

15 The Power of Four

Building a high-performing team is rarely a problem of finding the right individual talent. It is more often a problem of architecture: what combination of different capabilities, perspectives and temperaments creates the conditions in which each person performs better than they would alone, and in which the team can see and do things that no individual within it could manage independently.

Most teams, when examined honestly, have a structural problem that is invisible from the inside. They contain a particular type of strength in abundance and are systematically missing another. The analytical team has no one who reads the emotional landscape of the room. The relationship-driven team has no one who seriously challenges the quality of its thinking. The team of strong individual performers has no one whose primary concern is the integrity of the group's values. Each team is coherent. Each is incomplete. And the gaps tend to cost the most in precisely the moments when the absent strength was most needed, which is why the absence is so often misattributed to something else entirely.

Eddie Jones's framework for team architecture, developed across coaching roles on four continents and tested against some of the most demanding environments in professional sport, offers a more useful way of thinking about this than most. It is built not from theory but from direct observation of what different team compositions actually produce under sustained pressure.

Eddie Jones and the Ideal Management Team

Eddie Jones has been thinking about team composition for most of his professional life. Across coaching roles with Australia, England, Japan and South Africa, he has had more opportunities than almost anyone in rugby to observe what happens when leadership teams are well constructed and what happens when they are not. His observations have produced a framework that is simple enough to describe in a few sentences