

CRAIN

Wearing Many Hats

Successful team structure



Agenda

- Role (aka Hats) definitions
- Hat interaction
- Team Structure: Attributes
- Qualities of High Performing and Dysfunctional Teams
- Multiple Hat Syndrome
- Honing our Hats

Hat interaction

How do hats interact with each other in your company?



Team Structure: Attributes

What makes a successful team?

- Flexibility
- Efficiency
- Process driven
- Diversity/collaboration
- Prioritization
- Communication
- Empower decision making
- Strategy around problems and what problems are most important to tackle
- Accountability
- Clearly defined roles/responsibilities
- Strong communication and penchant for learning
- Trust



Qualities of High Performing and Dysfunctional Teams

High Performing Teams

Dysfunctional Teams



Multiple Hat Syndrome

Avoid hat burnout and maintain focus

PRIORITIZE

Make sure the corporate and department goals and priorities are well communicated and understood in order to keep the team on track.

CREATE BOUNDARIES

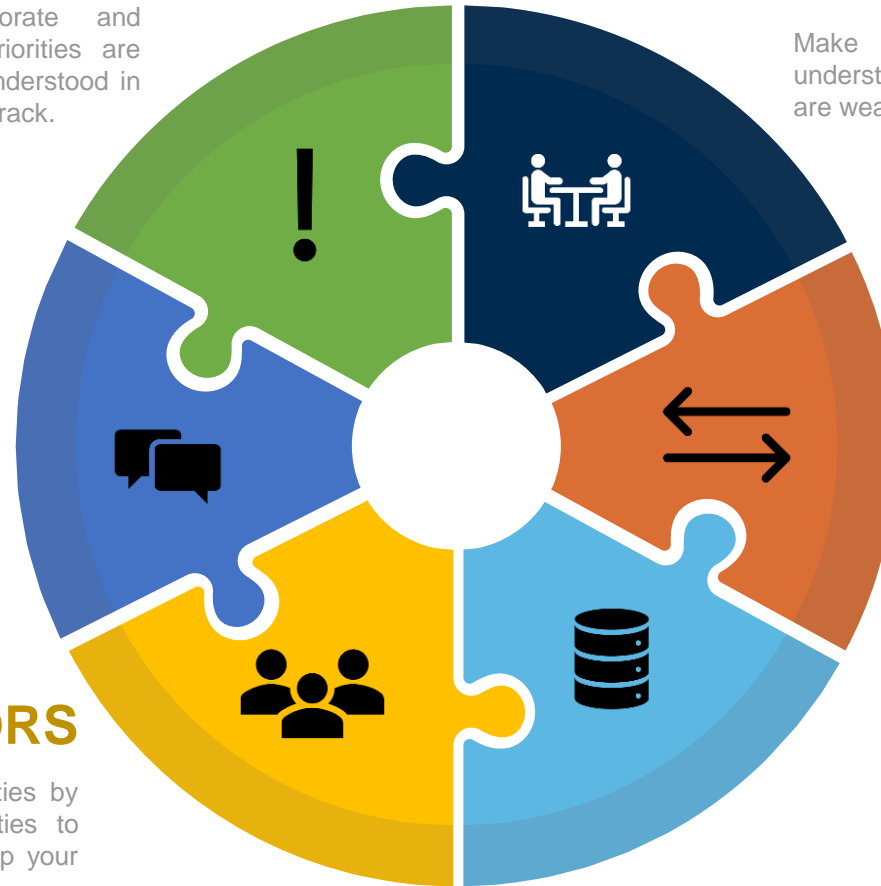
Make sure colleagues and vendors understand which hats your team members are wearing and who to go to for support.

DELEGATE

Don't miss the opportunity to let your team member help you help yourself. This provides an opportunity for others to learn and for you to focus on your highest priorities.

USE VENDORS

Focus on your business' priorities by allowing vendors or third parties to focus on items that may not top your priority list.



ROTATE HATS

Rotating responsibilities or projects ensures each team member continues to learn about facets of the business and garners respect for each hat.

ACKNOWLEDGE PEOPLE'S HATS

As a leader, acknowledging the many responsibilities your team members have lets them know you understand their workload.

Honing our hats

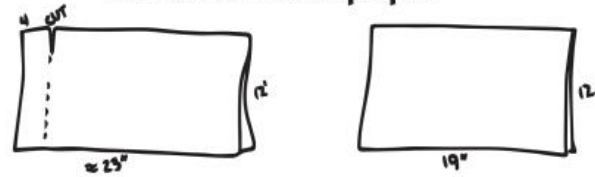
- Ask “Is this the right team?”
 - What are the team goals?
 - Can we utilize outside vendors to help us focus on our goals?
- Create a diverse team
 - Ensure team members’ career goals are in line with company goals
- Foster education within the team members.
 - Use team meetings to allow each team member to present a concept on their area of expertise
 - Crain’s has started using Slack to foster collaboration and informal Q/A sessions among teams. IE: Digital Editors chat

A frequently referred to set of statistics from Kaplan and Norton state;

1. 9 of 10 companies fail to execute strategy
2. Only 25% of managers have incentives linked to strategy
3. Only 5% of the work force understand the strategy
4. 85% of executive teams spend less than one hour/ month discussing strategy
5. 60% of organization don’t link budgets to strategy

Source: <https://www.fastcompany.com/795028/why-are-goals-and-objectives-important>

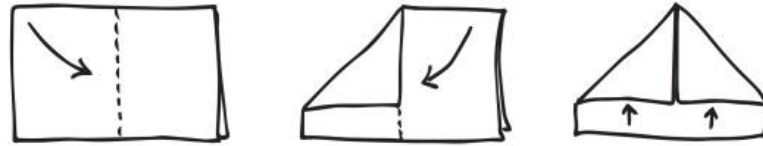
How to Make a Paper Hat out of a Newspaper



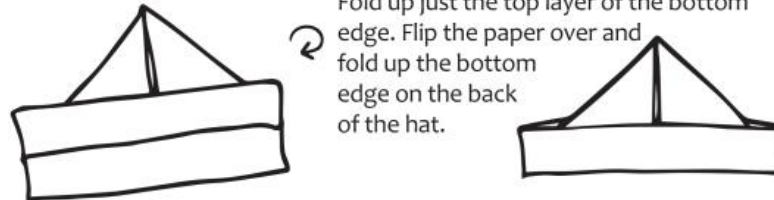
Most North American newspapers are 12 inches wide and nearly 23 inches high. To make a paper hat, cut off about 4 inches from the height of the newspaper.



Next, fold the page in half.
The paper should be four thicknesses



Fold the top left corner to the center fold, creating a right triangle.
Next, fold the right corner to the center in the same way so that the top shape is now a rooftop like triangle.



Fold up just the top layer of the bottom edge. Flip the paper over and fold up the bottom edge on the back of the hat.

At this point, I'm done with my hat. Some people recommend folding down the outside corners or using some tape to make the hat less likely to come apart. I leave these decisions for you to make.