



MILITELLO BONIFEDE GROUP

From Blind Spots to Breakthroughs

Unlocking Executive Team Alignment and Business Execution at a High-Growth Software Company

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Our work with MBG has been critical for our leadership team — both in terms of how we operate as a management team and the business goals we need to deliver on. We've come away more aligned, more equipped, and more confident in our ability to deliver on our top priorities. MBG brought the right balance of structure and flexibility — knowing when to guide, when to listen, and when to adapt in real time. Even more importantly, they've given us the tools, language, and cadence to carry this progress forward and keep building on it throughout the year.”

— Cofounder & CEO, Pre-IPO Software Company

The Situation

As the cofounder and CEO of a high-growth software company operating at scale, the stakes were high. The startup had strong market positioning, a great product, and talented team members, however, internal friction points were emerging and becoming clear obstacles to the team's ability to achieve their full potential. Changes within the executive team, burnout among top leaders, unmet revenue targets, and board pressure were symptoms pointing to deeper underlying issues. The cofounder knew something significant had to shift.

Previous attempts at external solutions—ranging from one-on-one executive coaching to team retreats—had fallen short. Past consultants either delivered overly theoretical insights or individual-focused coaching, neither of which addressed the real root of the issue: how the executive team functioned as a cohesive, aligned unit to identify and tackle the most critical business goals.

The cofounder recognized that the real competitive advantage wasn't the ability to hire talented executives—it was to enable the executive team that he had put in place to operate effectively, transparently, and collaboratively as a high-performing unit. Yet blind spots persisted. Conversations that should have been open and direct were instead happening behind closed doors, critical decisions lacked context, and collaborative problem-solving suffered as the loudest voices in the room dominated discussions. Adding further complexity, significant shifts within the executive team—departing leaders, new executives joining, and a lack of shared operating frameworks made it challenging for the group to truly form. Additionally, the globally distributed nature of the team and cultural differences across geographies proved an additional challenge to team cohesion.

Why MBG?

The cofounder partnered with MBG because of MBG's proven operational expertise, methodology, and emphasis on achieving tangible business outcomes. With over 40 years of combined operational experience leading and scaling high-growth companies from the inside, MBG provided practical, real-world solutions rather than theoretical advice with no clear path forward. MBG didn't just promise insights—they promised results. Their approach wasn't only about improving leadership team effectiveness; it was also explicitly tied to improving the company's strategic performance and growth goals.

MBG's Approach

MBG began with a focused diagnostic phase, conducting in-depth interviews and assessment surveys with the executive team and their direct reports. This diagnostic revealed several critical opportunities for the executive team:

Create true alignment on strategic priorities and eliminate confusion around the "North Star" goal.

Strengthen cross-functional collaboration and break down operational silos for greater alignment and efficiency.

Drive greater clarity around roles, responsibilities, and accountability to unlock stronger ownership and execution.

Shift from ad hoc and fragmented leadership team interactions to a more consistent, coordinated approach that supports clearer communication, faster decisions, and shared ownership.

Instead of diving straight into solutions, MBG took the time to deeply understand the team and the business's unique context, dynamics, and strengths. Their diagnosis didn't just provide a data-driven understanding of the challenges—it also pinpointed the highest-leverage opportunities where structured intervention could have the greatest impact.

Actions & Deliverables

Armed with deep insights, MBG partnered closely with the cofounder and CHRO to deliver a customized, structured approach:

Executive Offsite MBG designed and facilitated a three-day offsite, directly addressing strategic clarity, team norms, and critical execution issues. Unlike previous offsites, leaders openly debated previously ignored "elephants in the room," aligning on clear strategic goals, high-priority business processes and norms to guide future team interactions and behaviors. They also made important decisions and left with a clear plan to execute and sustain the work following the offsite.	Revenue Acceleration Strategy MBG facilitated focused discussions to identify what is needed to accelerate revenue growth. Clear action plans, responsibilities, and accountability frameworks were established to help accelerate execution on goals.	Operational Roadmap Development MBG partnered with the team to distill a previously tangled set of challenges and possible solutions into a focused, prioritized operational roadmap. This clarified immediate execution priorities, enabling faster progress toward the company's 2025 goals.	Team Norms & Accountability Mechanisms MBG helped the executive team develop and adopt clear, actionable team norms focused on direct feedback, accountability, and constructive debate. The process of collaboratively developing new norms helped to rebuild trust and morale. Also, it established a clear and consistent leadership standard that was cascaded to the extended leadership team, ensuring alignment throughout the management ranks.	Roles & Responsibilities Clarification MBG led the leadership team through sessions to clearly define and document each executive's roles, decision-making rights, KPIs, and interdependencies. This clarified ownership, performance expectations, accelerated decision-making, and reduced unnecessary friction.
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Outcomes & Results

The results and ongoing impact of MBG's partnership with the company include:

Clearer Strategic Direction

The executive team moved from operating with unclear and competing priorities to unified alignment around a clear and focused "18-month North Star," creating a shared purpose across teams.

Strengthened Execution Discipline

The organization shifted from inconsistent pipeline management and stalled deal execution toward clearly prioritized, actionable strategies that will directly improve revenue outcomes.

Enhanced Team Dynamics

The leadership team evolved from relying on indirect feedback and a culture of backchanneling to developing new norms and standards around direct feedback, clear accountability, and open, constructive dialogue.

Improved Empathy & Collaboration

Executives increased self-awareness and built stronger, more effective relationships with their teammates based on a shared understanding of personal working styles, preferences, and habits.

Greater Morale and Confidence

Leaders progressed from hesitant and reactive behaviors to empowered, decisive actions, underpinned by strengthened alignment, enhanced team support, and increased individual and collective confidence.

Sustainable Impact

Unlike previous engagements, the executive team continued to partner with MBG to ensure the impact wasn't short-lived. By embedding new leadership behaviors, clear accountability frameworks, and supporting execution structures, the company is working to ensure continued progress beyond MBG's direct involvement. The cofounder and CHRO now plan to extend this approach deeper into their organization, leveraging the frameworks and methodologies introduced by MBG to continue driving alignment and execution excellence.

Why MBG Makes the Difference

MBG's differentiator is their deep operational expertise combined with a highly tailored, results-driven approach. MBG brought real-world leadership and execution experience, meeting the team exactly where they were and guiding them toward measurable results.

Conclusion: A CEO's Smart Investment

For CEOs and other C-suite leaders navigating critical inflection points—whether rapid growth, team transitions, or strategic shifts—MBG offers a valuable partnership. This cofounder recognized the limitations of traditional consulting models, choosing instead a partner who could embed sustainable operational improvements and drive real business outcomes.

The decision paid off. By identifying and addressing blind spots, MBG equipped the executive team not only to tackle immediate challenges but also positioned them to sustain growth and success into the future. As this CEO's experience shows, engaging MBG is more than a smart decision—it's a strategic inflection point in the company's long-term performance and health.

Ready for Your Own Breakthrough?

If your leadership team is experiencing similar challenges—or simply aiming to achieve your next level of performance—MBG can help.

Contact us to discover how we can accelerate your team's success.



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