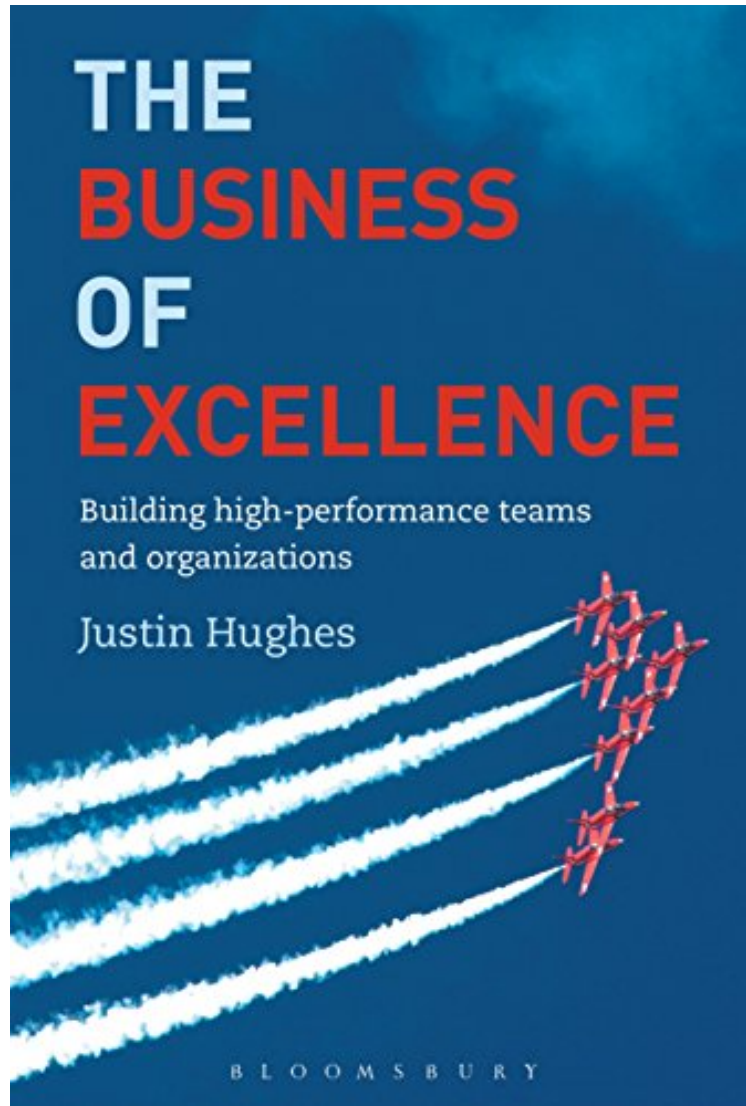


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# The Business of Excellence: Building high-performance teams and organizations

*Justin Hughes*

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**Justin Hughes : The Business of Excellence: Building high-performance teams and organizations** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Business of Excellence: Building high-performance teams and organizations:

1 of 1 people found the following review helpful. A Relevant and Valuable Read for Shaping, Running, and Participating on High Performance TeamsBy Craig R. GelorminiBottom Line Up Front: ldquo;The Business of Excellencerdquo; is a relevant and valuable read that I highly recommend for anyone seeking to assemble, maintain

and enhance, or contribute to, a high performing team in any environment. The author provides guidance through fascinating examples drawn from his experiences not only as one of the top fighter pilots in the British Royal Air Force (as proven through his selection to one of the elite aerial display teams, the Red Arrows, in the world) but also through his experiences directly in the corporate world as well as the knowledge he has procured working with clients in his current career running a consulting firm, Mission Excellence, that specializes in organizational and team performance. He draws examples from historical and modern day thought leaders, as well as Fortune 500 companies, world class athletics teams, Government run agencies, NGOs, and his experiences in the military and working with militaries from around the world. This is a valuable read for people in traditional roles of leadership, however, it illustrates just how people in any role can lead, even if not traditionally a leadership or management role. As anyone who has worked in a professional environment knows, being a manager does not always correlate with being a leader. Anyone who reads this highly engaging book will immediately be able to apply it to his or her profession. It forces you to reflect not only on the work environment that you operate in, but also to make an honest assessment of how you operate and perform and what impression that leaves on those around you (and above and below you on the org chart). Working in a test lead role within an extensive team and vast and varying stakeholders, I immediately was able to draw examples from my own career where I would have benefitted from having read this book when I was first starting out 13 years ago. That said, even with more than a decade under my belt, I will still be bringing ample lessons and guidance instilled through the book back to the office with me on Monday. I recommend this book to everyone. I know, not very specific, but it is rare in this day and age that anyone can work completely independently. Whether it is direct reports or contractors or clients, the lessons Mr. Hughes provides are extremely important to working with others and forming high performance teams (even if you, like me, only get to fly a high performance laptop and not a \$20+ million dollar fighter jet). One of my favorite insights from the book is that Excellence is a habit. You have the control in your own day to day work, your career and even your own life to make excellence routine. No one else can do that for you. The author systematically and strategically takes you through his high performance model elaborating on the aspects of "People," "Capability," and "Delivery" that are valued and exemplified throughout the corporate, military, and government worlds. And we are all the beneficiaries of his clarity of thought and well informed guidance. Read this book!

0 of 0 people found the following review helpful. A must read for all Managers wanting to have high performing teams in their organisations

By Parafly Learn about teams from one of the best aerobic teams in the World. An excellent book written very simply without Jargons and easy to understand with real life examples from Justin's experience as a fighter pilot. A must read for all Managers wanting to have high performing teams in their organisations

0 of 0 people found the following review helpful. Extremely well written, highly engaging and extremely relevant

By Kathleen This book is a rare combination of being extremely well written, highly engaging and extremely relevant to so many situations one faces in business and in life. I have read dozens of books on leadership and team building so I am very hard to impress but this is one I would highly recommend. The author is a consultant, entrepreneur and ex-RAF fighter pilot and all of these disparate roles come through in the writing. You can feel the sense of honor one would expect from someone with such an impressive British military background, but the focus and structure of the book is squarely on the practical and the executable. Especially when he talks about exhibiting a set of behaviors that others will "choose" to follow. It is an outcome-based guide to becoming the role model for others that we all aspire to be in life and in business. He also places a significant focus on attitude and behavior in high-performance teams. Having worked in such teams, my experience is that many people give lip service to honesty, transparency and objectivity but have trouble living up to them. The author contends that they are such foundational leadership attributes that it is hard to build a culture of "excellence" without them. I couldn't agree more. In general, I found the writing excellent and the author's overall recommendations very compelling. I know many organizations that could benefit from applying the principles he espouses.

The Business of Excellence offers a unique and compelling perspective on the drivers of excellence in teams and organizations. The author, Justin Hughes, brings an unusual mix of experience and insight, having worked as a management consultant to some of the world's most successful organizations, in addition to having served for 12 years as a military fighter pilot, where he became Executive Officer on the RAF Red Arrows. The challenges of high performance and leadership are explored in depth, and are illustrated with insights, interviews and case studies from the military, sporting and corporate worlds. The material includes a proprietary performance model that can be applied to a wide spectrum of organizations, focusing on:

- People: the primacy of attitude over skills
- Capability: building alignment before setting people free
- Delivery: a process to close the gap between desired and actual outcomes
- Learning: how to accelerate performance in real time
- Leadership: exhibiting a set of behaviours such that others choose to follow
- Risk: avoiding the victory of compliance over outcomes.

In The Business of Excellence, Justin deconstructs the drivers of high performance with a rare clarity, insight and accessibility, to illustrate and explain tangible tools and methods, all of which can be applied by readers in their own teams and organizations.

Any leader who is striving to create a high performance team environment should read this gem of a book from cover to cover! It deserves to become the execution manual for any team or organisation that aims to achieve operational excellence. -- Costas Markides \* Professor of Strategy and Entrepreneurship, Holder of the Robert Bauman Chair in Strategic Leadership, London Business School \* Justin Hughes' experience as a fighter pilot is highly relevant to teams everywhere. In *The Business of Excellence*, he has offered a vivid, compelling and highly readable insight into building world-leading teams and organizations. -- Dr Catherine Raines \* Chief Executive, UK Trade Investment \* A new, fresh and engaging perspective on leadership and the creation of high-performance organisations through the lens of somebody with first-hand experience ... the clarity and accessibility of the insights mark this book out as truly excellent. -- Sir David Walker \* former Master of the Queen's Household \* Justin Hughes is that rare breed of consultant and commentator who has been there and done it. Combine that with strong values and outstanding communication skills and you have someone worth listening to. -- David Bellamy \* CEO, St James' Place \* This is a book, above all, about delivering great outcomes whatever challenges are thrown up on the way. A recommended read for any team or business leader wanting to take performance to the next level. -- Ian Jeffery \* CEO and Partner, Lewis Silkin LLP \* In *The Business of Excellence*, Justin Hughes articulates a clear strategy for the pursuit of excellence coming from his many years of experience as a fighter pilot and entrepreneur. I am a big fan of learning from other environments and highly recommend it. -- Paddy Lowe \* Executive Director, Mercedes Grand Prix \* About the Author Justin Hughes is the Managing Director of Mission Excellence, a consultancy that partners with organizations committed to high performance. He built the business from a zero base; it now delivers consulting and training services around the world to organizations across the spectrum of commercial, public sector, not-for-profit and professional sport. Justin is also a renowned speaker on high performance, decision-making, risk and safety culture, and leadership. In addition to private client engagements, he has presented at a number of high-profile national and international events including the UK Institute of Directors' Annual Convention and 'Leaders in Dubai'. Prior to founding Mission Excellence, Justin was a military fighter pilot with the UK Royal Air Force, becoming the Executive Officer of the Red Arrows, with whom he flew over 250 displays worldwide.