



# A Benchmark of How Hundreds of Organizations Are Wired and Mis-wired



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**Founder & CEO**

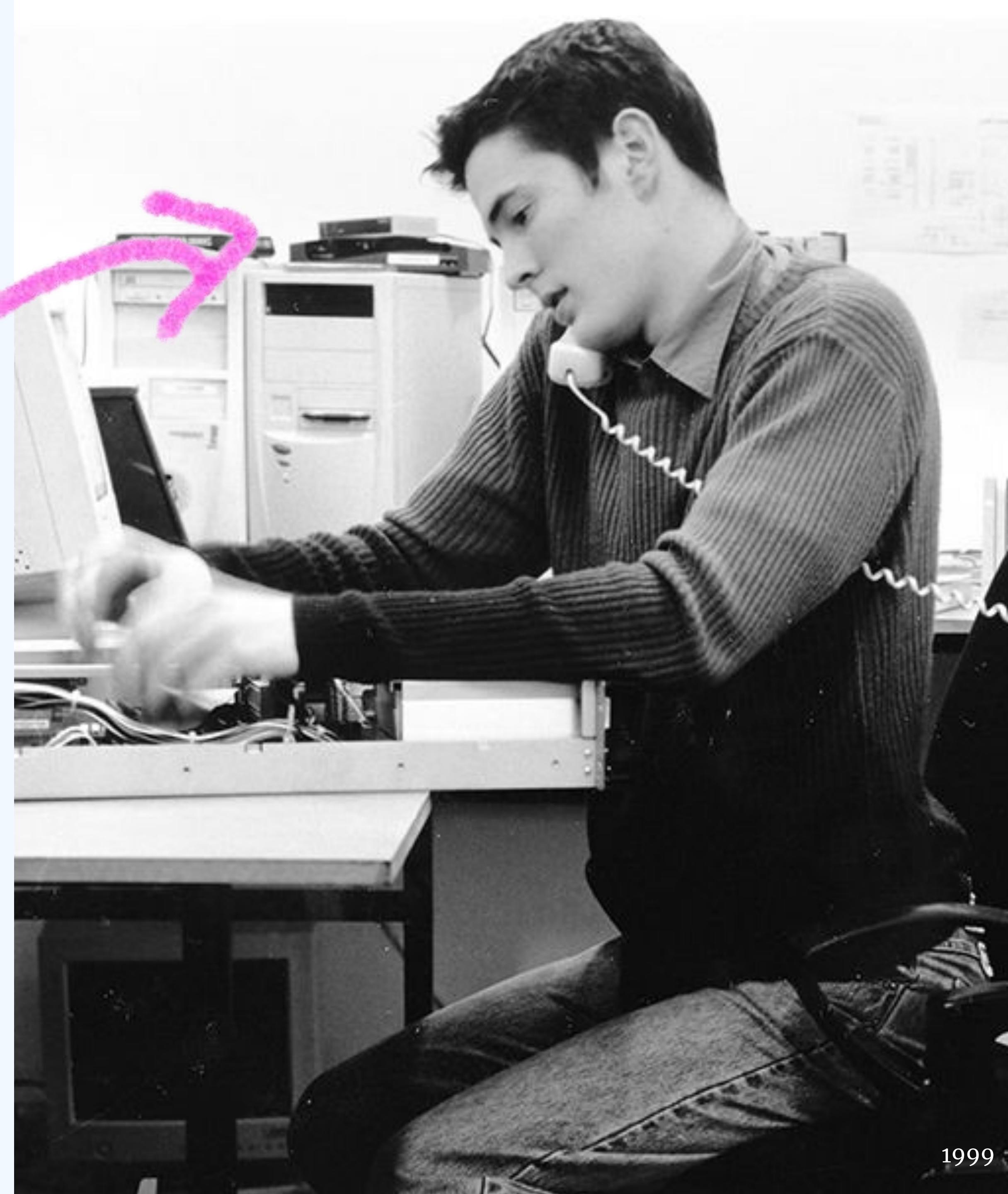




# Hi, I'm Sam.

My purpose:

Solving problems by  
re-wiring complex systems



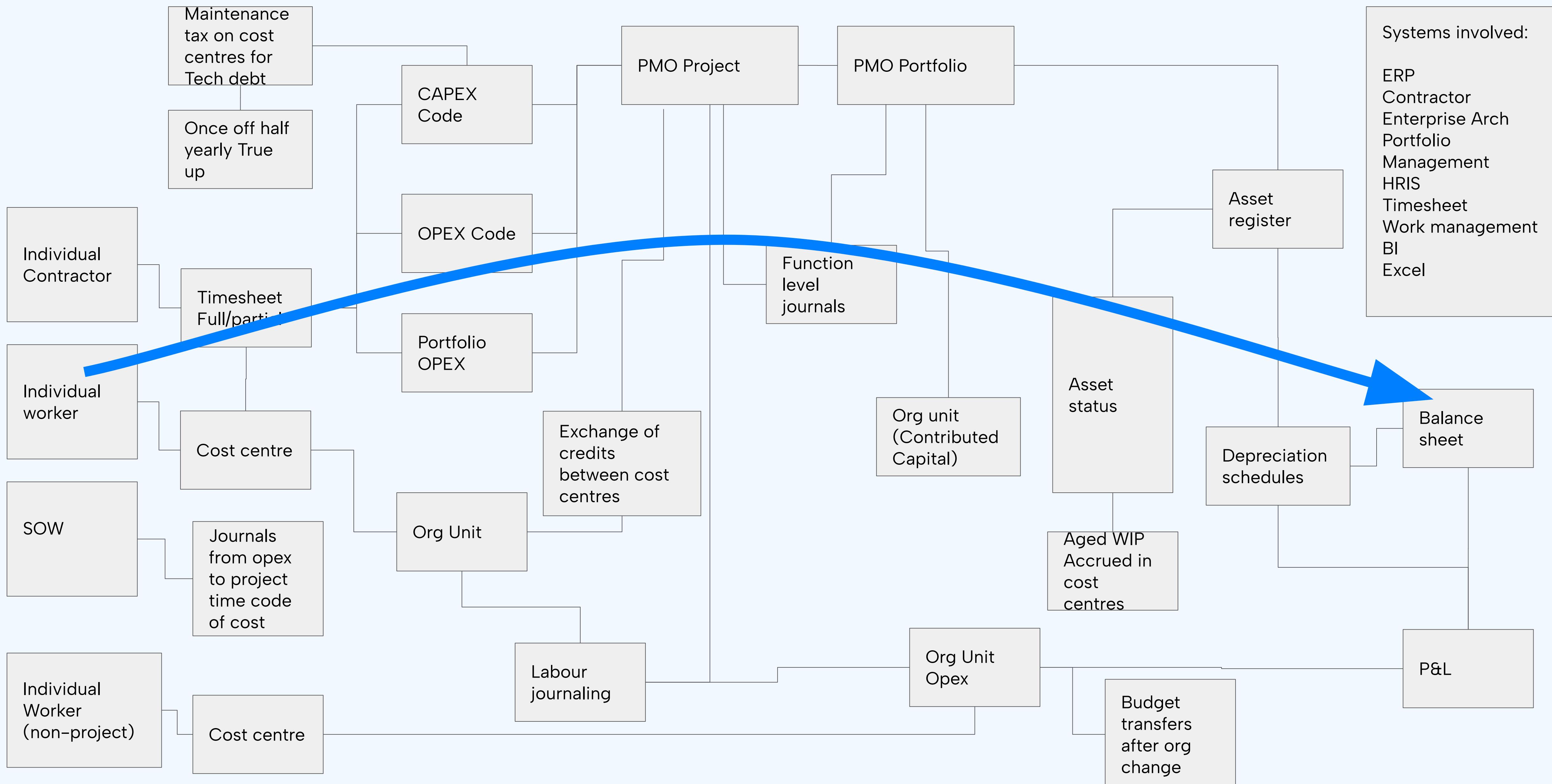
Let's start with a scenario...

Imagine you're in an organisation  
where **light switches** are  
wired to the **fire alarm**.

This fact is clearly documented in the employee handbook (page 125, section C)

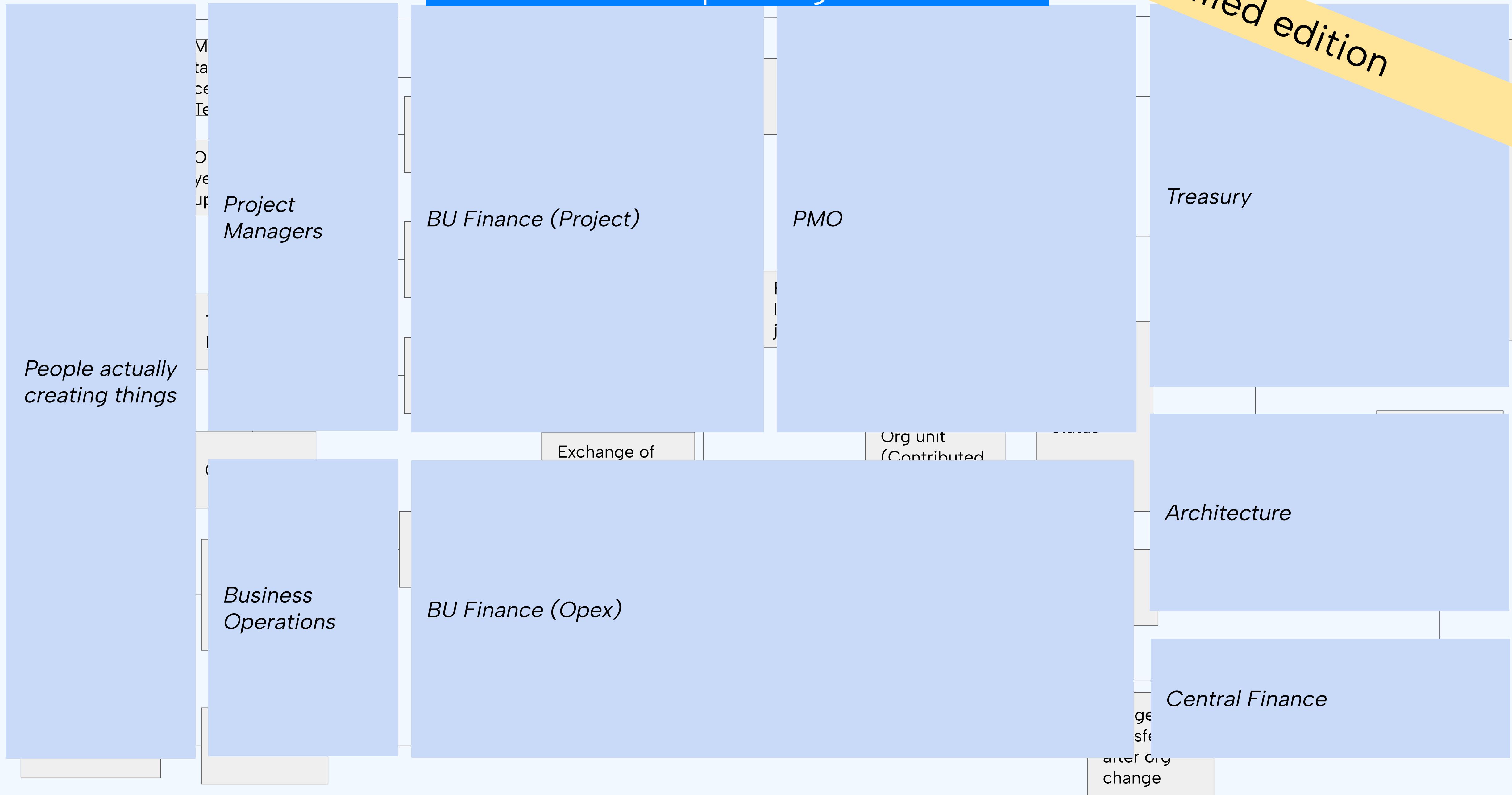
# Capitalising an hour of time

*map of the funding model*

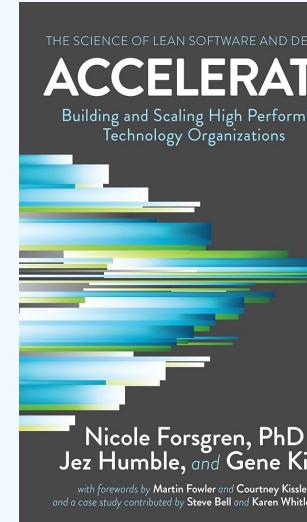


simplified edition

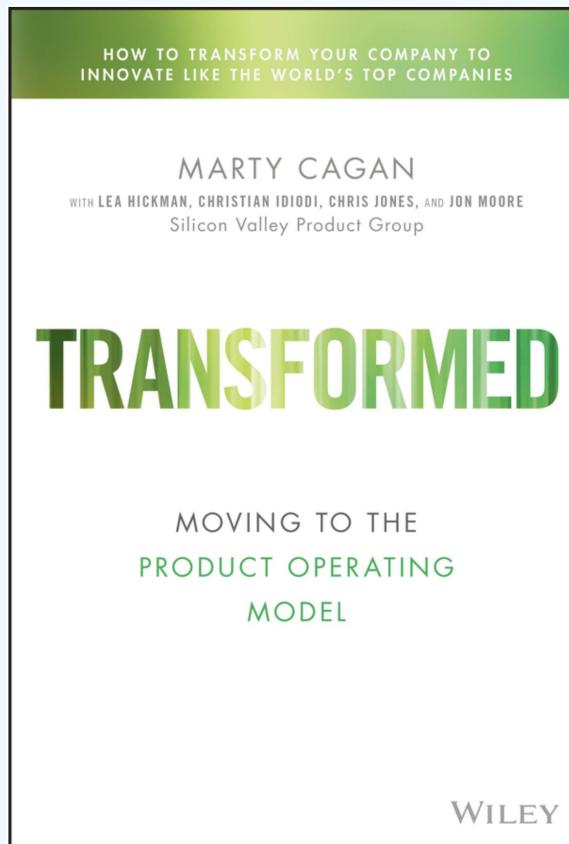
## Roles involved in capitalising an hour of time



# Teams: The canary in the coal mine of miswiring

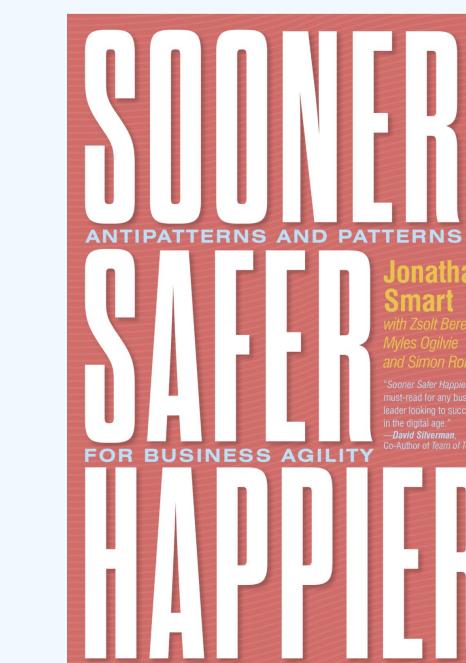


telecommunications, and even government, are turning away from delivering new products and services using big projects with long lead times. Instead, they are using small teams that work in short cycles and measure feedback from users to build products and services that delight their customers and rapidly deliver value to their organizations. These high



## Product Teams

The most fundamental of all product concepts is the notion of an *empowered, cross-functional product team*. This is where effective, innovative products come from, and most of the product model is one way or another about creating and nurturing these product teams.

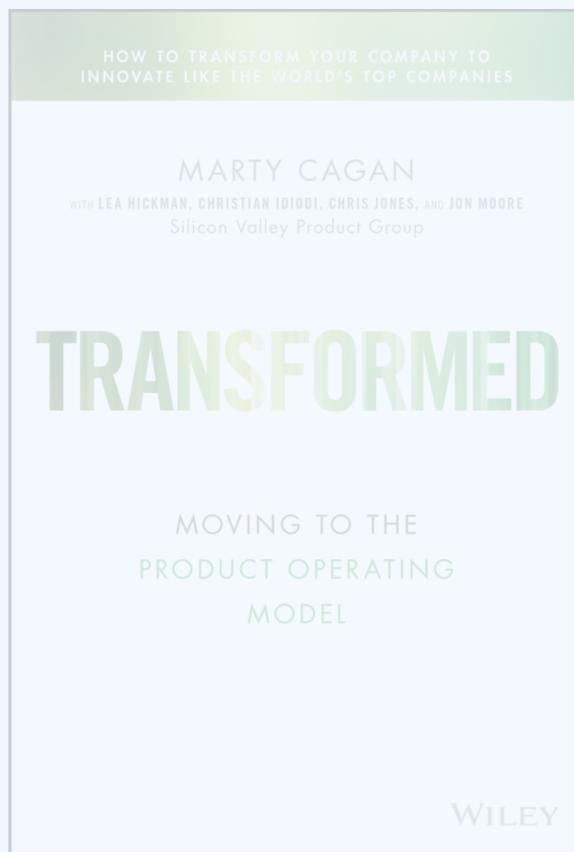


### 3: Long-Lived Teams

Long-lived value streams, with long-lived products, should have long-lived, small (ideally less than ten people), multidisciplinary teams in order to optimize for **BVSSH** in the context of change. Teams pass through Bruce Tuckman's description of group development: they can form, storm, norm, and perform<sup>8</sup> and then, crucially, they stay together. This is unlike project teams who disband and reform on every project, are time-sliced over multiple projects and have a role-based tribal identity.

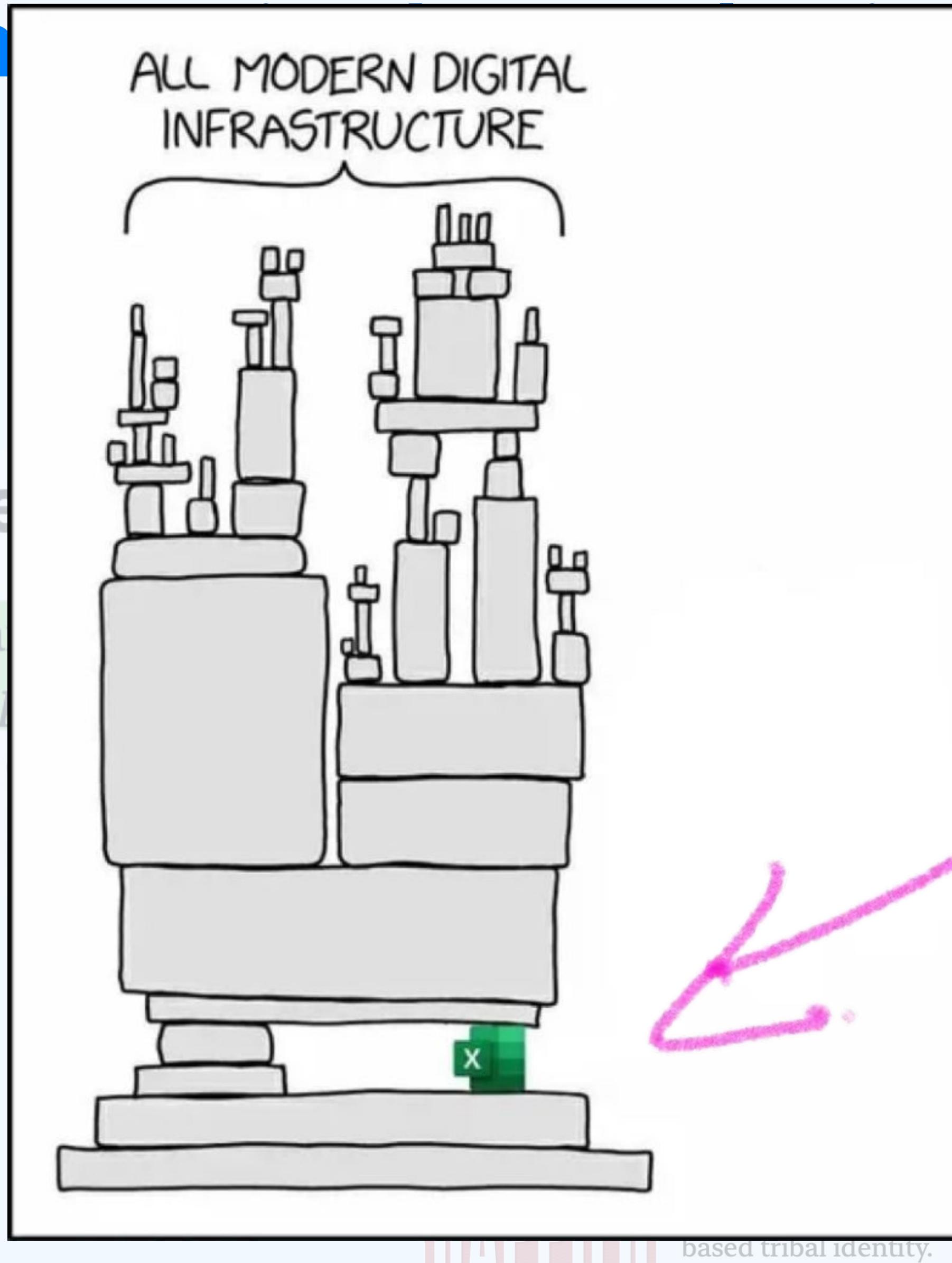
# Teams: The central role

# The role of miswiring



## Product Team

The most fundamental cross-functional team is the product team, and most companies are nurturing these



## Team spreadsheet

In the era of an empowered, creative products come together about creating and

### 3: Long-Lived Teams

Companies, with long-lived products, should have long-lived, small teams (of 5-10 people), multidisciplinary teams in order to optimize for the pace of change. Teams pass through Bruce Tuckman's description of team development: they can form, storm, norm, and perform<sup>8</sup> and then, mature and then disband together. This is unlike project teams who disband and are time-sliced over multiple projects and have a role-based tribal identity.

# Teams: The canary in the coal mine

**First 3 columns manually  
refreshed from HRIS  
EmployeeID, First, Last**

**2 columns loaded and  
mapped manually from  
portfolio system - projects**

# 30 columns of new siloed duplicate information relating to teams

# A quick pulse check

Scan this QR code  
and answer 3 quick  
questions



# A quick pulse check

## 3 Questions

1. In your current role, how long did it take to feel you were really effective?
2. How clear is the language your organisation uses to describe strategy, work and structure?
3. What do you call the unit of a cross functional team?





What if I asked you to...

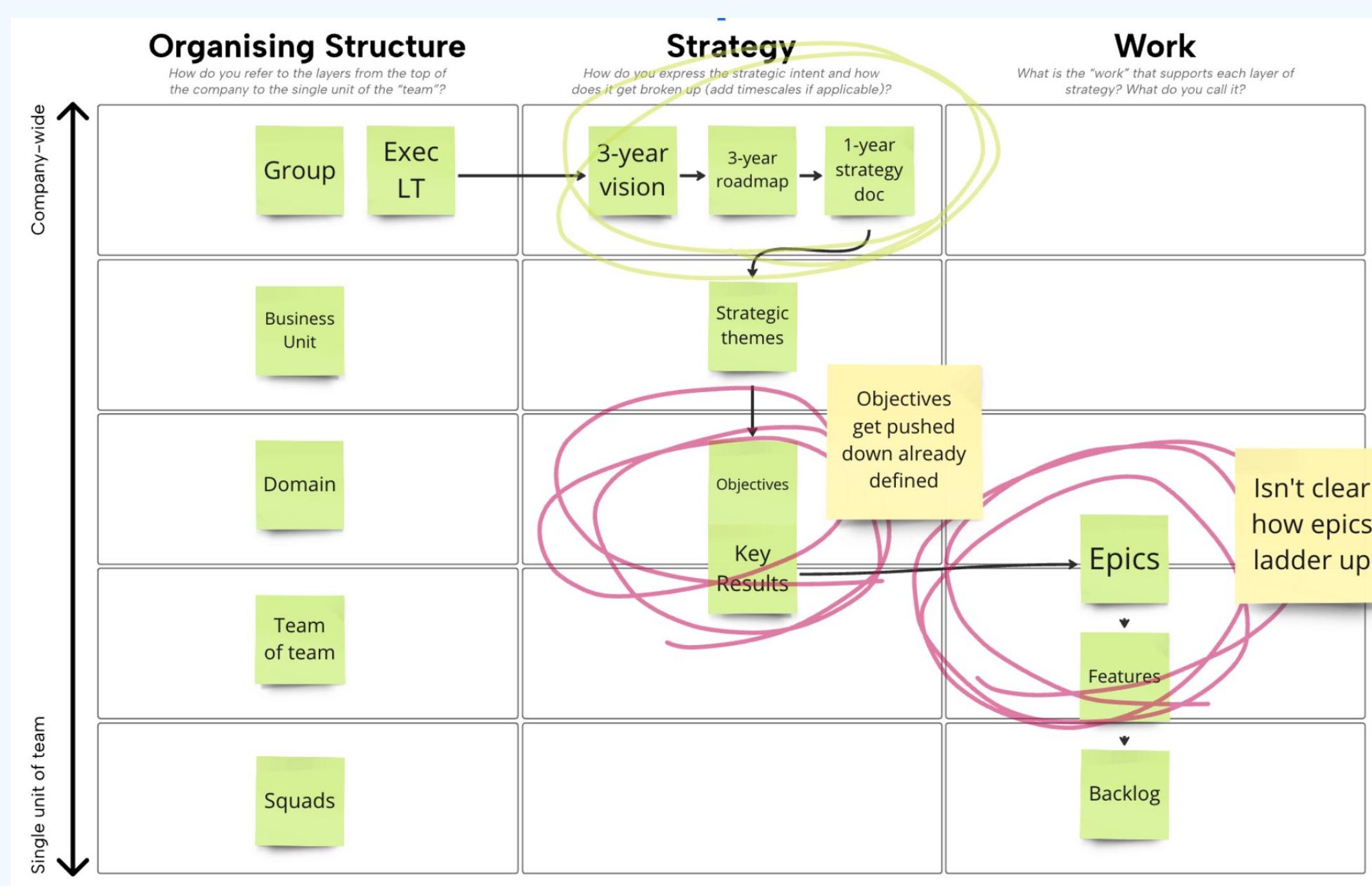
**Draw how your company's  
strategy, work and structure hang  
together.**



*Could you draw it? Would others draw the same? Who would you ask?*

We asked 40 tech leaders:

# How is your organisation wired?



# Team Worksheet

Purpose: visualize how your organisation connects structure, strategy and work to identify effective patterns + find ways to improve

## How We Team Worksheet

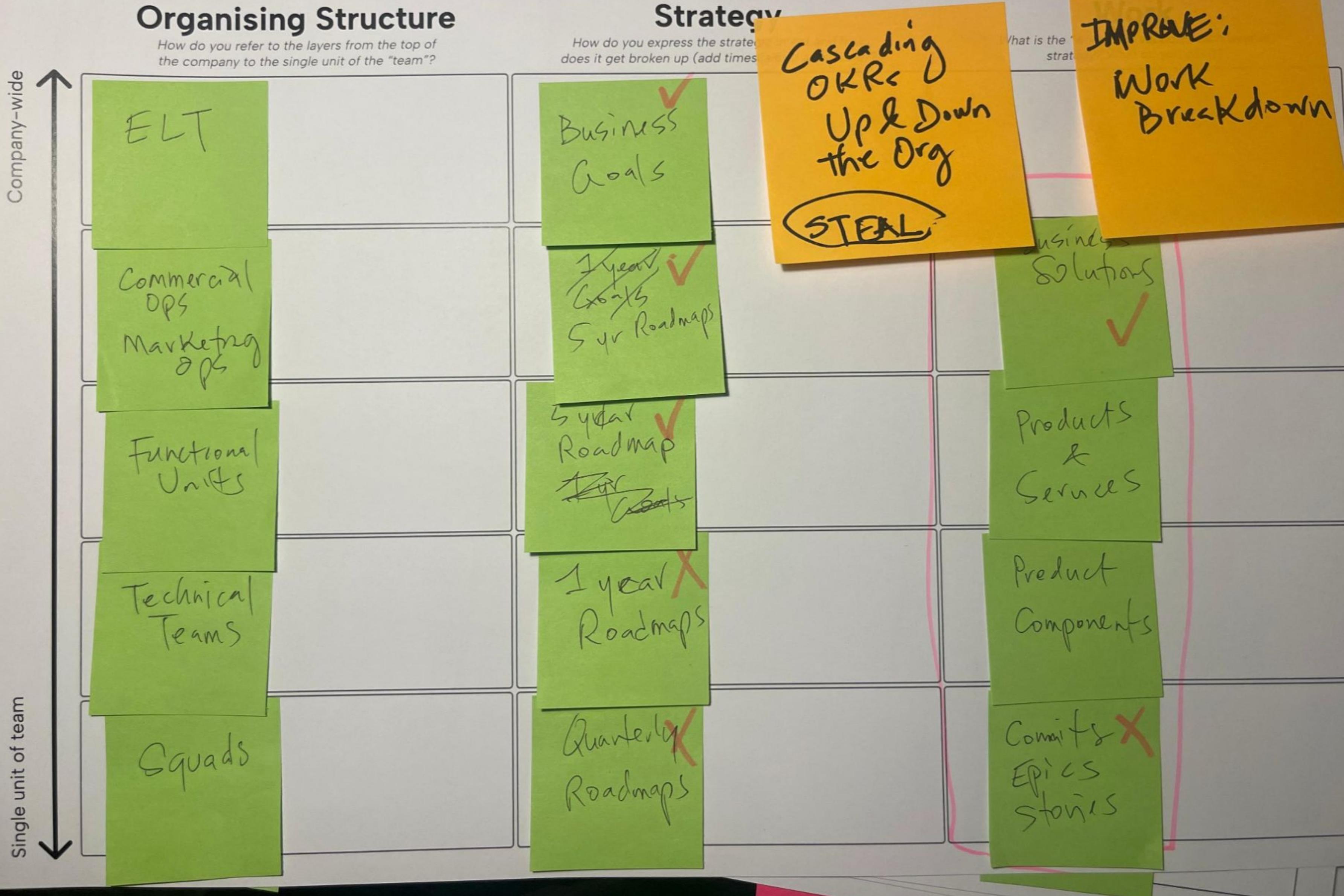
Purpose: visualize how your organisation connects structure, strategy and work to identify effective patterns + find ways to improve

Name of Your Org and Industry

MEDTECH

Scale

- 1 - 500 people
- 501 - 5,000 people
- 5,001 - 50,000 people
- 50,001+ people



# Org Map Worksheet

Purpose: visualize how your organisation connects structure, strategy and work to identify effective patterns

Name of Your Org and Industry

5,000+

Scale

- 1 - 500 people
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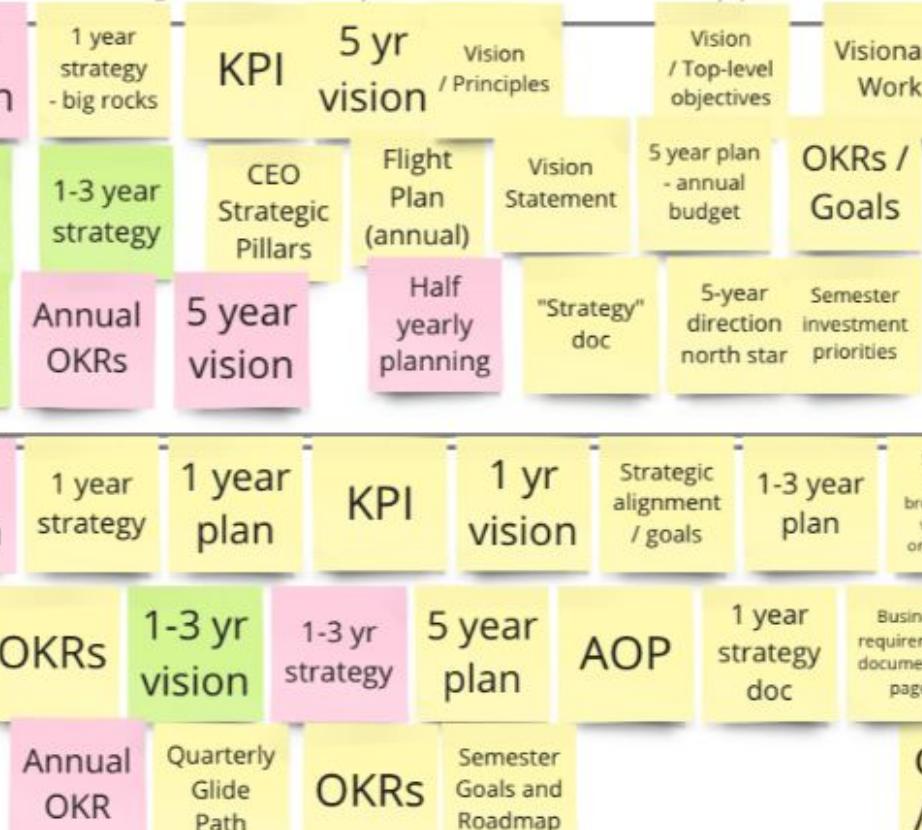
## Organising Structure

How do you refer to the layers from the top of the company to the single unit of the "team"?



## Strategy

How do you express the strategic intent and how does it get broken up (add timescales if applicable)?



## Work

What is the "work" that supports each layer of strategy? What do you call it?



Company-wide ↑

↓ Single unit of team

Learning one:

# Lack of **shared** understanding

What is said



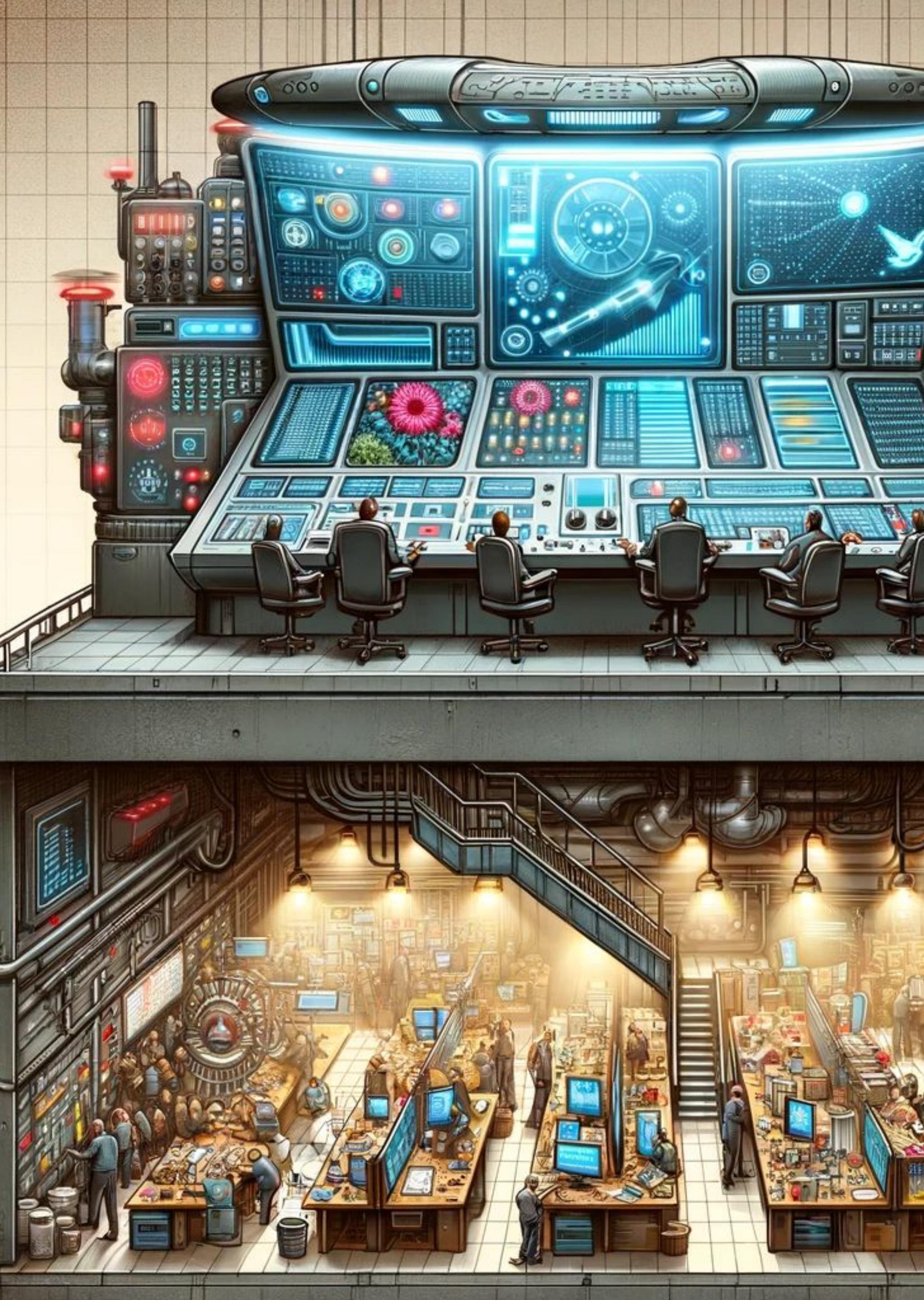
What is  
understood

# Disconnected wiring, from strategy to teams

**90% of leadership** do not feel they could drill down from strategy through to the work being done by teams

**40% of teams** are unclear how their work aligns to the company's strategies

Companies with staff that have a clear connection to the strategy feel they're 2x better able to meet customer needs



Learning two:

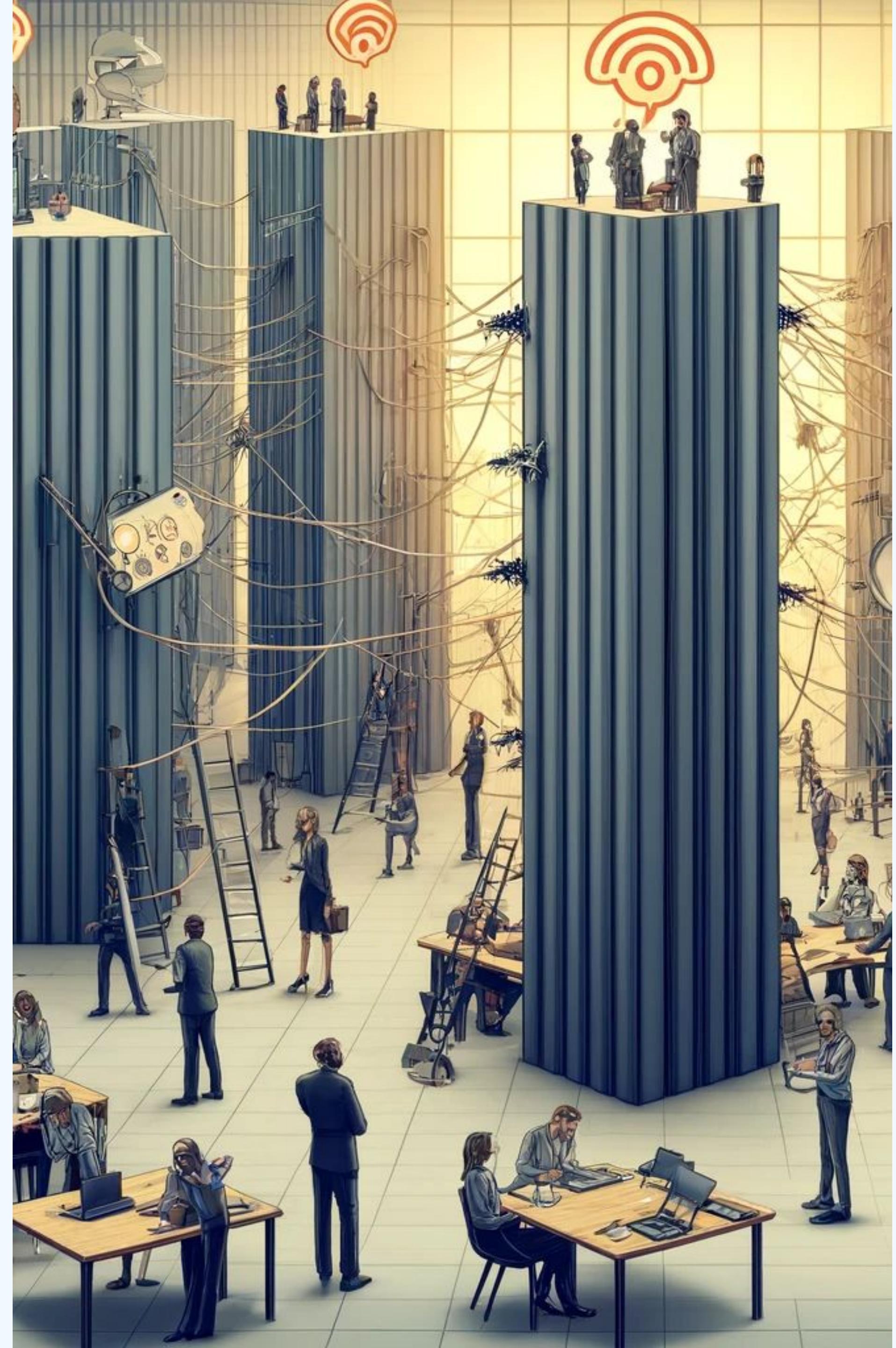
The messy middle  
isn't transparent

# The signal gets lost in the messy middle

Performance data is generally **siloed** and **not transparent**, shared on a need to know basis

Middle management are too busy managing up and across they often forget to tell the teams what the strategy is

Middle management believed their plans 90% aligned to the company strategy... when analysed they were actually only 30% aligned

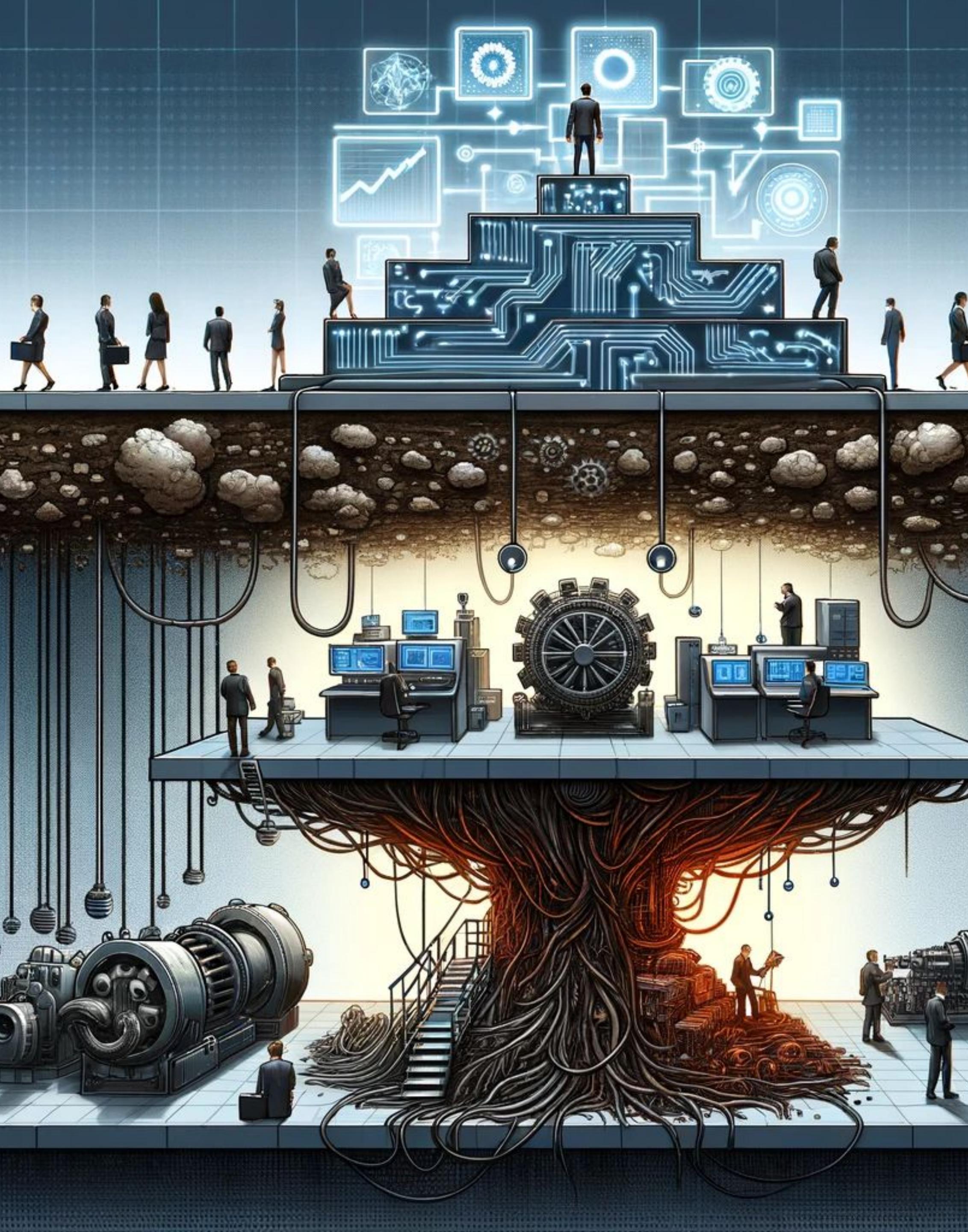


Learning three:

Processes and  
systems haven't been  
rewired

⚠ A wake up call

**Many  
transformational  
challenges can be  
traced to  
underlying wiring  
issues**



# New principles are needed across underlying systems

## User-centric and personalised

Employee experiences are uplifted to support ways of working and personalised for key personas to optimise their workflow

## Transparent by default

Outcomes, and work and structure are made visible by default to foster alignment, collaboration and transparency

## Measurable and observable

We treat the ecosystem as a product and deliver improvements based on user feedback and metrics

A call to action for Enterprise Tech Leaders:

**Extend the ambition beyond  
modern practices, to  
underlying wiring challenges**

A call to action for Enterprise Tech Leaders:

**Clarity: a core responsibility  
as leaders, and a basic right  
for our teams.**

# Thank you!



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A screenshot of the HowWeTeam.fyi website. The page features a header with the site's name and a sub-header: "Frameworks and case studies for enabling better teamwork from the world's best companies". Below this, there are three cards: "37 Signals" (Framework), "Airbnb" (Case Study), and "Amazon" (Case Study). Each card includes a logo, a brief description, and a "Product" or "Large" tag. A pink arrow points from this image to the "Strategy to Execution Map" template.

## HowWeTeam.fyi

A community resource to learn more about the teaming patterns from some of the world's best companies

Reach out or submit your organisation!

## Strategy to Execution Map

A template to foster visibility and create a shared understanding of how your organisation connects strategy, work and teams  
[howweteam.co/toolkit](http://howweteam.co/toolkit)

A screenshot of the "Strategy to Execution Map" template on Miro.com. The template has a dark header with the title and a "Use template" button. The main area contains sections for "Purpose", "How to use this template", "Organising Structure", "Strategy", "Work", and "Actions". Each section includes sub-instructions and a corresponding grid or chart. A pink arrow points from the "HowWeTeam.fyi" screenshot to this template.