Bernadette Brown MSc, PG Dip, PGCE, BA (Hons)

Global change, leadership and talent strategist

Executive coach

Former Global Director of Talent

Working globally, remotely and in person

For leadership, project and newly formed teams

Team Engineering

Turning a group of strong individuals into a team that aligns, decides and delivers together

- Some of the most spectacular failures are in teams of the brightest and the best. Without the right data and engineering, one slip can bring the whole team down.
- Hogan data and expert facilitation reveal what is really going on beneath the surface, then we design how the team needs to work.

> **The result:** a team with energy, alignment, ambition and purpose, and clear individual and shared goals.

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More Than Team Building

Team building feels good on the day, but the effect often fades once everyone is back at their desks. Team Engineering changes how the team actually works, built on data so the change lasts. Using diagnostics, we look below surface behaviour.

Culture and unwritten rules
What the team prioritises, allows, values or ignores, and the culture that creates

The team's combined Hogan profile
Where personalities reinforce each other, and where they clash

Leadership styles
Which styles each leader relies on, and how well they flex between them

Triggers and conflict
Destructive conflict versus creative tension

Roles and reporting lines
Job roles, fit and accountabilities, so everyone knows who does what

Ways of working
How the team meets, decides, communicates and holds itself accountable

Getting the roles right

Sometimes just one role out of sync can deprive the whole team of oxygen.

So Team Engineering often includes a close look at roles: each defined by its purpose, accountabilities and success measures, with no overlaps unless an accountability is genuinely shared. Then we agree each role with the person who holds it, so they own it from day one.

How It Works

The groundwork, including assessment and diagnostics, is done online beforehand, so time together counts.

1. Diagnose

Hogan assessments for each team member, combined into a team profile, alongside interviews or a short survey

2. Explore

A facilitated workshop where the team explores its data together and builds a picture of its own culture

3. Engineer

Agree roles, decision rights, ways of working and the behaviours the team commits to

4. Embed. Follow-up sessions, coaching and review, so the new ways of working stick. Where Team Engineering is part of a wider Fractional HR assignment, the follow-through is built in.

> **"The more senior a leader becomes, the more they must rely on others, including their peers and other teams, to deliver results."**
>
> Yet many successful leaders struggle at the top, because today's organisations run on teamwork, not top-down control.

Tailored to Your Team

Every programme is shaped around your team: its goals, its make-up and the pressures it faces.

Formats:

2 days	An immersive workshop for a leadership or project team.
7 days	A destination retreat, away from everyday triggers, in Marrakesh or beyond.
Review	A root-and-branch review of how the team is set up to work.
Follow-up	Coaching and review sessions afterwards, so the change lasts.

Away from everyday triggers, new habits form faster: that is why a retreat is often the most powerful format.

> **Start with a conversation:** book a free 30-minute call to talk through your team, and what it needs to work at its best.

About Berna

Business Psychologist
Fractional HR Director



I bring more than 20 years of strategic HR leadership, honed in global, blue-chip organisations, and have personally assessed and coached hundreds of leaders, including C-suite teams.

QUALIFICATIONS AND ACCREDITATIONS

- MSc Cognitive Psychology, University of Strathclyde
- PG Diploma, Organisational and Behavioural Psychology, University of Strathclyde
- British Psychological Society: Occupational Ability and Personality
- Hogan Assessments: HPI, HDS and MVPI
- Harvard Law School: Program on Negotiation for Senior Executives
- Also accredited in MBTI, FIRO-B, 16PF, Belbin, Korn Ferry Lominger and NLP Master Practitioner

> **Where to start:** a free 30-minute call to talk through your team and what it needs. From there, we agree the right format, timing and what success looks like.

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