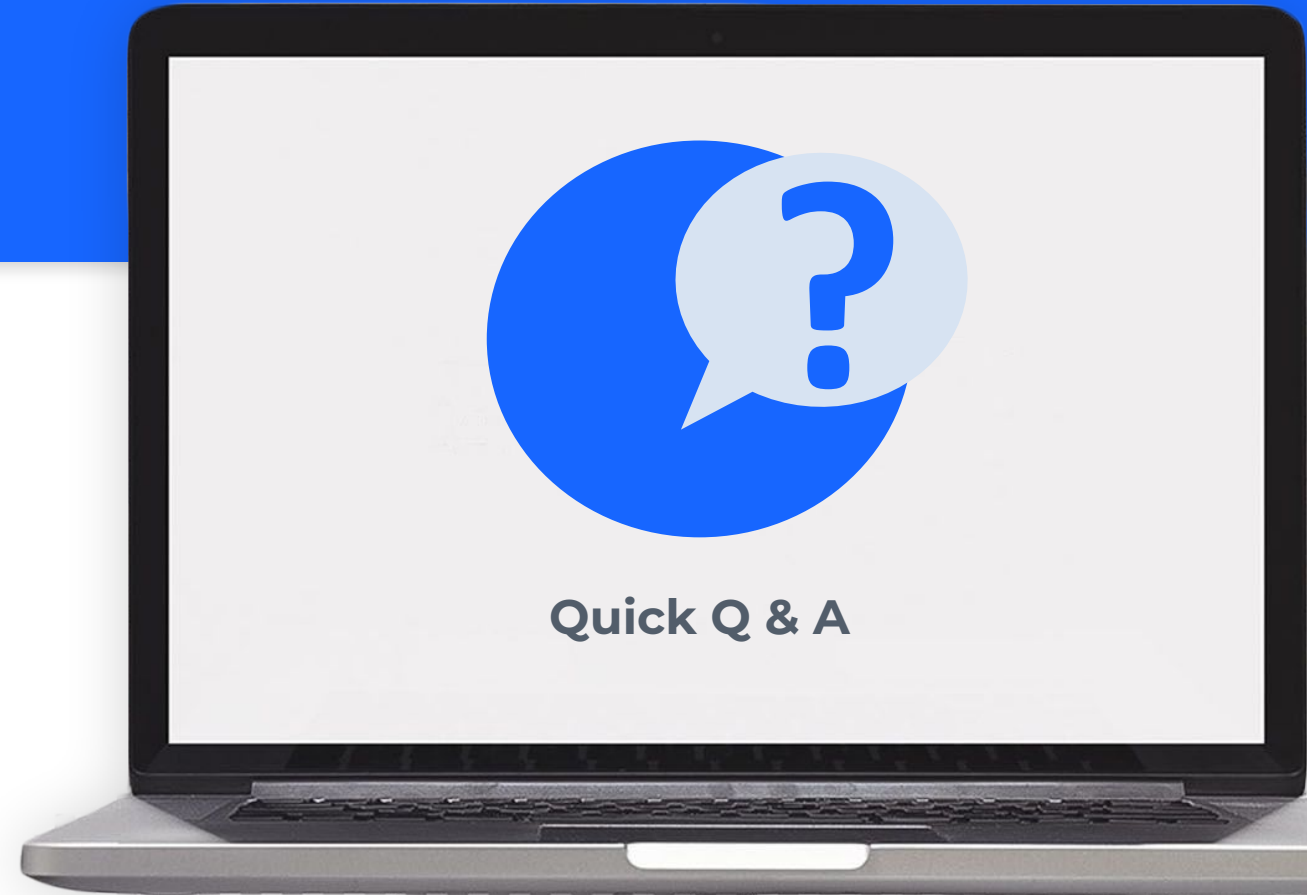
Reward success, don't punish failure.

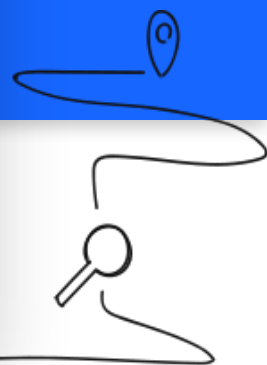
Train in, don't select out. And be prepared to let people go for new opportunities.

Don't replace people for the sake of it. Those who know your business best already work there.

What we've covered up till now

- Unifying purpose
- Mission command
- Leadership development





Stay in touch



Paul David Mather

