

Aligning the executive team _____ to scale with confidence

Example of minding optimization gaps

Tech, Leadership gap,
Teamwork gap

Optimization
_____ Gap

Client Request

An incoming CEO of a growing company specializing in software development services faced internal challenges in leadership alignment and decision-making.

He approached me with concerns about an upcoming merger and a weak, fragmented business culture, knowing the company was heavily reliant on just two clients and had a strong technical culture but lacked cohesion at the executive level.

This disconnect was affecting strategic direction, client engagement, and the company's ability to scale effectively.

Client's understanding of their challenges

They understood that they were a young team and that the company needed to change and grow in order to thrive in a changing market. The CEO 's view was different from that of the COO and CTO.

- **The executive team lacked alignment** and saw OKRs (Objectives and Key Results) as a tool to improve focus and cohesion.
- **COO and CTO wanted to grow the company** by building clear roles and structures without compromising their legacy.
- **Hiring senior talent was increasingly difficult** due to market subsidies favoring larger companies and inflating salaries. They wanted to counter that with culture and benefits.
- **The company was heavily dependent on a few key clients**, creating long-term risk.
- Leaders were **too deep in projects** and aimed to introduce mentoring programs to free themselves up for strategic work.

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What we discovered

Working with all 3 executives we organized collective discovery sessions and 1:1 follow ups. Common patterns soon appeared.

Underdeveloped collaboration in the executive team:

- **Leadership Divide:** CEO, who came from a business background, struggled to gain full acceptance from the technically- oriented executive team and employees. His push for business development and strategic initiatives was often met with resistance.
- **Slow Decision-Making:** Many critical decisions, from client negotiations to internal priorities, were delayed by misaligned values and diverging communication styles.
- **Ineffective Conflict Resolution:** Executives were unaccustomed to voicing their needs to each other as well as other teams, and preferred one-on-one conversations. This led to distrust, unresolved tensions and inefficiencies.

Divergent priorities: company was a mix of engineering-first and service culture with newly injected business-first people. Future success demanded a more open, assertive and collaborative culture.

- **Leadership identity crisis** in tech executives: COO and CTO, who created the company, were deeply dissatisfied with management they had experienced in their careers and were distrustful of the business processes required to grow the company. They wanted to preserve the magic of respect at the center of their culture while begrudging that for growth they needed to integrate business values and structure.

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What we discovered

- **Client Engagement & Positioning:** The company was acting as a provider of individual developers rather than a full-service team delivering end-to-end solutions. This weakened their positioning in the market and made them dependent on a few key clients.
- **Clients dragged into internal politics:** concerned about the client relationship, the company was investing a lot into managing client's internal misalignments.
- **Clash between current and desired culture:** many employees were opposed to open conflict resolution, rules and structure - all of which are prerequisite for the desired culture. Their hiring strategy and crisis management strategy was reinforcing the current culture.

Weak boundaries were driving loss of energy in decision making, governance and market positioning.

- **Locked into their previous success:** laboring to convert incoming opportunities and educate existing clients instead of carefully targeting projects and partners aligned with their goals and aspirations.
- **Strategic leadership starved by operational decisions:** too many items required executive attention leading to strategic decisions being left for the future.
- **Scaling Challenges:** Without a clear internal structure and leadership alignment, the company struggled to optimize its team's potential and manage growth effectively.

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Interventions



1 Individual and Team Leadership Development

CEO received **individual coaching** to help him:

- Gain a deeper understanding of his **personal leadership drivers** and how to align them with the company's goals.
- Develop skills to **manage stress and avoid burnout**, ensuring he had the emotional resilience to lead effectively.
- Build **empathy and cultural awareness** to better connect with his executive team.
- **Adjust his leadership** and communication style to engage more effectively with different stakeholders.

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Interventions

The executive team underwent structured coaching sessions to:

- Deepen their understanding of each other's strengths, stress triggers, and decision-making styles, enabling a much more constructive dynamic among them.
- Leverage each other's expertise and delegate responsibilities more effectively, reducing unnecessary alignment meetings by clearly defining ownership over different areas.
- Shift from constant firefighting to more strategic, structured time management, protecting their time.
- Adopt a **structured approach to goal-setting** and execution using an OKR system.

Conflict Resolution & Alignment

- Guided executives to **openly address differences** instead of relying on indirect discussions in a variety of everyday situations at work.
- Coached leaders to **choose an appropriate approach to conflict** with other teams and individuals, without losing empathy, authenticity or their edge.
- Facilitated **alignment workshops with team members** to create an effective and sustainable mentoring marketplace in the organization.

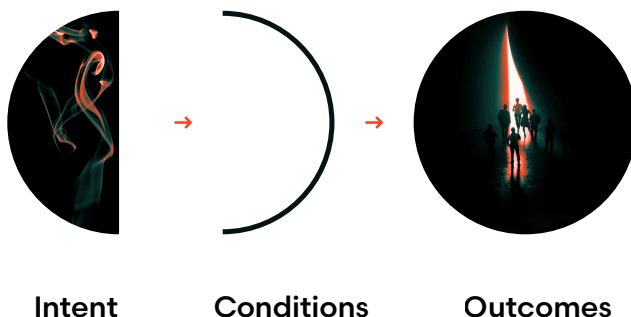
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Interventions

Redefining Client Engagement & Business Strategy

- Guided the executive team and leadership to shift from simply leasing developers to positioning itself as a long-term partner providing teams capable of developing and delivering complete solutions.
- Conducted a strategic organisational workshop to define:
 - their ideal clients, helping the organization to focus on attracting and engaging with clients who aligned with their values and business goals
 - their new market positioning, align or drop initiatives, and generate enough internal stability to make the positioning jump a reality.
 - Coached the CEO to conduct client negotiations and business development, ensuring the company pursued opportunities that supported sustainable growth rather than short-term revenue.



When we identified the conditions which shape thinking, relating and deciding, we can shifted them, and outcomes improved.

Results & Impact

Increased Executive Cohesion:

- Leaders had **greater clarity on their roles and responsibilities**, reducing unnecessary discussions and bottlenecks.
- The executive team became more **aligned, strategic and effective**, reducing internal friction and improving collaboration.
- Leaders **gained clarity on what was realistic** to achieve in different time frames as they adopted a **structured approach to goal-setting and execution**.
- **CEO's fully integrated**, became a trusted and valued leader, particularly in external engagements and strategic planning.

Strengthening Decision-Making & Accountability:

- **Stronger Conflict Management:** The executive team developed the skills to address and resolve diverse points of view constructively, among themselves and with others.
- **More decisive leadership team willing to make tough calls**, such as renegotiating contracts and letting go of employees who were not aligned with the company's direction.

For example, a significant milestone was their decision to remove the HR director from the leadership team when they realized the fit wasn't right. This was done in a **structured, thoughtful way** that prioritized both the company's needs and the individual's transition.

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Results & Impact

Increased Business Agility:

- **Faster, More Strategic Client Engagement:** The company shifted from transactional work to providing end-to-end solutions, improving their market positioning.
- **Clearer Strategic Focus:** By defining their ideal clients and business model, they avoided distractions and focused on meaningful growth.
- **Disciplined business development and cash flow** allowed the company to recruit the proper clients and negotiate best agreements for growth.

Conclusion

Through a combination of individual coaching, team alignment exercises, and strategic planning, this tech company successfully overcame internal leadership challenges and positioned itself for sustainable growth.

The leadership team developed the cohesion, clarity, and decisiveness needed to scale the business while maintaining a strong internal culture.

"Being a leader is exhausting, and value corruption is always around the corner. You helped us not to slip. That integrity became our compass: it changed how we lead, in business and in life."

Leadership isn't just about making the right decisions - it's about making them for the right reasons. Working with you, I realized how easy it is to lose sight of what truly matters under pressure. You helped us build not only a strong decision-making framework but also the discipline to uphold our values.

Chief Executive Officer

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Mind your Optimization Gap

Ready to
_____ explore yours?

We will go into your context, sense the gaps and consider if this may be the right partnership. No cost. No pressure. Full confidentiality.

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