

Perpetual:



t3 high-performing team capability program

thoughts for leaders

our perspective on high-performing teams...

The core determinant of commercial success, we see amidst our clients, is not having “the idea”. It is not about the actual product, service proposition or, even, the corporate strategy (important as these aspects all are). The difference between companies that succeed and those that fail is whether a high-performing team is in place to execute the plan they have been set.

Let’s linger here for a moment: as it is the core theme of this white paper. Success in business, and many other aspects of life, is all about execution, execution, execution. Yes, you need a sound product and a robust strategy but what takes you from commercial mediocrity to real-world success is the ability to execute. And, the ability to execute is all about high-performing teams.

This is the powerful and universal message. You can see it in macro examples: with, say, Apple’s dominance of the personal technology space, Nike’s domination of the sports apparel market and with the US Navy Seals’ hard won reputation as a world leading counter-terrorism unit. It is as grounded a truth

in your working domain also: whatever market you seek to gain, whatever competitors you seek to dominate, this is the nexus of the challenge. Indeed, it goes all the way down to the micro, or personal, reality. Develop a self-aware focus on execution and you will unlock your leadership talents to, in turn, unlock the extraordinary potential of the team around you.

In this context, we have a privileged role. As a function of placing senior talent into leading companies we are often gifted unique access into the dynamics and cultures that make such firms tick. We are also often asked to provide perspectives not just on the individual hire but also with respect to the recipient team. How will this new placement fit in, how will they affect the whole team; fundamentally, will their introduction make the boat move faster?

Naturally, this got us hugely engaged in the topic of high-performance teams. To become true leaders in the field of strategic talent advisory services, we knew we had to not only facilitate great hires but also support our clients in the

continuous development of high-performing teams. This professional curiosity was coincident with the growth of our own business. To maintain our own success and professional enhancement, we needed to ensure that we perpetually developed as a team also.

This fixation led eventually to the development of a new service offering in Perpetual’s portfolio: the skilled facilitation of high-performing team programs. We call it our team-to-togetherness (t3) service. Before we unpack what we mean by this: a word of caution. There is a myriad of service providers in this space: ranging from manifest experts to charlatans (who peddle the latest strained metaphor - often with no experience of having ever piloted a high-performing team themselves). If you seek strategic partners in this area, ask first what experience the facilitators

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actually have with respect to building and leading successful teams (cf. facilitation and training experience alone). That test passed, ask what methodology sits at the heart of their services. You will, no doubt, receive some pretty slides, and long lists of platitude team attributes. The acid test, however, should be whether their core viewpoint or methodology has thoughtful structure and logic. Has your partner got to the core of what makes great companies hum, are they going to be able to support you as you traverse all the levels of this journey? Or, more likely, are they a proponent of the high-energy, low-content workshop that fires everyone up for a week-or-so but with no discernible long-term change to behaviors and processes?

This white paper demonstrates that Perpetual's services are founded on proprietary intellectual content. We call it our team-to-togetherness (t3) methodology and we endorse it to you as a structured way to examine how your organization is performing currently. To be clear, a team or organization is high-performing when it does what it takes to win, ethically of course, whilst ensuring its members (employees) are enjoying

themselves and their colleagues along the way. In other words, they are engaged and having fun throughout the journey.

What does a high-performing team look like?

In order to describe a high-performing team model we must, firstly, explore what a high-performing team actually looks like, or more aptly, how it behaves. This needs, necessarily, to be done before we can progress to an explanation of how such teams are built.

Most literature on the topic will, at this point of inquiry, resort to an arbitrary list of features. It is our contention that such lists are not particularly instructive. Rather, and especially so as it sits at the core of the team-to-togetherness (t3) model, we need to describe the logical hierarchy of attributes that, in structured totality, equate to a high-performing team. Under invest in the development of one attribute and you remove the foundation of all attributes that derive from it. This will make more sense when we finish describing the model.

So, let's start by describing the six essential attributes of a

high-performing team from the ground up.

1. The Right Stuff (with Attitude)

First, and foremost, a high-performing team requires talented individuals within it. Simply put, that means members of the team 'can do' what is expected of them. This is, hopefully, an uncontentious point. Regardless of your operating domain, there is little point talking about any collective team-build aspiration if the unit members lack the de minimis functional ability necessary to individually compete in this arena. If a quarterback can't pass an accurate ball, or if a Marine is unable to maintain his weapon or a Brand Manager doesn't know how to identify her target consumer - then all high-performing team bets are off. As an absolute minimum, a high-performing team needs members capable of dispensing in the trade you seek to excel in.

Please note, this is not saying that high-performing teams have all this talent mustered on day one, or, that talent development is a static affair. Far from it; leading organizations fixate on the continuous nurturing and professional development of their

members. Rather, it is saying that before you even start to move along the team-to-togetherness journey, as a minimal, basic foundation, you will need a group of individuals with the knowledge, experience and inherent ability to deliver their expected, isolated role within the team.

Higher attributes of the model will soon require a lot more of each member than mere competence in the discipline for which they are hired; but, for now, we make the simple point that, without such collective competence, the potential for overall team performance is seriously fettered.

Even more important than raw aptitude and competence is the respective 'attitude' of each individual team member; indeed, we extol the virtue of 'hiring for attitude and training for talent'.

So, more accurately, the starting point on this journey is having team members that 'can do' with a 'can do' attitude! Competence of the highest levels is for naught if the attitude is misaligned or self-absorbed. If you have ever suffered a colleague with a large, humorless ego you will know how quickly such an individual can vacuum all collective energy from the building. There is no point progressing any further on the topic of team high-performance until you have your (carefully selected for 'can do, can do!') core membership in place.

2. Clarity & Alignment

Beyond 'mere' talented individuals, high performance requires next - clarity. Clarity in the vision, mission and objectives of the team and clarity in how such objectives cascade down to each and every member within it. Simply put, that means members of the team 'know what to do'.

It is one thing to have skilled operatives within your group but without such clarity you are really

just that - a group! High-performing teams will always have very clear and simple (i.e. easily understood) statements of future intent - and a logical nesting of such statements from the whole-team, to sub-teams, right down to each individual. We call this Dream-to-Task mapping.

It may be surprising to many that real clarity is elusive. In our work with executive teams, project teams, well—teams of all sorts, a clear understanding of strategic intent and the priorities aimed at achieving it is missing over 73% of the time. One can imagine how achieving this clarity makes all the difference, and leads to an advantage in our third attribute, especially as the future of work becomes more remote.

Clarity is nothing without alignment, at least over the longer-term. People who know what to do can certainly deliver some good results, within their own sphere of influence; however, alignment is vital for sustained execution excellence.

Alignment suggests that people are committed to their role and what they need to do to produce good results. This does not happen simply from a 'command & control' style of leadership; rather, it requires inclusion in the process of identifying the key things that need to get done. Hence, any team's process for ensuring that happens becomes an important high-performance ritual. It is worth noting that alignment does not necessarily suggest agreement—consensus is the enemy of a great decision. It just means that all the ideas and plausible alternatives to bring them to life were discussed, acknowledged and that ultimately a choice was made on which direction to go.

The key is the involvement of people in that process (inclusion) that leads them to support the decision as if it were their own.

3. Empowerment

Next, comes the attribute of empowerment. There are countless examples of organizations that possess very talented individuals, and have clear statements of intent, but are not high-performing. This is often due to the structural disempowerment of the members within it; they know what to do, and have the individual ability to contribute to such plans, but the team-dynamic is one that results in barriers to them effectively discharging such talents. This can often be seen in organizations with traditional, or non-egalitarian, hierarchies where the organizational design creates such barriers; every decision needs to be passed up the chain for sign-off or, at worst, subject to the slow, consensual agreement of multiple committees. Such disempowerment can also, however, be found in relatively flat organizations where there is just a simple lack of trust and room for individual flair and maneuver. Small businesses with very strong, ego-bound founders can be an example of this variant.

By contrast, the third quality of a high-performing team is that of empowerment. As well as being able to do, and knowing what to do (and why it is important), members of such teams are 'allowed and enabled to do'.

In high-performing teams, there is no sunlight between the espoused team values, the actual team values and the collective (often private) values of its constituent members.

This attribute can best be described as a state in which the members of the team are most efficiently and effectively able to pair their talents with the team's objectives. Contingent on the environment in which the team operates, there will always be some level of managerial control and coordinated restraint required; for example, a successful military operation must say more to its

members than simply 'go defeat the enemy' as a lack of coordinated force can be disastrously self-destructive.

That said, any such constraints on movement (the term used in its widest sense here) need to be the bare protective minimum - set only as required to intelligently de-risk against any likely negative outcomes of complete free-wheeling. This requires deft, case-by-case consideration. By example, some organizations have onerous legal and regulatory compliance issues (with the need for strict balances and checks), military teams require detailed orders to minimize 'blue-on-blue' disaster and successful sports teams require some coordinating shape and stratagem; indeed, even the most free-spirited enterprise will have some process for coordinating and channeling action.

The summary point is that any such control parameters need to be the bare minimum as required to mitigate against unacceptable negative outcomes; it is curious to note that (especially if the team has been in place for some time) such team 'rules' invariably surpass such protective considerations and often tend towards a serious encroachment on general team effectiveness. By contrast, high-performing teams are operating close to 100% efficiency and effectiveness in this regard; where there is any constraining structural, or process, element it is only for the sensible purposes of orderly coordination, and truly unacceptable risk avoidance. High-performing teams constantly challenge the need for such structural and process barriers ("do we really need so many people in this sign-off step?") and are constantly on their guard for any growing bureaucracy. High-performing teams are invariably part function of a well-designed operation - where individual members can unleash their talents unconstrained by any energy-depleting, near-pointless process.

As importantly, high-performing teams will have cultural settings that empower all members - especially the most junior. The vibe will be one of "here I can take some risks and be recognized and rewarded for personal flair and effort"; as importantly, it will also have members saying "whilst the job may be hard (premier standards to meet) this is an easy place to work".

4. Belonging

We are now moving into the territory of the real differentiator qualities - attributes that distinguish truly great teams from their well-performing competitors.

Attribute number four is 'belonging'. Members of a high-performing team, well along the team-to-togetherness path, are talented, have clarity of intent and are also fully-enabled to get on and deliver their role; further, however, they undertake what is expected of them because they 'believe it is right to do so'. This allows for a convergence of their own sense of self with that of the company, essentially giving the impression that they belong—that is, they are in the right team and company.

This attribute, as such, is all about value compatibility between the team's values, the team leader's values (which can often shape the former) and those of each member. It is an unfortunate reality that many people, even those within teams that have a first appearance of high functionality, are not fully subscribed to the collective values of the team.

That is, their personal values are at odds with the team's values or, even, the team's fundamental reason for being. Individuals can become adept at building a coping mechanism to self-manage

this disjunction; for example, the tobacco company manager's sense of providing for family, or their simple, professional work ethic, may override any internal anxiety they have about the company's ultimate contribution to society. Such gaps, however, between personal values and the team's stated, or actual, ethical reality are seriously erosive of genuine high performance - especially so when most members feel similar.

Conversely, high-performing teams have members who fundamentally

believe the team to which they belong is positively contributing to outcomes they feel important - be that sporting victory, the defense of freedoms (military) or the provision of a product or service that benefits others (commercial or social). Further, they believe that the team

goes about its business of delivering such outcomes in a way that is aligned to their personal values; that is, the team 'behaves' in a way that they are personally proud to be associated with.

We should make an important point here. Statements of organizational values are now commonplace. They are never contentious; there are, not least, expected norms of behavior in modern, egalitarian societies. At worst, however, such statements are "motherhood and apple pie" shopping-lists which despite sitting above every photocopier in the office, bear little relation to the everyday values and behaviors of the team's leaders and influencers. Alignment, in this context, pertains to the proximity of your team members' principles and values with those of the actual principles and values of your collective



team - as opposed to any espoused rhetoric.

In high-performing teams, there is no sunlight between the espoused team values, the actual team values and the collective (often private) values of its constituent members. This is a huge topic; for more on it see our white paper on values and, this attribute continues to include the 'umbrella' for the values—the company purpose. That is, the 'greater why' for the organization, above any business vision and corresponding metrics. New generations in the workforce, in particular, hold this in high regard as they want to know they are making a real difference in something that is bigger than themselves. Less understood is that purpose has strategic underpinnings, serving as a 'guardrail' of sorts for major strategic decisions of the firm.

Too often, unfortunately, purpose—like values—are just words on a wall without real meaning. Harness them and an organization, and the teams that operate within, can do the extraordinary.

5. Agile Execution

Next up, and what we highlighted earlier as the fundamental difference in high-performing teams, is the ability to EXECUTE.

In today's VUCA world, planning is taking on new forms as organizations recognize that within weeks after initiating any plan, it can be rendered, at worst case, useless—or in best case—intentions remain on track but how one gets there changes rapidly.

The environment is simply too dynamic to invest months preparing, planning, and budgeting for a reality that may not exist in six months.

In our view, get the strategic intent right, plan on how to get there and instill agile execution rituals that allow the team to adapt to the realities of executing against

the plan. In this scenario, everyone knows the plan may not survive; however, they remain committed to its strategic intent and regularly come together to re-evaluate the situation—even if business is good—to capture learning and address potential changes in how the plan gets operationalized.

Rituals are fundamental to this process, along with a sustained commitment from the team—and ideally, the organization on the whole, to follow them as this can make or break a business. One example is the retrospective (using agile terminology) or what everyone else refers to as a debrief or after-action review. This example highlights the challenge and discipline required because so many people and teams know rationally that they need to do it—after all, it is fundamental to success; and yet, they don't, typically bowing to time pressures or the energy of another leader to move on to a different project.

To offer but one more example, there is the way meetings where decisions are made are run. So often, decisions get made—or not made—with people breaking off without clarity, alignment, commitment, and accountability. As you probably imagine, the success rate of executing against those decisions approaches nil. But add in some elements of inclusivity—where the real value of diversity is captured, along with some preparation and critical thinking tools that allow a team to harness their collective intelligence, then you have a meeting where the decision has a much greater chance of being executed against.

Success breeds confidence, and confidence leads to more success, bringing the team closer together. We know that the #1 driver of engagement is being part of a high-performing team and the feeling leads to this sort of virtuous cycle. Enter our next attribute.

6. Togetherness

Finally, at the zenith of this paradigmatic description, is the concluding and most-elusive attribute. That of togetherness. This is the 'Holy Grail' of the team-to-togetherness (t3) journey.

In such teams, not only do you have exemplar engagement and behaviors from all constituent members but that final piece of 'social glue' - individuals motivated also by the very company of their team colleagues. This is the zone where intra-relationships are defined by shared levels of high professional respect and, indeed, deep friendships. Team members bearing this attribute scale even greater heights (sometimes literally!) because not only are they passionate about what they do (as built on all the preceding qualities) but it is this comradeship that sits at the very nexus of this passion. There is no place they would rather be than with the companionship of their comrades and, with this fellowship, a sense of collective invincibility.

Team members at this lofty place not only 'would love to do' but this passion is driven to new levels because of this very togetherness. For such teams, there is a mindset of "anything together"; that is, "together, anything is possible".

The attributes of a high-performing team

What we have just described serves now as the logical foundation of a framework for high-performing teams; our team-to-togetherness (t3) model. As per the description, the model is layered; that is, there is a definite sense in which these attributes build on each other. The lower the attribute, the more fundamental. It doesn't matter how aligned, passionate and together the orchestra is, if the individual musicians can't play their respective instruments; or can, but don't know what piece to play:

then they are unlikely to be winning musical awards.

Conversely, there are many collectives that have talent and clarity and, thus, good levels of performance but still a long way to travel to be the top in their game, capable of true high-performance, a 'team together' amongst 'mere' teams.

You can see from Figure 1 that our viewpoint on high-performing teams is meshed with an accompanying perspective on leadership. Practiced, deft leadership always sits at the heart of the t3 journey. Put another way, as high-performing team experts, our primary role is really to support the development of leaders ... in the development of their teams.

Our approach to helping clients along the t3 journey...

Hopefully, we have assuaged you that our work in this area is built on a considered, structured viewpoint as to what actually makes up a high-performing team. Let us now turn to what we believe is the optimal approach for supporting colleagues along this path.

Firstly, we must reinforce a fundamental point. Skilled partners in this endeavor can be essential catalysts but you should never 'outsource' ownership of this (most critical) activity to an outsider. Meaningful progression along the t3 path comes when clients unequivocally own, design and drive the flow of activity - with our engaged advice and support on their shoulder.

With that axiomatic point made, the most successful engagements we have experience of - ones that leave organizations in a materially positively-altered state - follow an approach as described in Figure 2.

Let's linger on box 1 as there is little point moving forward until the senior leadership team has a

shared understanding of the journey ahead and the collective will to prosecute it. t3 initiatives that are not manifestly 'led from the top' (with behaviors matching espoused rhetoric) are doomed to fail. Indeed, such a mismatch can take organizations backwards so it is imperative that this step is undertaken carefully and honestly.

From our experience, no two organizations are ever the same: different leadership team sizes, dynamics, corporate cultures and change-imperatives necessitate a wholly flexible approach to how this stage best works. Hence, the place to start is through our t3 diagnostic which measures team, and perhaps organization level, health. In other words, their level of 'togetherness.' This diagnostic typically involves a short on-line survey, measuring the six attributes, followed-up by a handful of qualitative conversations with key members of the team. Some clients choose to have us meet with all of them. Lastly, we run a short simulation with the team to gather observation-based feedback to further substantiate—or counter findings of the first two phases. The results are triangulated to then provide a report for the client that highlights key strengths to leverage and opportunities gaps to close, for the team to pursue its quest to come 'together'.

What does the journey look like from there? Typically, but now always, a foundational t3 event takes place—in person—to set the stage for the journey and ensure the team is fully apprised as to where they stand. Here we use provocative facilitation techniques to unearth the opportunities and, in an inclusive fashion, have the team identify their own way forward. After this session, there are a number of options, all aimed at accelerating any team to the promised land—and the success that comes with it. Options include remote workshops, self-guided learning supported by

chat groups on MS Teams, and team coaching in real business situations. You can see an example delivery in Figure 3.

Regardless of the approach, the intent is always the same. Accelerate the team or organization to legacy levels of performance whilst ensuring its members enjoy each other, and the journey, along the way.

If any of this has caught your attention we would love to share with you the detail behind these modules and further describe how this initial dialogue can powerfully build towards successful t3 company-wide roll-outs.

Please contact us:

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Figure 1 - The attributes of a high-performing team

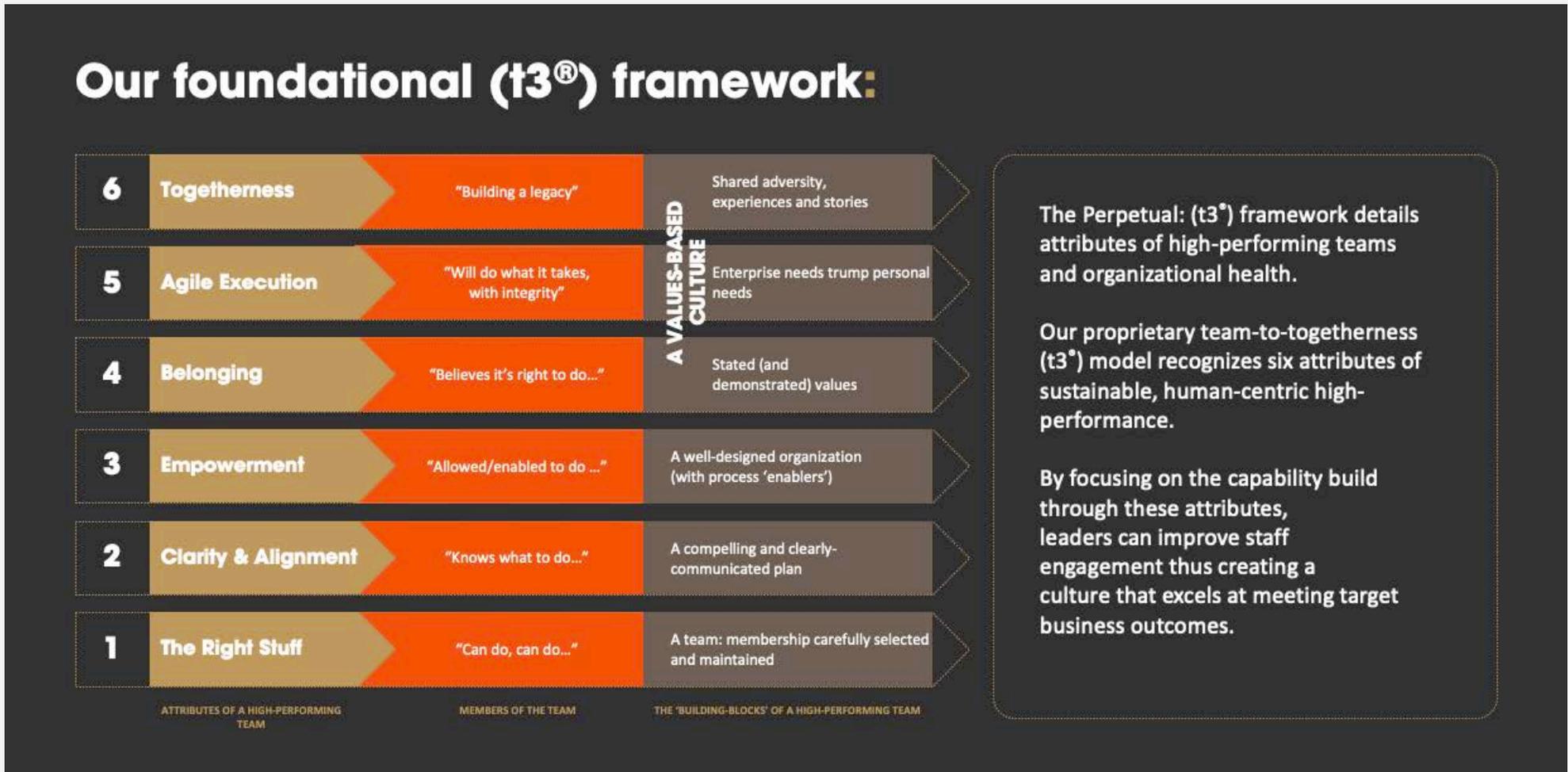


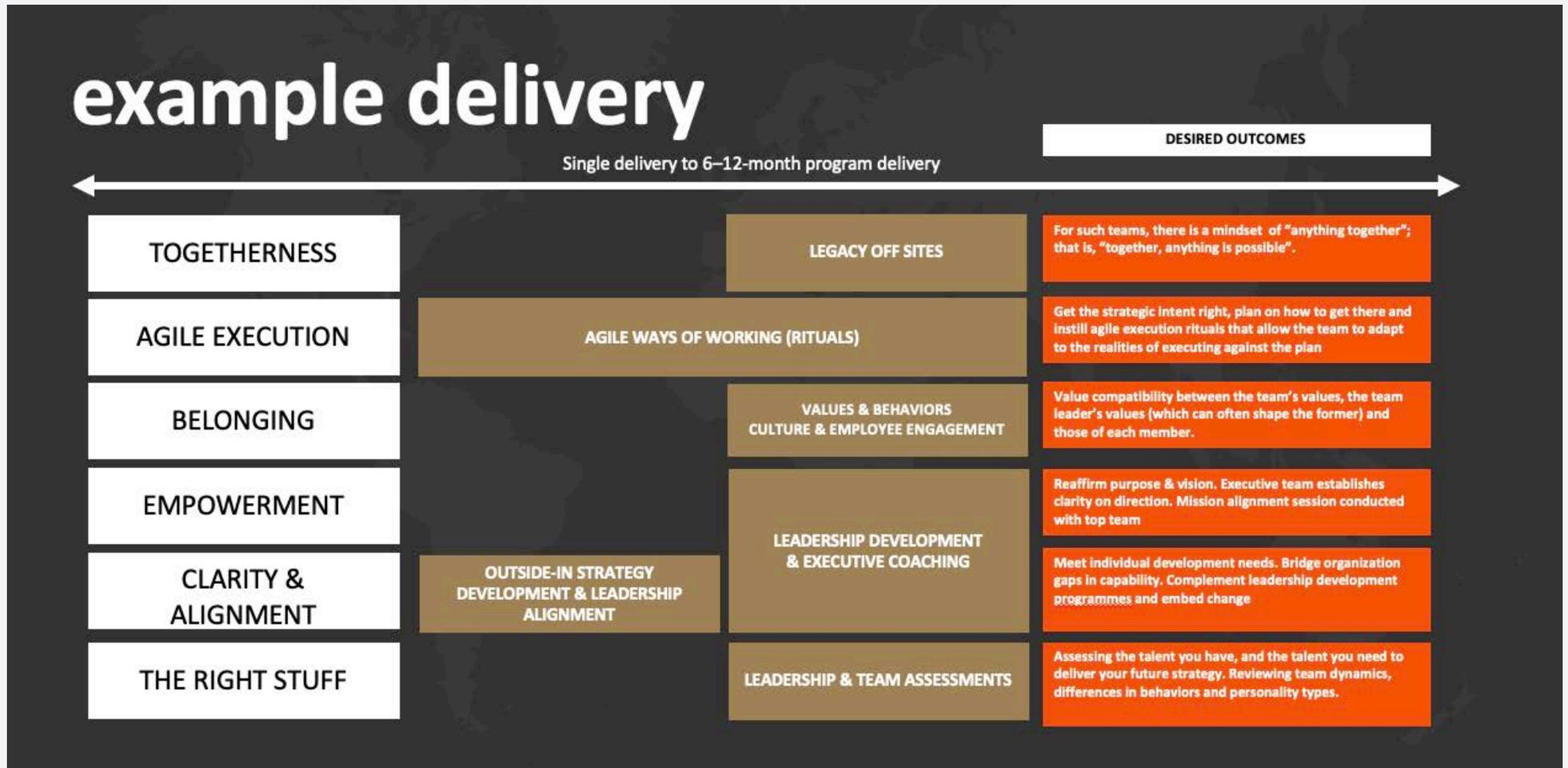
Figure 2 – t3 Journey: High-level recommended approach

deliver sustainable growth by solving your biggest people challenges – how?



Figure 3 – Our proposed approach

Every client differs in how they clump and progress through our recommended set of modules...



meet the team...



Nigel Robinson

Nigel spent his first career working in a variety of demanding environments. As a officer in the British Army he implemented missions in countries such as Bosnia, Northern Ireland and the Middle East and subsequently delivered aid and development projects in Afghanistan, Sri Lanka and across Africa for the United Nations and not-for-profit organizations.

Today, Nigel uses his diverse experiences and an MBA in Strategic Planning to help his clients develop and execute strategies that will deliver extraordinary results. Working with global brands, Nigel supports executives to unlock the potential of their teams and chart a course for transformational growth that creates a legacy for all involved. Recent clients come from a variety of sectors including FMCG, financial institutions and the steel industry.

In his spare time, Nigel is passionate about sailing and skiing and he sits on the board of The HALO Trust, a not-for-profit organization that employs over 8,000 staff to clear landmines in post-conflict environments.



Steve Morrissey

Steve Morrissey is committed to helping clients identify agile leaders who can successfully drive the transformation necessary to create more customer-centric organizations. He has placed senior level executives in a broad range of disciplines, including Chief Executive, Chief Operating, and Chief Financial Officers, as well as senior Marketing, Sales, and Human Resources executives, focusing solely on the Consumer vertical. Steve's clients range from entrepreneurial startups to family owned businesses to publicly traded, Fortune 500 companies.

In addition to providing Executive Search services to his clients, he also supports his clients in the continuous development of high performing team programs and helps his clients to rapidly align and engage their teams around a set of strategic choices that will drive inspirational results and create a legacy outcome for all involved. Steve has more than 18 years of experience in professional recruitment and senior-level executive search and talent management.

Before starting Perpetual, Steve enjoyed a fourteen-year career with a global executive search firm beginning in his native UK and relocated in New York in 2005. Throughout his career he has focused on placing marketing and sales talent to help his clients successfully drive consumer engagement resulting in substantial brand growth.

Prior to the corporate world, Steve was appointed and earned an eight-year commission as a Royal Marines Commando Officer in the UK. Such early experiences helped him forge the necessary entrepreneurial qualities of team-leadership, improvisation, tenacity, an appetite for calculated risk and a sense of humor in adversity.

He lives in Darien, CT and shares the demands, with his wife Charlotte, of parenting two very active, growing teenage boys. Steve also tries desperately hard to hang onto a zest for an active, outdoor life pursuing winter camping, hiking and enjoying time on his boat.



Pierre Trippitelli

Pierre Trippitelli is the Partner and Board member in charge of Perpetual (part of Perpetual), an Executive Talent Advisory firm specialized in executive recruitment and leadership consulting. Pierre's focus spans across the Luxury, Health & Beauty, Food & Beverage and Consumer durables industries. While recruiting senior level executives for US companies expanding their international footprints, Pierre has also significant experience in helping foreign entities building out US businesses.

His international expertise and appreciation of cultural differences helps a wide scope of companies including entrepreneurial ventures, family owned organizations as well as publicly traded, Fortune 500 companies. Closely partnering with his clients, Pierre has successfully recruited diverse executive talents among the C-suite on a global scale. Pierre also operates as an Executive Coach, working with senior leaders, HR and L&D professionals to create sustainable performance and to leverage diversity in the workplace.

Prior to joining Perpetual, Pierre served as a member of the Global Consumer Practice at Korn Ferry. With 16 years of International expertise in HR Consulting, Pierre is poised to contribute to the growth of a more disruptive and creative talent consulting firm.

Pierre is a French citizen born in Reims and received his master's degree in business and marketing from one of the top 10 French business schools, KEDGE. After graduating, Pierre joined the French army and was deployed in the Congo where he built bridges between African and European communities. He then ran various Business Units in Eastern & Western Europe. In 2006 he relocated to the United States with the mandate to develop the North American presence of a major European Executive search firm. More recently, Pierre has been through the Columbia Business School Executive Coaching Program and is NBITM certified

Pierre now lives in Darien, Connecticut and is married to a lovely American wife. He is the father of two handsome and athletic boys. Pierre is an avid hiker who still believes he can keep up with his teenage boys. On top of climbing in the Alps and Hawaii, he likes skydiving, skiing and competing on as many Golf courses as possible around the world. Pierre is an advisory board member of the French/American Chamber of Commerce in New York and French Founders.

In addition to his native French, Pierre is completely fluent in English and speaks German.



Dom Moorhouse

Dom Moorhouse is a Partner and Board Member at Perpetual. Prior to this role, Dom founded Moorhouse Consulting – a leading UK management consultancy in the field of transformational change and complex program delivery. Dom led this company from singleton startup to a c. 80-strong, \$30m business sale (to BT) in under five years; the company continues to thrive. Prior to this, Dom had an eight-year Officer commission with HM Royal Marines and was a program leadership specialist at Deloitte Consulting.

Dom is now a recognized expert in strategic corporate (talent/capability/culture) development. He has written a number of books on the topic of entrepreneurship and corporate development and now advises a number of high-growth, ambitious boards in the recruitment and development of high-performing senior teams and value-adding, competitive capabilities. In the UK, he runs – twice annually – residential seminars for business leaders: focused on how to optimally move from strategy to delivery – with a systematic discipline and within a highly engaged team culture.

Dom is based in the UK and serves as our senior European Partner; he is also in the US on multiple occasions throughout the year – supporting our facilitation of board-level reviews, senior talent selection/appraisal and strategic team development (building high-performing, people-centric cultures) work.

He has a first-class computing degree, an MBA and program management accreditation (PMP, Prince2, MSP). He is a UK Chartered Director and a Fellow of the Institute of Directors the Institute of Management Consultancy (CMC qualified) and the Association of Project Management (APM). He is currently, also, in the final stages of a second degree with the Open University: Philosophy, Politics and Economics.

Outside of work, Dom shares the demands, with his wife Roz, of parenting three very active, growing children. With what little residual time there is remaining, Dom supports the working group of a mental health organization (The Mountain Way) – seeking to reduce the tragic incidence of broken lives and suicide amongst UK veterans. He also tries desperately hard to hang onto a zest for an active, outdoor life (which has in the past included being a Zambezi white water raft guide, endurance canoeist, climber and expeditioner) but now largely involves CrossFit and paragliding.

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