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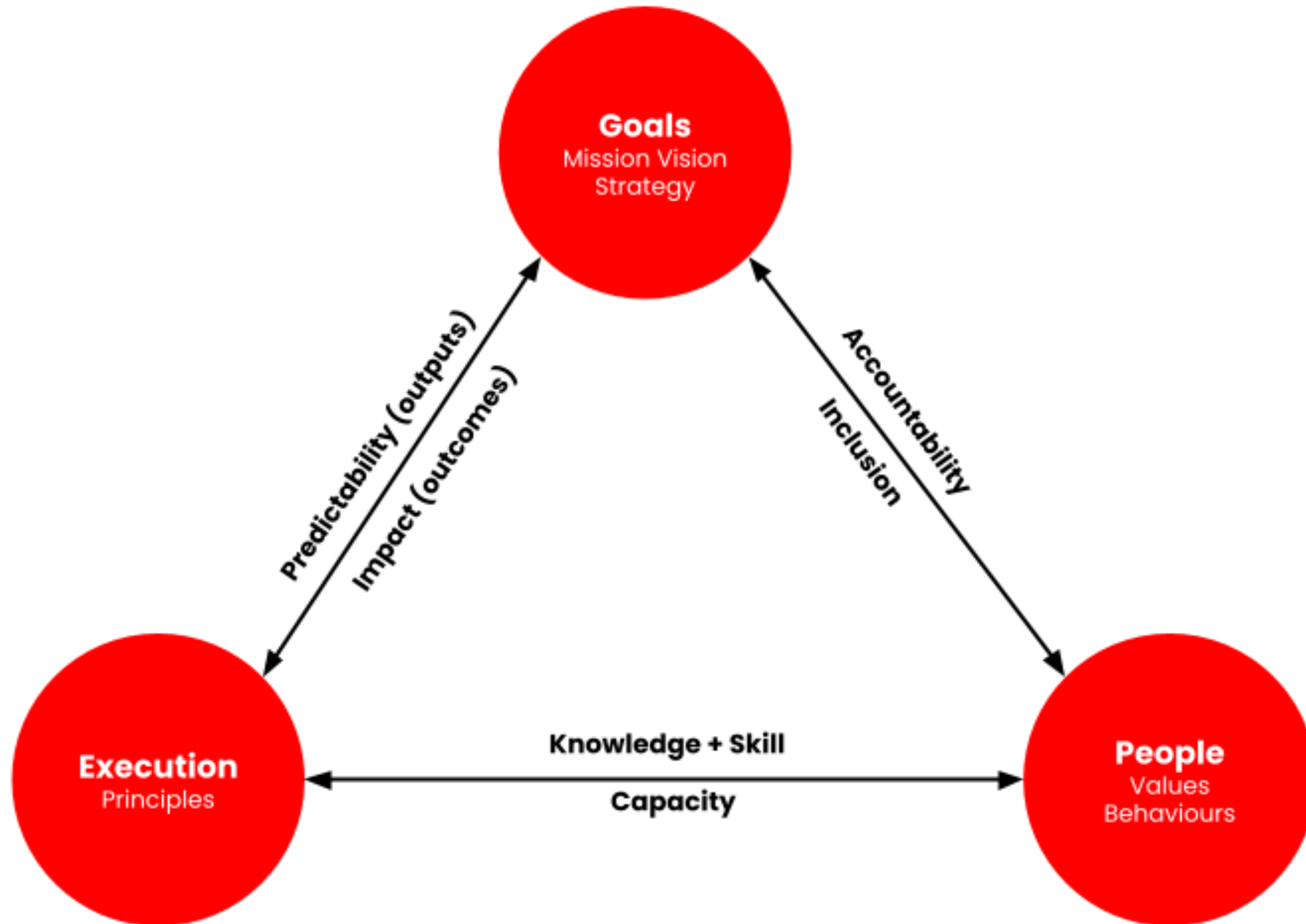
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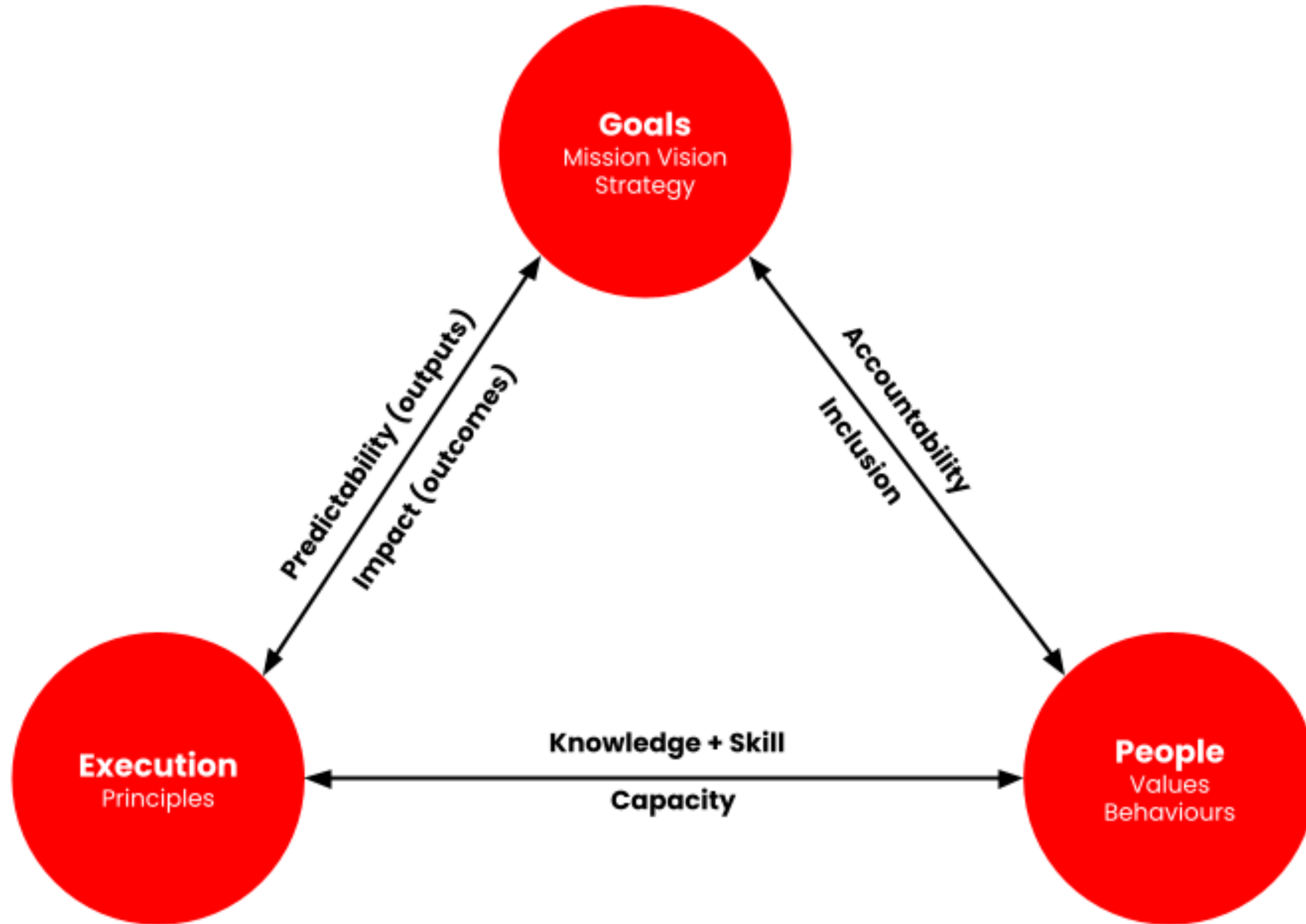
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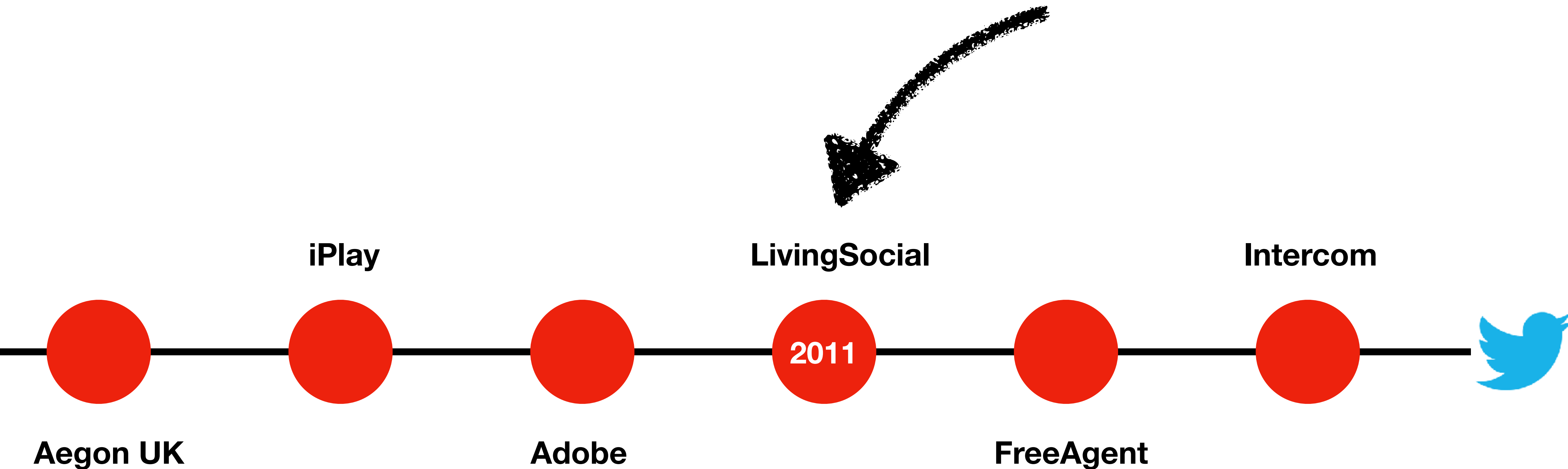
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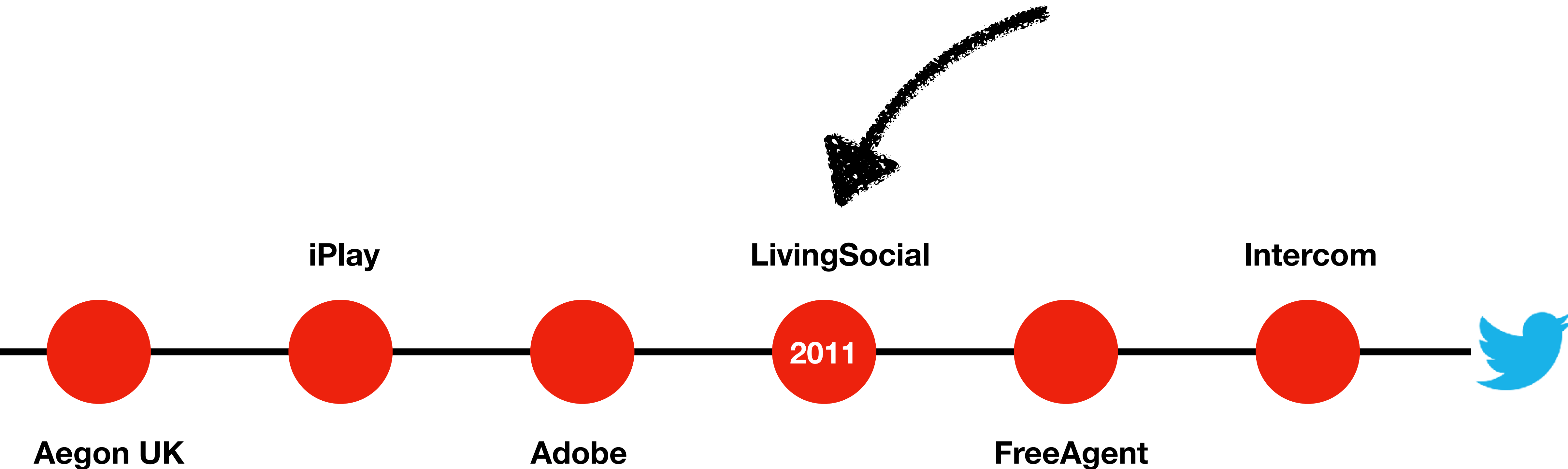


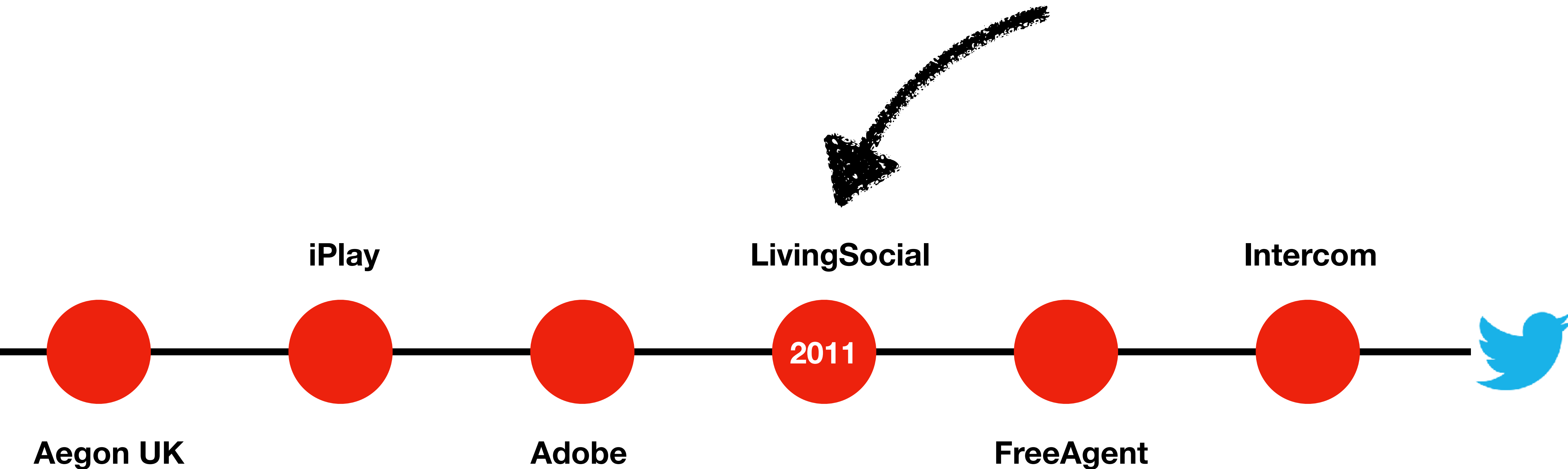


# Healthy and Effective Leadership Teams









**Aegon UK**

**iPlay**

**Adobe**

**LivingSocial**

**2011**

**FreeAgent**

**Intercom**



**Misaligned** priorities

**Duplication** of work

**Huge waste** of effort

**Blocked** from shipping

**Performance concerns**

**Teams frustration**

**Misaligned** priorities

**Duplication** of work

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**Teams frustration**

THE INCIDENT

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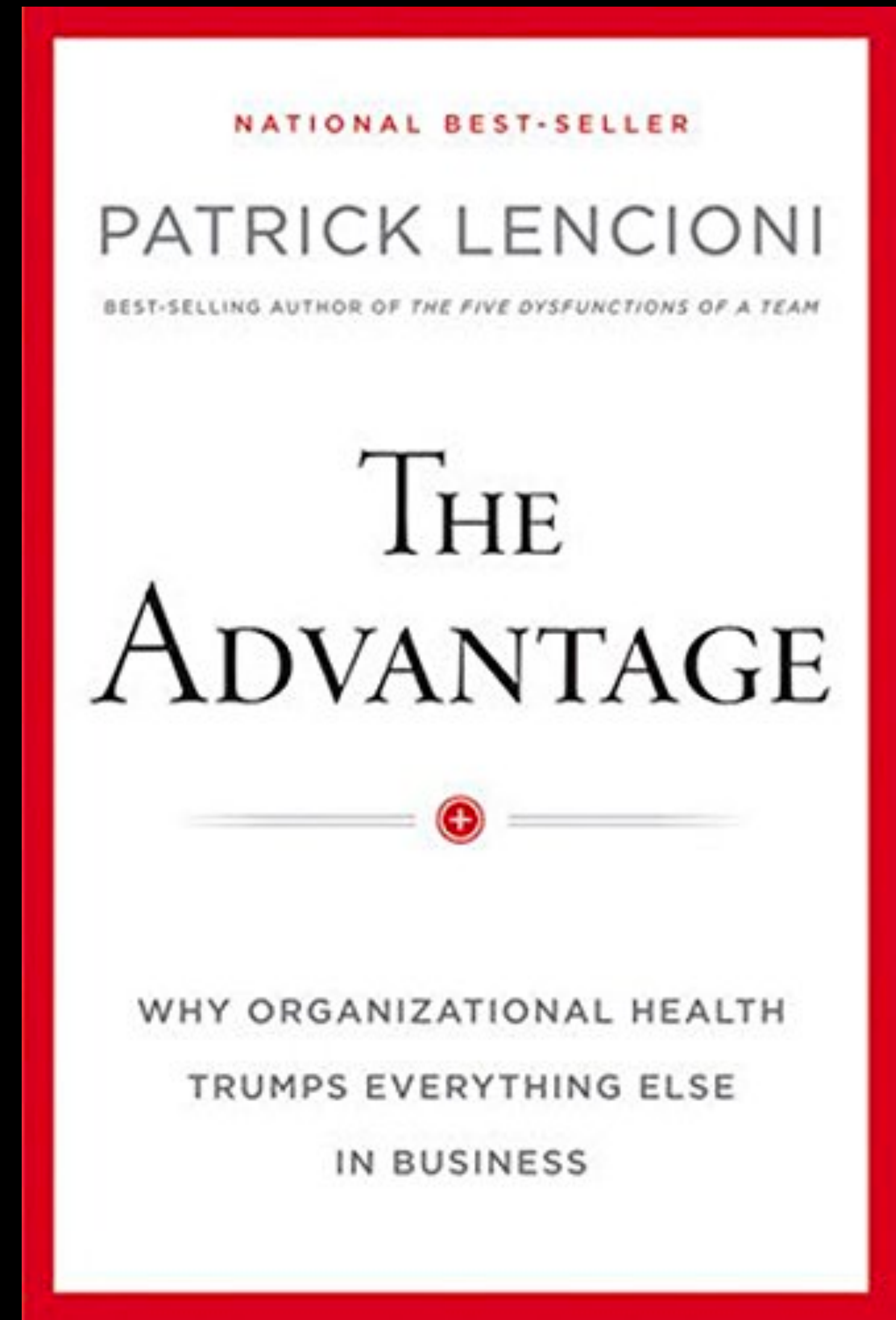
THE INCIDENT

**THE INCIDENT**

THE INCIDENT

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# Organisational Health Framework











**How do you build a  
cohesive team?**

**A group is a collection of individuals who coordinate their efforts, while a team is a group of people who share a common purpose.**

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TEAM #1

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**CEO**

**CPO**

**CFO**

**CMO**

**CTO**

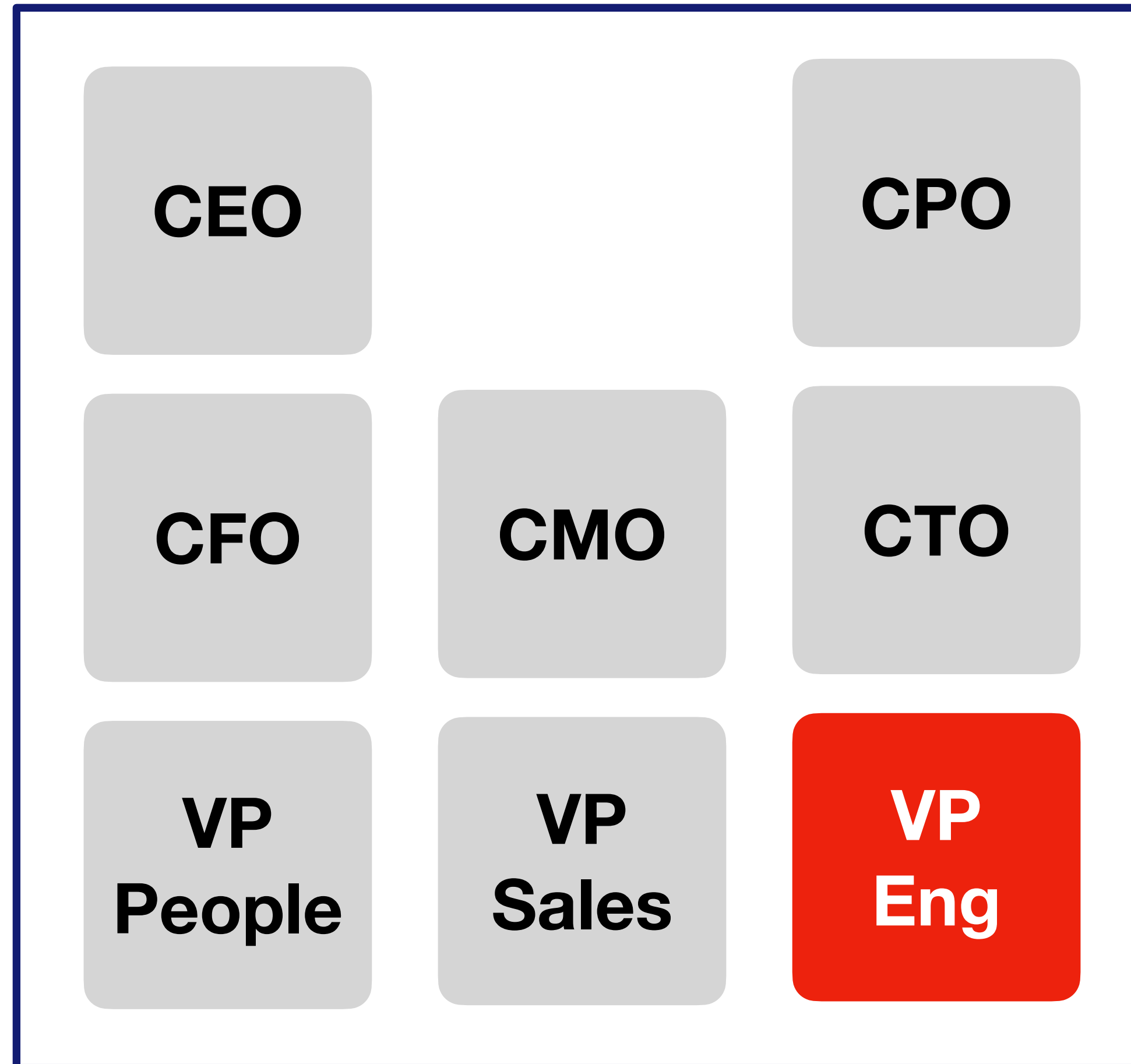
**VP  
People**

**VP  
Sales**

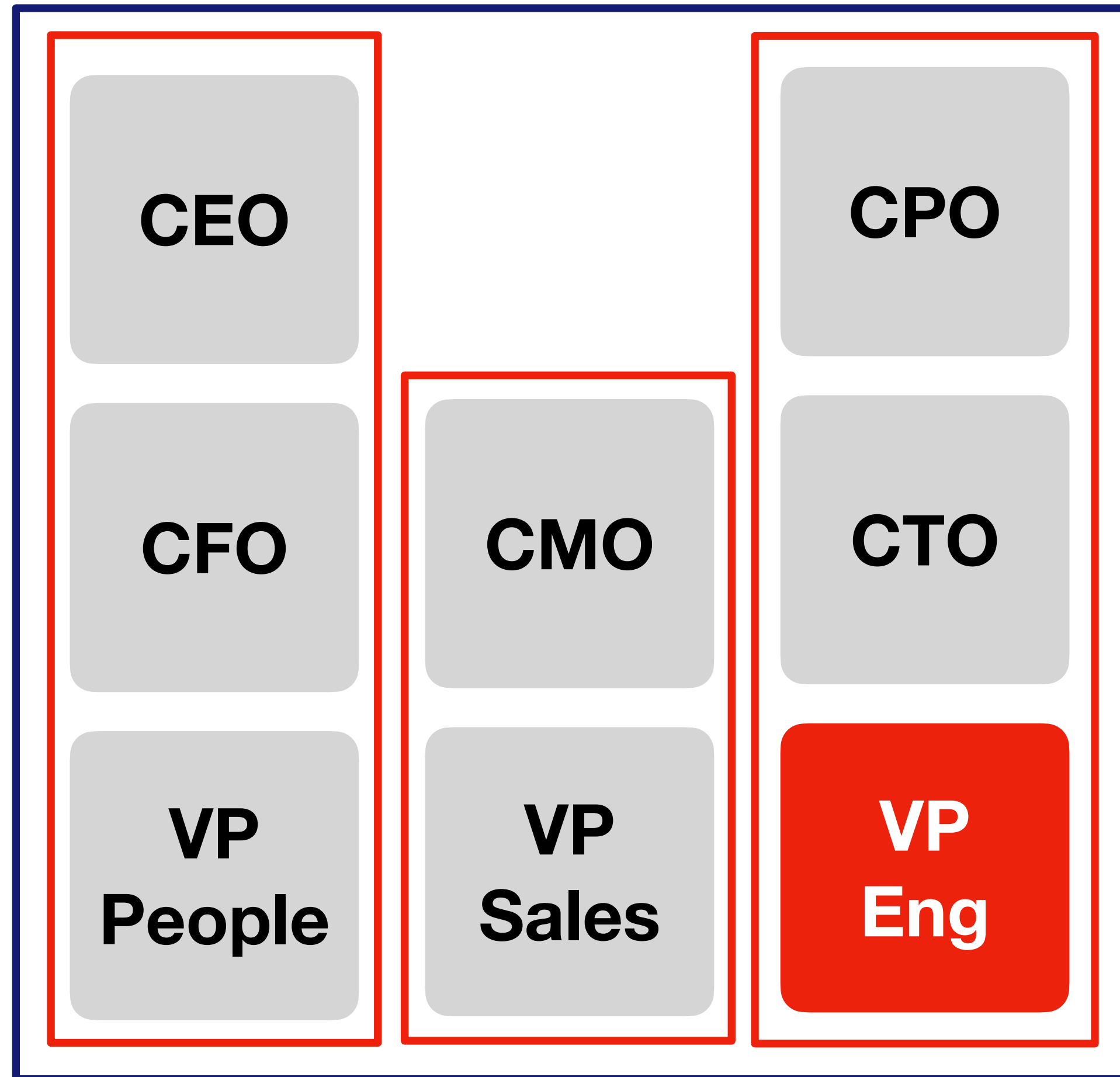
**VP  
Eng**



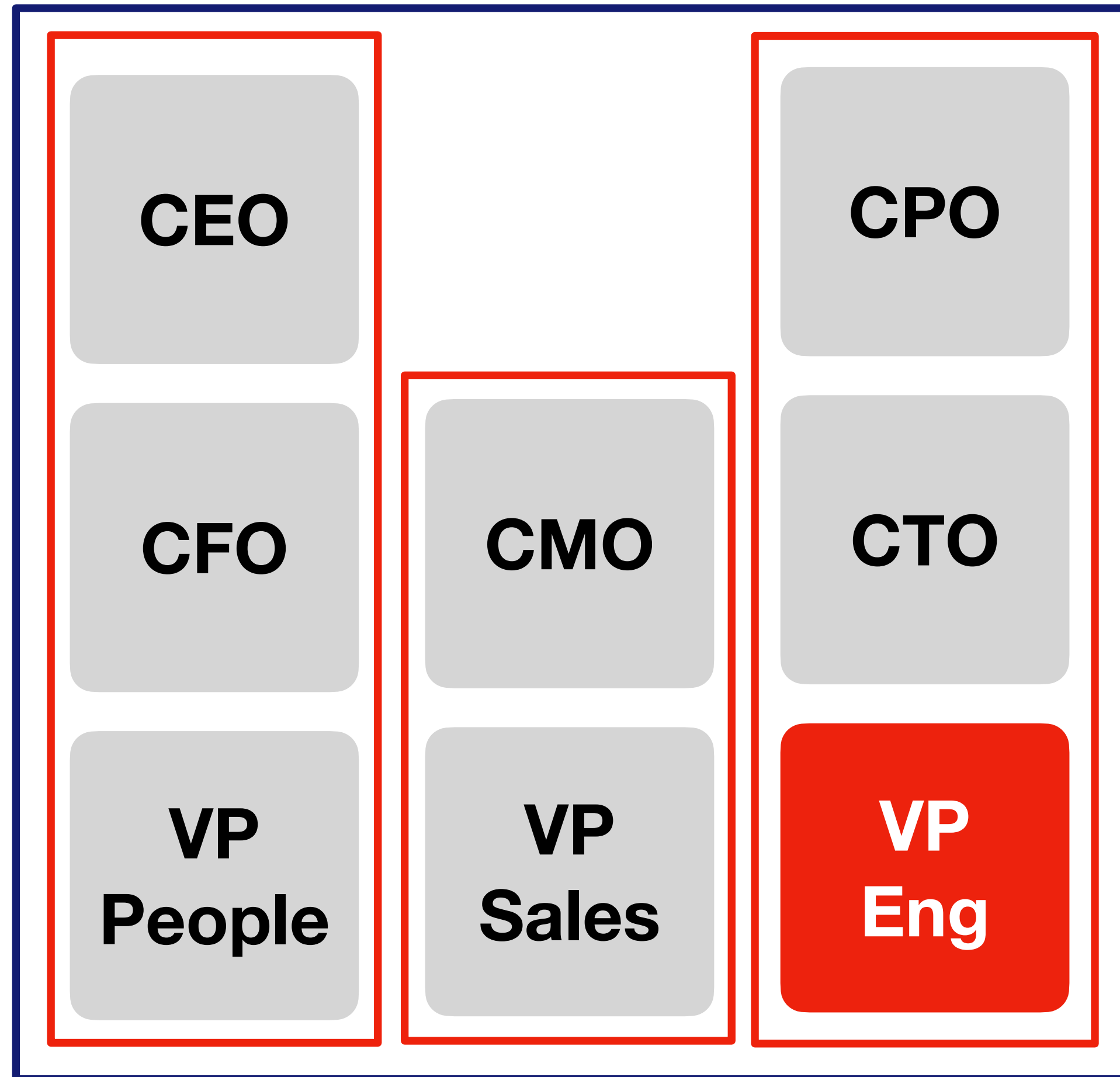
## #1 Team - Exec



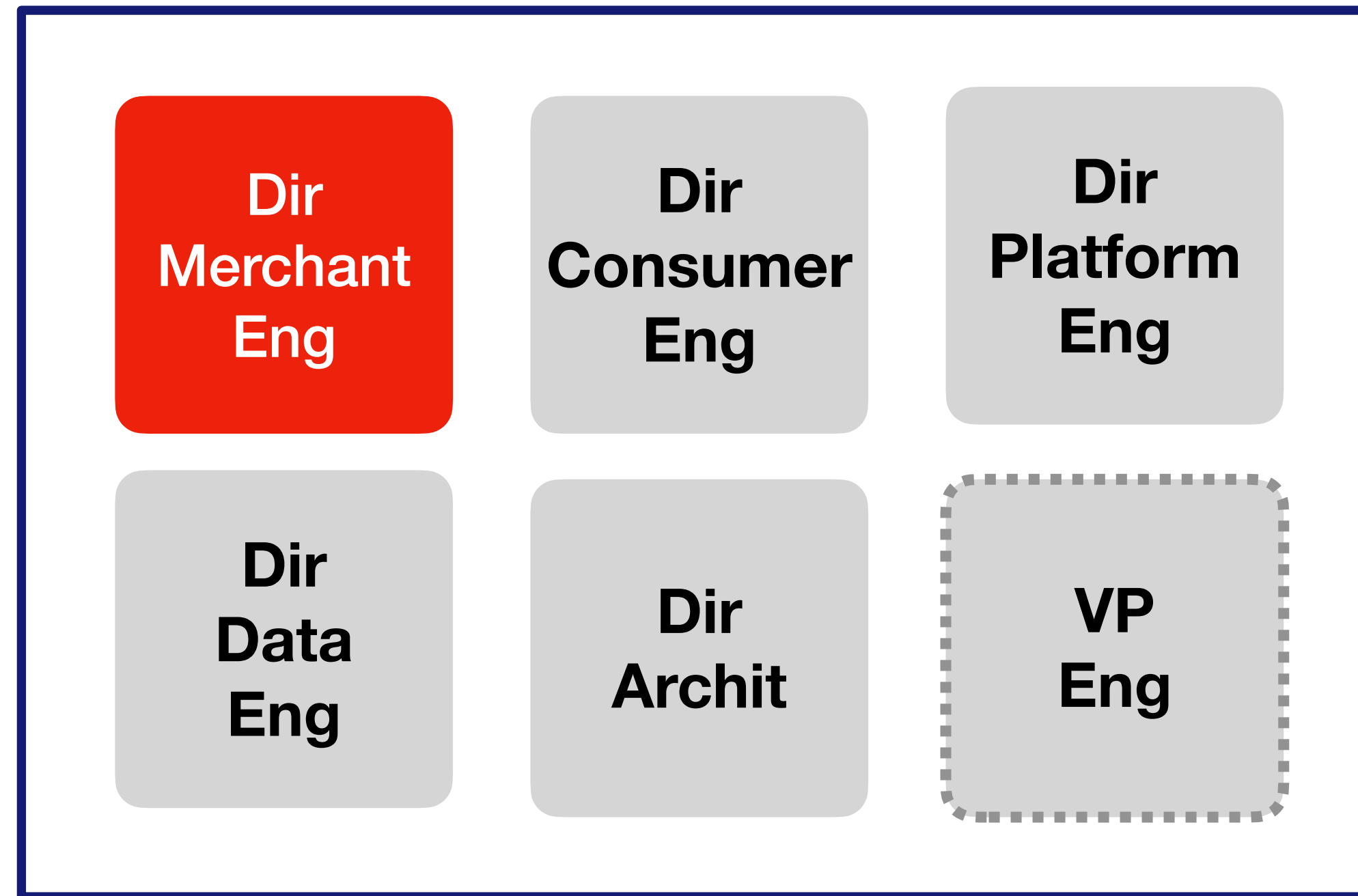
## #1 Team - Exec



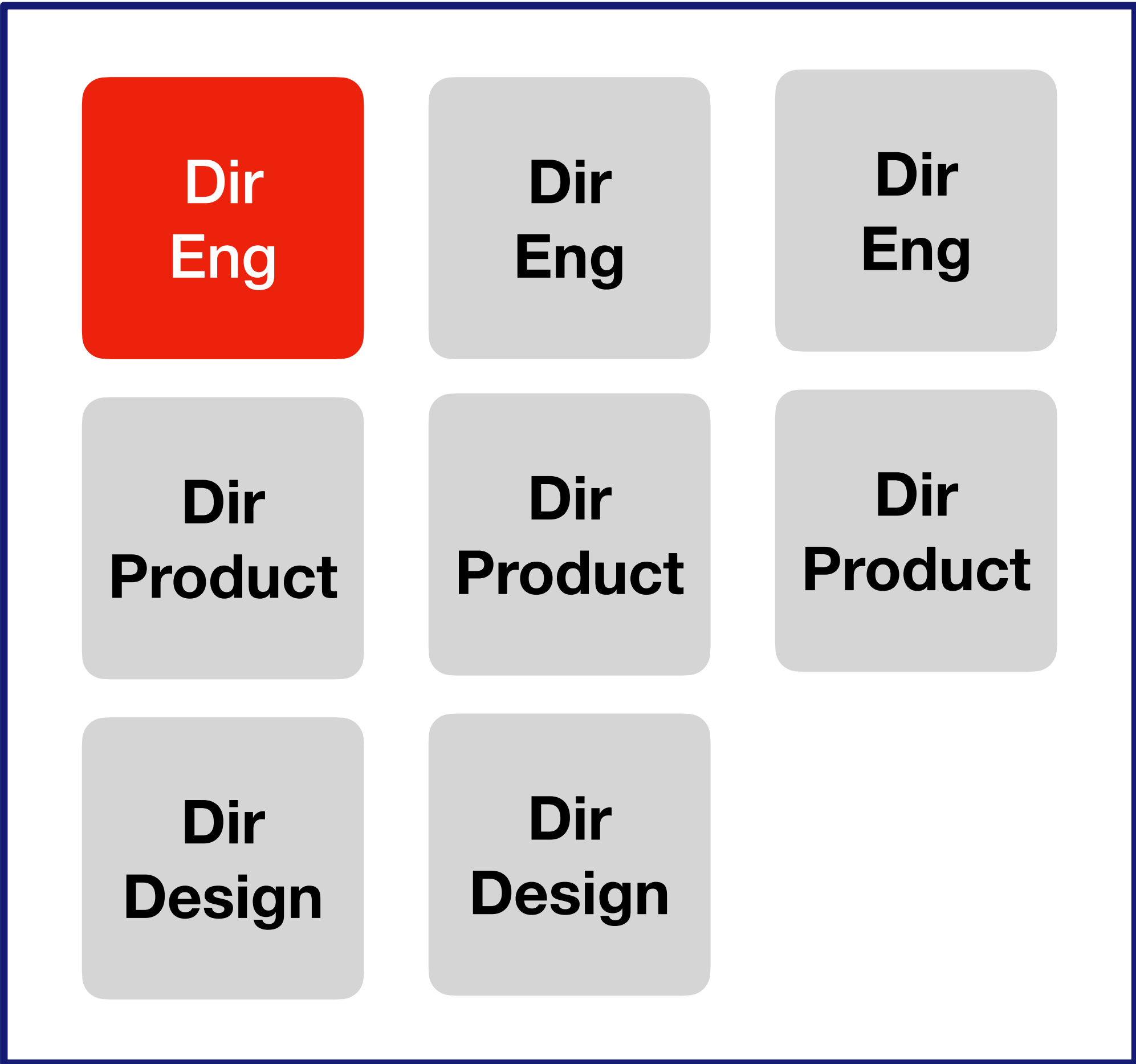
## #1 Team - Exec



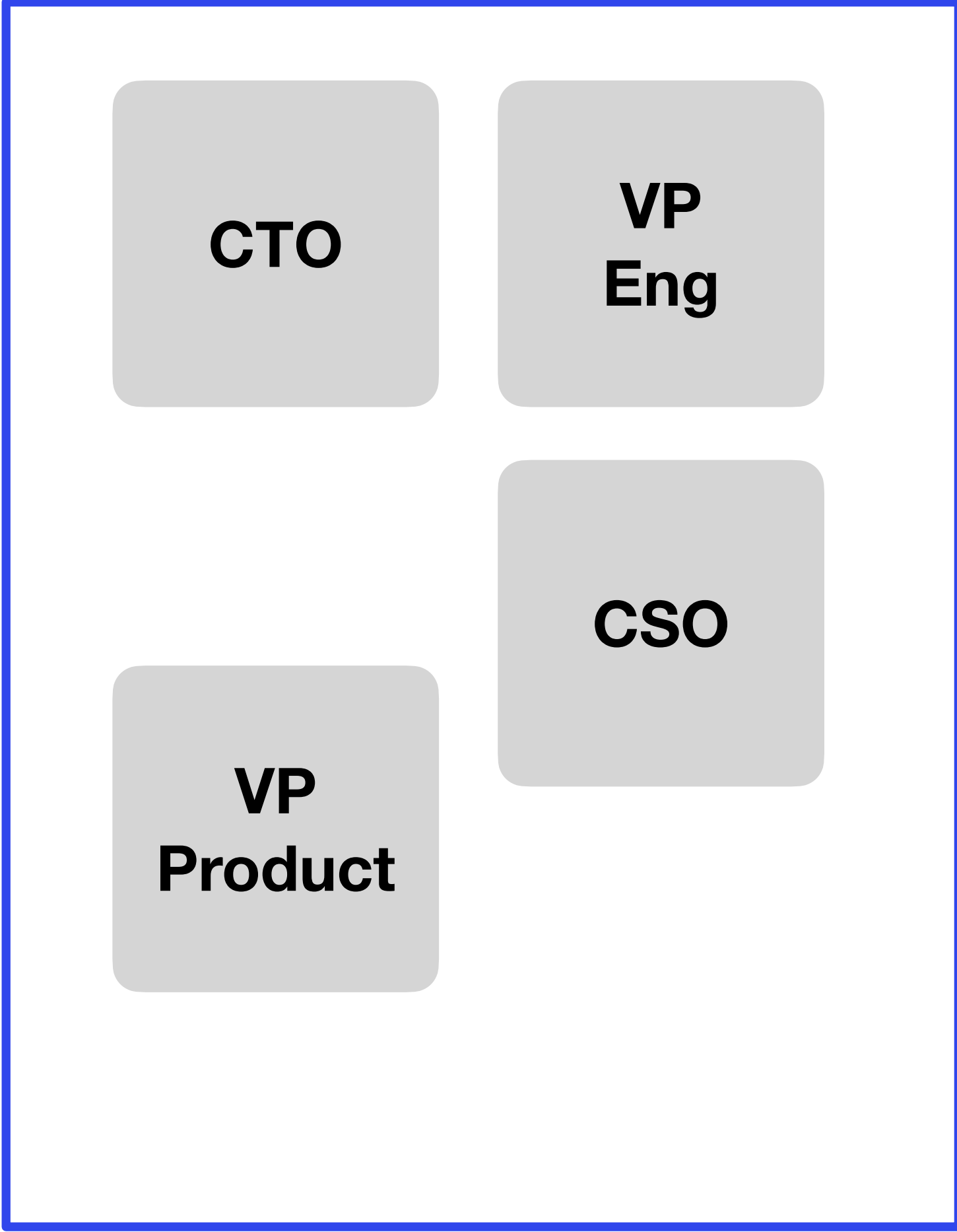
## #1 Team - Engineering



**#1 Team - R&D leaders**

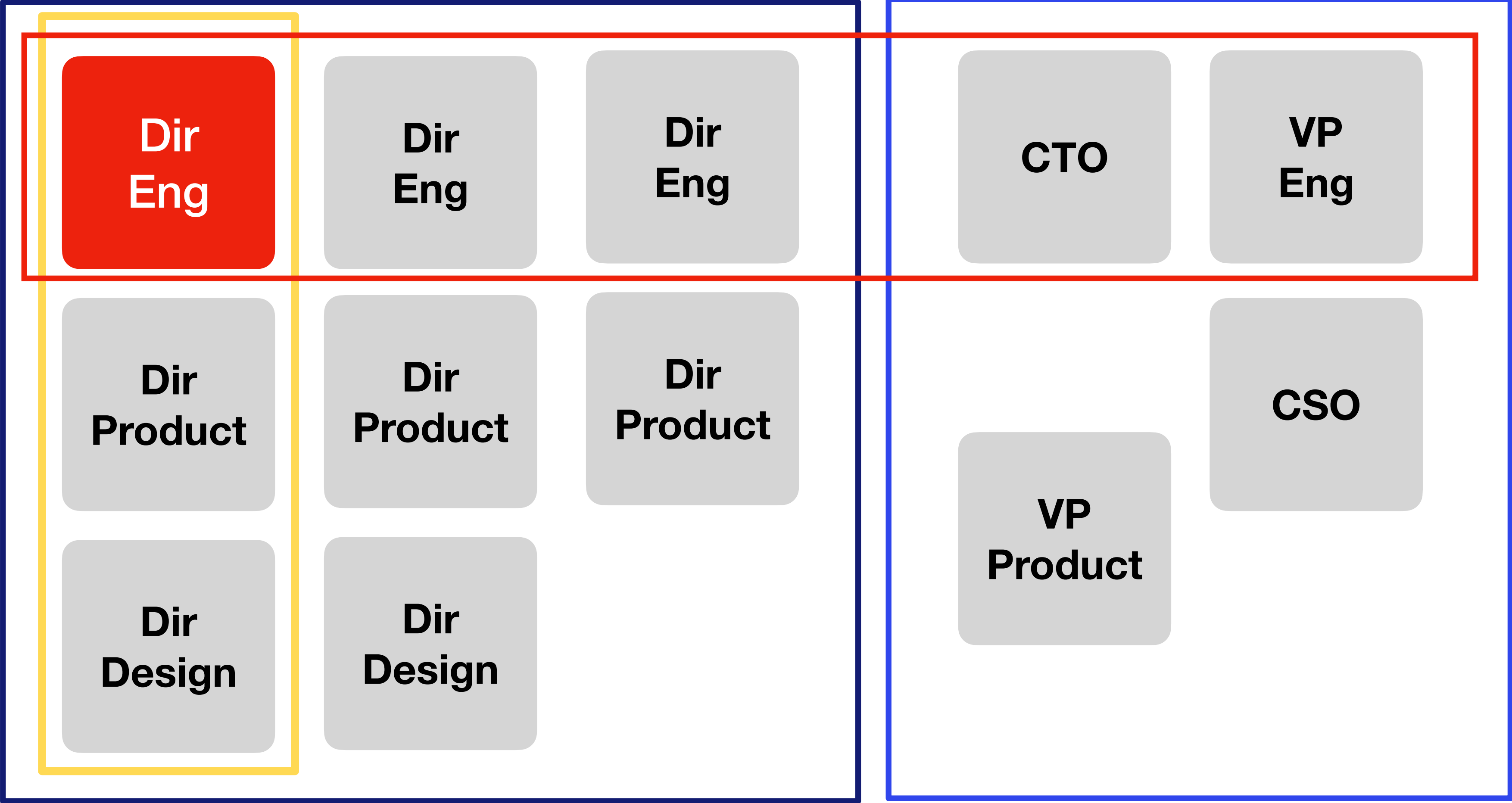


**#1 Team - Exec**



**#1 Team - R&D leaders**

**#1 Team - Exec**



**Engineering**

**London / Support**

# Team #1 Exercise

## Who is in your team?

Fill the grid with the colleagues you believe belong in your Team #1. Add their role and highlight any close partnerships.

## Discuss with your group

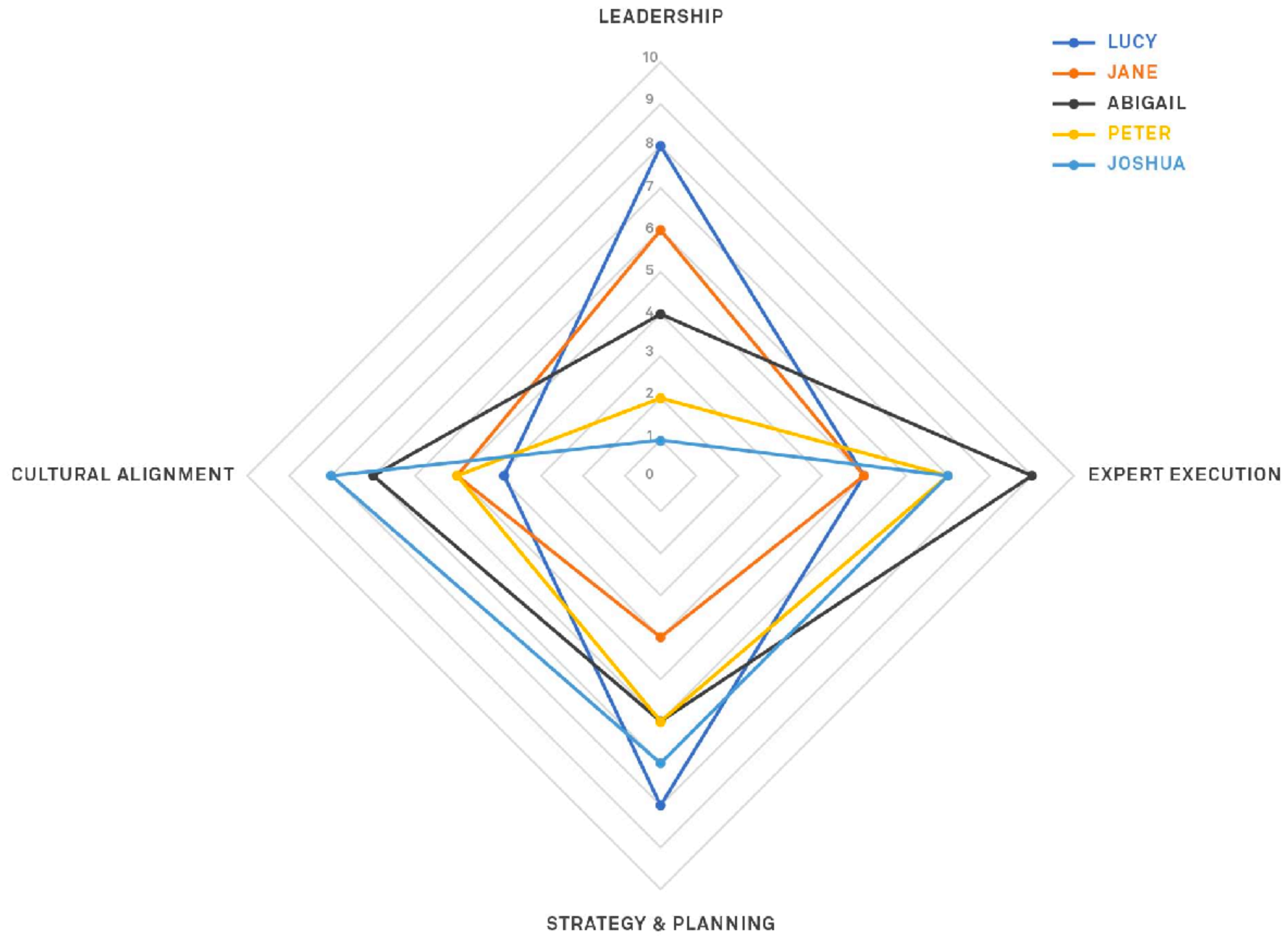
- Share your team make up
- What was challenging coming up with this group?
- Is this the group of people you work most closely with today?

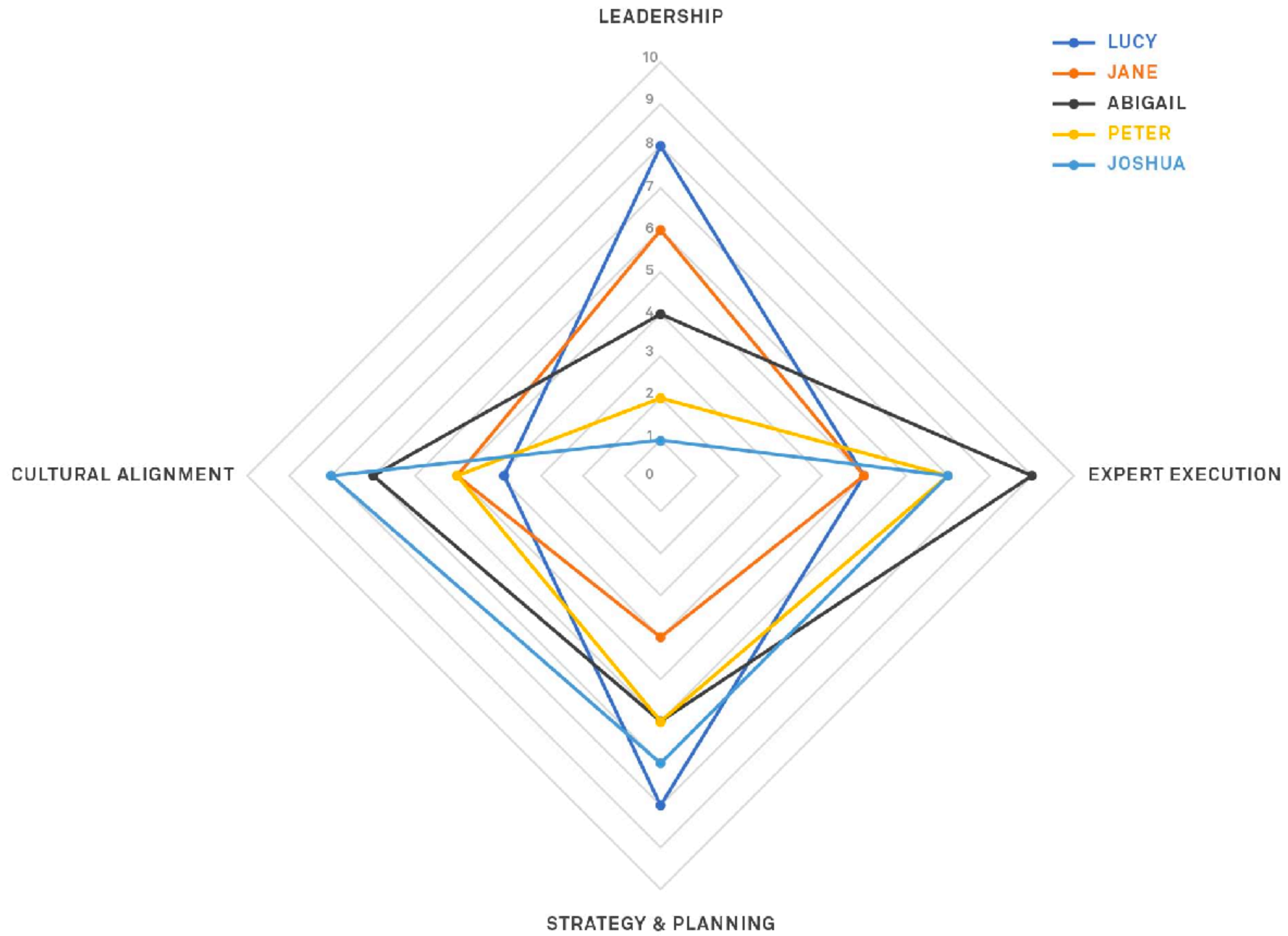
### Team #1

#1	#2	#3
#4	#5	#6
#7	#8	#9
#10	#11	#12

**Grow and hire**  
**new leaders**







**What gets in the way?**

# What gets in the way?

Visibility

# What gets in the way?

Visibility

Time

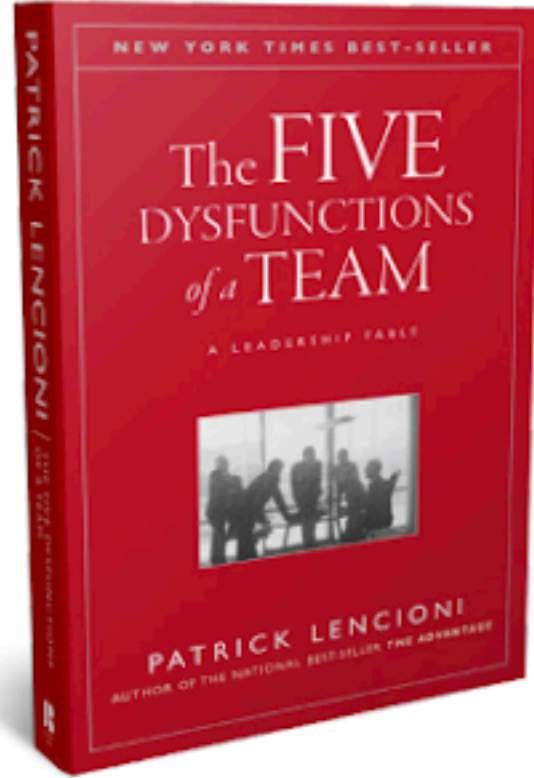
# What gets in the way?

Visibility

Time

Access





## IDEAL TEAM PLAYERS...

**Inattention to Results**

Share accomplishments with everyone and leave their egos at the door.

**Avoidance of Accountability**

Hold their colleagues accountable, always strive to learn and do more, and constantly look toward the next opportunity.

**Lack of Commitment**

Commit to team goals and do whatever is necessary to accomplish objectives.

**Fear of Conflict**

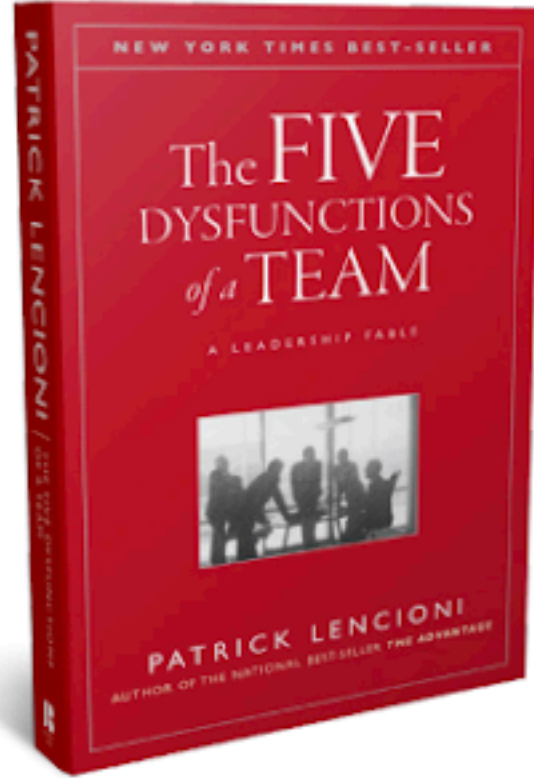
Do and say the right things to help teammates feel appreciated and understood, even when difficult situations arise.

**Absence of Trust**

Build trusting relationships by being open and accessible.

## THE FIVE DYSFUNCTIONS OF A TEAM





## IDEAL TEAM PLAYERS...

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## THE FIVE DYSFUNCTIONS OF A TEAM

## TEAM SUMMARY

- HIGH (3.75 AND ABOVE)
- MEDIUM (3.25 TO 3.74)
- LOW (LESS THAN 3.25)



Your assessment scores indicate that results and commitment are likely areas of strength for your team, while trust is potentially an area for improvement, and accountability and conflict are areas of likely concern.

# Insights

Personality and behavioural  
preferences assessment

**E**

**S**

**T**

**J**

# Insights

Personality and behavioural  
preferences assessment

**E**

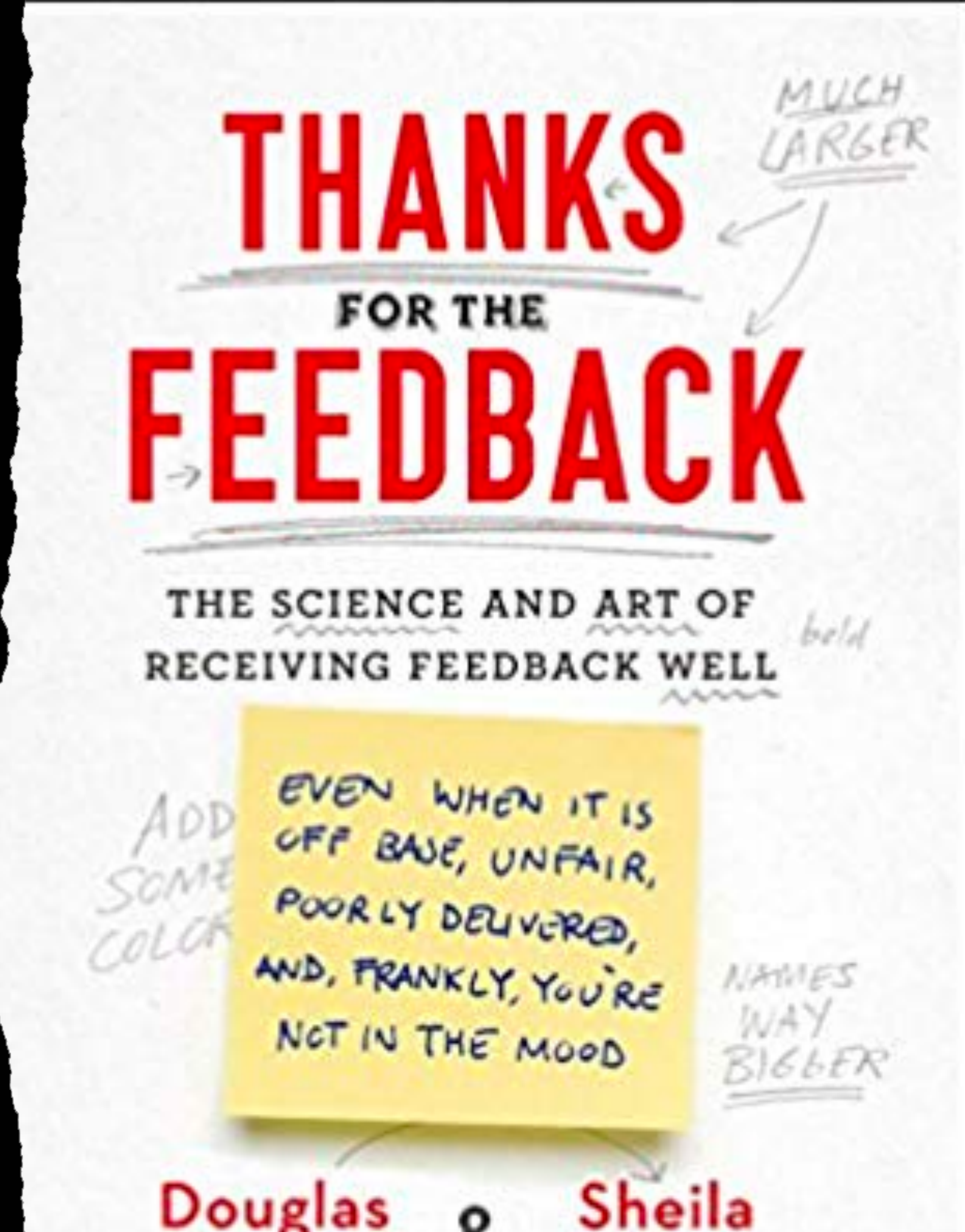
**S**

**T**

**J**

# Feedback

Open and actionable



# Knowing me Knowing you Exercise

## Understand your teammates

Think about a teammate that you are struggling to work with.

## Discuss with your group

- Where does the misalignment come from?
- How could you improve that relationship and what benefit will it bring to your team?

**You #** \_\_\_\_\_

Role: \_\_\_\_\_

Name: \_\_\_\_\_

Area of ownership:

\_\_\_\_\_  
\_\_\_\_\_

Priorities:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Strengths:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Closest partners:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

What do you need help with?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Teammate #** \_\_\_\_\_

Role: \_\_\_\_\_

Name: \_\_\_\_\_

Area of ownership:

\_\_\_\_\_  
\_\_\_\_\_

Priorities:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Strengths:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Closest partners:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

What do you need help with?

\_\_\_\_\_  
\_\_\_\_\_

What can they help you with?

\_\_\_\_\_  
\_\_\_\_\_

Feedback

\_\_\_\_\_  
\_\_\_\_\_

**Make time**  
**for each other**

# Cadence of meetings





## TEAM SUMMARY

- HIGH (3.75 AND ABOVE)
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OUR ROLES

OUR ROLES

OUR ROLES

OUR ROLES

OUR ROLES

OUR ROLES

OUR ROLES

OUR ROLES

OUR ROLES

OUR ROLES

# Two thirds of business leaders have suffered from mental health conditions

10 October 2018 · International

Research by Bupa Global, the international health insurer, reveals that 64% of senior business leaders have suffered from mental health conditions including anxiety, stress and depression, with work often cited as a contributor to this.

- 58% of business leaders say that in their position it's hard to talk about mental health
- 1 in 4 people feel less support for mental health issues since becoming more senior
- Sufferers fear that talking about mental health would affect perceptions of their capabilities and careers prospects



1:1 TIME

1:1 TIME

1:1 TIME

1:1 TIME

1:1 TIME



**BE A ROLE MODEL**

**Present a  
united front**  
Even if it's silly!





**BE A ROLE MODEL**



**Your credibility and success**

**depends on**

**the credibility and success**

**of your peer group**

**You are in this together!**

**Thank You!**