


# **Baker Hill Executive Team Alignment**

Clarifying priorities, decisions, and team effectiveness

# Agreed-upon Groundrules



- be vulnerable
  - what is said in the room stays in the room
  - transparency
  - openness & candor
- 

# This team already has strengths— and predictable friction points



Individually reflect:



One strength of this  
executive team



One friction point that slows  
execution

- ▲ **Focus on  
Collective Results**
- ▲ **Hold One Another  
Accountable**
- ▲ **Commit to  
Decisions**
- ▲ **Engage in Conflict  
Around Ideas**
- ▲ **Trust One Another**



The Five Behaviors of a Cohesive Team™ Model

# Team effectiveness improves when operating clarity increases



- Clarity around priorities
- Clarity around decision ownership
- Clarity around how concerns are raised

**Lack of clarity in these areas directly impacts TRUST.**



# Where does ambiguity currently slow the team down?



PRIORITY CLARITY



DECISION  
OWNERSHIP

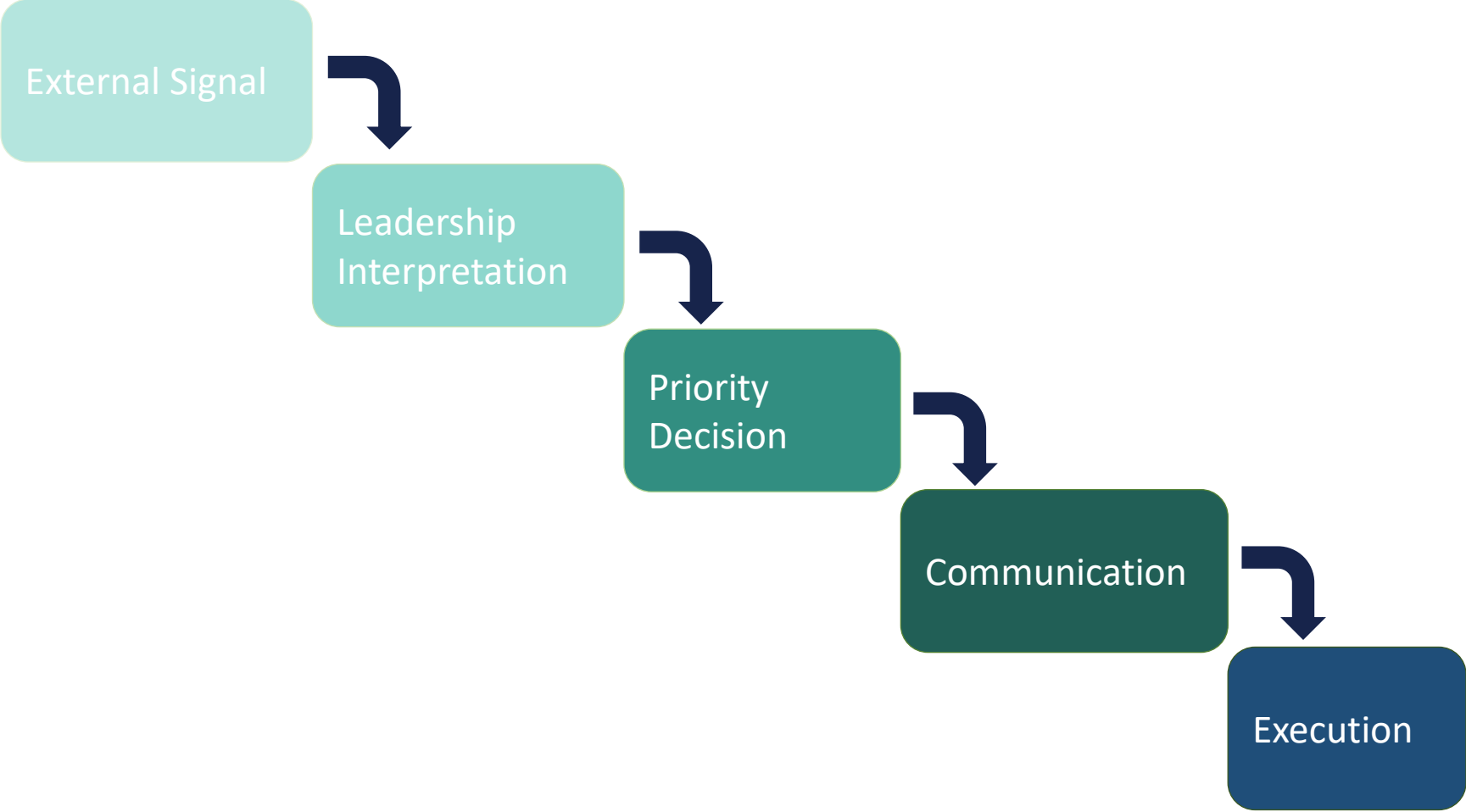


COMMUNICATION




ESCALATION  
TIMING

# Clear priority translation helps the organization move faster and with confidence



# Where in this process would greater clarity have the biggest impact?



Where does uncertainty enter?

Where would clarity improve execution speed?

# Clear decision ownership makes accountability easier and reduces friction

Decision Area	Primary Owner	Consulted	Informed
Revenue Plan	Andy	CXO Team	CXO informs their verticals
Revenue Execution	Amy	CXO Team	BKR Growth Team Client delivery
Operational Priorities	CXO owns his/her vertical	ELT	Employees as needed
Client Escalations	Amy (unless client goes directly to Andy, in which case informs Amy or Rick)	Malcolm or Rick	Andy CXO
Product & Technology	Unify: Rick Digital: Andy xitioning to Rick	Business Owners	Entire org
Organizational Structure	Andy	CXO	HR ELT ( <i>aspirational</i> ) Impacted departments
Strategic Initiatives	Andy and Board	CXO	All employees

# Where would clearer ownership improve alignment?



Where is ownership currently unclear?



Where does that create friction?

**How the team surfaces concerns, risks,  
and disagreement impacts decision  
quality.**

**What makes it harder to raise a concern  
or challenge a direction early?**

## Dominance

**You will notice:** self confidence, directness, forcefulness, risk-taking

**Motivated by:** power and authority, competition, winning, success

**Fears:** loss of control, being taken advantage of, vulnerability

**Limitations:** lack of concern for others, impatience, insensitivity

Questioning  
Logic-focused  
Challenging

**You will notice:** precision, analysis, skepticism, reserve, quiet

**Motivated by:** opportunities to use expertise or gain knowledge, attention to quality

**Fears:** criticism, slipshod methods, being wrong

**Limitations:** overly critical, tendency to overanalyze, isolates self

## Conscientiousness

Fast-paced  
Assertive  
Dynamic

## Influence

**You will notice:** charm, enthusiasm, sociability, optimism, talkativeness

**Motivated by:** social recognition, group activities, friendly relationships

**Fears:** social rejection, disapproval, loss of influence, being ignored

**Limitations:** impulsiveness, disorganization, lack of follow-through

Accepting  
People-focused  
Receptive

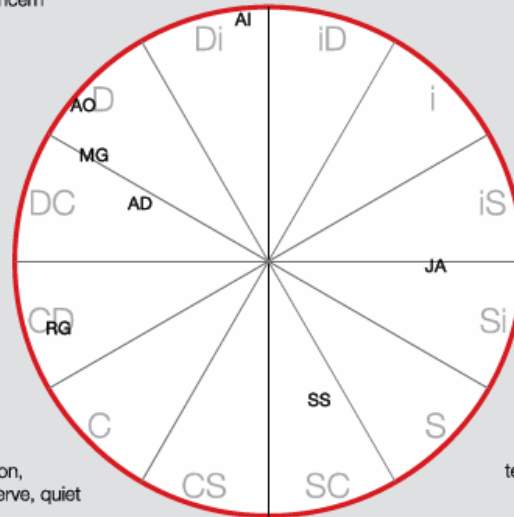
**You will notice:** patience, team player, calm approach, good listener, humility

**Motivated by:** stable environments, sincere appreciation, cooperation, opportunities to help

**Fears:** loss of stability, change, loss of harmony, offending others

**Limitations:** overly accommodating, tendency to avoid change, indecisiveness

## Steadiness



Moderate-paced  
Calm  
Methodical

# Different leadership styles surface different risks and perspectives



Some leaders  
prioritize speed



Others detect  
downstream risk  
earlier



Effective teams make  
space for both

# What do you personally need to raise concerns or challenge direction early?



What would make it easier?



What would strengthen trust and openness?

# What operating commitments would strengthen this team most?

What should become more explicit?



What would improve alignment and execution?

# What will you personally do differently as part of this team?



Write down one leadership commitment.

# Clarity allows this team to operate faster, with greater alignment and confidence



PRIORITY  
CLARITY



DECISION  
CLARITY



EARLY RISK  
SURFACING

# What still needs clarifying?



**THANK YOU!**