

How do you **LEAD** teams of people to do hard things?

You tell people what to do, but not how to do it.

You teach them how to think, but not what to think.

And I think that by having people who are subscribed to something bigger than themselves, who are bonded together to achieve that.

Who have spent enough time with each other to not only **trust** each other, but frankly, care about each other is the essence of a small, high performing team.

But most of all, the team needs to know what it's about, what is the **purpose**.

PURPOSE: focus on the **WHY**

The most important thing is to have a purpose and know the purpose; and then enable your teammates to believe and subscribe to that purpose. If your teammates know where you want them to go, they will find their way there. You don't need to tell them.

Purpose is generally not to do a thing, it is to have an **IMPACT**.

I think too many people think of doing the thing as their purpose, but it needs to be:

- **Why** am I doing that thing?
- What is doing that thing going to achieve?

TRUST: The secret ingredient to great teams

My experience is that the highest performing teams are the teams that care.

The teams in which the individuals care most about the other team members, where they want everybody else to succeed. Where it's not a competition. It's if we all succeed together, then we'll all be better off.

- And that spirit requires trust.
- The trust has to be an earned trust.
- You have to earn that trust every day.
- It's easy to break a trust.
- An old colleague of mine, said
"you can't surge trust".

It takes time to build, but once that trust is there, people will do just amazing things for each other.

Decision Making: Diversity & Accountability

People want to be where their individual contributions make a difference and where their voice is heard at whatever level they are. And so, I think a leader to come to the best decision, has the responsibility to listen to everybody's ideas.

I think the broader spectrum of people you can have on a team the better.

The more lenses you can look at a problem through, the better, the more life experience the better and you're just more likely to come to a better decision.

But I believe that ***everybody gets a voice, but I don't believe everybody gets a vote.***

The person or the people who are ***accountable***, who are going to be held accountable for the outcome, get at least 51% of the vote. If he or she is going to be held accountable, then it's his or her decision.

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