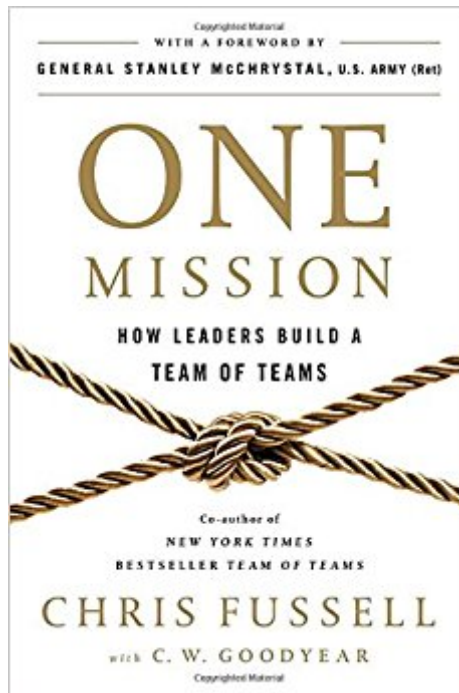




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# One Mission: How Leaders Build A Team Of Teams



## Synopsis

From the co-author of the New York Times bestseller *Team of Teams*, a practical guide for leaders looking to make their organizations flatter and more interconnected. Too often, companies end up with teams stuck in their own silos, pursuing goals and metrics in isolation. Their traditional autocratic structures create stability, scalability, and predictability -- but in a world that demands constant adaptation, this traditional model fails. In *Team of Teams*, retired four-star General Stanley McChrystal and former Navy SEAL Chris Fussell made the case for a new organizational model combining the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization. Now, in *One Mission*, Fussell channels all his experiences, both military and corporate, into powerful strategies for unifying isolated and distrustful teams. This practical guide will help leaders in any field implement the *Team of Teams* approach to tear down their silos, improve collaboration, and avoid turf wars. By committing to one higher mission, organizations develop an overall capability that far exceeds the sum of their parts. From Silicon Valley software giant Intuit to a government agency on the plains of Oklahoma, organizations have used Fussell's methods to unite their people around a single compelling vision, resulting in superior performance. *One Mission* will help you follow their example to a more agile and resilient future.

## Book Information

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## Customer Reviews

“One Mission sets out the most exciting prospect for re-engineering a twenty-first-century company. For me, this was not a book for bedside reading. I read it upright, taking notes, inspired

with thoughts for my own enterprise. Assuming I have the discipline to follow through, these few hours of reading will prove the highest ROI on my time in a dozen years. • "DAVID G. BRADLEY, chairman of Atlantic Media • One Mission is required reading for anyone leading people.

Fussell's vivid account of how a team of teams model turned the tide on the battlefield is both inspiring and instructional in helping leaders to navigate the transition from twentieth-century bureaucracy to twenty-first-century complexity. • "DOUG MCMILLON, president and CEO of Walmart • Leaders from all sectors will recognize themselves and their organizations in the pages of One Mission. Fussell is an engaging writer, weaving together stories of his military past with tales of the many businesses that he has worked with. The result is a valuable, practical manual of how to make the necessary changes to become a Team of Teams. • "ANNE-MARIE SLAUGHTER, president and CEO of New America, author of *The Chessboard and the Web* • Chris Fussell is one of the most dynamic thinkers of our day. His ideas and his perspectives have challenged many of my own assumptions and pushed me to think bigger. I'm smarter because of Chris Fussell. Read this book! • "SIMON SINEK, optimist and author of *Start With Why* and *Leaders Eat Last* • Whether you are the CEO of a company, the head of a government agency, or the leader of a nonprofit, this book should be the next one you read. • "MICHÈLE FLOURNOY, CEO of the Center for a New American Security (CNAS) and former under secretary of defense for policy • Businesses that operate using the old command-and-control model struggle to navigate the complex problems of the twenty-first century. With *One Mission*, organizations have the vocabulary and toolset they need to switch to a Team of Teams model and excel in the information age. • "DHIRAJ RAJARAM, founder and chairman of Mu Sigma Inc.

Chris Fussell is a Partner at the McChrystal Group Leadership Institute and coauthor of the *Team of Teams*, a New York Times bestseller and the first book in the *Team of Teams* series. He was commissioned as a Naval Officer in 1997 and spent the next 15 years on U.S. Navy SEAL Teams around the globe. He then served as Aide-de-Camp to Lieutenant General Stanley McChrystal during McChrystal's final year commanding a Joint Special Operations Task Force fighting Al Qaeda around the globe. • Since leaving active duty in 2012, Fussell has also served as a Senior Fellow for National Security at New America, sits on the Board of Directors for the Navy SEAL Foundation, is a life member of the Council on Foreign Relations, and teaches at Yale University's Jackson Institute. He lives in Washington, D.C. with his family. • C.W. ("Charlie") Goodyear is a graduate of Yale University, where he studied economics, speechwriting, and Mandarin. He is from New Orleans, Louisiana.

This is a very relevant book for today's business leaders. Chris Fussell has written an intellectually appealing book with excellent prose. His writing style is professional and engaging. Fussell's experiences as a Seal Team 6 officer and as General McChrystal's Aide de Camp create plenty of opportunity to illustrate important leadership lessons. I suggest that if you are like me and looking for solutions to make change in the echo chamber of today's culture of radical networks that this book is worth your time.

The American military was having a hard time keeping up with terrorists, small cells working independently but guided by one powerful overriding mission and ideology taking advantage of the latest social media that gave them a strategic advantage. The military soon realized they similarly needed to organize around one major overriding mission but to similarly build a team of teams that was just as interconnected. What they learned and how it applies to business and other organizations is reviewed in this excellent primer.

While Team of Teams, in my opinion, did a fantastic job of outlining the problems that many organizations are facing currently, Fussell & Goodyear make an exciting case in one mission One Mission that dives into ways that people can put the solutions into practice. Particularly interesting to me were the sections on decision space and the Chief of Staff role. Having a trusted advisor who's main role in the organization is to help the leader think big picture, make decisions, and execute them-- is a direction that many organizations will have to take going forward.

This was a great read, and I highly encourage any leader to read this. You will find yourself carrying it around with you at work as you find more ways to apply the concepts. I read Team of Teams and wanted to apply the ideas in my workplace, but wasn't exactly sure how. This sequel was exactly what I needed to understand how I can practically apply the concepts with my team. The stories and examples throughout were also very helpful as I could use them with my team to talk about how we are operating and areas in which we could improve. If you are a leader and interested in building a stronger, more cohesive team, get this book for your whole team and start working through the ideas!

This is a great book, not only for senior leaders but those who are emerging leaders. I really enjoyed the case studies. In particular, the case study about Intuit I found intriguing and interesting. The

case studies were helpful to applying the theory and concepts to actual businesses. I also enjoyed the Chief of Staff annex and the graphs used to signpost were helpful to follow along. It was also a quick read, which is always a sign of a good book.

One Mission provides applicable guidance for business leaders on how to transform their organization into a cohesive team. With practical examples and engaging storytelling, One Mission will retain its relevancy for some time.

I'm generally skeptical of leadership guides and business literature in general, but I found "Team of Teams" to be immediately applicable to the real world and grounded in an understanding about what separates good organizations from great organizations. Needless to say, I was already a fan before I picked up a copy of "One Mission" this week. Chris Fussell relies on years of success in the most elite units of the military, time teaching at Yale, and exposure to corporate America through his time at McChrystal Group to provide a "how-to" guide on applying tried and tested techniques from extraordinary teams to a variety of contemporary challenges. For example, the fourth chapter in "One Mission" shifts between the battlefield and the private sector, describing how special operations forces forge a common sense of purpose through maintaining physical and remote connections, embracing a culture of sharing information to develop context, and achieving true collaboration against common problems. While the examples he cites from the military are certainly complicated, he highlights key principles that any organization can apply right away. The personal and professional reflections in "One Mission" are paired with smart analyses of real-world case studies (a study of Under Armour, for example), each of which highlight essential lessons to take away from the book. Again, Chris doesn't just hit on theory - he guides the reader through actual practice. Without going through a chapter-by-chapter breakdown, "One Mission" is not just another esoteric study of business practices or a memoir from a highly decorated SEAL. While "One Mission" has great stories - from Iraq, Afghanistan, and corporate America - it's best when it's a practical guide for anyone working in a complex organization trying to navigate a difficult set of circumstances. Plenty of books on driving change and leading organizations through challenges are interesting, but ultimately forgettable. "One Mission," like "Team of Teams" before it, will actually stick with you over time. Check it out.

I devour leadership and management books - and this one was definitely miles above most that I've read. Instead of concentrating on the hypothetical, it really provided some concrete ways to

implement a wide variety of lessons on how to be adaptable and agile in today's environment which I enjoyed tremendously. The authors' use of detailing how - as practitioners - they had used this successfully was wonderfully well written and had the added bonus of getting a behind-the-curtain look at special operation forces overseas. Definitely recommend!

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