Necessary Behaviors for Fusion Cell Leaders

Most, but not all, Fusion Cells will fall under the direction of a Fusion Cell Leader. This person will not have direct chain of command authority over the members, but will serve as an anchor point for the previous mentioned points around structure and action, as well as the tether to leadership in outside organizations. The personality and approach of the FC Leader is critical. Critical areas of focus and responsibility include, but are not limited to, the following [goals & objectives]

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McChrystal Group (MCG)

Description:
McChrystal is your people performance partner. We help organizations leverage human potential to achieve business outcomes by applying our Team of Teams framework to three critical areas of performance: developing your leaders, implementing strategy, and measuring your organization’s performance.

Stakeholder(s):
Fusion Cell Leaders

Vision
Effective leadership of Fusion Cells

Mission
To set forth the areas of focus and responsibility for Fusion Cell leaders
1. Mission

*Articulate the mission.*

Clearly state the mission and the personnel requirements for members of the Fusion Cell in terms of training, experience, and access. This must be revisited on a near-daily basis.
2. Dynamics

*Break down interagency dynamics.*

Understand and appreciate what all Fusion Cell members bring to the mission. The leader’s ability to leave behind the biases and norms of their own culture and adapt to the wide array of perspectives in the Fusion Cell is key to success. The leader must personify the give-first, low-ego model that is critical to a successful Fusion Cell. Regularly remind members that organizational parochialism will impede trust, slow information flow, and ultimately cost lives. A “department” is not a living thing; a FC Leader must remind members that they are there to connect and trust real people, not inanimate departments.
3. Contributor Connections

Connect to contributing entities.

Contributing organizations must have agreement on the Fusion Cell’s mission, clarity on what each organization brings to the mission, and on what the Fusion Cell provides to them. The FC Leader must communicate the cell’s mission with any contributing organization so that there is no disappointment once a member is committed.
4. External Connections

_Connect the Fusion Cell with outside leadership._

The Fusion Cell’s ability to influence and generate action depends on its leader’s willingness and ability to respond directly and rapidly to outside leadership—often bypassing layers of bureaucracy. The leader’s credibility with Fusion Cell members depends on their ability to relay information to external decisionmakers clearly and quickly.
5. Accountability

Drive accountability.

Fusion Cell members must each own one or more Lines of Effort. If a member proves incapable of executing their positional requirements, the FC Leader must be prepared to raise these concerns and seek a new member from the contributing entity. You will find that there are highly competent professionals who do not have the personality capable of succeeding in a FC environment.