

# Building a Strong Team & Executing

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Kelly Klingensmith, MPH

# About Me

Healthcare Operations & Public Health Leader

Current Role- Senior Manager of Program Operations, PediaTrust LLC

Provides strategic leadership and operational oversight for key centrally managed programs, driving performance, alignment, and measurable impact.

## Leadership Experience

- 20+ years in business and people management
- 10+ years in healthcare and public health leadership
- Background spanning-
  - Small business management
  - Retail banking
  - Local public health department administration

## Beyond the Office

Serves as CEO, COO, and CFO of the Klingensmith household, overseeing real estate investments and family strategy. Enjoys home renovations, biking, hiking, and traveling with family.



# Why Strong Teams Matter

- Entrepreneurial success depends on both strategy and execution.
- Teams are the vehicle for transforming ideas into viable businesses.
- Common pitfalls:
  - Role ambiguity → duplicated effort
  - Misaligned priorities → stalled execution
  - Overlap between strategic and operational decisions



# Team 1 & Team 2

## Team 1 (Strategic Leadership)

Focus: Enterprise-level strategy, vision, and resource allocation

### Functions:

- Set entrepreneurial direction
- Make trade-offs between competing priorities
- Remove obstacles for operational teams

Example in startups: Founders and executive leadership guiding funding, partnerships, and market positioning

## Team 2 (Operational Execution)

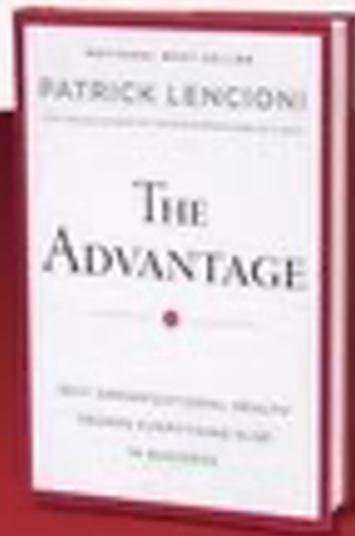
Focus: Functional execution, specialized tasks, and delivery of outcomes

### Functions:

- Implement strategy in day-to-day operations
- Manage workflows, deliverables, and milestones
- Provide feedback on operational feasibility

Example in startups: Product development, marketing, or operations teams turning vision into reality

# Patrick Lencioni's "First Team" concept



Organizational Health  
Team #1

[www.tablegroup.com/oh](http://www.tablegroup.com/oh)

# The Most Common Breakdown

Organizations struggle when:

- Team 1 operates as functional leaders instead of enterprise leaders
- Team 2 lacks clarity on priorities
- Strategy is not translated into execution
- Roles blur and accountability diffuses
- Decision rights are unclear

The result: duplication, inefficiency, and stalled progress.



# The Critical Role of Team 1

A strong Team 1:

- Thinks enterprise-first, not function-first
- Aligns around shared priorities
- Models collaboration across silos
- Makes clear trade-off decisions
- Communicates consistently

Team 1 must function as a team — not a collection of individual executives.



# The Critical Role of Team 2

A strong Team 2:

- Understands enterprise priorities
- Knows how their work connects to strategy
- Has defined decision rights
- Has the authority to execute
- Feels ownership for outcomes



Team 2 thrives when clarity flows downward and barriers are removed upward.

**What are the key roles every business needs?**

# Why Role Definition Matters

Role clarity drives:

- Faster decision-making
- Reduced duplication
- Increased accountability
- Stronger collaboration
- Higher engagement

Without clear roles:

- Work overlaps
- Accountability blurs
- Frustration increases

Clarity creates confidence.



# Defining Roles for Execution

Effective role definition includes:

- Clear scope of responsibility
- Defined decision authority
- Explicit performance expectations
- Clear interfaces between teams
- Documented handoffs

When everyone knows:

- Who decides
- Who executes
- Who informs
- Who supports

Execution accelerates.

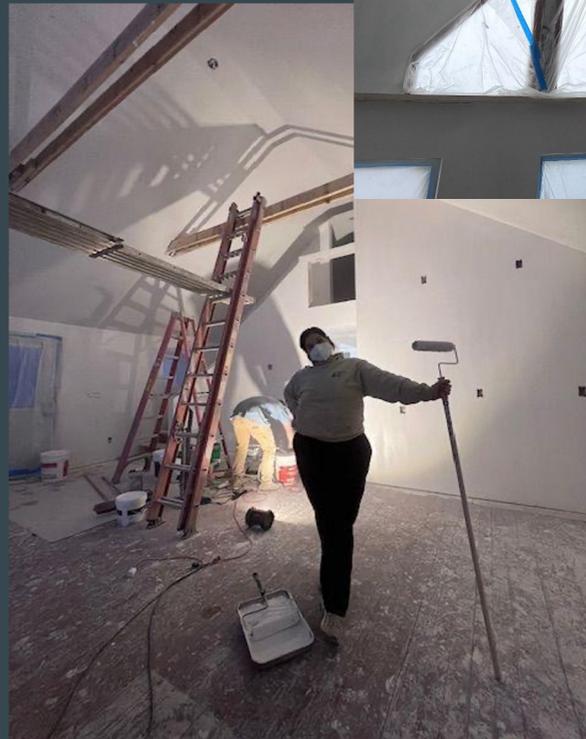


# Alignment Drives Execution

Alignment exists when:

- Strategy is understood at every level
- Priorities are consistent across teams
- Goals cascade clearly
- Metrics reinforce the right behaviors
- Leaders reinforce the same message

Alignment eliminates friction.



# What is Cascading Communication?

Team 1 – Strategic Leadership

Defines vision, priorities, and success metrics

Clarifies decision rights and strategic trade-offs



Team 2 – Operational Leaders

Translates strategy into functional plans

Aligns resources, timelines, and accountability



Frontline Teams – Execution

Deliver operational outcomes

Track performance and identify barriers

↑ Feedback Loop to Leadership ↑



# From Strategy to Results

The pathway to strong execution:

1. Team 1 sets clear enterprise priorities
2. Roles and decision rights are defined
3. Team 2 translates strategy into action
4. Performance metrics are aligned
5. Feedback loops refine execution



# COVID-19 Vaccine – A Team Success Story

## Team 1 – Strategic Leadership

- Governments, health agencies, pharma executives set goals and priorities
- Coordinated funding, approvals, and international partnerships
- Unified mission: rapid, safe, equitable vaccine rollout

## Team 2 – Operational Execution

- Scientists and researchers conducted clinical trials
- Manufacturing scaled production with quality control
- Logistics coordinated cold-chain storage, shipping, and administration
- Healthcare providers managed mass vaccination clinics

Key Insight: Alignment between strategy (Team 1) and execution (Team 2) enabled rapid delivery under unprecedented global pressure



# My Favorite Team

