Teams

- **This Session**
  - Overview
  - Hear from the experts
  - Open it to questions

GEARING FOR GROWTH

Strong Foundations

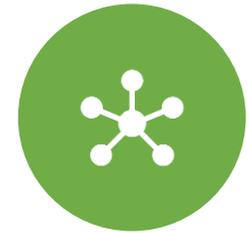| P V V | BALANCE | TRUST | SHARED GOALS | INTERDEPENDENCIES |

Bank account of Trust

Deposits

- Honest Conversations
- Psychological Safety
- Vulnerability
- Knowing the Whole Person
- Thoughtful Communication
- Growth Mindset

Withdrawals

- Egos
- Lack of feedback
- Avoiding conflict
- Breaking the team rules
- Limited perspectives
- Inconsistency
- Fixed Mindset

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Team Roles

CULTURE HUGGER

DRAMA DE-ESCALATOR

PROBLEM SEEKER

GUARDIAN OF RESULTS

VISIONARY OPTIMIST

Final Thoughts

The Founder and CEO roles

Members of Multiple Teams

The Board as a Team

GEARING FOR GROWTH

Colin Hewitt
CEO and Co-Founder
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Building Your Leadership Team

Quick History of ATL

- Company had been allowed to have too much customer concentration (one customer was ~85% of the business, and one product line ~80% of that)

- That product line ended and the business stopped almost overnight

- About one third of workforce was made redundant and a 4-day week was put in place

- A new CEO was brought in to effect a turnaround who subsequently recruited me and is now Chairman

Leading a Team through a Turnaround*

1. Created a common enemy

2. Focused on a way to defeat that enemy

3. Showed progress to the victory

*My disclaimer at the start is that a lot of the initial work had been done when I arrived at ATL and I had a very good platform on which to build (and I have to say that because the person who did it is in the audience).

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Building Diversity and Flexibility in Teams

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Scaling teams quickly, the perils and pitfalls to avoid

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Why do we scale too fast?

- **Ego** - having a big team helps justify our CxO titles and feel like proper leaders

- **Comparison** - we must need squad structures like Spotify if we want to achieve anything

- **Pressure** – we can't be investable without an expanded and experienced leadership

- **Perception** – we haven't won the market yet but can show we are scaling in other ways

- **Doubt** – imposter syndrome means we crowd ourselves with others for security

The dangers of scaling too fast?

Where is the buzz and motivation when there is some much too do???
- **Stay Lean** – avoid the pitfall of doing too much and too soon, even if you can

Why are we experience more turnover when we just gave them help???
- **Growth Mindset** – avoid overly hire above to get the job done, growth creates loyalty

Why do we feel bootstrapped but have over fifty employees???
- **Have Balance** – avoid over reactive firefighting and recruiting to solve one problem

Why did proven product managers that had launched products in big brands fail here???
- **Check Timing** – avoid wasting talent by hiring too early, understand what you need and when

Why can't we make any decisions or be creative when we have a ton of experience???
- **Thought Diversity** – avoid group think and navel gazers, you need mix to solve new problems

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