

# Team *Challenges*



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# Harriette Schumacher

Harriette is a strategic thinker, who approaches today's most pressing business challenges with curiosity, optimism, and practicality. As a Certified Executive Coach, and Leadership Development Expert, her expertise and approachability make her a trusted advisor to clients and colleagues. As CEO of Big Leap Leadership Inc, Harriette brings a wealth of experience from working with diverse organizations, including companies, across various industries including healthcare, financial services, professional services, utilities, construction, retail, and government. She has a strong focus on developing evidence-based and practical solutions that drive tangible organizational impact.

Her diverse clients include Walmart, Amazon, Ford, TJX/WINNERS, Emera, and look to her for advice and support to leverage the full potential of their teams. Whether fostering a learning culture, building leadership competency models, assessing and developing talent, coaching executives or developing career paths and team capacity, Harriette brings an integrated, holistic approach that has been proven to be a game-changer for organizations.

She holds a Bachelor of Arts in Political Science, a Masters in Leadership from Royal Roads University, Graduate Certificate in Executive Coaching from Royal Roads University, and a Graduate Certificate in Adult Education from the University of Victoria. Harriette is currently completing her Masters in Executive and Organizational Coaching with Royal Roads University, and has a range of industry certifications and credentials, including:

- Master Certified Coach (MCC), International Coach Federation (ICF)
- Fierce Conversations Master Trainer
- Gallup-Certified Strengths Coach
- ExperiencePoint Change Management and Design Thinking Practitioner
- 4MAT Whole Brain Instructional Design Practitioner
- Certified Leadership Circle Profile Practitioner

Yahoo Finance ranked Harriette as a top coach to watch in 2021, and Harriette was also featured in local and national media outlets speaking about the impact of Covid-19 on working women. Her podcast, The LeadHERship Show was ranked a top 40 career podcast in Canada in 2021.

More importantly, her clients know her as a trusted advisor, partner, and advocate who empowers them to challenge their assumptions, balance “smart” with “heart,” and achieve success on their own terms. Harriette lives in Halifax, NS with her husband and daughters.



# Build lasting *improvements* in how your teams work together.

The ability of your leadership teams to work together effectively to drive change and execute strategy across the business is a critical element in your organization's success.

The intense pressures leaders operate under can also lead to counterproductive behaviors—turf battles, personality conflicts, and a lack of alignment. Those behaviours can become threats to team performance that cascade through your entire organization, potentially crippling it.

However, when senior teams are at their best and most powerful, the positive effects of leading with collective focus and collaboration are felt across an organization and seen in business results.

After working with high-level teams for over two decades, we have identified common challenges that teams often face and developed solutions that create results that matter to you and your organization.

*We help your leadership teams to work together effectively to drive change.*



# Team Challenges

## New Boss, New Team Members, New Strategy

What this looks like	How we can help	The results you can expect
<ul style="list-style-type: none"> <li>• Unclear team purpose</li> <li>• Conversations not getting to the root issue.</li> <li>• Unclear roles and expectations</li> <li>• Members are not sure if they need to be a "team" or a "group" of individual players</li> <li>• Unsure if the right people are on the team</li> <li>• Low trust</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the team's core purpose and value-added contribution</li> <li>• Clarify expectations of team members</li> <li>• Identify initiatives which require collaboration</li> <li>• Establish team performance metrics</li> <li>• Build social capital/trust</li> </ul>	<ul style="list-style-type: none"> <li>• Clear unified purpose and priorities</li> <li>• Increased team member confidence</li> <li>• Clear link between work of the team and business results</li> <li>• Increased collaboration</li> <li>• Increased trust</li> </ul>

## Conflict: Too much, or ... too little

What this looks like	How we can help	The results you can expect
<ul style="list-style-type: none"> <li>• Discussions are "too polite"</li> <li>• Important conversations happen outside of the room</li> <li>• Constant revisiting of decisions</li> <li>• Lack of transparency/Lack of empathy</li> <li>• Egos eclipse substantive issues</li> </ul>	<ul style="list-style-type: none"> <li>• Surface team dynamics</li> <li>• Put difficult topics on the table</li> <li>• Learn the discipline of direct feedback</li> <li>• Resolve conflicts</li> </ul>	<ul style="list-style-type: none"> <li>• Team members can disagree and still commit</li> <li>• Decisions are implemented and stick</li> <li>• Increased issues-based debate, increased respect</li> <li>• Team members support each other's success</li> </ul>

## From "effective team" to "best in class"

What this looks like	How we can help	The results you can expect
<ul style="list-style-type: none"> <li>• Sense of untapped potential</li> <li>• Not challenging self or others to exceed current level of performance</li> <li>• Lack of innovation</li> <li>• Hesitancy to take risks</li> <li>• Need for increased energy, enthusiasm and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Establish stretch goals</li> <li>• Update success metrics</li> <li>• Redefine purpose and priorities</li> <li>• Develop innovative ways of working together</li> </ul>	<ul style="list-style-type: none"> <li>• Increased individual and organizational agility</li> <li>• Enhanced ability to deal with complexity</li> <li>• Energized team</li> <li>• New mindsets</li> <li>• Improved results</li> </ul>

## Leading organizational change & shaping culture

What this looks like	How we can help	The results you can expect
<ul style="list-style-type: none"> <li>• Change efforts that don't achieve the intended outcomes</li> <li>• Getting the right culture in place is a challenge</li> <li>• Team members don't agree on change priorities</li> <li>• Team members say they support change but don't</li> <li>• The team agrees to more change than it can realistically handle</li> <li>• Team members vary in their ability and interest in leading change</li> </ul>	<ul style="list-style-type: none"> <li>• Understand what change leadership takes and build the skills to lead it from the top</li> <li>• Define the required leadership culture for your business and develop it</li> <li>• Prioritize change</li> <li>• Make change commitments that stick</li> <li>• Align time, budgets and people with what's required for successful change</li> </ul>	<ul style="list-style-type: none"> <li>• Strong support for change initiatives</li> <li>• Finally feel like you're getting somewhere</li> <li>• Leverage benefits of the investments you have made in culture and change</li> <li>• Avoid burning people out when there's even more to be done</li> </ul>

# How we work with *Teams*

Because time together for executive teams is rare and valuable, we tailor solutions to get each team its own unique results as efficiently as possible. Our process addresses the key factors impacting team performance, including:

- Clarifying the core purpose and work of the team
- Examining the effectiveness of the way the team does its work
- Surfacing the interpersonal and team dynamics that can unleash or ensnare your team
- Identifying the methods for measuring the team's progress and success
- Building the team's capability to deal with greater stress and complexity

Throughout the process, we determine gaps and create a plan to ensure alignment around the business strategy and key performance measures.

Our highly experienced facilitators employ a variety of observation, coaching, and development techniques that challenge the team to achieve a higher level of performance.

Our proven experienced-based approach to development enables executive leaders to focus on team collaboration and success factors.

## Results that matter:

After working with executive teams, here are some of the outcomes and behaviors we see. High-performing executive teams:

- Collectively drive organizational outcomes for success
- Work together as “one team”
- Model collaboration and collective leadership across the organization
- Exhibit increased levels of trust, camaraderie, and cohesion
- Have a clear common understanding of their individual roles and responsibilities at the functional and enterprise levels
- Are more aware of behavioral predispositions and their impact on the team's dynamics
- Improve collaboration across all organizational boundaries
- Shift their ability and approach to drive real and meaningful change

If these outcomes would help your organization achieve its goals, it's time to have a conversation about our approach to Executive Team development.

# Why Us?

We meet your team where it's at. Our world class facilitators and coaches offer expertise in every major business sector. We have everything needed to make sure the team and its individual members can work collaboratively to drive meaningful change.

From evidence-based assessments to cutting-edge analysis to best-in-class development tools and evaluation, we have what it takes to get results that matter.

*Leadership Development  
is all that we do.*



Ready to  
Take the  
*Next Step?*

To learn more and get started, book a call to discuss your needs or schedule a coaching demo

Book a Meeting